

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
April 8, 2016**

FRIDAY, April 8, 2016

Location: Old Main 340, Boardroom
Time: 8:00 a.m.

- 1. CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05 am
 - a. Board of Trustees Meeting, February 11 & 12, 2016
 - b. Board of Trustees Special Meeting, March 3, 2016
 - c. Board of Trustees Special Meeting, March 4, 2016
 - d. Board of Trustees Special Meeting, March 17 & 18, 2016

- 2. PUBLIC COMMENT**
8:05 – 8:15 am

- 3. BOARD CHAIR**
8:15 – 8:20 am

- 4. UNIVERSITY PRESIDENT**
8:20 – 8:25 am

- 5. ASSOCIATED STUDENTS**
8:25 – 8:30 am

- 6. FACULTY SENATE**
8:30 – 8:35 am

ACTION ITEMS

- 7. CONSENT ITEMS**
8:35 – 8:40 am
 - a. Delegation of Authority for Construction Contract for Ridgeway Gamma Renovation, PW 695
 - b. Construction Contract for Parking C Lot Upgrades Phase 1, PW 700
 - c. Construction Contract for Multiple Building Roofing Replacement and Fall Protection, PW 702

- 8. APPROVAL OF 2017 & 2018 BOARD OF TRUSTEES MEETING DATES**
8:40 – 8:45 am Presentation: Bruce Shepard, President
8:45 – 8:50 am Discussion

- 9. APPROVAL OF HOUSING & DINING RATES INCLUSIVE OF RECOMMENDATION OF EXPANSION OF HOUSING SYSTEM**
8:50 – 9:10 am Presentation: Eileen Coughlin, Senior VP & Vice President for Enrollment and Student Services
9:10 – 9:20 am Discussion

DISCUSSION ITEMS

10. PRELIMINARY 2017-27 CAPITAL PLAN DISCUSSION

9:20 – 9:35 am Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Ed Simpson, Assistant Director, Facilities Development

9:35 – 9:50 am Discussion

11. BUSINESS AND FINANCIAL AFFAIRS BUSINESS PRACTICE IMPROVEMENT INITIATIVE UPDATE

9:50 – 10:05 am Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Brian Sullivan, Assistant Vice President for Business and Financial Affairs
Wanna VanCuren, Director, Business and Financial Systems

10:05 – 10:15 am Discussion

Break – 10 min - 10:15 – 10:25 am

12. CAMPAIGN UPDATE

10:25 – 10:35 am Presentation: Stephanie Bowers, Vice President for University Advancement

13. OLYMPIA UPDATE

10:35 – 10:55 am Presentation: Becca Kenna-Schenk, Government Relations Director

14. AUDIT COMMITTEE REPORT

10:55 – 11:00 am Presentation: Betti Fujikado, Chair, Audit Committee

15. GOVERNANCE COMMITTEE REPORT

11:00 – 11:05 am Presentation: Sue Sharpe, Chair, Governance Committee

16. INFORMATION ITEMS

11:05 – 11:10 am

- a. Quarterly Grant Report
- b. Professional Leave Report
- c. Tenure & Promotion Report
- d. Admissions and Enrollment Report
- e. Capital Program Report
- f. University Advancement Report
- g. University Relations and Community Development Report

17. DATE FOR NEXT REGULAR MEETING: June 9 & 10, 2016

18. ADJOURNMENT

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 8, 2016
SUBJECT: **Approval of the Minutes**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustees Meeting Minutes.

Proposed Motion:

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

- Approval of the Minutes of the Board of Trustees Meeting,
 - February 11 & 12, 2016
- Approval of the Minutes of the Special Board of Trustees Meeting,
 - March 3, 2016
 - March 4, 2016
 - March 17 & 18, 2016

Supporting Information:

Minutes of:

- Board of Trustees Meeting, February 11 & 12, 2016
- Board of Trustees Special Meeting, March 3, 2016
- Board of Trustees Special Meeting, March 4, 2016
- Board of Trustees Special Meeting, March 17 & 18, 2016

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
THURSDAY, FEBRUARY 11, 2016**

1. CALL TO ORDER

Chair Karen Lee called the regular meeting of the Board of Trustees of Western Washington University to order at 3:08 p.m., in the Johnson Lobby Lounge at the Washington Athletic Club, 1325 Sixth Ave, in Seattle, WA.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Earl Overstreet, Secretary
Betti Fujikado
Chase Franklin
John M. Meyer - *by phone*
Mo West - *by phone*
Seth Brickey

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Steve Swan, Vice President for University Relations and Community Development
Molly Ware, Faculty Senate President
Roger Leishman, Assistant Attorney General
Paul Cocke, Director of University Communications
Paul Dunn, Special Executive Assistant to the President
Barbara Sandoval, Assistant to the President and Secretary to the BOT
Elissa Hicks, Assistant Secretary to the Board of Trustees

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

At 3:09 p.m. Chair Lee announced that the Board would convene in Executive Session for approximately 30 minutes to discuss personnel and legal matters as authorized in RCW 42.30.110 (1)(g)&(i).

The Board returned to open meeting at 3:29 p.m. with no action to report.

Chair Lee announced a break at 3:29 p.m. The board returned and reconvened the meeting at 3:36 p.m.

3. K – 16 EDUCATION: OPPORTUNITIES & CHALLENGES

Provost Carbajal introduced Francisco Rios, Dean of Woodring College of Education as moderator who then introduced panelists Paul Francis, Council of Presidents; Betty Patu, Seattle Public Schools, Board Chair; Rachelle Sharpe, Deputy Director, Washington State Achievement Council (WSAC); Jan Yoshiwara, Deputy Executive Director for Education Services, Washington State Board of Community and Technical Colleges.

Dean Rios asked the panel what they believe is the biggest challenges for K-12 education over the next ten years. Panelists said that they are noticing that most kindergarteners aren't ready for school and they are looking at the challenge of how to get kids ready, and what kind of early education would bring the most benefit. They also noted that education funding at all levels for things such as early education, non-traditional students, adult worker education and mentorships, aren't keeping up with the need. The panelists said that participation is increasing at all levels of education, but the financial aid isn't there for those who need it.

Rios asked the panel what the responsibility as an institution of public education is to help with the challenges identified? Panelist responded that if early education, K-12 education, higher education and workforce development programs would speak as one integrated system in Olympia it would help legislative members see how everyone is interrelated and everything works together. They also remarked that Western is doing well at shining a light on what higher education can do for K-12 education with programs like Compass 2 Campus and recruiting students in underserved communities. By focusing on those early connections for higher education it is promoting new solutions, opportunities and bringing education to the people.

Trustees asked how to improve campus diversity and climate and how to serve underserved populations? Panelists said that no one has a fail proof answer but that closing the gap between the ratio of student body diversity and staff and faculty diversity composition would help. Students of color look for mentors with similar backgrounds, panelists said, and if there aren't enough mentors students often feel like they don't have anyone to turn to. Panelists also suggested that if Western focused on the most pressing needs one at a time most of the rest would fix itself over time and suggested offering more opportunities to students of color to reach out to other diverse populations, showing them that higher education is a possibility and something they can relate too.

Trustees asked about the poverty factor for early education and what the university could do to mediate the gap. Panelists said that it comes down to capacity, communication and collaboration adding that reducing class sizes so schools could retain teachers would allow them to truly teach, giving students the focused attention they need to thrive and learn. Communication with the public and bringing respect back to the teaching profession so that teachers feel appreciated and more students will want to be teachers is also important. And, collaborate with early education in order to get students started on the right track and excited to learn in kindergarten.

Chair Lee adjourned the meeting at 5:09 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
FRIDAY, FEBRUARY 12, 2016**

1. CALL TO ORDER

Chair Karen Lee called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m., in the Johnson Lobby Lounge at the Washington Athletic Club, 1325 Sixth Ave, in Seattle, WA.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Earl Overstreet, Secretary
Betti Fujikado
Chase Franklin
John M. Meyer – *by phone*
Mo West - *by phone*
Seth Brickey

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Steve Swan, Vice President for University Relations and Community Development
Molly Ware, Faculty Senate President
Belina Seare, Associated Students President
Roger Leishman, Assistant Attorney General
Paul Cocke, Director of University Communications
Paul Dunn, Special Executive Assistant to the President
Barbara Sandoval, Assistant to the President and Secretary to the BOT
Elissa Hicks, Assistant Secretary to the Board of Trustees

2. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. There were no requests for public comment.

3. APPROVAL OF MINUTES

There were no changes to the draft minutes as distributed.

MOTION 02-01-2016: Trustee Brickey moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- December 10 & 11, 2015

The motion passed, Trustee Meyer voted by phone, Trustee West was absent.

4. BOARD CHAIR

Board Chair Trustee Karen Lee said that the Thursday panel regarding the K-12 education system helped Trustees see the important role Western's interaction with the K-12 system, and the role that Western plays within the entire state with Woodring and other educational outreach programs. She acknowledged the role that Western plays in alleviating income inequality and injustices within the state education system. Chair Lee thanked the panel participants for the great conversation and hopes the Trustees can continue to lead the university in a way that will help those that need it the most.

5. UNIVERSITY PRESIDENT

President Shepard reported to the Board about students' participation in Viking Lobby day in Olympia and the compliments he heard from legislators about our student representatives. He said that Western was again honored by the Peace Corps for being the third volunteer producing medium sized school in the country with 41 Western alumni currently serving worldwide with the organization. Shepard outlined that with the fall application deadline recently passed there was a record number of applications which shows that Western truly is meeting the needs of Washington State by offering the education that students are looking for. He also informed the Board that former trustee Ralph Munro has been selected to receive an Honorary Doctorate from Western at the March 19, 2016 Commencement ceremony.

6. ASSOCIATED STUDENTS

Belina Seare, Associated Students President reported that the AS has been busy and there has been a lot of great movement. She also said that there are some things that need to be addressed with regards to the threats that occurred last quarter.

She then said that she could speak on how they directly impacted her as a student and her disappointment with how it was discussed by administration and university officials but she wanted to give the other students in attendance an opportunity to share their views. Seare then turned the rest of her report time over to a group of students in attendance who then made the following statement to the Board.

"First, we need to acknowledge that we are on Duwamish land, and the campus of Western Washington University is built upon and occupying Nooksack and Lummi land. As we work, we think about this legacy of colonialism upon which we stand.

As a group of concerned students who have been consistently forced to respond to the events of last quarter, especially in defending and supporting specific students after they experienced rape and death threats at the hands of their peers at this institution, we continue to be worried about our own safety and that of our fellow students, especially Black students and students of color.

We are here today because we have already followed the chain of command by going to the University President and university officials in regards to the threats and immediate safety needs of students. But Western's University president and officials, who indeed represent the institution as a whole, did not take accountability or responsibility. They did not prioritize the needs and safety of students on this campus. So, we come to you after the structures set up by the university to protect us have failed. This failure of the institution shows that our discussion today needs to shift away from individual people to the collective responsibility of the people in positions of power in this room, especially our board of trustees, university president, the vice presidents,

and other members of administration. As people with institutional power, it's your responsibility on this campus to prioritize the safety of ALL students, especially those who experience violence at disproportional rates. We need you to recognize that safety doesn't look the same for all students, nor does violence.

For example not being regarded as a part of the "general" safety is violent. Continuously undercutting students via email and in the media is violent. Co-opting the narratives of students of marginalized backgrounds to justify your inaction is violent. Your "teachable moments" that depend on the intellectual and emotional currencies of marginalized students are violent. The denial of basic student needs, is violent. Claiming constantly that you acknowledge the importance of space for marginalized students and for an education that reflects our experiences while denying us any material resources to realize that space and education—that is violent. Denying our humanity and belittling our pain is violent. Creating divisions amongst students is violent. Having to choose between our education and our safety is violent. Your complacency is violent. Your neutrality is violent. The silencing of our voices is violent.

The university claims that it does not make political stances. However, your complacency is a continuously conscious and political decision that has resulted in a lack of safety for certain students and reoccurring trauma. Our actions today are a political response to the institution's political stance.

Our presence in this space will not suffice as addressing the violence that is on our campus. This is the beginning of confronting the systemic powers that perpetuate these violence's. For these processes to begin on the most basic level, we demand an open apology. We ask you to meet on February 26th at 5pm in the Miller Hall Collaborative Space to further discuss our needs and demands on this campus.

In 1968, Black students at Western were openly fighting and resisting the same systems of white supremacy, colonialism, and imperialism that we resist now—systems that this institution was founded upon and continues to manifest. We honor their words, their spirits, and their strength by leaving you with this quote: "When Western begins to make phony excuses and resist needed changes, we will be forced to look at Western as an enemy to Black and non-white people and, act accordingly. In short, there will be political consequences for political mistakes."

Closing with that quote, we are the Student Assembly for Power and Liberation."

Seare and the student group then stood and chanted the following to the Board of Trustees: "It is our duty to fight for our freedoms. It is our duty to win. We must love each other and support each other. We have nothing to lose but our chains."

Chair Lee thanked the group and asked if they were open to discussion of an alternative date if Trustees couldn't make the proposed date. The student group said that they couldn't imagine anywhere else the Trustees would rather be and proceeded to leave the meeting room with no further discussion.

7. FACULTY SENATE

Faculty Senate President Molly Ware thanked the students for attending the meeting and expressing their concerns. She reported about the way the senate is engaging students in classroom climate work with a pilot feedback system that gives students an anonymous space for giving feedback on classroom climate. Ware noted that a team is working to develop a plan outside of the current mentoring structures to help the campus build a community with faculty and students from all identities.

There were questions from Trustees regarding the faculty's perspective on addressing diversity, equity and inclusion on campus. Ware said that things feel really polarized right now with the students, there are those that are working cooperatively with the senate and the system to improve things step by step and there are those that are not cooperating and fighting against the institution. The senate is trying to engage students at their level in order to get meaningful feedback and helping students find their voice so that change can be effective.

8. CONSENT ITEMS

Chair Lee introduced the consent items. There were no questions.

MOTION 02-02-2016

Trustee Brickey 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
- Construction Contract for Nash Residence Hall Mechanical Room Upgrade, PW690

The motion passed, Trustee Meyer and West yes by phone.

9. APPROVAL OF 2016 SUMMER SESSION TUITION AND FEES

Brent Carbajal, Provost & Vice President for Academic Affairs and Earl Gibbons, Vice Provost for Extended Education discussed the proposed summer tuition fees. Carbajal said that all state institutions will be looking at an increase for summer session next year given the tuition reductions passed by the state legislature. He also reminded Trustees that the summer quarter is a self-sustaining program with rising costs which will continue to pose a problem in the coming years. Gibbons said that the proposed increases are necessary to cover increasing summer session operational costs, including salaries, benefits, and other expenses. Proposed fees include no increase for resident undergraduates, a 3.2% raise for resident graduates and a 2.8% raise for non-resident undergraduates and graduates. Even with the increases, Gibbons said that Western would remain one of the lowest cost public university options in Washington for non-resident students for summer session.

Trustees had a question about how summer session looks in the future. Gibbons said that summer session will be difficult in the future because it is self-sustaining, there is no state money used to supplement summer costs which makes it not sustainable cost-wise in the future. Because of the state reductions, there will need to be a reduction in summer costs to keep it as close to normal tuition as possible, but it won't be enough to cover costs, so services will have to be reduced and continued efficiencies will need to be implemented. Trustees asked who is affected the most by summer sessions. Gibbons said that upper classmen are the typical students taking summer classes in order to stay on track for graduation.

President Shepard made the case for summer tuition to be linked to market rate versus academic year tuition, because it is a self-sustaining system and should be priced to effectively cover the costs. All agreed that this topic will need further discussion before next year's decision in order to move forward with a sustainable summer program.

Motion 02-03-2016

Trustee Sharpe moved that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session Tuition for Summer 2016: specifically, that Resident undergraduate tuition will remain unchanged at \$250 per credit; resident graduate tuition will rise to \$291 per credit; and non-resident undergraduate and graduate tuition will increase to \$370 per credit. Student tuition will be charged on a per credit basis for Summer Session.

The motion passed, Trustee Meyer and West yes by phone.

10. ASSESSMENT AND PLANNING FOR ON CAMPUS STUDENT HOUSING

Eileen Coughlin, Senior VP & Vice President for Enrollment and Student Services reported that the University has continued working on its assessment and plans for adding apartment-style suites on campus.

Coughlin said that Brailsford & Dunlavy, Inc. performed a student housing demand and market study to confirm on-campus demand for specific private bedroom suite-style apartments. The study confirmed demand is strong for on-campus private bedroom apartment suite style units and the University's planned addition of 150-200 private beds is well within the total demand, and would complement its current housing stock, and serve a growing target market without undue risk to the system.

She said that results from the survey indicated 45% of on-campus residents have definitively decided to move off, 28% remain undecided and 21% will stay. The factors that would draw them to live in WWU housing (stay or move back on campus) were lower costs, pet-friendly environment and their own bedroom. Coughlin also added that while traditional and suite style with double rooms provides the kind of living that is important in providing first year student community support and experience, upper class students have a strong preference for more privacy with single bedroom options and living space/study areas.

Coughlin said the University had narrowed the site for a new apartment building to two locations: the Ridgeway location above the Wade King Recreation Center and a site just north of Buchanan Towers (BT) across from the new Harrington Multi-Purpose Field. While both sites have advantages, they are fairly equivalent in constructability/site building costs and that the decision will likely be based more on programmatic advantages. University Residences will continue to work with the University's Financial Advisor to review the current bond market, existing Housing System debt and potential structures for additional debt with a goal to maintain a solid fiscal position while keeping room and board rates competitive (e.g. in the 4% - 5% range). Fiscal scenarios are being run and will be based on rate assumptions that tie to the price points indicated in the consultant's study. Coughlin said that assuming the system fiscal projections confirm feasibility, the intent is to plan for a Fall 2018 opening and presenting a details fiscal plan and permission to proceed to the Board at the April meeting.

There were no questions from Trustees.

11. CHANGE AT THE CORE (C-CORE)

Edward Geary, Director, SMATE & Geology Professor introduced the program of C-Core to the Trustees by starting with a learning exercise. He then provided background of the program saying that the *Change at the Core: A Collaborative Model for Undergraduate STEM Education Reform (C-*

Core) is an NSF-funded institutional transformation project. Currently, three institutions, Western, Whatcom Community College, and Skagit Valley College, are working together to transform courses in Biology, Chemistry, Computer Science, Engineering, Environmental Science, Geology, Mathematics, and Physics from teacher-centered to student-centered learning environments. On Western's campus there are 60 STEM faculty who are participating in professional development workshops, implementing and observing evidence-based teaching and learning practices, and collaborating on curriculum changes and course alignment across the three institutions. Geary said that some of the challenges of this system include student resistance to change, classroom and laboratory spaces that are not designed to support student-centered learning, assessments poorly aligned with student-centered learning practices, and faculty uncertainty about how to address the needs of diverse students.

Geary said that preliminary data from student focus groups, faculty surveys, and case studies suggest that these challenges can be at least partially overcome through active engagement of department chairs, faculty learning communities, innovative student grouping strategies, explicit support and recognition for faculty reform efforts from deans, and establishment of regular communication among faculty, chairs, deans, and other administrators across the three institutions.

Trustees were pleased to hear this information and encouraged the effort to continue and thanked Geary for his efforts and presentation.

Chair Lee announced a 15 minute break at 9:26 a.m. The board returned and reconvened the meeting at 9:45 a.m.

12. SEATTLE OFFICE ACTIVITIES UPDATE

Stephanie Bowers, Vice President for University Advancement, President and CEO WWU Foundation introduced Christa Countryman, Manager for Corporate Partnerships with in the Foundation's Seattle office.

Bowers introduced Craig Dunn, Dean, College of Business and Economics and Aric Mayer, Instructor, College of Fine and Performing Arts who will be embarking on a study of Western in Seattle activities in the coming months. Dunn and Mayer asked Trustees what they want for Western in Seattle and what success would look like for the office. Trustees responded with the following feedback:

- want to see value in, and the strengthening of, ongoing relationships.
- A way for Western to get tangible involvement in lower income areas with mentorship opportunities and engagement.
- To leverage things that Western stands for in the Seattle communities.
- A physical store or a visual reminder of graduates and alumni's time at Western to keep them engaged with our community.
- Create a network around the country so that we aren't such a place based university,
- spread the good words, programs and opportunities around.

Bowers said that once the report was finished she would share the results with the Board.

13. PRESIDENTIAL SEARCH UPDATE

Sue Sharpe, Chair, Presidential Search Advisory Committee said that the committee is currently going through a slow phase while applications are coming in, but that another busy time will be coming soon when the committee starts the interviewing process. She read the Board's charge to

the Presidential Search Advisory Committee (PSAC) to remind the Trustees what the committee has been asked to do and gave brief progress updates for each point that had been completed.

