

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

FRIDAY, April 10, 2015

Location: OM 340

Time: 8:00 a.m.

- 1. CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Board of Trustees Meeting, February 12 & 13, 2015
- 2. PUBLIC COMMENT**
8:05 – 8:15
- 3. BOARD CHAIR**
8:15 – 8:25
- 4. UNIVERSITY PRESIDENT**
8:25 – 8:35
- 5. ASSOCIATED STUDENTS**
8:35 – 8:45
- 6. FACULTY SENATE**
8:45 – 8:55

ACTION ITEMS

- 7. APPROVAL OF HOUSING AND DINING RATE INCREASES FOR 2015 – 2016**
8:55 – 9:00 Presentation: Eileen Coughlin, Senior VP and Vice President for Enrollment and Student Services
9:00 – 9:05 Discussion

DISCUSSION ITEMS

- 8. DRAFT COMPREHENSIVE PARKING MASTER PLAN**
9:05 - 9:20 Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Rick Benner, Chair, Parking & Transportation Capital Implementation
Advisory Committee / University Architect / Director, Facilities
Development and Capital Budget
Darin Rasmussen, Director of Public Safety / Chief of Police
April Markiewicz, Chair, Parking and Transportation Advisory Committee /
Associate Director, Institute of Environmental Toxicology / Toxicologist II
9:20 – 9:30 Discussion

BREAK – 9:30 – 9:40

9. UPDATE OF INTEGRATED PLANNING AND BUDGET PROCESS

9:40 – 9:55 Presentation: Brent Carbajal, Provost & Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Brian Burton, Associate Vice President, Academic Affairs

9:55 – 10:05 Discussion

10. CURRENT RESEARCH / GRANT FUNDED RESEARCH

10:05 – 10:15 Presentation: Brent Carbajal, Provost & Vice President for Academic Affairs
Kathleen Kitto, Vice Provost & Dean, Research & Graduate School

10:15 – 10:25 Discussion

11. CAMPAIGN UPDATE

10:25 – 10:30 Presentation: Stephanie Bowers, Vice President for University Advancement

12. OLYMPIA UPDATE

10:30 – 10:45 Presentation: Becca Kenna-Schenk, Government Relations Director

10:45 – 10:55 Discussion

13. BOARD GOVERNANCE COMMITTEE REPORT

10:55 – 11:00 Presentation: Trustee Sue Sharpe, Chair, Board Governance Committee

14. AUDIT COMMITTEE REPORT

11:00 – 11:05 Presentation: Trustee Dick Thompson, Chair, Board of Trustees Audit Committee

15. INFORMATION ITEMS

11:05 – 11:15

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

16. DATE FOR NEXT REGULAR MEETING: June 11, 12, 2015

17. ADJOURNMENT

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: April 10, 2015

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 12 & 13, 2015

Supporting Information:

Minutes of February 12 & 13, 2015 and attachments

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
THURSDAY, February 12, 2015**

1. CALL TO ORDER

Chair Karen Lee called the regular meeting of the Board of Trustees of Western Washington University to order at 3:04 p.m., Thursday, February 12, 2015 in the Alexis Hotel, 1007 1st Ave, Seattle, WA 98104, in the Grand Parlor Room.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Dick Thompson, Secretary
Betti Fujikado
Chase Franklin
Carly Roberts
Ralph Munro
Earl Overstreet

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
Lisa Wochos, Assistant Attorney General
Paul Cocke, Director, University Communications
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

2. WSAC PANEL: PROMOTING A CONTINUUM OF QUALITY EDUCATION FROM EARLY LEARNING THROUGH COLLEGE

Chair Lee and President Shepard welcomed Gene Sharratt, Washington Student Achievement Council (WSAC) Director and Maud Daudon, WSAC Board Chair to the meeting. Daudon gave a brief overview of WSAC and its purpose, then Sharratt gave a brief overview of WSAC's current legislative strategies.

Sharratt said that WSAC is actively promoting several policy recommendations this legislative session, including:

- **Commit to fully fund the State Need Grant program.** Strategic investment of an additional \$16 million each year through 2023 will close the State Need Grant funding gap and fulfill the commitment to Washington's lowest-income students. Each annual increase would serve an

additional 4,000 students who depend on financial assistance to enroll and succeed in postsecondary education.