Paul Dunn provided a brief rundown of the position advertising process that was completed to highlight the diversity focus and wide net that was cast for recruitment. Sharpe and Dunn also discussed the online Harvard Implicit Biases test that members of the PSAC were offered to take to understand their own individual views on various diversity issues before going into the interviews. She said there was full participation from the committee who are incredibly dedicated to this process and doing their jobs with integrity. She thanked them for all of their hard work.

Sharpe said that the committee received 70 applications so far, which was beyond expectations and that the PSAC reviewed all of them and have selected 18 candidates for first round interviews later in the month. She said that the overwhelming theme in the applications is that Western has a wonderful reputation throughout the country and that everything that people have been saying about Western is truly remarkable. She is excited about the exceptional candidates that they will have to choose from. Sharpe said that after the first round interviews the PSAC will narrow down their recommendations and as their final responsibility will present those recommendations to the Board of Trustees at a meeting in the near future for the Board's final consideration and selection.

14. CAMPAIGN UPDATE

Stephanie Bowers, Vice President for University Advancement, President and CEO WWU Foundation reported that as of January 31, 2016 the campaign was just \$14,000 shy of a \$62 million total, which is \$2 million above our stated goal for the campaign. With the official end of the campaign coming at the end of the fiscal year on June 30th there is still the possibility for more. She said that celebration events are being planned for February 24th and March 8th with more details to come. With this campaign, Bowers said that it will give Western a total of an \$85 million dollar total endowment for scholarships and academic programmatic support for the students and the university.

15. OLYMPIA UPDATE

Becca Kenna-Schenk, Government Relations Director said that this year's legislative session is half way done and that the house of origin cut-off is next Wednesday, February 17, 2016. She said that the session is expected to adjourn on time on March 10, 2016. Most of the bills that the office had been tracking have not made it past cut-off said Kenna-Schenk, but could resurface in a different form next year. She said that the next revenue forecast is due to be out Wednesday, February 17, 2016 and expected to have no real significant change. Kenna-Schenk said that there is a teacher shortage proposal circulating in Olympia that is expected to see some funding in the House budget bill next week. She mentioned that her office is working on getting an alumni group organized in the Olympia area.

16. BOARD GOVERNANCE COMMITTEE REPORT

Sue Sharpe, Chair, Board Governance Committee reported that the Governance Committee discussed trustees attendance at the upcoming Association of Governing Boards 2016 National Conference on Trusteeship meeting saying that it is a critical professional development opportunity for Trustees.

17. INFORMATION ITEMS

a. Quarterly Grant Report

Provost Carbajal provided a written report with information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2015 – December 31, 2015.

b. Admissions and Enrollment Report

Vice President Coughlin provided a written report regarding the university's general enrollment and admissions.

c. University Advancement Report

Vice President Bowers provided a written report on the University's Alumni Relations and Western Foundation activities.

d. Capital Program Report

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

e. University Relations and Community Development Report

Vice President Swan provided a written report documenting recent activities of University Relations and Community Development.

f. Annual University Police Report

Vice President Van Den Hul provided a written report on the University's police report.

g. Annual Western Sustainability Report

Provost Carbajal provided a written report on the university's sustainability efforts.

h. Mid-year Housing and Dining Report

Vice President Coughlin provided a written report regarding the University's housing and dining system.

18. DATE FOR NEXT REGULAR MEETING: April 7, 8, 2016 in Bellingham.

19. The meeting adjourned at 11:04 a.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
THURSDAY, MARCH 3, 2106**

1. CALL TO ORDER

Chair Karen Lee called the special meeting of the Board of Trustees of Western Washington University to order at 5:02 p.m., in the Boardroom, Old Main 340, in Bellingham, WA.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Earl Overstreet, Secretary
Betti Fujikado
Chase Franklin
John M. Meyer
Mo West
Seth Brickey

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Steve Swan, Vice President for University Relations and Community Development
Molly Ware, Faculty Senate President
Roger Leishman, Assistant Attorney General
Paul Cocke, Director of University Communications
Barbara Sandoval, Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees
Belina Seare, Associated Students President
Zachary Dove, Associated Students Vice President for Academics
Israel Rios, Associated Students Vice President for Activities
Hannah Brock, Associated Students Vice President for Business and Operations
Abby Ramos, Associated Students Vice President for Diversity
Patrick Eckroth, Associated Students Vice President for Government Affairs
Emma Palumbo, Associated Students Vice President for Student Life

2. WELCOME AND INTRODUCTIONS

Chair Karen Lee welcomed everyone to the special joint meeting of the Western Washington University Board of Trustees and the Associated Students of Western Washington University, adding that she was honored and excited to participate in the meeting. Lee reminded participants of the ground rules for a special meeting, noting that there would not be an opportunity for public comment and that discussion must stay within the framework of the agreed upon and noticed agenda. She also reminded participants that the purpose of the meeting was not to make decisions, but rather open up the lines of communication, discuss process, and learn about university governance.

Lee thanked the student representatives for coming and for their desire to ensure that all voices of students are represented. She thanked the trustees who put aside their personal and professional commitments to make time to meet with students. Lee asked the participants around the table to introduce themselves by name and explain why they chose to come to Western.

3. GOVERNANCE AT WESTERN: ROLES AND RESPONSIBILITIES

- *Faculty Governance — Role and Process of Students in Faculty Agenda Setting*

Molly Ware, Faculty Senate President presented slides showing the Western's Shared Governance Organization Structure and a roster for the Faculty Senate Membership to illustrate the various paths for campus governance and the different academic areas that are represented in the faculty senate. Ware explained that students have a representative on each Senate adding that students can influence the committees by participating and bringing student issues forward during their reports at each meeting. She described an example of student's bringing forward their desire to include classroom climate on all course evaluations and explained how the committee openly deliberated on what the outcome would be. She said that students were welcome to engage and connect with Faculty Senate leadership directly about ideas they may have.

Trustees asked about committees and student representation. Zachary Dove, AS VP for Academics responded that he personally sits on 18 committees noting that it is difficult to manage while being a student. He said that at the end of his term he would be submitting a report to address time management issues and how the AS representatives could be more effective on Senate committees. Trustees also had questions about past governance cooperation on campus. Past Faculty Senate President Spencer Anthony Cahill responded that over the past eight years he has noticed that the transparency for decision making and governance has greatly improved all over campus.

Ware said that the faculty senate is in a good place but is always looking for ways to better the engagement and cooperation with the Associated Students and improve campus wide governance.

- *Student Governance – Prioritization and Selection of Student Agenda; Communication and Representation with Campus Governance Organizations*

Emma Palumbo, AS VP for Student Life reported that currently there are no official ways to set AS priorities or agendas for the year, noting that the leadership team met at the beginning of the year to set priorities based on campus feedback and personal platforms. Hannah Brock, AS VP for Business and Operations provided background on the structure of the AS, which includes communicating directly with all students; overseeing all AS offices; no student senate structure, and short terms with frequent turn over. Brock said that a review is underway to look at the possibility of reinstating the Student Senate as a way to more effectively receive student feedback. As part of the review AS models from around the country and best practices are being looked at to try and improve the effectiveness of the AS Board. The Board acknowledged their current structural limitations in accessing student's genuine concerns.

Trustees asked how the AS Board oversees both programs and governance participation and expressed concerns about the disproportionately heavy workloads for seven students. There was discussion on how to spread the workload around and get more students involved with governance. Brock said that the student senate was put on hiatus in 2013 due to lack of participation, which ultimately has limited the Boards ability to interact directly with students. There was discussion on the benefits and drawbacks of several approaches including paying a student senate or the potential for credits.

Trustees asked what student empowerment means to the AS Board. Abby Ramos, AS VP for Diversity and Belina Seare, AS President said that they see student empowerment as student voices being listened to and prioritized by the administration, that governance should be more accessible and transparent to students and access to information and representation on campus decision making processes be open.

- *Western Governance – Role of Trustees and Administration in Hearing and Engaging Student Voices*

Chair Lee introduced Trustee Seth Brickey and asked him to present on campus governance at the Board level. Trustee Brickey thanked the Board's partners in governance for joining the meeting and for taking the opportunity to meet together. He briefly describe the Board of Trustees and administration's role in University governance, saying that the Board of Trustees are appointed by the Governor of Washington who has given the Trustees a mandate to govern the University on behalf of the people of Washington. He said the trustees hold mandate in the highest regard, just as the Associated Students and the Faculty Senate do with their respective constituencies.

Brickey recognized that it takes more than a board of eight individuals to make this institution function and function well and equitably. He said that it takes the hard work and dedication of students, faculty, and administrators to make Western's mission and strategic goals come to life. Brickey said that in recognizing the Trustees own limitations as volunteers with limited expertise in managing the daily operations of a University, the Trustees have delegated power to the President and his designees to exercise power on their behalf. He says the trustees see that as a way to efficiently handle the operations and concerns of the university, while retaining full legal responsibility for the actions, policies, and processes of the University.

Brickey said that the Board values the position and judgment of the President and respects the established governing process that is intended to ensure that all stakeholders' concerns can be heard and addressed accordingly.

Brickey said that historically, the trustees have relied on the AS, as elected representatives of the student body, to be the primary advocates of the student voice. However, he said that based on the conversation at the meeting, that might be a big challenge for seven full time students to undertake alone and clearly more conversation was needed to help make student governance more effective and engaging. He said that the Trustees believe a strong student voice is paramount to a strong Western and they hope to build upon open lines of communication to support the Associated Students as invaluable stakeholders.

President Shepard spoke about shared governance from his perspective by engaging various stakeholder groups on the campus by committees such as the University Planning and Resources Council and President's Cabinet meetings that bring representatives together to discuss issues and bring ideas forward to the administration and the Board of Trustees. Shepard said that as president he will not undercut any constituency group and that each group needs to come to the administration with ideas that are collectively agreed upon in order to move forward.

4. SHARED GOVERNANCE - LOOKING TO THE FUTURE

Chair Lee turned the conversation to looking to the future of shared governance on campus. She said that over the course of the meeting she has heard examples of the following:

- The organization chart for Faculty Senate is difficult to navigate
- How agendas are set and moved forward are not easily understood by people on campus.
- Roles of different governing groups are not clearly defined.
- Student leadership and representation groups have short terms which does not allow a lot of long range planning
- Student leadership is overloaded with overseeing both student programs and student governance. This model is being reviewed compared to best practices around the country.

AS members said they are working on a document that would more clearly describe the roles and responsibilities of different governance groups on campus to provide transparency to the process for future student leadership. They suggested that administration could be more available to students by holding office hours in order to have more direct contact with stakeholder groups and help the students connect with the administration. Meeting attendees also suggested that it would be a good idea to look into offering credits for a new student senate adding that it would fit perfectly with Western's mission of active minds, changing lives, by allowing those who want to be part of the process to more easily fit it into their education schedules and truly participate in the shared governance process. AS President Belina Seare commented that the challenges for the AS are cyclical problems, the same problems are still there and students are saying the same things over and over because of a lack of representation in the Associated Students. Meeting attendees discussed looking critically at things and always striving to improve both communication and processes in order to make things better for all. Structures can always improve, but it is important for things to be as accessible and simple as possible.

5. CLOSING COMMENTS

Chair Lee thanked everyone for their participation and collaboration and expressed the trustees' hope that the lines of communication stay open and innovation continues for campus shared governance and the relationships continue to grow between all parties. Students also expressed their gratitude for the conversation and hope to see it as a beginning and not an end.

6. The meeting adjourned at 6:39 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
Friday, March 4, 2016**

1. CALL TO ORDER

Chair Karen Lee called the special meeting of the Board of Trustees of Western Washington University to order at 1:04 p.m., in the Boardroom, Old Main 340, in Bellingham, WA.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Earl Overstreet, Secretary
Betti Fujikado
Chase Franklin
John M. Meyer
Mo West
Seth Brickey

Western Washington University

Roger Leishman, Assistant Attorney General
Paul Dunn, Special Executive Assistant to the President
Liz Sipes, Assistant to the Presidential Search Advisory Committee (PSAC)
Spencer Anthony-Cahill, PSAC Member
Stephanie Cheng, PSAC Member
Jim Graham, PSAC Member
Aaron Ignac, PSAC Member
Kathy Kitto, PSAC Member
Kim Kolb Ayre, PSAC Member
Trula Nicholas, PSAC Member
Leona Oliveros, PSAC Member
Jerry Thon, PSAC Member
Tyler Tran, PSAC Member

2. EXECUTIVE SESSION

At 1:04 p.m. the Board convened in executive session with the Presidential Search Advisory Committee (PSAC), search consultant and staff to discuss personnel matters as authorized in RCW 42.30.110.

At 3:00 p.m. the Board dismissed the members of the PSAC and staff and continued in executive session. The Board returned to open meeting at 4:11 p.m. with no action taken.

3. ADJOURNMENT

The meeting adjourned at 4:11 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
Thursday, March 17, 2016
Friday, March 18, 2016**

1. CALL TO ORDER

Chair Karen Lee called the special meeting of the Board of Trustees of Western Washington University to order at 8:10 a.m., at Cedarbrook Lodge, Sea Tac, Washington.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Earl Overstreet, Secretary
Betti Fujikado
Chase Franklin
John M. Meyer
Mo West
Seth Brickey

Western Washington University

David Stolier, Sr. Assistant Attorney General
Liz Sipes, Assistant to the Presidential Search Advisory Committee (PSAC)
Jan Greenwood, Greenwood/Associates
Gary Dent, Greenwood/Associates

2. PUBLIC RECORDS ACT TRAINING

David Stolier, Sr. Assistant Attorney General provided the Board with a brief overview of the Public Records Act.

3. EXECUTIVE SESSION

At 8:20 a.m. the Board convened in executive session for the purpose of evaluating the qualifications of applicants for public employment pursuant to RCW 42.30.110(1)(g).

At 5:40 p.m. the Board adjourned announcing that it would reconvene in executive session on Friday, March 18th at 8:00 a.m. On Friday, March 18th at 8:07 a.m. the Board reconvened in executive session for the purpose of evaluating the qualifications of applicants for public employment pursuant to RCW 42.30.110(1)(g). The Board returned to open session at 12:03 p.m. with no action taken.

3. ADJOURNMENT

The meeting adjourned at 12:03 p.m.

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: April 8, 2016

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

Purpose of Submittal:

RCW 28B.35.110 requires that the governing boards of regional universities provide for public comment at meetings and follow procedures for open public meetings in the Open Public Meetings Act.

Persons wishing to comment will sign in between 7:45 – 7:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

TO: Members of the Board of Trustees
FROM: Karen Lee, Chair, Board of Trustees
DATE: April 8, 2016
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: April 8, 2016

SUBJECT: **President's Report**

PURPOSE: Information Item

Purpose of Submittal:

President Shepard will present 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: April 8, 2016

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

AS President, Belina Seare, will brief the Board of Trustees on current activities of the Associated Students.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard behalf of the Faculty Senate
DATE: April 8, 2016
SUBJECT: Faculty Senate
PURPOSE: Information Item

Molly Ware, 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: April 8, 2016

SUBJECT: **Consent Items**

PURPOSE: Action Items

Purpose of Submittal:

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

Proposed Motion:

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

- a. Delegation of Authority for Construction Contract for Ridgeway Gamma Renovation, PW 695
- b. Construction Contract for Parking C Lot Upgrades Phase 1, PW 700
- c. Construction Contract for Multiple Building Roofing Replacement and Fall Protection, PW 702

Supporting Information:

Materials supporting the consent item agenda are attached.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 7, 2016

SUBJECT: **Delegation of Authority to Award Construction Contract
for Ridgeway Gamma Renovation, PW695**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Ridgeway Gamma Renovation, PW695. Contract award following Board action. Construction to start June 13, 2016.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award the contract for the construction of the Ridgeway Gamma Renovation, PW695.

Supporting Information:

Work on this project involves adjustments to existing fire sprinkler and automatic fire alarm systems, gypsum board soffits, seismic upgrades, mechanical, plumbing, electrical, hazardous materials abatement, emergency lighting systems, interior painting, and floor coverings. The work will be accomplished over two consecutive summers (2016 and 2017).

This project was advertised for competitive bidding on March 21, 2016 with the bid opening to be held at 3:00 p.m. on April 18, 2016.

Studio Meng Strazzara, Seattle, WA, prepared the plans and specifications for this project.

Project award of the contract is also contingent on the approval of the Contractor's Responsibility Criteria submittal.

The estimated construction cost of the project is \$4,700,000.

Source of Funding:

Housing & Dining System – Non-appropriated

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 8, 2016

SUBJECT: **Construction Contract for Parking C Lot Upgrades Phase 1, PW 700**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Parking C Lot Upgrades Phase 1, PW 700. Contract award following Board action. Construction to start June 13, 2016.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Granite Construction, Bellingham, WA, for the amount of \$945,000 (base bid, plus alternates 1 and 2) for the construction contract to construct the Parking C Lot Upgrades Phase 1.

Supporting Information:

This project involving the regrading, paving and striping of two existing gravel lots and one concrete lot on the WWU campus. Work will entail grading, paving, striping and construction of stormwater improvements. Other work will include refurbishment and relocation of existing light poles, installation of new luminaires, placement of electrical conduit and lighting controls, and installation of irrigation piping/sleeves.

This project was advertised for competitive bidding on February 29 with the bid opening held on March 28, 2016 at 3:00 p.m. Six bids were received by the University (see attached bid summary).

Cascade Engineering, Bellingham, WA, prepared the plans and specifications for this project.

Project award of the contract is also contingent on the approval of the contractor's Responsibility Criteria submittal.

Source of Funding:

- Local Building Construction Account – Appropriated
- Parking Self-Sustaining Funds

**WESTERN WASHINGTON UNIVERSITY
PUBLIC WORKS BID OPENING
PW700 - PL C Lot Upgrades Phase 1
3/28/2016 15:00**

Bidder	Colacurcio Bros.	ICI	Award Construction	Tiger Construction	Ram Construction	Granite Construction
Total Basic Bid (including Trench Excavation or Allowances, if any)	\$1,026,000.00	\$891,080.00	\$997,000.00	\$956,900.00	\$1,061,529.82	\$899,000.00
Trench Excavation Safety Provisions	\$500.00	\$500.00	\$100.00	\$750.00	\$1.00	\$1,000.00
Bid Signed Y or N	Y	Y	Y	Y	Y	Y
Bid Security Y or N	Y	Y	Y	Y	Y	Y
Addenda Acknowledged 1	Y	Y	Y	Y	Y	Y

Alternates - Add (Deduct)

Alt 1 (Storm Drainage Improvements)	\$ 16,000.00	\$ 20,205.00	\$ 13,000.00	\$ 13,000.00	\$ 23,000.00	\$ 14,000.00
Alt 2 (Irrigation Piping/Sleeves)	\$ 40,000.00	\$ 39,232.00	\$ 41,000.00	\$ 41,000.00	\$ 43,000.00	\$ 32,000.00

MWBE Participation:

Total MBE Participation	\$ -	\$ 48,494.00	\$ -	\$ -	\$ -	\$ -
Total WBE Participation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Reader: Monica Morrow Scriber: Maureen Christman Project Manager: Josh Kavulla
Contract Administration, 333 32nd Street, Suite 140, PO Box 29420, Bellingham, WA 98228-1420
Phone: (360) 650-3036 Fax: (360)-650-6532

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 8, 2016

SUBJECT: **Construction Contract for Multiple Building Roof Replacement and Fall Protection, PW702**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Multiple Building Roof Replacement and Fall Protection, PW702. Contract award following Board action. Construction to start June 13, 2016.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Axiom Division 7 Inc., Lynden, WA, for the amount of \$871,077 (base bid, plus alternates 1, 2, 3, and 4) for the construction contract to construct the Multiple Building Roof Replacement and Fall Protection.

Supporting Information:

Work on this project involves installation of new roofing over existing roofing, insulation, and flashings on Haggard Hall and the Chemistry Building and the addition for fall protection on Miller Hall, Science Math and Technology Education, and Humanities Building.

This project was advertised for competitive bidding on February 16, 2016 with the bid opening held at 2:00 p.m. on March 16, 2016. One bid was received by the University (see attached bid summary).

James Williams Architects, Bellingham, WA, prepared the plans and specifications for this project.

Project award of the contract is also contingent on the approval of the Contractor's Responsibility Criteria submittal.

Source of Funding:

State Building Construction Account – Appropriated

PW702 Multiple Buildings (MB) Roof Replacement and Fall Protection - Bid Results
March 16, 2016

		1
Alt.	Description & Bid Item	Axiom Division 7
	Base Bid	\$ 438,500.00
1	Humanities Building scope of work.	\$ 62,293.00
2	Replace floating pavers on Chemistry Building	\$ 99,386.00
3	Demo existing EDPM roof assembly and install new TPO and insulation.	\$ 258,998.00
4	Haggard Hall: Install TPO roofing under the existing cap flashing on walls tagged 11/A102.	\$ 11,900.00
Base Bid with Alternates 1, 2, 3, and 4 (without tax)		\$ 871,077.00

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 8, 2016
SUBJECT: **Approval of Board of Trustees Meeting Schedule for 2017-2018**
PURPOSE: Action Item

Purpose of Submittal:

To establish the 2017 and 2018 meeting schedule for the Board of Trustees of Western Washington University.