- **Build bridges from high school to college and careers through dual credit programs.** Students who earn college credit in high school are more likely to complete high school, enroll in college, and earn a college degree. Expanding dual-enrollment options for all Washington high school students by reducing costs and other barriers will improve student participation and increase educational attainment.
- **Leverage the state's investment through student support services.** Students from low-income families, who are the first generation in their family to attend college, or who are from backgrounds underrepresented in degree attainment, are more likely to succeed with focused support services. The coordination of targeted support services for College Bound K-12 students, expansion of support services on campuses, and creation of collective impact coalitions will improve educational attainment.
- **Provide greater access to work-based learning opportunities.** Expanding work-based learning and earning opportunities through strategic reinvestments in the State Work Study program will provide jobs for an additional 3,000 low- and middle-income students. By adding \$5 million, we can begin restoring the program to pre-recession service levels.
- **Pursue policy-driven investments to improve affordability of higher education.** An affordability framework will help our Legislature coordinate funding (state, federal, institutional, tuition, and financial aid), understand the impact of funding policies on all students, support decisions that reduce volatility in tuition increases, minimize student debt, and increase investments in postsecondary education.

Trustees and the WSAC representatives discussed how these positions are being received in Olympia and the direction that they see this legislative session going. Trustees then offered to assist WSAC in any way they could in Olympia to help further their efforts in funding higher education.

Chair Lee announced a break at 3:08 p.m.

The Board returned and reconvened the meeting at 3:15 p.m.

3. PREPARING STUDENTS FOR THE FUTURE: A PANEL DISCUSSION ON THE EXPLODING TECH LANDSCAPE

Vice President Stephanie Bowers introduced Julie Hill, Western's Manager of Corporate Partnerships who introduced panel members, Nate Vogel ('96 alum), Director for Global Sales, Tableau Software; Josiah Johnson ('99 alum), Co-Founder and VP, Society Consulting; Danny Mason ('07 alum), Director for Software Development, Expedia; Nona Larson, Engineering and Operations Manager, PACCAR; Karen Clark Cole, CEO, Blink UX. Panelist were asked a series of questions including why they look to Western graduates when hiring, what makes Western graduates stand out, and about how their personal experiences at Western prepared them for their careers and life.

Most panelists focused on how Western had helped them to have a broader view of life and how they learned to be creative problem solvers and out-of-the-box thinkers. They noted that their education wasn't simply major focused, but that they learned how to evaluate and look at the bigger

picture and became well-rounded human beings. The panel mentioned that Western graduates often bring a sense of community and diversity to the job and have a greater sense of perspective and collaboration, which makes them valuable in any position. Western graduates tend to think differently and that is what employers love.

Trustees expressed their gratitude to the panel for the insight they provided, and for the feedback on what Western is getting right on campus, in order to help students succeed after graduation and throughout their life.

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

At 5:04 p.m. Chair Lee announced that the Board would convene in Executive Session for approximately 30 minutes to discuss real estate and a legal matter with counsel as authorized in RCW 42.30.110 (1)(b)&(i).

The Board returned to open meeting at 5:20 p.m. with no action to report and adjourned until Friday, February 13th at 8:00am.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
FRIDAY, February 13, 2015**

1. CALL TO ORDER

Chair Karen Lee called the regular meeting of the Board of Trustees of Western Washington University to order at 8:05 a.m., Friday, February 13, 2015 in the Alexis Hotel, 1007 1st Ave, Seattle, WA 98104, in the Grand Parlor Room.

Board of Trustees

Karen Lee, Chair
Sue Sharpe, Vice Chair
Dick Thompson, Secretary
Betti Fujikado
Chase Franklin
Carly Roberts
Earl Overstreet
Ralph Munro

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
Spencer Anthony-Cahill, Faculty Senate President
Lisa Wochos, Assistant Attorney General
Paul Cocke, Director, University Communications
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

There were no changes to the draft minutes as distributed.

MOTION 02-01-2015: Trustee Sharpe, moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, December 11 & 12, 2014

The motion carried.

2. PUBLIC COMMENT

As per Amended RCW 28.B.20.105, the Board of Trustees provided time for a Public Comment period. There were no requests for public comment.

3. BOARD CHAIR

Chair Lee announced that Trustee Chase Franklin has been named as the Board of Trustees liaison with the Western Foundation Board in an effort to keep open communication between the two boards. Lee commented that it was great to hear from the Thursday panelists about how well prepared Western students are for future careers and how their active minds really are changing their lives as well as those around them.

4. UNIVERSITY PRESIDENT

President Shepard asked Richard Van Den Hul, Vice President for Business and Financial Affairs to give an update on the bonds that the Board had authorized refinancing of at the December meeting. Van Den Hul said that the new lower interest rate will provide for an annual savings of \$173,000 a year until the end of the bond. Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services explained how the savings will be reinvested in the system. Coughlin said that she is working with a committee but initial discussions are focused on a remodel of the Ethnic Student Center and portions the Viking Union building.

President Shepard provided an update on the freshman applications that Western has received saying that there has been a 14.3 percent increase in honors applicants; a 13.2 percent increase in students of color; an 11.6 percent increase of first generation students; a 5.7 percent increase for resident applications and a 12.3 percent increase for out of state applicants. Shepard said the increase in applications shows that the buzz about Western's education quality is well known and that Western is becoming a more attractive option to all kinds of students. President Shepard said that Western has no intention of growing, noting that the university currently doesn't have the proper state funding support to grow capacity while maintaining student achievement and time to degree.

5. ASSOCIATED STUDENTS

Chair Lee said that Annika Wolters, Associated Students President was not able to attend the meeting due to her class schedule, directing Trustees to the written report included in the meeting materials. Chair Lee asked if there were any questions regarding Wolters report. There were no questions. Trustee Munro commented that he was present on the Legislative campus in Olympia for Viking Lobby Day with Western students and that he was impressed by both the number of participating students and their professionalism.

6. FACULTY SENATE

Spencer Anthony-Cahill, Faculty Senate President reported on the work of Senate sub-committees and other Senate matters. Anthony-Cahill said he is encouraged by feedback and continued

discussions within the Senate and campus wide faculty regarding enrollment language and defining classroom climate.

Trustees had questions about what the classroom climate discussions entailed. Anthony-Cahill and President Shepard said that classroom climate entailed a safe space for students to learn. They also discussed appropriate educational “stretching topics” verses inappropriate classroom topics or comments, being careful to distinguish between a negative classroom environment that prevents learning and a positive environment that promotes challenging ideas.

7. CONSENT ITEMS

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

MOTION 02-02-2015: Trustee Thompson moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- a) Approval of Winter Quarter Degrees
- b) Construction Contract for Ridgeway Kappa Renovation, PW 682
- c) Construction Contract for Classroom and Lab Upgrades, Phase 2, PW 679
- d) Construction Contract for Haggard Hall Digital Media Commons, PW 681

The motion carried.

8. APPROVAL OF AMENDMENTS TO BOARD OF TRUSTEES RULES OF OPERATION

- **Section 5.6(b); Section 7.12; and Section 13**

Lisa Wochos, Assistant Attorney General gave a brief introduction to the three proposed amendments to the Board’s Rules of Operation. Wochos said that the Committee on Trustees met and recommended changing the name of its committee to Board Governance Committee, Section 5.6(b).

MOTION 02-03-2015: Trustee Sharpe moved on recommendation from the President, that the Board of Trustees amends WWU Board of Trustees Rules of Operation, Section 5.6(b), Committee on Trustees, as stated in Attachment ‘A’; and further that the amendment be published in the Western Washington University Board of Trustees Rules of Operation.

The motion carried.

Wochos also introduced a housekeeping amendment to the Rules of Operation Section 7.12, Rules of Procedure, clarifying that the Rules of Operation/Procedure are the bylaws of the Board and the primary governance document.

MOTION 02-04-2015: Trustee Sharpe moved on recommendation from the President, that the Board of Trustees amends WWU Board of Trustees Rules of Operation, Section 7.12, Rules of Procedure, as stated in Attachment 'A'; and further that the amendment be published in the Western Washington University Board of Trustees Rules of Operation.

The motion carried.

Wochos introduced the final amendment, Section 13, Amendments to Board Rules of Operation, which seeks to define how to amend the Rules of Operation.

MOTION 02-05-2015: Trustee Sharpe moved on recommendation from the President, that the Board of Trustees amends the following sections of its Rules of Operation: Section 13, Amendments to Board Rules of Operation, as stated in Attachment 'A'; and further that the amendment be published in the Western Washington University Board of Trustees Rules of Operation.