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

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University establish the following meeting schedule for the year 2017 and 2018:

February 9, 10, 2017
April 13, 14, 2017 or April 20, 21, 2017
June 8, 9, 2017
August 17, 18, 2017
October 12, 13, 2017
December 14, 15, 2017 or December 7, 8, 2017

February 8, 9, 2018
April 12, 13, 2018
June 14, 15, 2018
August 23, 24, 2018
October 11, 12, 2018
December 13, 14, 2018

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Senior Vice President, Eileen Coughlin

DATE: April 8, 2016

SUBJECT: **Approval of Housing & Dining Rates inclusive of Recommendation of Expansion of Housing**

PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rates for Housing and Dining room and board for 2016-2017.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Housing and Dining rates as proposed. The 2016-2017 proposed rates call for a 4.0 percent increase in residence hall room and board rates and Birnam Wood apartment rental rates.

**SUMMARY OF THE RECOMMENDATION FOR A 4% RATE INCREASE
FOR HOUSING AND DINING SERVICES**

The recommended 4% rate increase has been carefully considered by student representation and incorporates a number of important considerations. The RHA (Residence Hall Association) voted unanimously on a 3% plus 1% contingency based on facility investment needs. Four members of the AS Board voted in favor, two voted against and one abstained.

The proposal for a 4% increase (to include the 1% contingency discussed with students) is based on the following factors:

LONG TERM MAINTENANCE CAPITAL PROJECTS

Housing contracted with a facilities consultant to assess long term facility investments needed to ensure maintenance of its infrastructure. The results of the consultant's work are being used to project fiscal requirements within the ten year capital plan and beyond. Given a substantial level of work identified, approximately 1% of the rate increase is requested as a necessary additional investment in the system. The long term plan includes necessary upgrades to plumbing, exterior envelope, e.g. roofs and windows, in several buildings. A recent illustration of the need for this investment was evidenced in the failure of a heat exchanger in Edens North leading to the lack of hot water for building residents while parts were ordered and maintenance completed. Students were inconvenienced during the period of manufacture and delivery of this key system component.

ADDING 200 NEW BEDS TO THE HOUSING & DINING SYSTEM

A recent study by Brailsford and Dunlavey (B&D) identified a strong need for additional apartment style beds on campus in the 400 to 600 bed range at price points of \$700 to \$600 per month, respectively. B&D's work included student input from focus groups and a survey with over 830 respondents, as well as a climate assessment of the off campus market regarding occupancy and rental rates. The University's recommendation is to open 200 apartment-style beds in the fall of 2018. The recommended rate increase helps support this likely \$33 million investment in on-campus housing.

OPERATIONAL EFFICIENCY EFFORTS

Inflationary increases in expenses are accounted for in the rate increase proposal, but every effort continues to be made to examine opportunities for cost reductions and efficiencies. An example is the exploration of alternative utility models in concert with Facility Condition Assessment data. In response to student input, the annual renewal process for returning students was moved to nearly one month earlier than previous years. As of this date, over 1,200 students have received assignments for 2016 – 2017 with their roommates of choice and in the buildings and rooms they prefer.

PROGRAMMATIC & ENHANCEMENT CONSIDERATIONS

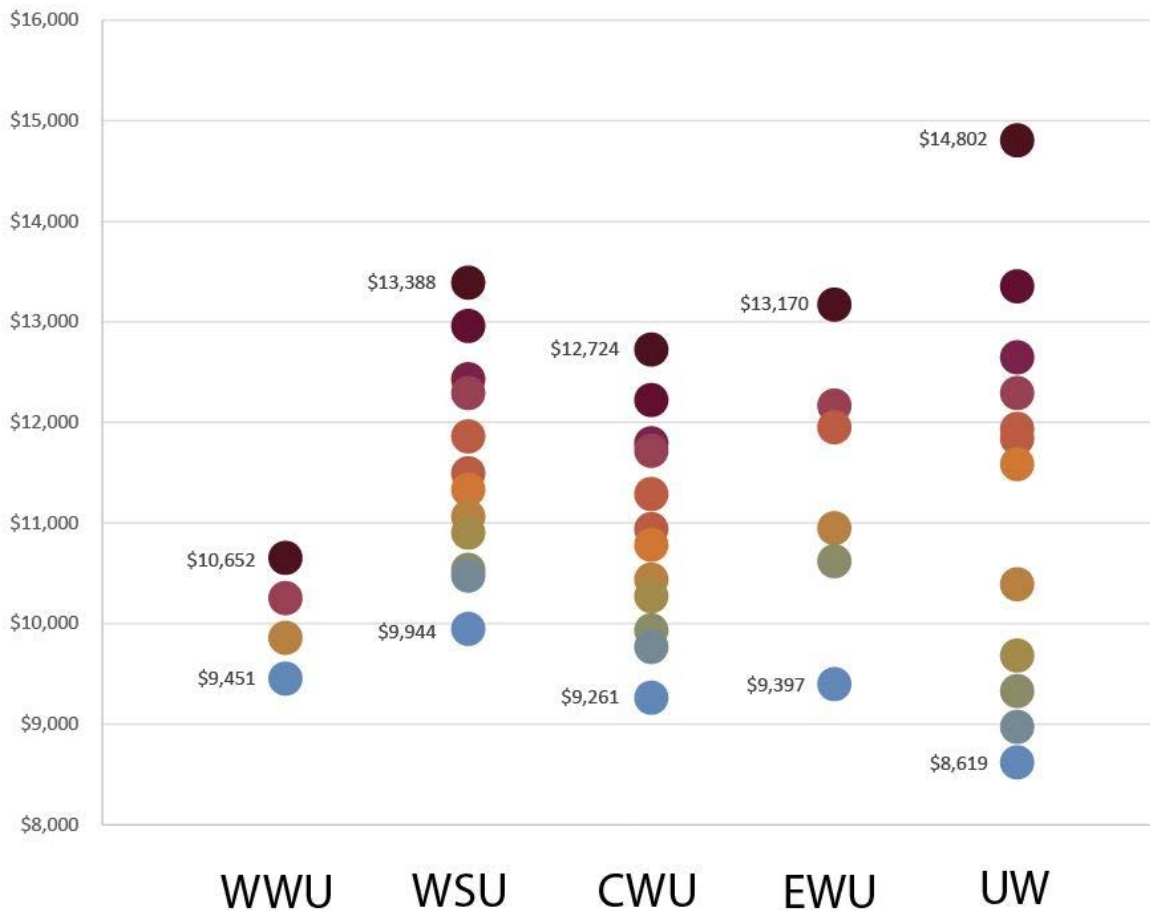
Student feedback gathered through regular evening meetings of the dining committee and "Dessert with the Director" sessions in residence halls resonated consistent requests for additional hours and healthier and broader food options. The proposed rate increase would make progress towards the University's commitment to the "Real Food Challenge" initiative with Students for Sustainable Food. A modernizing and "refreshing" of public and student room furnishings and amenities, and continued review/increase of building electronic access technology to enhance student safety is also planned.

(Graph on next page)

RATE COMPARISON WITH WASHINGTON 4-YEAR PUBLICS

The following chart indicates the range of total cost choices available to students at the 4 year public universities in the State. A weighted average double room rate is used for the “room” portion of the cost below. Added to that cost is the range of meal plans available. Comparison data on the proportion of students choosing specific meal plan levels is not available, but this chart shows that WWU remains largely on the low cost end of the options available.

2016-17 Campus Rates for a Double Room and Range of Meal Plans



UPDATE ON PLANNING FOR ON-CAMPUS STUDENT HOUSING

As reported to the Board of Trustees in February, the University has continued its fiscal assessment and planning steps to build apartment-style suites on campus. The following is an update along with the anticipated schedule for Board of Trustees actions:

Housing Demand

- **Brailsford & Dunlavey, Inc. (B&D) Study:** In February, we reported the results of Brailsford & Dunlavey's WWU student housing demand and market study. Unmet demand for on-campus housing was measured for students who said they would prefer to stay on or return to campus if their desired unit configuration and price point could be met. B&D reported demand of 691 beds at a rate of \$600/month or 392 beds at \$700/month (2015 dollars) with the private bedroom apartment suite-style housing in shortest supply. For more detail, see the February 2016 Board materials at: <https://trustees.wvu.edu/Trustees%20Meeting%20Materials/0002%20BOT%20Feb%2012%202016%20All-in-One.pdf>
- **Planning for 200 Apartment Beds:** University Residences continues the planning steps for the addition of approximately 200 private bedrooms in suite-style apartments to complement its current housing stock and serve a growing target market that includes sophomore, junior and senior returners, out-of-state and international students. It is likely the cost would approximate \$33 million (\$165,000 per bed) depending on economies of scale and design. The target opening for WWU's new apartments is Fall 2018.
- **Fall 2016 WWU Returner Demand:** University Residences opened the Fall 2016 contract renewal process for current residents one month earlier than normal, and also eased some restrictions regarding commitment/cancellation dates. Demand from returners looks encouragingly strong as compared with recent years, and we are hopeful the trend will continue. Demand will be actively monitored in light of the Fall 2016 opening of 648 new private apartment-style beds by on Lincoln Street adjacent to Fred Meyer. The 419 new private apartment-style beds on Forest Street are scheduled to open Fall 2017.

Facility Condition Assessment

- **Categories of Facility Investments:** University Residences has received the results of a comprehensive Facility Condition Assessment by Meng Analysis Consultants which identified work in three categories:
 - Observed Deficiencies - highest priority to complete within the earlier years of a long term plan (ideally a 6 year completion).
 - Predicted Renewals – 20 year cycle costs based on projected lifespans of various building elements. These are duplicative of "Observed Deficiencies" to some extent. Often these lifespans can be safely stretched.
 - Opportunities – optional investments for quality of life, energy cost savings investments, etc. Some investments could pay for themselves in the long run.
- **Facilities Renewal Plan:** Preliminary facilities cost estimates and timelines are being used to create fiscal models ranging from \$130 million to \$180 million over the next 12 years, a portion of which was already included in earlier long term fiscal plans for the System.

Fiscal Planning & Assumptions

- **Room & Board Rate:** The Board is being asked to approve a 4% room and board rate increase for 2016-17 at this meeting which will support the investments necessary.
- **Housing & Dining System Fiscal Capacity:** University Residences has been creating long term fiscal projections using various assumptions to test the System's capacity for concurrently executing new beds and facility renewal projects. Staff are working with Business & Financial Affairs and the University's Financial Advisor Susan Musselman of the PFM Group to assess the relative benefits of various cash vs. debt scenarios given the structure of outstanding bonds and the current market. The goal is to ensure infrastructure investment to protect long term facility quality while keeping room and board rates competitive (in the 4% - 5% range.)
- **Scenario/Sensitivity Analysis:** University Residences is comparing rates and amenities of the new off-campus private developments to ensure students will see value in WWU's new on-campus apartments at the price points anticipated. Sensitivity analysis ensures that the University's projections incorporate review of various assumptions for system occupancy and quarterly attrition, room and board rate increases, interest rates, potential increased expenses, etc.
- **System Bonding:** Bonds are anticipated to be issued in Spring 2017 for construction beginning in June 2017. In addition to bonds for the new apartment building, bonds may be issued for some of the facility renewal projects at various points within the long range plan. The Housing & Dining System includes both University Residences and the Viking Union. Also being incorporated in the fiscal planning is the potential for issuing bonds in support of student multicultural space as discussions continue with the Associated Students, the Ethnic Student Center and others across campus who may partner to create space for diversity and inclusion programming.

Anticipated Timeline:

- From now to June 2016, the University will:
 - Analyze the final results of the Facility Condition Assessment in more detail and incorporate estimates into the Housing System's long-term fiscal plan.
 - Work with its Financial Advisor to recommend a fiscal plan based on review of various scenarios and assumptions that incorporate plans for a new 200 bed suite-style apartment building, facility investments over time, and a new Ethnic Student Center and multicultural space.
- June 2016: Present to the Board a detailed fiscal plan that demonstrates adherence to Housing & Dining System Fiscal Principles.
- Winter and Spring 2017: Prepare for a bond issue upon board approval.

Site Location – WWU Master Plan

The University has taken the initial steps to realign the WWU Master Plan districts to accommodate building up to 200 beds adjacent to and just north of Buchanan Towers (BT). Information has been shared at neighborhood meetings regarding the University's plans and an open forum was held regarding the redistricting. Next steps include submission to the City Planning Commission, a SEPA review, and City Council review. The process will take another 120 days but is moving along well.

New Student Housing Planned Delivery

An RFQ for Architectural/Engineering services was advertised and submissions are being evaluated for the planned 200 bed student housing facility. An Architectural/Engineering consultant contract is scheduled to be presented at the June 2016 Board of Trustees meeting for approval. The University will present a request to the State to utilize the General Contactor/Construction Manager (GC/CM) alternative delivery method in July 2016. Following State approval an RFP for GC/CM services will be advertised. Following a qualifications and quantitative selection process the successful GC/CM team is scheduled to start preconstruction services in November 2016. A negotiated construction contract would be presented to the Board for approval in June 2017.

WESTERN WASHINGTON UNIVERSITY HOUSING & DINING SYSTEM 2016-2017 PROPOSED RATES

**Presented to the Residential Advisory Committee, Residence Hall Association &
Associated Students Board of Directors
PRO-FORMA SUMMARY:
March 3, 2016**

Introduction

The attached budget, rates and supporting documentation represents the recommendations for fiscal year 2016-17. This budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and helps position the System for pending significant facility renewals. As with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing & Dining System. This recommended budget meets those standards and ensures that management attends to the necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning. The figures and explanatory text reflect student input from surveys and committees as well as the most recent projections for revenue and expenditures.

The Capital Plan, System Renovations, and New Facility Planning

The System's capital planning is guided by the Enrollment and Student Services Housing & Dining Capital Plan which addresses the long term financial strength of the System and ensures that the System's facilities meet Western's enrollment plan, meet or exceed the Board of Trustees fiscal principles, invests in infrastructure to ensure longevity, health and safety, and responds to changing student needs and expectations. The years ahead will see significant investment in this area in response to the recently-completed facilities condition assessment that identifies areas of investment necessary to respond to aging facilities, predicted renewals, and facility refurbishments. The details of this comprehensive review are still under analysis, and forthcoming fiscal planning will determine the level of investment necessary over the next several years. In addition, the System is in the planning stages for a new residence facility proposed for the south campus geared for upper division students. Renovation projects already planned for fiscal year 2017 include the renovation of Ridgeway Gamma, Carver retail dining platform, and the replacement of the Nash boiler & heat exchanger.

Why is a Housing Rate Increase Needed?

The proposed rates represent the System's continued efforts to provide a quality program at an affordable cost. The attached documents review the impacts of the additional costs to the system, and the results of the responses to those impacts. The rate increase addresses external rate pressures such as inflationary and recharge rate increases, and reflects the continued financial positioning in response to the demands of needed facility renovations. The System's staff continue to look for efficient operating methods and ways to bring services to students. State funds are not used to support the Housing & Dining System.

Proposed Rate Increase:

The proposed Residence Hall and Birnam Wood rate increase is 3%, with a contingency of 1% in the event of unforeseen elements in the program and facilities renovation planning arenas.

- The budget and rate materials presented below show that the System can support its 2016-17 programs with a rate increase of 3% based on our current understanding of expected inflationary pressures.
- A 3% increase is consistent with the long range financing plan presented to the Board of Trustees which projects annual increases for the System in the 3.5% -5% range over a ten year period.

Impact of the Rate Increase

- Residence Halls: At a 3% increase, a double room w/125 Meal Plan increases \$33/month or \$299 for the school year. At 4% that increase is \$44 per month.
- Birnam Wood: With 4 residents per unit: 3% increases the rent \$10.89/month or \$98 for the school year. At 4% that increase is \$14.56 per month.

Background Information and Revenue & Expenditure Details:

Comments and figures pertaining to 2016-17 are as compared to the 2015-16 proposed budget and rates presented at the April 2015 Board of Trustees meeting.

Revenue Highlights and Assumptions

- Overall, the budgeted Operating Revenue increase is \$995,170 or 2.4% over FY2016's proposed budget.
- Occupancy projections assume Fall 2016 week two residence hall counts being 50 students lower than was proposed for Fall 2015 (3,475 vs 3,525). Actual Fall 2015 week two residence hall occupancy was 3,484. Residence hall + apartment occupancy budgeted for fall 2015 week two count is 3,975 vs. 4,033 proposed for fall 2015.
- Commissions increase per WWU-Aramark Agreement.
- Conference revenues decrease \$161,000 or 28% due to two large groups moving their summer 2016 programs to different venues. Both groups are expected to return summer 2017.

- Viking Union revenues increase slightly reflecting additional fee-based use by inside and outside groups. The Building fee increase is proposed at \$4 per quarter, pending review and approval.

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to increase by \$884,632 or 3%.
- Wages and Benefits increase \$275,000 or 3.98%. The budget incorporates estimates for salaried and student positions and minimum wage increases, and a 1.8% increase to classified staff. No additional FTE positions are planned.
- Dining services rates are under negotiation. The increase shown includes an estimated residential dining rate increase per the WWU-Aramark Agreement, and estimates of to-be-finalized programmatic additions.
- Utilities: Taken together the various utilities expenditures increase approximately \$78,000 (2.8) influenced primarily water/sewer, and an error correction to the Refuse disposal/recycling line item. Natural Gas allocation reduced based on expected actual expenditures.
- Maintenance and repairs increase \$22,450 or 8.7% to reflect increased maintenance needs. Potential labor recharge increase is still under review.
- Institutional Services, which includes the University's Administrative Services Assessment (ASA) and University Police (Greencoat security staff) increases \$124,551, or 7.8% to reflect FY2016 estimate actual. The ASA recharge rate is projected to be 5.5% of adjusted revenue; the same percentage as FY2016.

Non-Operating Expenditures Highlights and Assumptions

- Allocations for major repairs and planned renovations and capital plan project costs or transfers decrease \$200,000 or -8%, while transfers into the capital plan for renovations increases \$307,000 or 5.8%. Significant review and planning based on the recently-completed facilities condition assessment is in process. Those results will guide future renovation projects, be they cash or debt funded.
- Overall, budgeted Non-Operating expenditures and transfers increase \$111,000 or 0.9%.

(See next page for proposed budget)

**WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2016 & 2017**

DRAFT

	PROPOSED BUDGET 2015-16 As Presented to BOT	DRAFT BUDGET 2016-17 As of 2/29/16	PERCENT CHANGE	DIFFERENCE BUDGET \$
REVENUES				
Room and Board Payments	\$35,630,000	\$36,291,000	1.86% 2	\$661,000
Room and Board Fees and Penalties	174,500	229,500	31.52% 3	55,000
Investment Income	34,000	49,000	44.12%	15,000
Bond Interest Subsidy	295,637	295,637	0.00%	0
Housing Rentals	110,850	125,850	13.53%	15,000
Conferences	562,099	401,330	-28.60% 4	(160,769)
Commissions	1,930,800	2,244,434	16.24% 5	313,634
Viking Union Programs & Services	148,900	161,000	8.13%	12,100
S & A Fee Distribution	1,268,182	1,268,182	0.00%	0
Building Fee	1,648,500	1,786,705	8.38% 6	138,205
Other	120,150	66,150	-44.94% 7	(54,000)
Total Revenues	\$41,923,618	\$42,918,788	2.37%	\$995,170
OPERATING EXPENDITURES				
Salaries & Benefits	\$6,916,853	\$7,191,987	3.98% 8	\$275,134
Food Service (net of capital contribution)	12,358,494	12,640,707	2.28% 9	\$282,213
Communications	363,580	347,080	-4.54%	(\$16,500)
Electricity	777,335	789,835	1.61%	\$12,500
Heat	1,193,160	1,103,160	-7.54% 10	(\$90,000)
Water/Sewer	534,799	594,499	11.16%	\$59,700
Refuse Disposal/Recycling	207,051	300,651	45.21% 11	\$93,600
Television Cable	121,725	123,725	1.64%	\$2,000
Maintenance & Repairs	2,338,738	2,541,188	8.66% 12	\$202,450
Operating Supplies	308,650	346,130	12.14%	\$37,480
Equipment	461,712	383,838	-16.87%	(\$77,874)
Insurance	484,102	484,102	0.00%	\$0
Rentals and Operating Leases	15,475	34,925	125.69% 13	\$19,450
Re-charged Services & ASA	1,562,936	1,687,487	7.97% 14	\$124,551
Student Services Support	222,000	222,000	0.00% 15	\$0
Other Expenditures	1,025,816	985,744	-3.91% 16	(\$40,072)
Total Operating Expenditures	\$28,892,426	\$29,777,058	3.06%	\$884,632
NON-OPERATING EXPENDITURES/TRANSFERS				
Bond Debt Service	\$5,208,122	\$5,212,160	0.08%	\$4,038
R&R/ Minor Cap./Public Works Projects	2,500,000	2,300,000	-8.00% 17	(200,000)
Other Transfers	0	0	0.00%	0
Capital plan projects: Expensed or transferred	5,323,070	5,629,570	5.76% 18	306,500
Total Non-Operating Expenditures	\$13,031,192	\$13,141,730	0.85%	\$110,538
Total Expenditures	\$41,923,618	\$42,918,788	2.37%	\$995,170
EXCESS (DEFICIT) OF REV OVER EXP	\$ 0	\$ (0)	0.00%	\$ (0)

SEE NEXT PAGE FOR FOOTNOTE EXPLANATIONS

FOOTNOTES TO THE ATTACHED 2016-17 HOUSING & DINING SYSTEM PROPOSED BUDGET

- (1) The 2015-16 Budget, as approved by the WWU Board of Trustees April 2015, is shown to compare with the 2016-17 proposed budget. After Fall 2015 opening, adjustments were made based on an analysis of opening residence hall and apartment occupancy. Those October 2015 revisions are not shown here.
- (2) Room & Board rate increase is proposed here at 3%. Percent change varies due to adjustments to opening occupancy and to attrition. Opening residence hall count reduced by 50 from 2015-16 proposed opening.
- (3) No increase in underlying fee/penalties rates. Line item increase due to change in location re: Other Revenue.
- (4) Conference revenue reduced due to two long-standing groups meeting elsewhere for Summer 2016. Expect their return in Summer 2017.
- (5) Food service commissions adjusted to reflect expected actuals.
- (6) Building Fee Revenue drafted at a \$4/Qtr fee increase per A.S Services & Facilities Council recommendation. Pending review at the AS Board.
- (7) See note 3 re: fees & penalties
- (8) FY2017 increase incorporates cost of living increases at WWU recommended level and per bargaining unit agreements, along with estimated minimum wage increase. No additional FTEs.
- (9) Food Service incorporates expenses for residential dining, catering, conference dining and departmental food costs. The increase shown is due to board plan price increase and some enhancements to the board dining program still under negotiation.
- (10) Natural gas budget reduced to reflect recent history and planned levels.
- (11) Cell error resulted in FY2016 recycling charge being omitted. Inclusion in 2017 approximately \$73,000.
- (12) Increase reflects additional investment in facilities per consultant study. Recharge rate increase estimated here at 4.5%. Final outcome available in June
- (13) Rentals & operating leases increase primarily due to estimated actual facility storage expenses.
- (14) Line item total includes administrative services assessment (ASA) and the expense for University Police Greencoats (Safety Assistants). The ASA rate used for FY2017 is 5.5%; same as FY2016.
- (15) Transfers to Enrollment & Student Services programs that support the University Residences mission.
- (16) This category includes expenditures for: Support provided to other departments pertaining to URES programs, student activities, audit, consultant, and client services, printing & copies, laundry, and other. Increase primarily due to shift of one position from a payroll line to a recharge line, and addition of software licensing for facilities. Slight increases in printing, training, & travel.
- (17) Major repairs allocation reduced here and incorporated into the Transfer to Capital Plan line reflecting pending review of facilities condition assessment.
- (18) The "Transfer for Capital Plan Support" is an allocation representing operating, non-operating and Building Fee funds to be placed into the System's renewal & replacement reserve fund for planned Capital Plan projects and significant renovations for University Residences and the Viking Union.

**WASHINGTON PUBLIC UNIVERSITIES
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2017 (as of 2/29/16)**

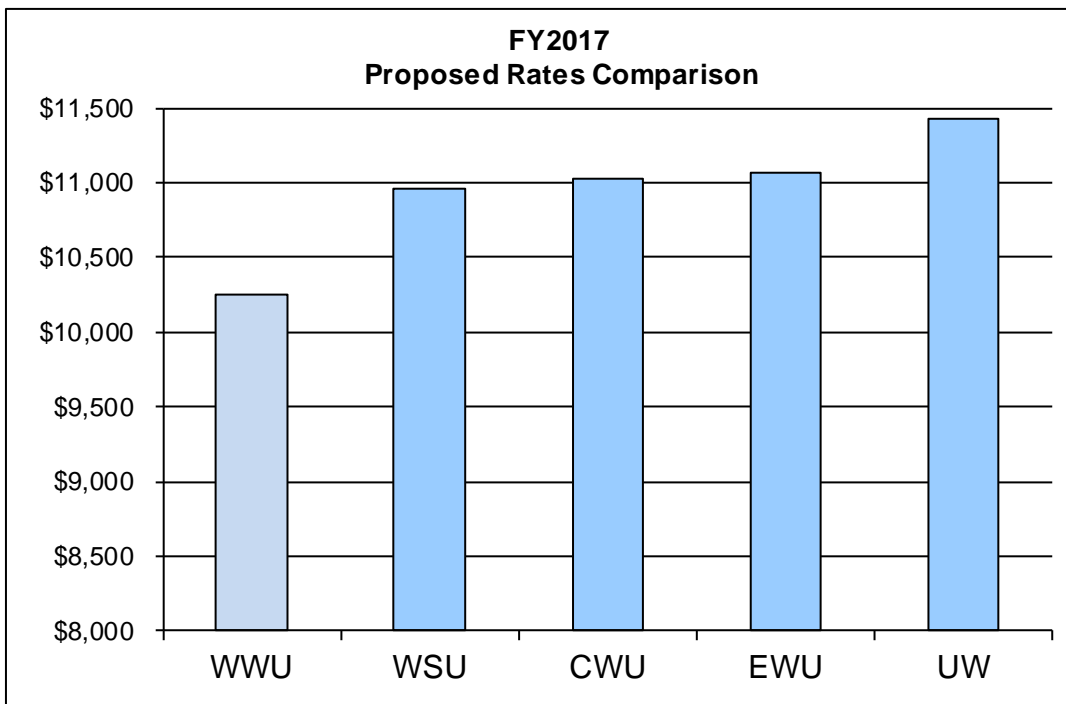
Weighted Ave. Double Room Cost with Best-as-Possible Meal Plan Comparison:

	WWU	WSU	CWU	EWU	UW
	125 Block	Level 2	"Large"	Gold	"Level 4"
Live on Requirement?	None	Freshmen	Freshmen	First year students	None
Type of Meal Plan	Meals & Points	Declining Balance	Declining Balance	Meals & Points	Declining Balance
Elements of the Meal Plan	Approx. 12+ meals/wk + \$480 Points	Equivalent to Approx. 14 meals/wk	Equivalent to Approx. 14 meals/wk	Equivalent to 2 to 3 meals per day	Equivalent of 13-15 meals/wk
Average cost of Double Room across Bldg Types	\$10,251	\$10,955	\$11,031	\$10,945	\$11,427
Additional Charges not part of the base	\$0	\$0	\$0 ¹	\$120 ²	\$108
Cost of a Double Room and Meals:	\$10,251	\$10,955	\$11,031	\$11,065	\$11,535
Rate of Increase Over 2015-16	Proposed 3.0%	Approved Ave. 3%	Proposed ~3.9%	Proposed Ave 6.4%	Proposed ~ 4%

Footnotes:

¹ Not show n: CWU incentive of \$1,000 for returning sophomore.

² Not show n: EWU incentive of \$290 in-kind services if sign by May 15th.



**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM**

DRAFT: For Discussion Only

TEN YEAR HISTORY OF RESIDENCE HALL RATES

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN*	% OF CHANGE
2006-07	\$6,784	
2007-08	\$7,089	4.50%
2008-09	\$7,412	4.50%
2009-10	\$8,076 *	4.75%
2010-11	\$8,419	4.25%
2011-12:	\$8,755	4.00%
2012-13	\$9,019	3.00%
2013-14	\$9,290	3.00%
2014-15	\$9,662	4.00%
2015-16	\$9,952	3.00%
2016-17	\$10,251	3.00%
10-Year Average Percentage Change		3.80%

* The meal plan used for comparison changed in 2009-10 from the Gold /100 to the 125 Meal Plan

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2016-2017

Room & Board Plans: Academic Year (@ 3% increase)	2015-16 Actual	at 3% incr. 2016-17 Proposed:	2016-17 Cost per Month
Double Room with Unlimited meal plan	\$10,342	\$10,652	\$1,184
Double Room with 125-Block meal plan	\$9,952	\$10,251	\$1,139
Double Room with 100-Block meal plan	\$9,570	\$9,857	\$1,095
Double Room w/ 75-Block meal plan	\$9,176	\$9,451	\$1,050
Triple Room with 125-Block meal plan	\$8,660	\$8,920	\$991
Single Room with 125-Block meal plan	\$11,013	\$11,343	\$1,260
Birnam Wood Apartment Rents: Academic Year (3% increase)			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$365	\$376	\$376

**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,
Business and Financial Affairs

DATE: April 8, 2016

SUBJECT: **Preliminary 2017-2027 Capital Plan Discussion**

PURPOSE: Presentation and Discussion

Purpose of Submittal:

The following information is provided to the Board of Trustees as support documentation for presentation and Board discussion of the Draft 2017-2019 Capital Budget Request and the 2017-2027 Ten-Year Capital Plan.

The University's final 2017-2019 Capital Budget Request and 2017-2027 Ten-Year Capital Plan will be brought to the Board of Trustees for approval at the June 2016 meeting following review and comment by the campus community, the University Planning and Resources Council, with further refinement by the Vice Presidents and President.

Included in this packet:

Attachment A – 2017-2019 Capital Program Process Timeline

Attachment B – Draft 2017-2019 Capital Request and 2017-2027 Ten-Year Capital Plan

Attachment C – Campus Map Showing Locations of the Projects Listed in the Draft 2017-2027 Ten-Year Capital Plan

Attachment D – Updated Summary of the Projects Shown in the Draft 2017-2019 Capital Request and 2017-2027 Ten-Year Capital Plan



Draft 2017-2019 Capital Request and 2017-2027 Ten Year Capital Plan

Board of Trustees

April 8, 2016

CAPITAL PLANNING AND DEVELOPMENT PROCESS

After discussions with the Vice Presidents, the University Planning and Resources Council (UPRC), a standing committee of the Faculty Senate, and stakeholders, it was agreed that the processes for developing the 2017-2019 Capital Request and 2017-2027 Capital Plans would remain as used last biennium.

The timeline was divided into two phases (see Attachment A). **Phase 1** for Intermediate/Major projects greater than \$2,000,000, and **Phase 2** related to Minor Works requests of \$25,000 to \$2,000,000.

Phase 1

Phase 1 began in July 2015. The Vice Presidents were asked to re-evaluate existing and submit new Major and Intermediate projects for consideration in the 2017-2019 capital request plan and 2017-2027 ten-year capital plan, with an emphasis on how they fit into the University's strategic plan and mission.

The UPRC was consulted in mid-October 2015 to review and discuss project evaluation criteria for both Major/Intermediate and Minor Works projects. Additional status reports were provided to the UPRC as the process progressed through Fall/Winter 2015 and into early 2016.

On March 25, 2016, the Vice Presidents' Draft 2017-2019 Capital Request and 2017-2027 Capital Plan was linked to the Facilities Development & Capital Budget webpage for review by the UPRC and the campus community, with notification to the UPRC members directly and campus community via Western Today.

The UPRC's March 30, 2016 meeting to hear the presentation of the plans and comment was also audio cast.

Phase 2

Phase 2 began in October 2015. Faculty and staff submitted Preservation and Programmatic minor works requests to their supervisors; the supervisors submitted those requests to their Planning Unit Leaders. The Planning Unit Leaders made their recommendations to their Vice President, and the Vice Presidents ranked and submitted their divisions' minor works requests to Facilities Development & Capital Budget.

Divisional priorities were merged into combined Preservation and Programmatic lists, and the lists were linked to the Facilities Development & Capital Budget webpage for review by the UPRC and the campus community, with notification to the UPRC members directly and campus community via Western Today.

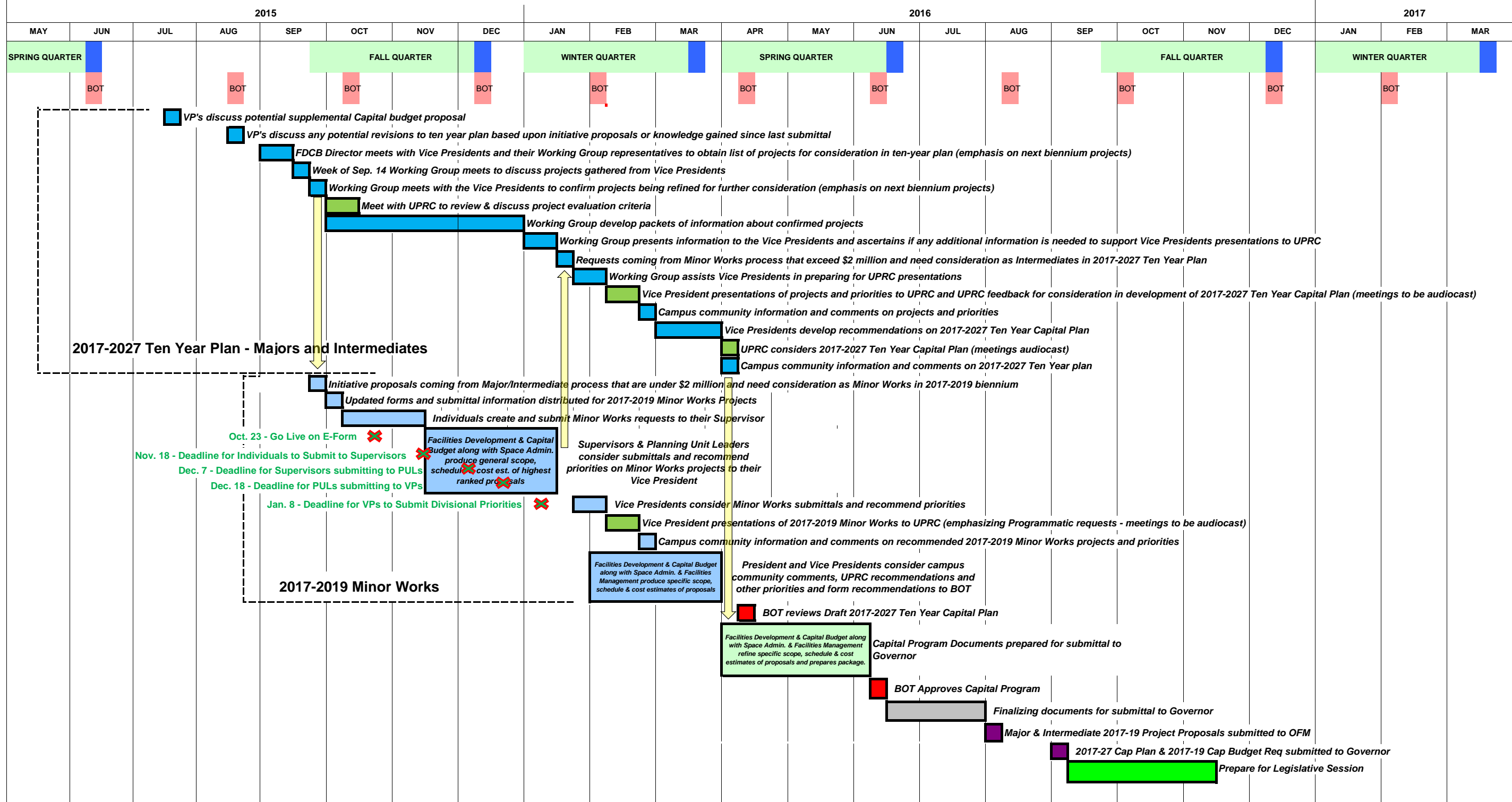
The UPRC's March 30, 2016 meeting to hear the presentation of the projects and comment was also audio cast.

Over the next couple of months, the Vice Presidents will meet to consider the information gathered from the campus community, the UPRC and the Board, refine their recommendations, and the President will bring the final 2017-2019 Capital Request and 2017-2027 Capital Plan to the Board for approval during their June 2016 meeting.

Project proposals for the 2017-2019 Intermediate/Major projects are due to the Office of Financial Management by early August 2016.

See Attachment D for an overview of the projects listed in the 2017-2019 Capital Request and 2017-2027 Ten-Year Capital Plan.

Attachment A: 2017-19 CAPITAL PROGRAM PROCESS TIMELINE (10-15-15 VERSION)








Attachment B
Western Washington University

DRAFT 2017-2019 CAPITAL BUDGET REQUEST & 2017-2027 CAPITAL PLAN

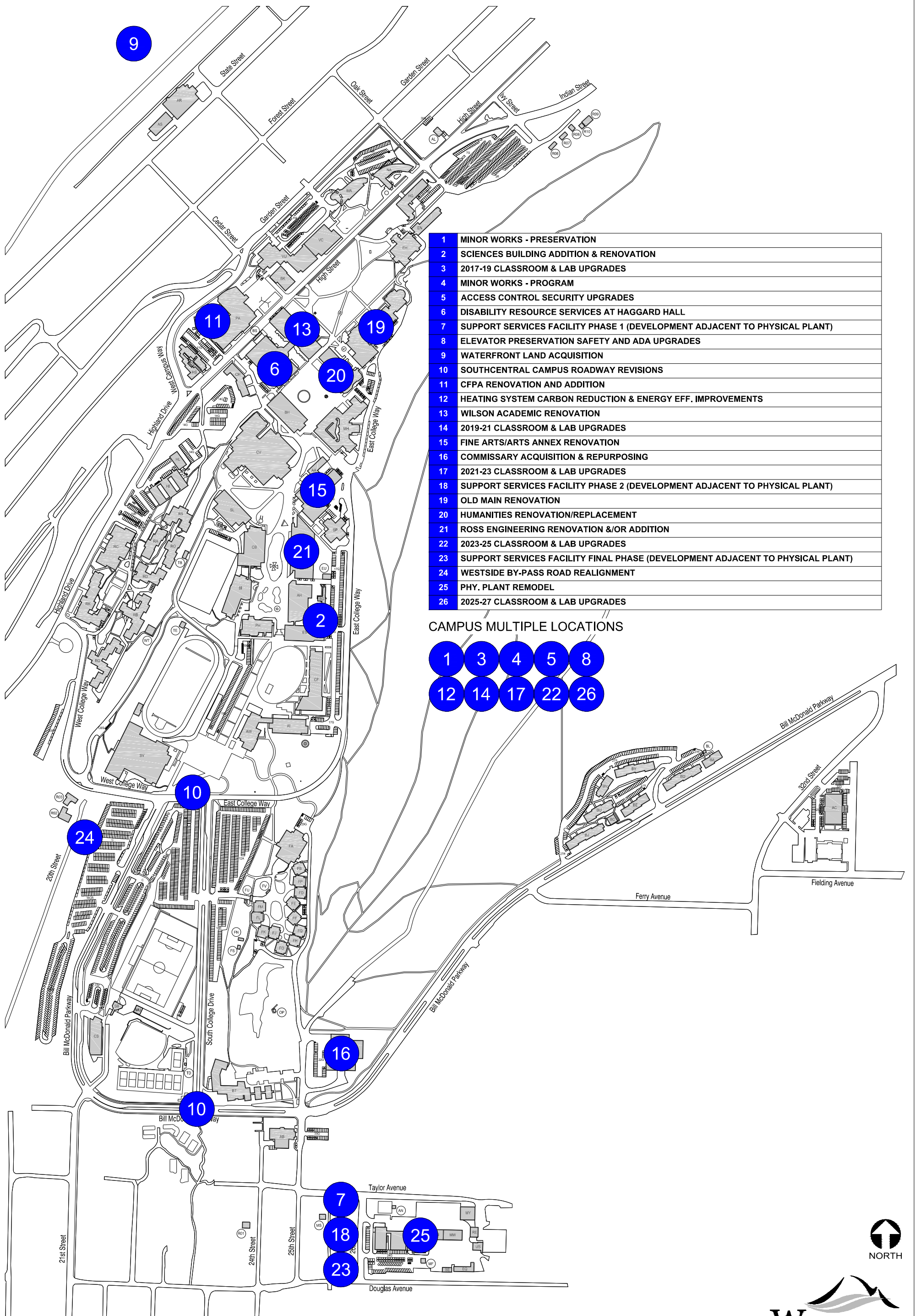
REV 3/18/2016

Univ. Priority	PROJECT TITLE	2017-2019 Biennium	2019-2021 Biennium	2021-2023 Biennium	2023-2025 Biennium	2025-2027 Biennium
1	Minor Works - Preservation	15,400,000	15,860,000	16,336,000	16,826,000	17,330,000
2	Sciences Building Addition & Renovation	11,875,000 120,910,000				
3	2017-19 Classroom & Lab Upgrades	6,650,000				
4	Minor Works - Program	15,400,000	15,860,000	16,336,000	16,826,000	17,330,000
5	Access Control Security Upgrades	6,200,000				
6	Disability Resource Services at Haggard Hall	2,700,000				
7	Support Services Facility Phase 1 (Development Adjacent to Physical Plant)	9,950,000				
8	Elevator Preservation Safety and ADA Upgrades	6,700,000				
9	Waterfront Land Acquisition	4,500,000				
10	Southcentral Campus Roadway Revisions	2,060,000				
11	CFPA Renovation and Addition	7,300,000	83,600,000			
12	Heating System Carbon Reduction & Energy Eff. Improvements	415,000	4,750,000 48,000,000			
13	Wilson Academic Renovation	Univ. Funded Pre-Pre-design	425,000	7,300,000 55,500,000		
14	2019-21 Classroom & Lab Upgrades		4,900,000			
15	Fine Arts/Arts Annex Renovation		400,000	4,400,000 38,200,000		
16	Commissary Acquisition & Repurposing			2,000,000 200,000	2,000,000 20,000,000	
17	2021-23 Classroom & Lab Upgrades			7,200,000		
18	Support Services Facility Phase 2 (Development Adjacent to Physical Plant)			9,900,000		
19	Old Main Renovation			400,000	3,500,000 36,100,000	
20	Humanities Renovation/Replacement				250,000	3,200,000 40,000,000
21	Ross Engineering Renovation &/or Addition				500,000	6,800,000 42,700,000
22	2023-25 Classroom & Lab Upgrades				4,900,000	
23	Support Services Facility Final Phase (Development Adjacent to Physical Plant)				9,900,000	
24	Westside By-Pass Road Realignment				15,000,000	
25	Phy. Plant Remodel					250,000
26	2025-27 Classroom & Lab Upgrades					4,900,000
Total/Biennium		210,060,000	173,795,000	157,772,000	125,802,000	132,510,000

Legend	
	Pre-design
	Design & Construct
	Design
	Construct
	Acquisition

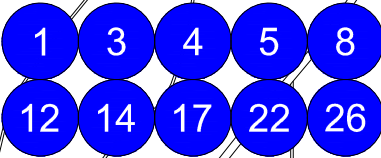
Additional needs yet to be determined:

Second Science Building



1	MINOR WORKS - PRESERVATION
2	SCIENCES BUILDING ADDITION & RENOVATION
3	2017-19 CLASSROOM & LAB UPGRADES
4	MINOR WORKS - PROGRAM
5	ACCESS CONTROL SECURITY UPGRADES
6	DISABILITY RESOURCE SERVICES AT HAGGARD HALL
7	SUPPORT SERVICES FACILITY PHASE 1 (DEVELOPMENT ADJACENT TO PHYSICAL PLANT)
8	ELEVATOR PRESERVATION SAFETY AND ADA UPGRADES
9	WATERFRONT LAND ACQUISITION
10	SOUTHCENTRAL CAMPUS ROADWAY REVISIONS
11	CFPA RENOVATION AND ADDITION
12	HEATING SYSTEM CARBON REDUCTION & ENERGY EFF. IMPROVEMENTS
13	WILSON ACADEMIC RENOVATION
14	2019-21 CLASSROOM & LAB UPGRADES
15	FINE ARTS/ARTS ANNEX RENOVATION
16	COMMISSARY ACQUISITION & REPURPOSING
17	2021-23 CLASSROOM & LAB UPGRADES
18	SUPPORT SERVICES FACILITY PHASE 2 (DEVELOPMENT ADJACENT TO PHYSICAL PLANT)
19	OLD MAIN RENOVATION
20	HUMANITIES RENOVATION/REPLACEMENT
21	ROSS ENGINEERING RENOVATION &/OR ADDITION
22	2023-25 CLASSROOM & LAB UPGRADES
23	SUPPORT SERVICES FACILITY FINAL PHASE (DEVELOPMENT ADJACENT TO PHYSICAL PLANT)
24	WESTSIDE BY-PASS ROAD REALIGNMENT
25	PHY. PLANT REMODEL
26	2025-27 CLASSROOM & LAB UPGRADES

CAMPUS MULTIPLE LOCATIONS



Summary of Projects Shown in the Draft 2017-2027 Ten-Year Capital Plan

Minor Works – Preservation

Our Minor Works Preservation omnibus categories are for requests of projects ranging in size from \$25,000 to \$2,000,000. The project requests are submitted by departmental personnel. They include facility preservation, health, safety and code compliance, and infrastructure renewal. Many of the projects have been identified in Western's Facilities Management Backlog Reduction Plan or by departmental critical need.

Sciences Building Addition & Renovation

This project is an important step toward resolving critical instructional space and faculty office shortfalls within the sciences. A modest addition and a major renovation to the 42 year old Environmental Studies Center (ESC) will accommodate the department of Geology, Scientific and Technical Services, and consolidate all of Huxley College at one location. The project will also expand interdisciplinary interactions by providing a University hub for centers and cooperative learning projects across disciplines. Several centers and institutes, including Watershed Studies, Environmental Toxicology, AMSEC, Energy, IDEAS, Spatial Institute, Sustainability and the Resilience Institute, will all be housed within the facility.

The adequacy of science instructional space at Western has lagged relative to growth in STEM majors and degree production. During the past four years almost every STEM major has experienced unprecedented enrollment increases. This situation, coupled with increased demand for introductory science and mathematics courses from non-STEM majors and the hiring of new STEM faculty, has stretched our science facilities to their limits, putting at risk our ability to continue to meet student demand while maintaining program quality. At the same time, contemporary expectations of employers, graduate and professional schools call for a strengthened interdisciplinary approach to STEM education, an approach that our outdated and discipline-fragmented building infrastructure makes difficult to accomplish. We will soon reach an impasse in our ability to continue to perform at our current levels without new specialized space.

2017-19 Classroom & Lab Upgrades

As with the 2011-13 and 2013-15 programs, these projects will continue to repurpose and upgrade existing instructional space within the departments. The determination of what instructional space is upgraded or re-purposed is based on the extent to which a measureable improvement can be realized using the following criteria:

1. Measurable Outcomes – The upgrades will increase capacity and room usage, which is supported with usage data.
2. Banner Data – The structured, academic use of the renovated room must be recorded in Banner.
3. Performance Thresholds – The renovated rooms will operate at the minimum level of usage per academic year.

The goal of the project is to ensure that Western has adequate access to high performance learning space. For the 2017-19 biennia, much of the scope of work is focused on work to support the Environmental Studies Renovation.

Below is a listing of the rooms proposed within this request in priority order, as funding allows.

- Carver Lab #1 – Interior fit-out of shell space to create a multi-use dry lab with priority use for Human Anatomy classes.
- Carver Lab #2 – Interior fit-out of shell space to create a multi-use dry lab with priority use for 100-200 series Geology labs during the Sciences Building renovation.
- Arntzen Hall 04 – Seating, mediation and lighting renovation of existing space.
- Arntzen Hall 12 – Renovation of an existing General University Classroom (GUC). New moveable tablet chairs, mediation, flooring and paint.
- Arntzen Hall 18 – Renovation of an existing GUC. New moveable tables & chairs, mediation, flooring and paint.
- Arntzen Hall 100 – Replacement of fixed tablets, projection screen, paint, flooring, and lighting upgrades.
- Arntzen Hall 412/414 – Combine two seminar rooms into a single classroom with tables and chairs.
- Arntzen 14 & 16 – Lab accommodations for AMSEC during Sciences Building renovation.
- Ross Engineering 308 – Lab upgrade.
- Ross Engineering 262 – Lab upgrade.
- Ross Engineering 338/340 – Lab upgrade.
- Ross Engineering 347/348/349/350 – Lab upgrade.
- Ross Engineering 106 – Lab upgrade.
- Morse Hall 252 – Install compressed air, specialty gas lines, house vacuum within fume hoods and bench tops.
- Morse Hall 410 – Install compressed air, specialty gas lines, house vacuum within fume hoods and bench tops.
- Morse Hall 470 – Install compressed air, specialty gas lines, house vacuum within fume hoods and bench tops.
- College Hall 231 – Modest scope of renovation that will reduce EE use/reliance on GU instructional space elsewhere on campus.
- College Hall 135 – Modest scope of renovation that will reduce EE use/reliance on GU instructional space elsewhere on campus.
- College Hall 137 – Modest scope of renovation that will reduce EE use/reliance on GU instructional space elsewhere on campus.
- Communications Facility 418 – Modest scope of renovation that will reduce EE use/reliance on GU instructional space elsewhere on campus.
- Communications Facility 414 – Modest scope of renovation that will reduce EE use/reliance on GU instructional space elsewhere on campus.

Minor Works – Program

Programmatic Minor Works projects have not received funding in the last several biennia. Consequently, many of the prior biennia project requests resurface every two years with even more dire conditions and need of funding than before. While funding has been lacking in recent years, we have reason to believe that in this biennium Western will be more successful in receiving some funding for its Programmatic priorities. One of the top institutional priorities is the expansion of the Ethnic Student Center and multicultural services for the campus in partnership with the student government. The omnibus Programmatic projects include access improvements, correction of safety hazards, disabled access, security of physical assets, and technology enhancements.

Access Control Security Upgrades

The University's existing campus access control system is based on Edwards Systems Technology, integrated with the campus fire alarm system. In 2012, Western learned that Edwards would be phasing out the access control portion of the system and when the next system upgrade of the fire alarm system occurred, the University's access control system would no longer be supported. First proposed in the 2015-17 biennia, and then as an emergent supplemental project in 2016, the project would replace the campus head-end access control system, convert existing building access control systems to a new system, and install electronic control on exterior doors and designated high security internal doors of all major academic buildings. These upgrades would improve campus building access and security, provide improved integration with other security systems such as video monitoring and intrusion detection, and simplify dispatch functions during emergency responses.

disAbility Resource Services (DRS) at Haggard Hall

This project would expand disability resources for students by collocating DRS within the Library Learning Commons at Haggard Hall. Located in the core of the campus, Haggard Hall is conveniently and easily accessible to students. The project will commence with a space optimization project at Haggard Hall to create the 3,000 square feet required by DRS for students. Thereafter, the project scope will include the construction of offices for DRS counsellors, a DRS testing center, as well as a reception and student resource center.

DRS is presently housed in an undersized and inaccessible suite within the oldest building at Western. The existing location is nominally accessible and provides the department with too little space, especially with an ever growing population of students requiring accommodations for disabilities. DRS forecasts continued and growing demand for disability services by students at Western.

Support Services Facility Phase 1 (Development Adjacent to Physical Plant)

The project would construct a building on the vacant land owned by the University at 25th and Taylor Streets. A master plan for the site and rezoning to accommodate approximately 60,000 gross square feet have been accomplished. The new facility would house various departments that require proximity to campus but do not need to be located on campus, thereby creating more capacity in the core for strategic programs. The site allows for future growth needs, with sufficient land to construct several additional buildings.

Elevator Preservation Safety & ADA Upgrades

In 2015, Facilities Management hired a consultant to inspect and analyze all campus elevators to determine their current condition, compliance with current code, safety requirements, and to identify and recommend options for an elevator modernization. A prioritized list of work to be accomplished on each elevator, based upon: 1) building and personal safety and code compliance; 2) current operation and performance (reduce repair rate); and 3) appearance and quality of life. It has been determined that correction of the deficiencies generally cannot wait for a full building renovation, and instead must be accomplished as part of a stand-alone elevator renewal project.

Waterfront Land Acquisition

Western has been involved in discussion with the City of Bellingham and the Port of Bellingham regarding the revitalization of Bellingham's central waterfront for over a decade. Project requests were submitted for funding consideration in prior biennia. The waterfront development and Western's planned growth are linked. The University's Institutional Master Plan recognizes that we cannot grow to our planned capacity without acquiring property for development. Relocating and/or expanding some of Western's programs to the waterfront would allow for our future growth. The objective in meeting that goal is to acquire six acres in the Institutional Mixed Use Zone of the waterfront development.

Southcentral Campus Roadway Revisions

Requests for roadway revisions have been submitted several biennia. The University received predesign funding in 2003-05 to assess south campus roadway development/revision options. There is a critical need for improving pedestrian safety when accessing the campus from the south. The congestion at two intersections involves pedestrians, bicyclists, transit buses, private vehicles, vendor semi-trucks, and any number of motorists using the campus roadway as a standard route to downtown Bellingham. The project involves creating a safe area for crossing by redirecting pedestrian and bus traffic related to East and West College Way where Bill McDonald Parkway enters the campus. Included in the project is installation of a traffic signal at Bill McDonald Parkway and South College Drive.

CFPA Renovation & Addition

Exterior renewal of the Performing Arts Center facility (PAC) was approved and executed in the 2013-15 biennia, along with the exterior roofing renewal of PAC which was completed winter of 2015. However, the renovation and addition project proposes an intense overhaul of the Performing Arts Center to address a multitude of facility infrastructure, building renewal, code compliance and programmatic needs. It was previously requested and referred to as the "Gateway Complex" project. The project includes adding several thousand square feet of multi-disciplinary academic and performance spaces that meet contemporary technology and curriculum requirements. The expansion would require removal of High Street Hall and Canada House. The Center for Canadian American Studies and the Border Policy Research Institute would be relocated to the PAC addition. The project also involves upgrades/replacements of mechanical and life safety systems that are in poor condition.

Heating System Carbon Reduction & Energy Efficiency Improvements

Proposed in the 2013-15 biennia, this project would reduce our annual CO2 emissions by roughly 10% and involve a pre-design and subsequent construction budget estimate to convert our central steam heating system to a hot water system. Centralized hot water heating is roughly 30% more energy efficient than steam. A pre-design is needed to thoroughly analyze the conversion needed and the costs to construct. Our aging steam distribution system requires nearly wholesale replacement over the next few biennia. The size and capacity on our steam line does not meet our hot water needs. In 2013-15 biennia we spent \$2.5 million in essential repairs and anticipated spending another \$15 million over the course of the next 10 years. It is possible to implement this conversion in phases. This essential request also demonstrates our commitment to work toward a zero carbon footprint by 2050.

Wilson Academic Renovation

The Wilson Library project was requested in the prior biennia to provide for effective reuse of space, improved accessibility, and updating of building systems that have met or exceeded their useful life. There are several programmatic opportunities in renovating the facility. To some degree, the extent of that opportunity hinges on how we will manage Library collections and where we will store those collections.

With the completion of the Carver Academic Renovation, Wilson Library will have the largest facility backlog on campus at \$13 million. The brick exterior for the original building and the 1976 addition are solid masonry and have infiltration issues. The multi-level sloped built-up roof and walkways have drainage path bottlenecks and are in need of replacement. There are no draft stops in the attic, making a small fire difficult to contain. The 1927 section of the facility has no functioning fresh air ventilation system and depends on open windows year round for fresh air. The HVAC equipment in the 1970's wing has had recent in-house and ESCO energy savings upgrades and is operating acceptably despite being past its expected service life. The main electrical service was replaced in 2012. Branch panels and wiring in the old and newer sections are original and overdue for replacement. Elevators are the least reliable of any on campus and overdue for replacement.

2019-21 Classroom & Lab Upgrades

Continue the ongoing upgrading of academic learning spaces to improve their utilization and capacity. The project will renovate, refurnish and equip individual classrooms and teaching labs in buildings across campus, extending the useful life of these spaces by at least 25 years. Increasing existing classroom and lab performance is a fundamental component of Western's ability to respond to student course demand while still enabling students to realize their undergraduate degrees in 4 years.

Fine Arts/Arts Annex Renovation

Renovation will reconfigure space for more effective use for academic programs. The renovation will also provide improved disability access to restrooms in both buildings and the addition of an elevator to access the second floor of the Art Annex where at least 40 classes are taught each year. Both buildings are non-ADA compliant and have extensive backlogs of building infrastructure deficiencies. Additional project components include renewal of walls, roofs, and flooring, increased electrical service to the buildings, lighting enhancements, and HVAC system upgrades, as there has been no retrofitting to update usage since the 1968 design of the building.

Commissary Acquisition & Repurposing

The Commissary is a 25,000 square foot building that was built by the University's auxiliary housing and dining service to serve as the central food preparation center on the campus. The service delivery model for campus dining has since evolved into a decentralized service that no longer requires a commissary. Most of the Commissary has been leased back to the University by the auxiliary service continually for the last 37 years. Today, that leased space accommodates campus mail services; archival records storage, central stores, shipping and receiving; asset disposal and program space for Theatre and Dance. Two dance studios, dance faculty offices, theatre design labs and the costume library are all housed at the Commissary.

This project proposes to purchase the Commissary building from the Auxiliary and to undertake significant capital improvements to enhance and expand the academic use of the facility. A conceptual scope of work might include the following programs: Theatre Scene Shop, Dance Studios, Student Art Studios, Dance Faculty offices, Theater Set design labs, ceramics, welding and forge works, student maker space, glass blowing and sculpture yard.

2021-23 Classroom & Lab Upgrades

This project continues the enhancement of General University Classrooms and specialized departmental learning spaces to assist Western's efforts to ensure students experience a high level of technologically relevant education through the most current learning modalities while positively impacting the time required to graduate.

Support Services Facility Phase 2 (Development Adjacent to Physical Plant)

The project would construct a second building on land owned by the university at 25th and Taylor Streets. A master plan for the site and rezoning to accommodate approximately 60,000 gross square feet have been accomplished. The second facility would provide space for various departments that require proximity to campus but do not need to be located on campus thereby creating more capacity in the core for strategic programs. The site allows for future growth needs, with sufficient land to construct an additional building.

Old Main Renovation

Western's oldest building on campus also qualifies as among the worst in terms of condition, with a maintenance and repair backlog that is primarily focused on whole building systems which generally cannot be renovated or replaced in phases. This project proposes a whole building approach to renew the lifecycle of Old Main by upgrading all of the building systems and ensuring that the building can respond to the needs of the institution. The project would incorporate programmatic improvements to administrative spaces and ADA accessibility and FM's backlog of maintenance, repair and renewal requirements. Programmatically, ADA access improvement and much needed enhanced, expanded space for Enrollment and Student Services functions continue to be a challenge. Exterior needs include replacement of wood sash windows on the north and east sides, and brick masonry and sandstone renewal. Mechanically, the ventilation systems require overhaul.

Humanities Renovation/Replacement

The largest department in terms of faculty is English, with the highest degree production of any department, yet their department is housed within the lowest area count of square footage per FTE faculty or FTE student on our campus. This building also has a host of facility deficiencies. This project was submitted for funding in the 2013-15 biennia. The English Department and the other Humanities Building occupants are the most transportable of programs and administration because they don't require specialized space for their occupancy. This provides an opportunity for Humanities occupants to be housed in leased or temporary space while the building undergoes renovation or replacement.

The Humanities Building is 54 years old with a poor condition rating. The built-up roof is beyond its expected service life. Finishes are worn and overdue for renewal. Interior faculty office doors need electric hold-open devices tied to the fire alarm to legally achieve an open-door policy goal. Ventilation equipment in general needs upgrades to meet current ventilation air code standards. The emergency generator is due for replacement. Pipe insulation contains asbestos, as do miscellaneous floor finishes and protective coatings. Settlement is occurring in the site retaining walls, particularly on the west side facing Red Square.

Ross Engineering Technology Building Renovation &/or Addition

The Ross Engineering Technology Building is in need of major renovation as mechanical and life safety systems are aging. A request for funding was submitted in the 2013-15 biennia. Re-design of the building is essential to support the mix of instructional, research space and academic support spaces required for the transition to the new engineering programs. The structure does not meet the needs of the program's sophistication. This project would serve the high-demand Engineering programmatic component as well as addressing the need to preserve our facility.

The building's current condition is fair and there are a number of issues to resolve. Cracking in slab on grade requires repair. The structure is in a post-tensioned concrete frame with concrete panels as the industrial sides of the building. Although not a structural problem, the superstructure has cracked and settled at the north end, presenting a visual concern to occupants. Finishes are worn and overdue for renewal. Interior door closers need replacement, and elevator safety upgrades need to be completed. There are complaints about chemical odors that migrate from the industrial process areas into the administrative areas.

2023-25 Classroom & Lab Upgrades

This project continues the enhancement of General University Classrooms and specialized departmental learning spaces to assist Western's efforts to ensure students experience is a high level of technologically relevant education through the most current learning modalities, while positively impacting the time required to graduate.

Support Services Facility Final Phase (Development Adjacent to Physical Plant)

The project would construct a third building on land owned by the University at 25th and Taylor Streets. A master plan for the site and rezoning to accommodate approximately 60,000 gross square feet have been accomplished. The third facility would provide space for various departments that require

proximity to campus, but do not need to be located on campus or relocation of office functions from the adjacent Physical Plant.

Westside By-Pass Road Realignment

The Westside By-Pass Road Realignment projects realigns the connection with West College Drive to Bill McDonald Parkway. The realigned road was developed during a previous south campus roadway predesign study in 2003-05. The realigned roadway would improve pedestrian safety and create an improved south campus transit center and southern entry to the campus. The realignment will also allow non-University bound traffic to avoid student pedestrian traffic.

Physical Plant Remodel

This project would renovate and expand the Physical Plant facilities to provide adequate support space for required facilities services to all campus facilities, grounds and utility systems. An additional 30,000 gross square footage would accommodate administration, shop space and covered storage. The request is to fully renovate existing Physical Plant space along with constructing and outfitting the new additional space. This project creates opportunities to free up existing campus space to allow other limited programs to grow, as well as allow for the space needed to support the campus.

2025-27 Classroom & Lab Upgrades

This project continues the enhancement of General University Classrooms and specialized departmental learning spaces to assist Western's efforts to ensure students experience a high level of technologically relevant education through the most current learning modalities, while positively impacting the time required to graduate.

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

TO: Members of the Board of Trustees

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

DATE: April 8, 2016

SUBJECT: **Business and Financial Affairs Business Practice Improvement Initiative Update**

PURPOSE: An Update of the Banner Initiatives Project

Overview

Early in 2010, the Banner Initiatives Project was to improve utilization of the Banner Finance system. The initiative initially included: Chart of Accounts update, Banner GASB Module, Banner Budget Development Module, Millennium Data Warehouse, and Accounting and Budget Journal Voucher Automation. These objectives were accomplished in late 2010. In 2011, the Charter was rewritten and objectives broadened to “Achieve best-in-class status in conducting the business operations and achieving the objectives of Western”.

We have experienced much over the past five years and it is time to re-charter and re-brand the initiative to include what we have learned about business process analysis, managing with new tools and the importance of organizational and personnel or professional development. After many discussions with the Steering Committee and the BFA Management Team, a new name has been selected and the initiative clarified to more fully include review of management practices and providing organizational and professional development to support implementation of new systems and processes.

A presentation of the Business Practice Improvement Initiative will be made by:

- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Brian Sullivan, Assistant Vice President for Business and Financial Affairs
- Wanna VanCuren, Director, Business and Financial Systems,
Business and Financial Affairs

Strategic Questions

1. From any experiences you have had, how or where do you find examples of best business practices?
2. How have you successfully integrated those into operations?

BFA Business Practice Improvement Initiative

**Board of Trustees
April 8, 2016**

Background

- Banner is our Enterprise Resource Planning (ERP)
- Banner Finance implemented as a beta site in 1991
- Banner Human Resources module implemented in 1997

Challenges

- The old chart of accounts mirrored into Banner
- Modifications made to Banner to meet with business processes
- Shortfalls identified in 2008 Finance Survey

Background

- May 2009 – President Shepard’s 15 initiatives to reach Western’s collective vision
- Late 2009 – Banner Initiatives Project created to improve reporting
- May 2011 – Charter realigned with new BFA Strategic Plan
 - BFA Vision: To deliver best-in-class Business and Financial Affairs services to Western

BFA Business Practice Improvement Initiative 2016

Goal: To achieve best-in-class business operations in providing service to Western

Program Objectives (revised)

- Business Process Reengineering: Simplify and automate business processes generally, but not exclusively, through the use of current technology
- Managing with New Tools
- Use Organizational and Professional Development to Maximize Success

Accomplishments

- Banner Grants and Research Sponsored
- Banner Time and Effort Reporting
- Bookstore Sequoia Banner Student Integration
- Accounting and Budget Journal Voucher Automation
- Banner Fixed Assets
- Banner Travel Expense Management
- eMarket Commerce Portal
- Parking Online Payment Interface

Current Projects

- Facilities Information System (mini ERP)
- Facilities Project Management and Capital Budget System
- University Budget Development Tool
- eProcurement and Contract Management System
- Permit-less parking and license plate reader technology
- HR Talent Management (recruitment, performance, and learning management systems)

Future Projects

- Imaging System
- Cashiering, Payments Solutions, Refund Management Disbursement System

Lessons Learned

Maximizing value requires all of the following:

- Business process re-engineering
- Search extensively for best practices
- Organizational development: starts early and continues through the project
- New ways of managing programs with data and new tools
- Targeted training and professional development

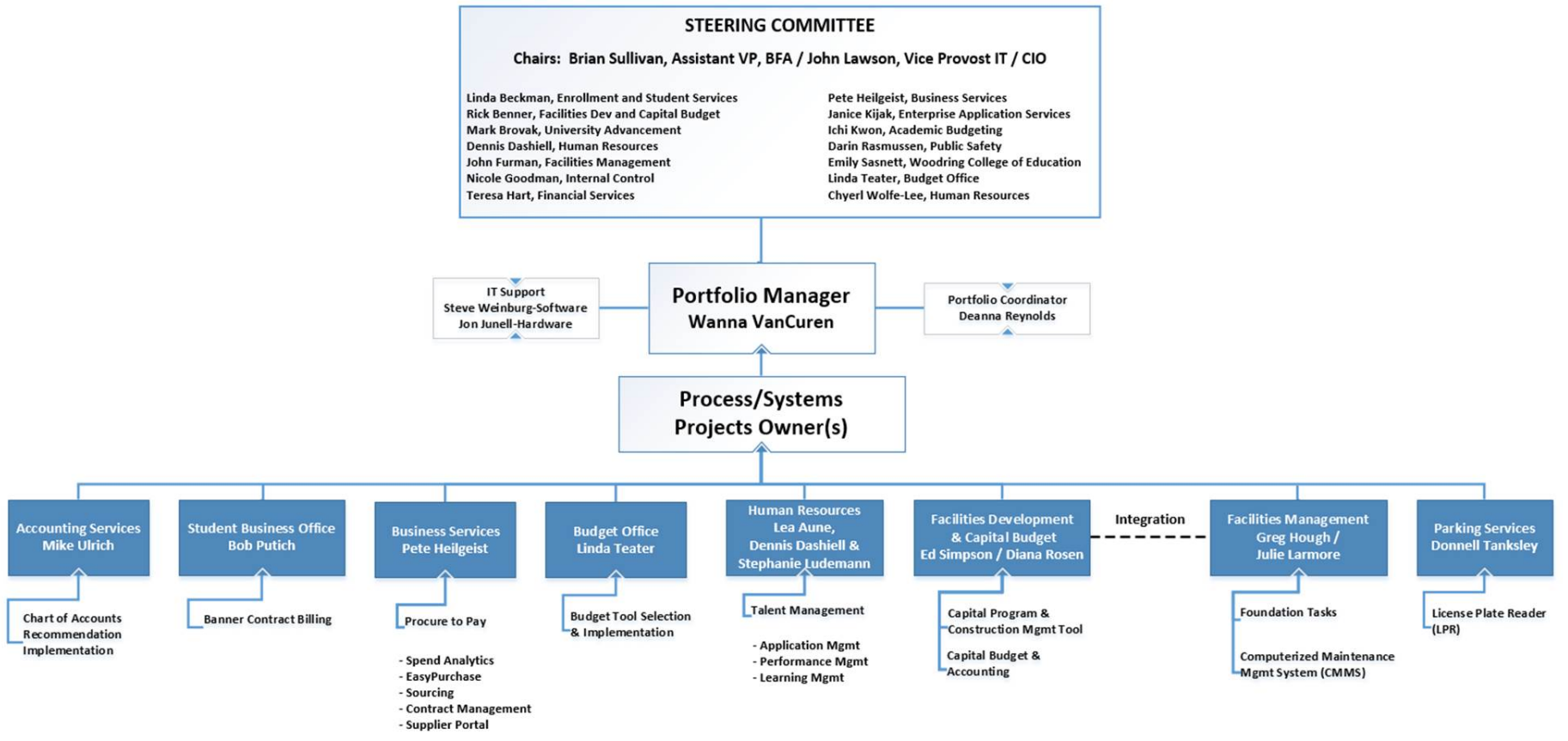
QUESTIONS

1. From any experiences you have had, how or where do you find examples of best business practices?
2. How do we successfully integrate those into operations?

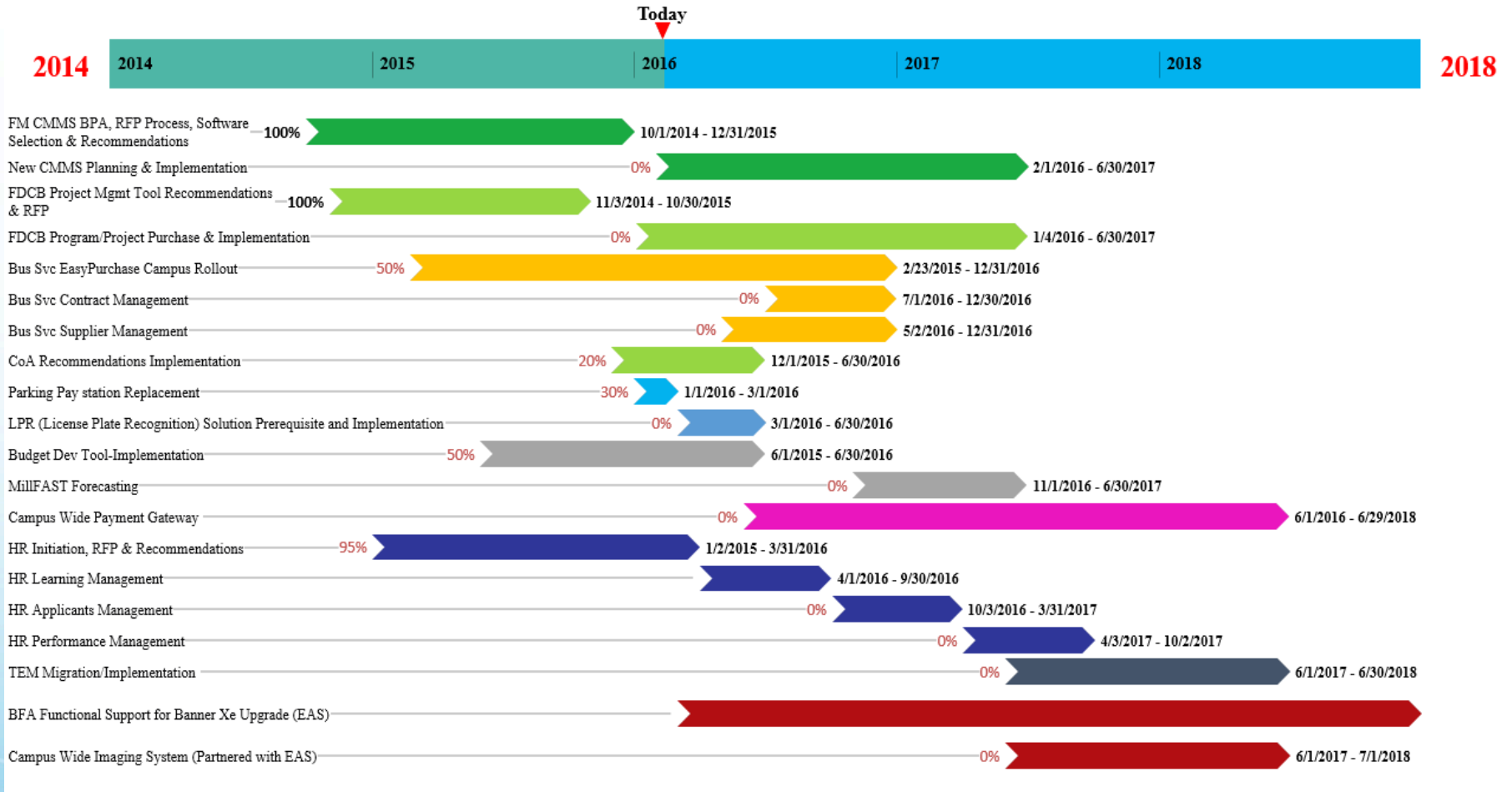
Benefits of Accomplishments

- Banner Grants and Research Sponsored Programs now records all pre-award grant request and process post-award grants from recording to agencies billing.
- Banner Time and Effort Reporting: Brought WWU into compliance with federal regulations.
- Bookstore Sequoia Banner Student Integration: Integrated the Bookstore Sequoia system with the Banner Student Account system enabling students to charge bookstore items to their student account, provided convenience to the students while mitigating the risk of uncollectible accounts.
- Accounting and Budget Journal Voucher Automation: Simplified and automated data entry of journal vouchers (JVs) into Banner Finance by implementing approval queues together with imaging for backup, data integrity dramatically improved.
- Banner Fixed Assets: Automated fixed asset tagging, advanced compliance and tracking process.
- Banner Travel Expense Management Module: Automated travel process, significantly reduced process cycles and streamlined the travel approval and expense reimbursement processes.
- eMarket: Provides customized storefronts with credit card payment portals to campus, dramatically reduced hard cash transactions. Internal controls has been strengthened, cash-handling risk has been reduced, and PCI complainant To date, the program has reduced hard cash currency by approximately \$4 million dollars across the University.
- T2/CASHNet Online Payment Interface Integration: Provides convenience for students and visitors to apply for parking permits and pay parking citations online, to date we have reduced parking counter transactions by 80%.

BPII



Project Timeline – February 2016



**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 President/CEO of the WWU Foundation

DATE: April 8, 2016

SUBJECT: **Campaign Update**

PURPOSE: Information Item

Purpose of Submittal:

Stephanie Bowers, Vice President for University Advancement and President/CEO 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 Steve Swan, V.P. for University Relations and Community Development

DATE: April 8, 2016

SUBJECT: **Olympia Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Becca Kenna-Schenk, Director of Government Relations, will give an update on the 2016 legislative session.

Supporting Information:

State Government Relations

The 2016 regular legislative session concluded on March 10th without legislators approving a supplemental operating budget. Governor Inslee immediately called a 30-day special session for the purpose of adopting a supplemental budget and passing bills necessary for its implementation. The 30-day special session is scheduled to end on or before April 9th.

For Western, funding for student support services and additional tuition backfill funding hangs in the balance for the 2016 supplemental operating budget. Only a few bills with direct impact to Western have been passed by the Legislature to date: [SB 6466](#) concerning services for students with disabilities in higher education and [SB 6354](#) concerning reverse articulation agreements. Those measures were among a group of 27 bills vetoed by Governor Inslee in an effort to encourage legislators to adopt a budget and their fate depends on whether lawmakers in the House and Senate agree to overturn the gubernatorial vetoes as part of the final compromise on the supplemental budget.

Budget leaders have been working to craft supplemental operating and capital budgets since the House released its proposal on February 22nd and the Senate released its proposal on February 24th.

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

TO: Members of the Board of Trustees
FROM: Betti Fujikado, Chair, Board Audit Committee
DATE: April 8, 2016
SUBJECT: **Board Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

Chair Fujikado will report to members of the Board of Trustees and the university president and his staff topics related to the Board Audit Committee.

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

TO: Members of the Board of Trustees

FROM: Sue Sharpe, Chair, Board Governance Committee

DATE: April 8, 2016

SUBJECT: **Board Governance Committee Report**

PURPOSE: Information Item

Purpose of Submittal:

Chair Sharpe will report to members of the Board of Trustees and the university president and his staff topics related to the Board Governance Committee.

**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 8, 2016

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

PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for the period January 1, 2016 – March 31, 2016 and fiscal year 2015/16

Supporting Information:

- Grant awards/totals for the period 1/1/16 – 3/31/16
- Grant awards for the fiscal year 2015/16

Grant Awards for the Period 1/01/16 – 3/31/16

The total amount of grants and contracts received this period was \$1,501,768.38. This includes both new awards and additions to existing awards.

Department	Award Total	Awards	Additions
Biology	20,407.00	1	
Chemistry	75,000.00	1	
Child Development Center	6,922.00	1	
Computer Science	30,000.00	1	
Engineering and Design	18,361.00		1
Environmental Sciences	159,854.00	1	
Environmental Studies	39,850.00	1	
Geology	154,385.00	1	1
Health & Community Studies	498,321.38	2	
Liberal Studies	3,000.00	1	
Mathematics	33,884.00	1	
Physics/Astronomy	44,510.00	1	
Shannon Point Marine Center	79,757.00	1	
Sociology	112,517.00	1	
University Relations	225,000.00	1	
Total	<u>1,501,768.38</u>	<u>15</u>	<u>2</u>

Department	7/1/15- 9/30/2015	10/1/15- 12/31/2015	1/1/16- 3/31/2016	4/1/16- 6/30/2016	Fiscal Year 2016
Biology	111,631.00	7,000.00	20,407.00		139,038.00
Border Policy	71,000.00	12,160.00			83,160.00
Campus Compact	673,464.00				673,464.00
Canadian/American Studies		111,716.00			111,716.00
Chemistry	581,000.00		75,000.00		656,000.00
Child Development			6,922.00		6,922.00
Computer Science		53,003.52	30,000.00		83,003.52
Engineering Tech	248,617.00	53,000.00	18,361.00		319,978.00
Environmental Sciences	746,749.00	259,843.00	159,854.00		1,166,446.00
Environmental Studies		39,495.00	39,850.00		79,345.00
Extended Education - FTF	142,651.00				142,651.00
Geology	107,342.00		154,385.00		261,727.00
History	287,521.00				287,521.00
Health & Community Studies			498,321.38		498,321.38
Liberal Studies			3,000.00		3,000.00
Mathematics	8,000.00	299,867.00	33,884.00		341,751.00
Physical Education, Health & Rec	24,650.00	36,948.00			61,598.00
Physics/Astronomy	301,885.00		44,510.00		346,395.00
Psychology	108,610.00				108,610.00
Research & Sponsored Programs	46,000.00				46,000.00
Science, Math & Tech Education	1,247,085.00	45,518.00			1,292,603.00
Shannon Point Marine Center	421,136.00	52,270.00	79,757.00		553,163.00
Sociology			112,517.00		112,517.00
Toxicology	76,539.00				76,539.00
University Relations			225,000.00		225,000.00
Watershed Studies	8,000.00	904,973.00			912,973.00
Woodring College of Education	77,668.11	703,399.00			781,067.11
Total	5,289,548.11	2,579,192.52	1,501,768.38	-	9,370,509.01

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 8, 2016
SUBJECT: Professional Leave Report
PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for the 2016/17 academic year and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also outlines the process established to review applications and make award determinations.

The Professional Leave Advisory Committee is an all-university body composed of six faculty members who have had professional leaves within the past few years. Professional Leave applications are examined first at the department level, then by the dean (and, in some colleges, the college's professional leave committee), before being forwarded to the Provost's Office and the university-wide Professional Leave Advisory Committee. The Professional Leave Advisory Committee recommendations receive final review and approval by the Provost.

Per Section 10.6.1 of the faculty *Collective Bargaining Agreement*, the Committee relies upon the following criteria in making its recommendations: *academic or scholarly significance; soundness of design, procedure, or operational plan, including clear objectives and timeline; relationship of planned activity to individual's area of study and professional development; expected outcomes and benefits, including dissemination of results; evaluation of applicant's ability to achieve the proposed goals; and value of the project in terms of academic benefits to the institution upon the applicant's return from the leave.*

For the 2016/17 academic year: 48 faculty members requested 98 quarters of leave and 94 quarters were available for allocation. Each application was afforded a careful and thorough evaluation based upon the *merits of the application and the expected benefits to the individual, department, and the university* per the *Collective Bargaining Agreement*.

Supporting Information:

Listing below of faculty members awarded professional leave and related information.

Garth Amundson, Art

Two quarters to document the transformation of the landscape brought on by the construction of unfinished homes in order to metaphorically illustrate outcomes of immigration policy.

Kristin Anderson, Sociology

Three quarters to collect data on the implementation of new risk assessment programs aimed towards monitoring and identifying those who are at high risk for perpetrating homicides against their domestic partners.

Jeanne Armstrong, Western Libraries

Two quarters to complete a book titled, "Breaking the Silence and Recovering the Voices of Our Hungry Ghosts."

Bruce Beasley, English

One quarter to research, write, and revise three series of poems that will form the core of a book of poems titled, "Glossomania."

Marion Brodhagen, Biology

Two quarters to investigate the interactions of the fungus *Aspergillus flavus* with biodegradable plastic mulch.

Nicole Brown, English

One quarter to conduct research and writing for "Sacred Work," a multimedia publication project documenting invention heuristics useful to students, teachers, writers, and community organizers working on educational or social change campaigns.

Sarah Campbell, Anthropology

One quarter to publish articles that address how corporate household groups manage use of animal resources in response to environmental change.

Brandon Dupont, Economics

Two quarters to research the role of private banks in American economic history.

Richard Gardner, Mathematics

One quarter to collaborate with international colleagues to research geometric tomography.

Steven Garfinkle, History

Three quarters to complete book titled, "The Origins of Commerce: An Economic History of Early Mesopotamia."

Stanford Goto, Health and Community Studies

Three quarters to complete a crucial phase of a study on conflict between fishing groups.

Carol Guess, English

Three quarters to pursue a book-length manuscript of poetry titled, "Tin Zoo."

Bruce Hamilton, Music

Three quarters to compose a large-scale concerto for two percussionists and wind ensemble with electronics.

Joyce Hammond, Anthropology

Two quarters to research two forms of expressive material culture that relate to one another in their roles within the cultural heritage discourse of contemporary indigenous islanders.

Cecile Hanania, Modern and Classical Languages

Three quarters to work on two monographs about Marguerite Duras (1914-1996), one of the most prolific French women writers of the 20th century.

John Harris, Journalism

One quarter to write a book about the NFL champion 1964 Cleveland Browns, the last professional team in Cleveland to win a title of any kind.

Frances Howard-Snyder, Philosophy

Two quarters to write three papers on the ethics of love, trust and faith, and the point of fiction as it relates to rules of thumb for fiction writers.

Bridget Kelley, Special Education

One quarter to examine the factors that allow effective teachers to sustain a long and successful career given the myriad of problems associated with teaching in a rural setting.

John Krieg, Economics

One quarter at 67% to produce peer-reviewed publications related to work as a co-Principal Investigator on the Teacher Education Learning Collaborative (TELC).

Wayne Landis, Environmental Sciences

Three quarters at 50% to take advantage of existing international collaborations to enhance Western's ecological risk assessment program.

Bruce Larson, Secondary Education

Two quarters to develop a research plan for analyzing the effectiveness of classroom discussion with ELL's.

Janelle Leger, Physics and Astronomy

Three quarters to conduct three projects on plasmonic back-contact photovoltaic devices, conjugated polymers, and organic memory devices.

Kimberly Markworth, Mathematics

Three quarters to develop and research supplementary mathematics materials for the elementary and middle grades, specifically grades 3-8.

Michael Medler, Environmental Studies

Three quarters to travel to the African Rift region and Hawaii to experiment cooking with lava flows and to write a book.

Mary Janell Metzger, English

Two quarters to work on a book that explains to students in direct and simple terms how to write an effective and academically successful critical analysis of another's writing.

Brenda Miller, English

One quarter to complete a book that will combine personal narrative with research focused on the twin topics of song and sound.

Olin Myers, Environmental Studies

One quarter to gather interview data from students in environmental studies, environmental sciences, and other related-majors, to help determine why environmental professionals have chronically low diversity.

Carolyn Nielsen, Journalism

One quarter to conduct quantitative data analysis on the dialogues about race that are created when journalist and audience interact via new media and online forums.

Adam Nyman, Mathematics

One quarter to conduct two projects, one on polynomial invariants of noncommutative projective lines and one which looks at conditions under which exotic curves are noncommutative projective lines.

Niall O'Murchu, Fairhaven College

One quarter to create a video essay on the competing versions of nationalism that are displayed in Pablo Larrain's 2012 film titled, "No!"

Suzanne Paola, English

Three quarters to complete the drafting and revision of a book, tentatively titled "Summerland," a hybrid manuscript of fiction and nonfiction.

Cornelius Partsch, Modern and Classical Languages

Three quarters to research and publish on German spy fiction and to complete work on the next edition of the elementary-level German textbook titled, "Treffpunkt Deutsch."

Seiko Purdue, Art

One quarter to curate an exhibition of New Textiles.

Kenneth Rines, Physics and Astronomy

Three quarters to measure the detailed properties of individual galaxies in and around clusters and compare these measurements to cutting-edge computer simulations of galaxy evolution.

Farrokh Safavi, Finance and Marketing

Two quarters to observe the marketing response strategies of the Iranian commercial banking system under the constraints of global sanctions, so as to determine which of the implemented strategies were effective and which failed.

Debra Salazar, Political Science

Two quarters to complete two research projects regarding how groups of people seek justice and value their environments.

John Sandvig, Decision Sciences

One quarter to study the determinants of college and career success and the mobile usability of websites.

Dietmar Schwarz, Biology

Three quarters to analyze the results of a current USDA study on the genotypes of the apple maggot fly.

Yunqui Shen, Mathematics

One quarter to complete two inter-related research projects concerning the transformation of random dynamical systems to their normal forms.

Sergey Smirnov, Chemistry

Three quarters to learn new techniques needed to study proteins of the villin family recently discovered in plants.

Kent Smith, Art

Three quarters to execute an exploratory journey along the 100th meridian of longitude that dissects the lower 48 states to create a visual book that tells a story of the significant demarcation point in American history.

Paul Stangl, Environmental Studies

Three quarters to evaluate the connection between street connectivity and carbon emissions.

Stephanie Treneer, Mathematics

Two quarters to study mock modular forms, curves, and shadows.

Molly Ware, Secondary Education

Three quarters to write a book titled, "Staying Alive and Learning to Thrive: One Woman's Quest to Transform Higher Education and Herself."

Marguerite Watt, Journalism

Two quarters to research the question of whether Washington's Public Records laws are so onerous that they prevent government agencies from doing other important work.

Janet Xing, Modern and Classical Languages

One quarter to finish a book project on the acquisition of Chinese as a foreign language.

Derek Yip-Hoi, Engineering and Design

Two quarters to study methods for shaping honeycomb fillers prior to expansion.

**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 8, 2016

SUBJECT: **Tenure and Promotion Report**

PURPOSE: Information Item

Purpose of Submittal:

The credentials and accomplishments of these faculty members have been examined by their peers, tenure and promotion committees, department chairs, college deans, as well as the Provost/Vice President for Academic Affairs. Each person approved meets or exceeds the internal (college and all-university) and external (comparative, disciplinary, and professional) standards Western Washington University requires for promotion or tenure. This extensive review process confirms the merit of each faculty member's teaching, research or creative activity, and service to the University and the community.

Supporting Information:

Listing below of faculty granted tenure and/or promotion effective September 2016.

Tenure and Promotion - Effective September 2016

Promotion to Full Professor

Amir Abedi-Djourabtchi	Political Science Department
Sandra Alferts	Modern and Classical Languages Department
Bidisha Biswas	Political Science Department
Rich Brown	Theatre and Dance Department
Gail Coulter	Special Education Department
Rieko Darling	Communication Sciences & Disorders Department
Allison Giffen	English Department
James Graham	Psychology Department
Vicki Hsueh	Political Science Department
Ilhyung Kim	Decision Sciences Department
John Korsmo	Health and Community Studies Department
Chuck Lambert	Special Education Department
Nicole Larson	Engineering and Design Department
Janelle Leger	Physics and Astronomy Department
Kristi Lemm	Psychology Department
Kate McLean	Psychology Department
Adam Nyman	Mathematics Department
Kimberly Peters	Communication Sciences & Disorders Department
Takele Seda	Physics and Astronomy Department
Paul Spiegel	Chemistry Department
Sheila Webb	Journalism Department

Tenure and Promotion to Associate Professor

Colin Amos	Geology Department
Rebecca Bunn	Environmental Sciences Department
Jeff Carroll	Psychology Department
Burak Dolar	Accounting Department
Gabe Gossett	Western Libraries
Jennifer Green	Elementary Education Department
Elizabeth Joffrion	Western Libraries
Kristiana Kahakauwila	English Department
Nabil Kamel	Environmental Studies Department
Andrew Klein	Engineering and Design Department
Christopher Loar	English Department
Rebecca Marrall	Western Libraries
M.J. Mosher	Anthropology Department
Amanda Murphy	Chemistry Department
Mike Olson	Western Libraries
David Rider	Chemistry Department
Kevin Roxas	Secondary Education Department
Jun San Juan	Health and Human Development Department
Thomas Webler	Environmental Studies Department

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Senior Vice President, Eileen Coughlin

DATE: April 8, 2016

SUBJECT: Enrollment and Admissions Report

PURPOSE: Information Items

Record Number of Freshman Applications for Fall 2016

Western received the highest number of freshman applications in its history at 10,410 compared to 9,836 at the same time last year - an increase of nearly 6%. The deadline was January 31, but applications are still trickling in. Our goal is to fill about 2,800 freshman slots for Fall Quarter 2016, the same as last year.

Freshman applications from high-achieving students who have been admitted with highest honors or distinction are up 10%. Applications from first-generation students and students of color are up slightly, 2-3% compared to the same time last year. Nonresident freshman applications are also up slightly, comprising 2-3% more of the freshman pool of applications than last year. The top 5 states with the highest number of applicants continue to be: California, Oregon, Colorado, Alaska and Hawaii. As of the date of this writing, it is not possible to accurately predict the composition of our enrollment because Admissions is in the midst of application review.

Fall 2016 Transfer Applications Slightly Down Compared to Last Year

The application deadline for transfer students was March 1. Admissions is still processing transcripts accompanying the admissions applications. As of March 21, we received 2,131 transfer applications compared to 2,188 at the same time last year. This drop in application reflects a recent enrollment report from the State Board of Community & Technical Colleges, community college enrollment decreased in Washington, in large part due to the recovering economy.

Searches: Director of Admissions, Assistant Director for Multicultural Outreach / Program Planning, Regional Admission Counselor

A national search is underway to fill the position of Director of Admissions, with the support of an independent search firm, Myers McRae. We anticipate the position will be filled this summer, in time for the next Admissions cycle. The Search Committee includes a broad representation of faculty and staff members. Multiple interviews will be conducted to ensure that members of the campus community will have the opportunity to provide input for each finalist.

Admissions efforts are also underway to refill the position of Assistant Director for Multicultural Outreach/Program Planning. This position specializes in facilitating outreach to traditionally underrepresented students and their families regarding admission requirements, financial aid, scholarships and campus life. Additionally, Admissions plans to fill a Regional Admission Counselor this spring. The incumbent will likely reside in King County to provide focused outreach there.

Outreach to Seattle Public Schools

At the last Board of Trustees meeting inquiries were made regarding Admissions outreach to the Seattle Public Schools. Western's undergraduate admissions office visited the following schools over the past year:

Ballard High School	Ingraham High School
Chief Sealth High School	Nathan Hale High School
Cleveland High School	Rainier Beach High School
Franklin High School	Roosevelt High School
Garfield High School	West Seattle High School

Clara Capron, Assistant Vice-President for Enrollment and Student Services, reached out to Betty Patu, President of Seattle School Board District 7, to invite her candid thoughts on how Western could improve its outreach to Seattle Public Schools. Betty suggested that Clara visit with a high school principal or counselor from each school. Our Regional Admissions Counselor position will be filled this spring to provide focused outreach in King County. Clara will personally visit 2 schools and work with the Regional Admissions Counselor, and other new hires thereafter, to optimize the visits, facilitate introductions and encourage ongoing communication.

Western Preview

Registration for Western Preview is currently on track to break all previous records for the total number of registered guests. We anticipate that over 2,400 admitted students and their proud family members will visit Western's campus on Saturday, April 2; this compares to 2,000 attendees last year. They will spend the day exploring campus and learning about our academic programs, University Residences, and extracurricular programs. We are again this year offering free round-trip transportation to students in the greater Seattle area via a chartered bus through our "Western Express" program. For the first time since we piloted the Western Express in 2014, we have filled the bus to capacity and will be bringing 32 students and their parents to campus.

Honors Invitational

In collaboration with the Honors Program, Admissions designed a day-long visit opportunity for students admitted to Western with Highest Honors on February 29. This invitation-only event featured an Honors seminar class experience and provided 45 high-achieving students with the opportunity to learn more about the Honors Program and campus life. The Director of Honors, Scott Linneman, is also working with Enrollment and Student Services to increase diversity in the Honors program.

Admitted Student Events

Admissions hosted 9 receptions for admitted students and their families in March, reaching approximately 200 students. These weekend afternoon events were offered in North Seattle, Renton, Tacoma, Bellevue, Vancouver, Spokane, Portland, San Francisco and Southern California. Financial Aid staff accompanied Admissions to two of these events as a pilot and were well-received. The goal of the receptions is to provide students and families with a personal connection to the University, answer their questions and remind them of the timelines for accepting their offers of admission.

International Recruitment Updates

International recruitment this winter included attending 10 International Transfer Fairs in the Seattle area at the following community colleges: Everett, Edmonds, Shoreline, Cascadia, Bellevue, North Seattle, South Seattle, Green River, Highline and Seattle Central. In addition, Admissions paid for individual recruitment visits to Whatcom, Bellevue, Shoreline, and Edmonds community colleges. This April, Admissions represents Western at the U.S. College Expo Fair circuit in Canada, attending college fairs in Vancouver, Calgary, Ottawa and Toronto. We are pleased to report that international student enrollment for spring quarter has increased to 9 confirmations compared with 5 last year.

Financial Aid Outreach

Western Mailed its first Large Batch of 2016-2017 Freshman and Transfer Award Letters: 5,115 Students were Awarded \$105 Million in Aid; 3,020 Received Award Letters

Western's Financial Aid Department was among the first Washington state public universities to mail the first, large batch of freshman and transfer award letters in mid-March. A total of 5,115 students were awarded \$105.9 million in financial aid through scholarship, grant, loan and work study programs. Of the 5,115 students awarded, 3,020 did not require further file review and were mailed award letters. Awarding will continue on a weekly basis throughout the upcoming year.

WWU Student Scholarship Workshop

Two Student Scholarship Workshops were held Thursday, March 3. Scholarship Center staff facilitated two 90-minute panel discussions for students on how to effectively conduct a scholarship search and create a competitive scholarship application. Panel members included current student scholarship recipients, past scholarship committee members, and colleagues from Career Services, the Research & Writing Center and the Alumni Association.



**Capital Program Report
Board of Trustees
April 8, 2016**

MAJOR/INTERMEDIATE CAPITAL PROJECTS

• **Carver Renovation**

The General Contractor/Construction Manager (GC/CM) contractor, Mortenson Construction, completed abatement and demolition work throughout the site and existing building. Pile installation and the majority of foundation work is complete. Many of the new first floor concrete slabs have been placed. Structural steel started in the new areas in the center of the building in early April, as well as structural seismic mitigation work in the existing building areas. Interior rough-in of utilities started in the existing building areas.

The project is scheduled to be substantially complete in April 2017.

• **Sciences Building Addition & Renovation Predesign**

THA Architecture and Western representatives continue to have meetings and working on elements of the Sciences Building Addition & Renovation Predesign. Completion is scheduled for June 30, 2016.

• **Performing Arts Center Renovation & Addition Predesign**

Opsis Architecture and Western representatives continue to have meetings and working on elements of the Performing Arts Center Renovation & Addition Predesign. Completion is scheduled for June 30, 2016.

• **New Student Housing**

A Request for Qualification (RFQ) for Architectural/Engineering services for a 150 – 200 bed student housing project was advertised on February 29, 2016. The RFQ submittals will be evaluated and scored and following interviews of shortlist of firms, a consultant contract will be submitted to the June 2016 Board of Trustees meeting for approval.

2017-2019 CAPITAL BUDGET REQUEST AND 2017-2027 TEN-YEAR PLAN DEVELOPMENT PROCESS

- The Vice Presidents have completed their recommendations regarding the 2017-2027 Ten Year Plan and 2017-2019 Capital Budget Request. The draft plan is submitted as part of the Board packet and will be presented at the April 2016 meeting, with action anticipated in June 2016.

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/>.

UNIVERSITY ADVANCEMENT REPORT

APRIL 2016



While we have celebrated the successful ending of the Western Stands for Washington Campaign, contributions from our generous donors continue to flow in. Having already surpassed our \$60 million target by upwards of \$2 million, we plan to add even more to our grand total by the close of this fiscal year.

Work with our volunteer boards, students, staff, faculty and alumni continues to grow awareness of Western Washington University and all that it offers. One of our most popular campus-and-community-wide activities is now fast approaching: please join me for the weekend of May 12-15, and our seventh annual Back 2 Bellingham festivities!

CAMPAIGN RESULTS THROUGH FEB 29, 2016



ADVANCEMENT FAST FACTS

JAN 1– FEB 29, 2016

In the past two months, **40** student Phonathoners made **91,499** calls, reaching **7,230** alumni and parents, garnering **951** pledges and raising **\$49,590**.

Over the past two months, **1,606** Annual Giving donors have contributed **2,143** gifts, generating **\$366,687**.

In January and February, we secured **three** major gifts totalling **\$100,000** and **two** major pledges totalling **\$75,000**, contributing **\$175,000** toward the Western Stands For Washington campaign.

Our major gift officers engaged in **687** interactions with donors, including **125** personal visits and **548** conversations via phone, email and snail mail.

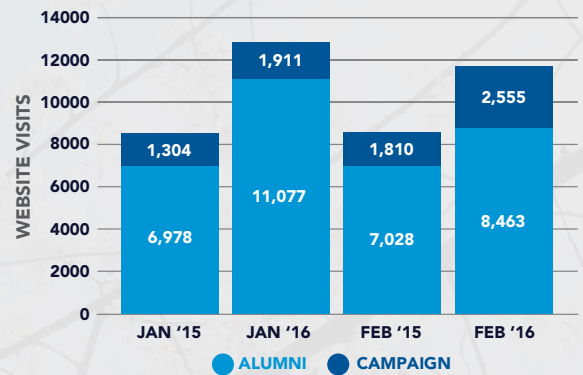
WWU Alumni Association's **ten** events engaged **433** Western alumni, families, staff and community members.

In this timeframe, we've welcomed **145** Alumni Association members.

GROWING AWARENESS

The success of the Western Stands for Washington Campaign is evident across campus; it is also apparent in the enthusiasm of our audiences at events, and in their engagement with our communications. In our final "rally to the goal," we saw another increase in website traffic to both the campaign and alumni websites, as well as clicks-through to the donate page. We set an ambitious goal for the year to increase website traffic by another 10% over last year's banner results. We are pleased to report we were already 80% to goal by the end of February.

Beginning in March, the campaign transitioned to a "Thank You" message throughout media in our key markets. A new scholarship message will kick off in the Fall, in order to keep up the momentum built by the Western Stands for Washington Campaign.



ENGAGEMENT METRICS

DURING THE CAMPAIGN: OVERALL ASSETS OF THE FOUNDATION INCREASED BY **39%**, FROM **\$60 MILLION** TO **\$85 MILLION**

SINCE MAY 2015, THE ALUMNI ASSOCIATION'S **VIKINGS WANT TO KNOW** INITIATIVE HAS ENGAGED **477** INDIVIDUALS VIA **13** EVENTS IN **6** CITIES AND AN ONLINE SURVEY

WWU'S **2** CAMPAIGN WRAP-UP GRATITUDE CELEBRATION EVENTS, SHOWCASED **11** IMPACT STORIES FROM ACROSS ALL **7** COLLEGES, WILSON LIBRARY AND SERVICE-LEARNING

"THANK YOU!"

ENGAGEMENT

EVENTS FROM JAN-MARCH

During January and February, the Annual Giving team spearheaded a final Western Stands for Washington initiative to round out the already-successful campaign. The WWU Faculty and Staff Campaign Advisory Board was formed to thank current faculty and staff donors and to encourage new and increased participation from the campus community. By February 29, 65 additional faculty and staff donors gave, increasing the campaign total by \$40,000. Since the start of the campaign, a total of 560 generous WWU faculty and staff have donated more than \$1 million.



Western Washington University President Bruce Shepard and Compass 2 Campus Executive Director Cyndie Shepard arrive at the Bellingham Gratitude Celebration.

On the morning of February 24, President Shepard hosted a celebratory waffle breakfast for faculty and staff, thanking the campus community for their active participation in the Western Stands for Washington Campaign. More than 250 Western employees enjoyed waffles with all the trimmings, Woods Viking Blend coffee and special Western Blue sunglasses.

Then, two Gratitude Celebrations were held to toast the successful conclusion of the Western Stands for Washington campaign.

The first one, in Bellingham on February 24, coincided with the 123rd anniversary of the founding of Western, welcoming nearly 180 campaign supporters. The evening featured a performance by the WWU Student Jazz band; a "thank you" presentation by 10 faculty and students sharing the impact of campaign gifts on their Western experience; a message of gratitude from President Shepard; and a festive reception in the Wilson Library Reading Room.

On March 8, 145 guests joined WWU administrators, deans and students for a second celebration

at the Grand Hyatt in Seattle, an event that brought WWU's gratitude to donors and supporters in the greater Puget Sound area by showcasing personal thank-yous from faculty and students. Foundation Board Chair Dan Guy was Master of Ceremonies at both of the events.

In support of the Alumni Association Board of Directors' "Vikings Want to Know" initiative – devised to help determine how the Association can better serve its constituents and WWU – the Alumni office and board members collaborated to host a series of informational gatherings during the first quarter of 2016. The first was in Seattle, on January 8, hosted by Alumni Board member Marke Greene ('93) at Moss Adams. A second Seattle gathering, on January 21, was open to the entire Western community. The third, on January 22, was hosted by Alumni Board member Brett Jordan ('07) at Russell Investments. Nearly 40 fellow WWU alums and Russell employees joined Brett for a private, invitation-only lunch.

On March 3, 44 members of the Western community met in the Palm

Springs area. WWU alumni hosts Donna ('69) and John ('69) Mollan led a lively discussion over drinks and appetizers for California locals and "snowbirds" who have a tie to WWU. This group is growing and interested in participating in more activities with fellow Vikings in the area. They also provided critical input for the Alumni Association to consider.

On January 21, alumni and members of the software development, computer information system and technology community gathered in Bellingham to hear WWU Distinguished Alumnus and cybersecurity expert Jim Reavis ('87) discuss the future of cybersecurity. Jim is co-founder and owner of Cloud Security Alliance and his "Ignite Your Intellect: Roadmap for the Future of Digital Security" discussion was well attended by 36 Western community members.

On January 29, our Western alumni community in Tokyo, Japan, gathered for the annual wine and beer tasting promoted by the WWU Alumni Association and sponsored by the largest distributor of

UPCOMING EVENTS

APRIL 9 – “Ignite Your Intellect: Automotive Breakthroughs Made At Western’s Vehicle Research Institute” with Professor Eric Leonhardt ('95) at LeMay Car Museum in Tacoma

APRIL 20 – “Ignite Your Intellect: Mars Through the Eyes of NASA’s Rover” with Professor Melissa Rice at the Frye Art Museum in Seattle

APRIL 20 – The Beer Next Door Tasting at Western City Center in Bellingham

APRIL 20 – Ask an Alum on campus

APRIL 25 – Scholarship lunch in Seattle

APRIL 28 – “Ignite Your Intellect: Biomechanics of Running-Related Injuries” with Professor Jun San Juan at Lake Washington Rowing Club in Seattle

MAY 6 – Scholarship dinner on campus

MAY 12 – Alumni Awards Celebration on campus

MAY 12-15 – 7th Back2Bellingham Alumni and Family Weekend on campus

MAY 21 – “Ignite Your Intellect: Bullitt Center Tour” with Professor Joel Swisher and Bullitt Foundation President Denis Hayes at the Bullitt Center in Seattle

MAY 23 – Scholarship dinner on campus

MAY 25 – Western networking reception in D.C.

JUNE 1 – Western’s Annual Giving “Day of Giving”

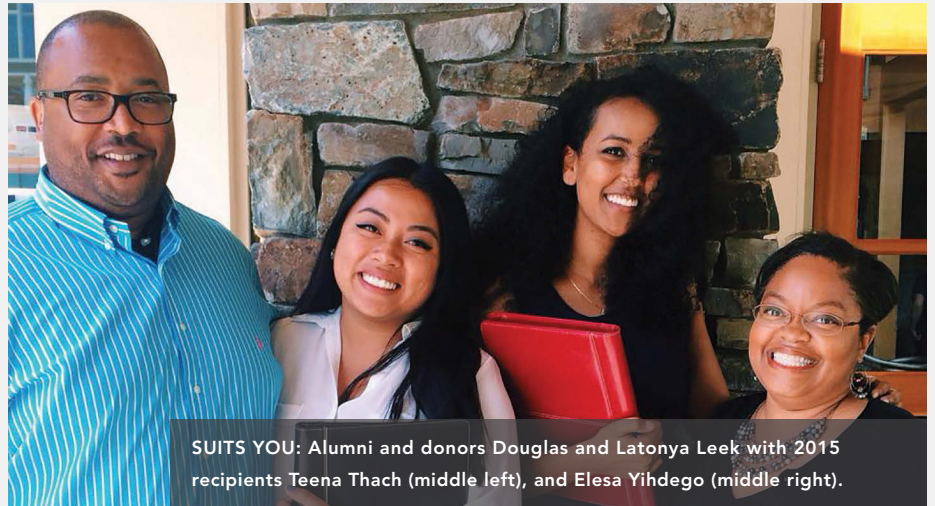
JUNE 3 – Art Walk and Commercial Street Night Market in Bellingham at Western City Center

WHY WE DO WHAT WE DO...

What do you give the graduate who's about to hit the employment market? WWU alums Douglas ('98, '99) and Latonya ('00) Leek, inspired in part by Douglas's graduation gift from his father – a snazzy suit – thought outside the box when they decided to give back to Western, hitting on a concept that's the perfect fit for WWU's commitment to professional preparedness.

Fully endowed during the Western Stands for Washington campaign, the Leek Family Job Preparation Award Endowment offers \$1,000 gift certificates to two students each year – historically underrepresented students of color with financial need, who have also demonstrated active community involvement during their time at Western – so that they can create professional (read: interview-and-office ready) wardrobes. It's a gift that tangibly supports career pursuits post-graduation.

"I was talking with someone who noted that students get through college just fine, but then they start interviewing for jobs and they're just not as polished as other interviewees," says Douglas. "I noticed at Western that there were distinct efforts to get students engaged in terms of job searches, but the conversation also reminded me of what my own overall experience was like. I realized that not everyone has the opportunity to afford a proper suit coming out



SUITS YOU: Alumni and donors Douglas and Latonya Leek with 2015 recipients Teena Thach (middle left), and Elesa Yihdego (middle right).

of college \$30,000 in debt." And it's not just an award, Douglas notes, it's always a "reward for being an active student, active in your community. It honors students who are engaged and who will represent Western well."

Kris Garma ('14), who works as an accountant for an engineering company in downtown Seattle, describes the award as a game-changer. "It meant a lot to me, to be honest. Being new to the professional world and being able to dress the part gives you the confidence you need when you're interviewing for jobs. First impressions count. It means everything to be able to look the part: you're on equal footing with the competition rather than behind it." The Leeks also invite the two

recipients to lunch, and on that occasion, Kris adds, "I asked them for advice. I want to be as successful as they are – and to give back the way they do. They are such a great model of philanthropy."

The award, agrees Teena Thach, ('15), reflects the real-life approach of the down-to-earth Leeks: "I loved talking to them about their time at Western. They came, they conquered – and now they give back! And in such a wonderful way. Being able to look and feel professional when you approach potential employers means everything. Even though I didn't get some of the jobs I applied for," reflects the former student who works at a busy Seattle startup, "it was okay: I know I looked good. And I felt really good."

NEW FACE IN ADVANCEMENT

Phaedra Booth joins us as the new Associate Director of Development for Fairhaven College and Huxley College of the Environment. A graduate of the University of California

at Berkeley, Phaedra most recently served as the Grants & Office Manager for Trout Unlimited. Throughout much of her fourteen-year professional career, she has been involved with environmental causes, including outreach events, grants and funding, political advocacy, communications

and messaging, and even door-to-door canvassing. Her understanding of interdisciplinary education, her passion for environmental issues, her familiarity with the grant funding process, and her one-on-one solicitation experiences will serve her well as our newest major gift officer.

**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 and Community Development

DATE: April 8, 2016

SUBJECT: **University Relations and Community Development Report**

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND
COMMUNITY DEVELOPMENT**

COMMUNICATIONS AND MARKETING

The skilled professionals in University Communications and Marketing (UCM) worked on a wide range of online, print, social media, video and graphic design communications and marketing, which included:

- After a year of resounding success on the @ourwestern student Instagram account, we've begun expanding the program to alumni. Jonathan Gipaya, a recent alumnus who plays trumpet for the popular electronic music group ODESZA, was at the helm the last week of March. The goal is to have an alumnus run the account once a month or so to provide current and future students a good look at what's possible with a Western degree.
- UCM's collaboration with Admissions and WebTech on a digital outreach project that will serve 1 million online banner ad impressions to King County high schoolers is nearing its launch phase.
- The spring edition of Window magazine, the biggest one yet, is celebrating the wrap up of the Western Stands for Washington campaign, Western's accomplishments during President Bruce Shepard's tenure, and this year's crop of Alumni Award winners. And thanks to help from the Alumni Association, UCM recently completed our every-other-year readership survey and got the highest response ever.
- UCM assisted with media coverage, such as former Trustee Ralph Munro receiving an honorary doctorate from Western (see: <http://www.bizjournals.com/seattle/news/2016/03/22/former-washington-secretary-of-state-ralph-munro.html>); and the Bellingham Herald announcement of the retirement of Vice President Steve Swan (see: <http://www.bellinghamherald.com/news/local/article66968107.html>). UCM also assisted with numerous media inquiries on the release of the outside consultant's report into the university response to the Yik Yak threat last November (See Bellingham Herald; <http://www.bellinghamherald.com/news/local/article64120022.html>
- Western Window TV segments continue to be produced by Western students and Western has begun a soft launch of programming on Comcast Cable Channel 26. The official rollout starts on April 1st.
- UCM graphic designers worked on a wide range of design projects with offices across campus, including fliers, posters, banners and online and social media design work. A few examples include: Civic Field banners for spring commencement; assistance with student publications Klipsun and the Planet; Big Data biology speaker event, posters, ads, eblast, fliers; Financial Aid newsletter; website graphics update for the College of Business and Economics; promotional materials for the Whatcom County Veterans' Summit and a distinctive logo to accompany transmission of Western Alerts.

WESTERN TODAY

TOTAL HITS

32,638

TOP STORIES

- In memoriam: Dwan Shipley
- WWU tops 10,000 freshman applications for the first time
- Award-winning Western Stands for Washington campaign surpasses fundraising goal



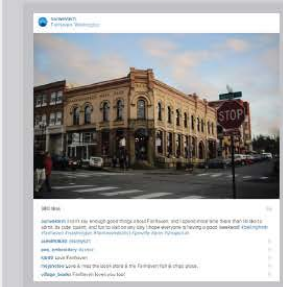
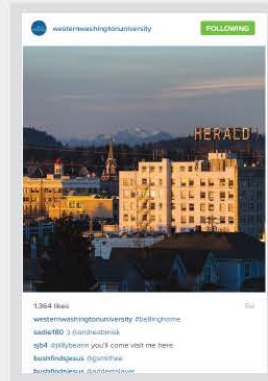
SOCIAL MEDIA



TOP POSTS OF THE MONTH

WWU Account

OurWestern Account



STATISTICS AT A GLANCE

14,152
Total followers
308
New followers
2.22%
% gained
2.00%
Engagement rate

40,554
Total followers
473
New followers
1.18%
% gained
7.69%
Engagement rate

11,136
Total followers
644
New followers
6.14%
% gained
7.64%
Engagement rate

3,356
Total followers
58
New followers
1.76%
% gained
6.47%
Engagement rate

MEDIA STORIES

244
Total Stories

TOP STORIES

- NASA Selects WWU's Melissa Rice for Three New Mars Rover Projects (NASA)
- Bellingham Bay Buoy Project Examines Threats to Marine Life (Q13 Fox)
- WWU Production of "Topdog/Underdog" Travels to Mexico City (Bellingham Herald)
- WWU an Economic, Educational, Social Force in Whatcom County (Bellingham Herald)



CREATIVE SERVICES

GRAPHIC DESIGN



32 Total Projects

FEATURING

- Children's Literature Conference 2016 promotion
- Whatcom County Veteran's Summit promotion
- Hallway banners for the Special Education program
- Logo and web graphics for Carver Memories



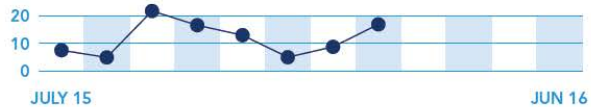
PHOTO & VIDEO



17 Total Projects

FEATURING

- Community involvement; GEMS, Girls in Engineering, Math and Science event
- Dr. Vandana Shiva speaker at WWU PAC
- Western B Gallery Exhibits, BRAVE art show; Vitality



SOUNDINGS FAMILY NEWSLETTER

WINTER EDITION

- Emails sent: **13,194**
- Open rate: **25.7%**
- www.wwu.edu/soundings visits: **905**

ADVERTISING

PRINT ADS

0 Submitted

RADIO ADS

0 Submitted

GOVERNMENT RELATIONS

Federal Relations

A team of Western students and administrators will be making their annual trip to Washington, D.C. to lobby Washington's Congressional delegation on key WWU related issues. The trip to Capitol Hill will take place April 19-21 and will include three representatives of the Associated Students leadership along with President Bruce Shepard and Vice President Steve Swan. Meetings are scheduled with Senators Murray and Cantwell, Congresswomen DelBene and McMorris Rodgers; and Congressmen Larsen, Kilmer and McDermott.

SMALL BUSINESS DEVELOPMENT CENTER

The economic-impact figures from last year's efforts by SBDC staff include:

- The SBDC's three certified business advisors counseled 317 clients, including clients seen through its eight satellite offices throughout Whatcom County. The SBDC staff provided 3,330 hours of in-depth counseling and research – approximately 10 hours per client.
- The SBDC assisted local businesses in saving or creating 121 jobs. The active clients of the SBDC have a total of 3,068 local employees.
- SBDC helped clients in obtaining over \$5.1 million in loans and new investments.
- SBDC clients represent more than \$144 million in annual sales (note that only about 50 percent of SBDC clients disclose annual sales figures).

Among the highlights of activities regarding the SBDC in the past three months are the following:

- Hired a Marketing Undergraduate Intern who assisted with social media management, newsletter content, SBDC web redesign and development and video editing.
- Developed a SBDC strategic initiatives tool with a project management undergraduate.
- Hosted the Effective Financial Management series with local CPA, Stephanie Artino.
- Provided business plan training at a Ferndale Chamber Power Hour.
- Presented at the WECU Seminar: Starting a Small Business.
- Participated on the advising board for ChooseWhatcom.com website alongside members from the City of Bellingham, Port of Bellingham and other local economic development organizations.
- Presented at the Whatcom Business Association 30th Annual Awards night.
- Attended the 2016 Globe Conference in Vancouver BC.

WASHINGTON CAMPUS COMPACT

- **Students Serving Washington Awards**

Planning for the Students Serving Washington Awards ceremony scheduled for Tuesday, April 26, 2016 at the Museum of Flight in Seattle is underway. These awards will bring visibility to student leaders from across the state who are making a difference in their communities through service and social entrepreneurship. Three types of awards are offered: Social Entrepreneur Awards, Outstanding Service Awards, and Presidents' Awards. Winners of the Social Entrepreneur Awards will receive \$10,000 seed grants for their institution to implement their proposed strategy that addresses one of the social entrepreneur challenge questions that was posed. Winners of the Outstanding Service Award will receive \$7,500 to be split between the student(s), higher education institution, and community partner. Winners of the Presidents' Award will receive certificates.

- **Statewide Presidents Meeting**

Washington Campus Compact is convening a statewide presidents meeting on April 26, 2016 prior to the Students Serving Washington Awards recognition event. Presidents and chancellors from the 42 member institutions have been invited to attend. The topic for the statewide dialogue will be Race, Equity, Inclusion and Institutional Change. Presidents will explore their leadership role as institutions examine this important topic.

- **Grants**

Washington Campus Compact is now recruiting campus partners across the state to participate in the 2016-17 College Access Corps program. Full time AmeriCorps members serve on campuses to recruit and place college students as college access coaches to low income K-12 youth. We are also recruiting campus partners for the 2016-17 VISTA program which places full time VISTA members on campuses to recruit and place college students in community programs that work to alleviate poverty in communities.

WEB COMMUNICATION TECHNOLOGIES (WebTech)

Web Tech continues to perform at full capacity with campus projects. A total of 69 issues that were in queue have been resolved while 115 new issues have been added. The homepage had the return of an [Accessibility statement](#) which is a great step forward for WWU expressing our commitment to equal access.

WebTech has analyzed the results of creating revised major pages and we are happy to report they have had increased usage of 14.79%, while the time it takes for pages to load on mobile data connections dropped by over half a second. Users are also viewing 9.6% more pages every time they visit the homepage with their mobile devices.

In addition, Web Tech successfully migrated all of Drupal websites to a revamped infrastructure allowing us to complete security updates for all sites in about one hour. Previously this took four plus hours. The goal of this project was to continue to position Drupal as a scalable service for the University.

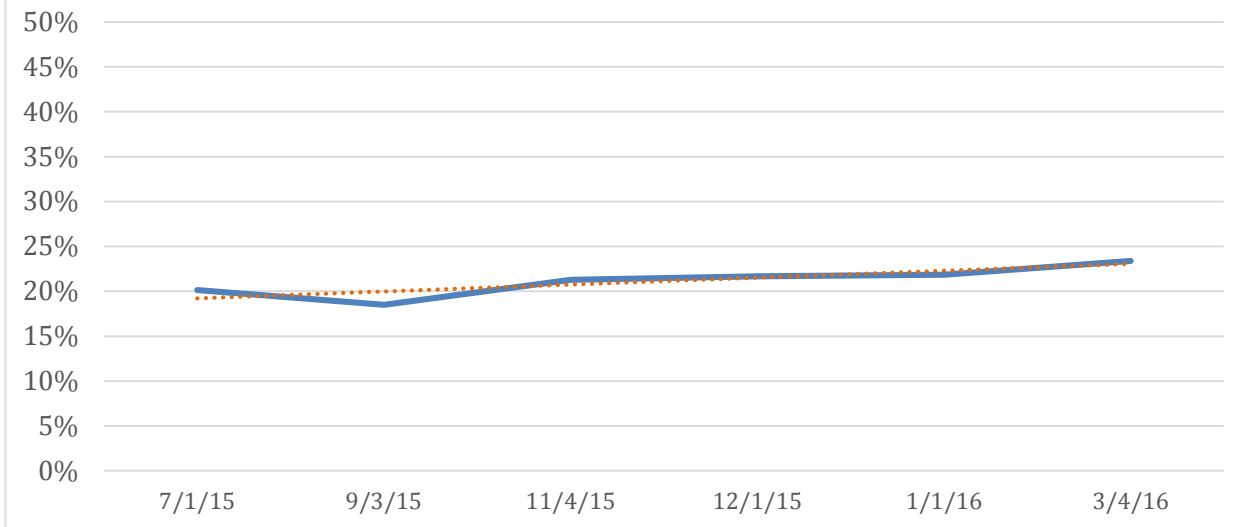
Canadian American studies, Western Way, Teach Ling (a linguistics outreach program to K-12 educators), University Rules, as well as the Engineering and Design program, all received new websites during the past two months.

WebTech has also begun the process of looking for alternatives to the Google Search Appliance that powers campus wide internet searches, as the product was recently declared end-of-life effective in 2018.

Captioning

Caption efforts continue earnestly, of the YouTube channels measured we now have 23% of all videos captioned, we started at 20% last July.

Percentage of Captioned Videos Over Time



WESTERN WINDOW TV SHOW

A synopsis of the latest episode of the Western Window TV Show, which is telecast on KVOS-TV via Comcast Cable on the west side of the mountains is listed below. This student intern produced show is aired Sunday mornings at 7 a.m. on KVOS and is also televised daily in Bellingham on BTV-10. Beginning April 1 Western Window will also be available daily on Comcast channel 26 throughout Whatcom County. Here is a [link](#) to the archives of the shows and below is information on the three latest episodes.

Episode 36 - March 2016 This month's show is hosted by Chris Roselli of the WWU Alumni Association and Al Dowling, a student at Western. The following is the story lineup for this episode:

- *A Quality of Resilience* – WWU Psychology Department Professor David Sattler circles the globe visiting sites of natural disasters – everywhere from Indonesia and the Philippines to El Salvador – to see how communities rebound psychologically after natural disasters such as typhoons and tsunamis.
- *Robotics Under the Sea* – A WWU Extended Education program at Western's Shannon Point Marine Center in Anacortes challenged middle-schoolers to build remotely operated vehicles (ROVs) from scratch that can collect scientific data and explore the sea in new ways.
- *Finding Career Options* – Career Fairs are a crucial option for Western students to meet, greet, network, interview, set up internships, and move forward on their first jobs after graduation. Employers talk about what they look for and why Western's students make fabulous employees, and students learn about what it takes to move forward in the job world.
- *Equity and Inclusion at Western* – Western's Equity and Inclusion Forum kicked off with a free-expression graffiti wall that encouraged all comers to voice their views on any issues that were important to them.
- *Switch: Breaking Gender Norms in Sports* – These two Western students have chosen to participate in sports that are not typical for their genders: Lewis Jensen is a spot man on

Western's cheer team and Lauren Carlson is a female weightlifter. Both talk about the rewards but also the downsides of often being the only person of their gender participating in their sports.

Episode 37 – April 2016 This month's show is hosted by Chris Roselli of the WWU Alumni Association and Al Dowling, a student at Western. The following is the story lineup for this episode:

- *Western Leadership Profiles: Ralph Munro* – WWU Journalism professor emeritus Floyd McKay interviews Western alumnus and longtime Washington Secretary of State Ralph Munro ('66) on his time on campus, his life in state government, and the rich legacy he has helped foster in both Olympia and Bellingham.
- *Planting for the Future* – Western's arborists work hard to keep the campus' more than 70 tree species, many gifts from far-flung locales, in tip-top shape.
- *High School Dancers Take the Stage* – The WWU High School Dance Festival hosts regional high school students and faculty to experience what a Dance program is like on a college campus; the days of classes and workshops culminate with a public performance on the WWU mainstage.
- *Collaboration, Education, and Digital Security* – A \$500,000 grant from the National Science Foundation has led to a collaboration between WWU, the University of Washington, Whatcom Community College, and Bellingham Technical College aims to place more community college graduates directly into four-year degree programs in the burgeoning and much-needed field of cybersecurity.
- *Coming Back to Bellingham* – Each spring, Western's Back to Bellingham celebration brings more than 7,000 alumni, parents, students and community members back to campus for a weekend-long celebration of all things WWU.

17. DATE FOR NEXT REGULAR MEETING

- **June 9 & 10, 2016**

18. Adjournment