The motion carried.

9. APPROVAL OF 2015 SUMMER SESSION TUITION AND FEES

Brent Carbajal, Provost & Vice President for Academic Affairs introduced Earl Gibbons, Vice Provost for Extended Education who provided a brief background about summer session tuition and fees. Gibbons said that in 2014, Western Washington University had the lowest Summer Session tuition rates of any Washington public university and were on par with the rates at The Evergreen State College (TESC). He also said that Western's 2014 summer tuition rates were also lower than the university's 2014-2015 Academic Year tuition.

Trustees asked what the increases would be used for. Gibbons said that the proposed increases would cover increasing Summer Session operational costs including salaries, benefits, and other expenses without supplementing with state funds which is prohibited by law.

MOTION 02-06-2015: Trustee Munro moved that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session Tuition for Summer 2015: specifically that tuition be set at \$250.00 per credit for undergraduate courses and \$282.00 per credit for graduate courses. Non-resident students would pay tuition at \$361.00 per credit for undergraduate courses and \$361.00 for graduate courses. Student tuition will be charged on a per credit basis for Summer Session.

The motion carried.

10. WESTERN ON THE PENINSULAS

Vice Provost Earl Gibbons provided an update on Western's growing activities on the Westside of the Puget Sound. He said that Western's Woodring College of Education and Huxley College of the Environment have been providing academic programs for place bound students from the Kitsap and Olympic Peninsulas for more than twenty years. Gibbons said that the University's commitment to

the region was significantly expanded in 2014 with the addition of programming from the College of Business and Economics and the opening of Western on the Peninsulas (WotP), Western's new instructional site at Olympic College's satellite campus in Poulsbo.

Gibbons said that the decision to establish a physical base of operation for Western's outreach to the large and historically underserved region has been warmly received by community college partners, as well as local governments, community groups, and businesses throughout the service area. He noted that the faculty and staff are becoming a prominent part of their communities, and the overall visibility and awareness of Western Washington University has been greatly expanded. With the potential for more programs in the future, and as the university becomes more rooted in the community, the influence and impact of Western Washington University will be felt throughout the region.

Chair Lee announced a break at 9:51 am. The Board returned and reconvened the meeting at 10:10 am.

11. SHANNON POINT MARINE CENTER: LOOKING TOWARD THE FUTURE

Erika McPhee-Shaw, Director, Shannon Point Marine Center provide the Trustees an update on Western's Shannon Point Marine Center and a look towards the center's future. McPhee-Shaw said that currently Shannon Point Marine Center (SPMC) consists of several buildings which include laboratories, offices, classrooms, dormitories, kitchens, meeting spaces and a small house that can be rented to visiting scientists or graduate students. Some of the current laboratory facilities were funded by the research grants of individual scientists. Other labs were funded by National Science Foundation (NSF) grants specifically for marine lab infrastructural improvement, and the most recent grant helped enabled a new addition to the vessel fleet, the R/V Magister. Shannon Point has a strong national reputation for doing independent research and intense hands-on student mentorship. McPhee-Shaw said that the center is embarking upon a new partnership with the Anacortes School District and WWU Extended Education to develop public science educational programs. She said the faculty who teach and do research at SPMC currently are a mixture of in-residence personnel and faculty from departments at Western who come to the lab to teach, maintain lab facilities and mentor students. The Center is interested in working towards possible paths forward on a new marine sciences major to fill a missing desired academic pursuit, said McPhee Shaw. Western is strongly positioned to take advantage of its strong reputation in environmental science, education and its excellent coastal marine center, but there are choices to make in order to move with confidence into that future.

Trustees were pleased with the connection the center is making with the community in general and its excellent reputation.

12. LOW INCOME HOUSING INSTITUTE AND MENTORING PROJECT

Steve Swan, Vice President, University Relations & Community Development introduced Marc Ravaris, Low Income Housing Institute (LIHI) and Mentoring Project Coordinator who provided the Trustees with a brief overview of the program and how it relates to Western. Ravaris said that for more than 20 years, the LIHI has been providing housing, advocacy and technical assistance for low-income and homeless people in Seattle and six counties in the Puget Sound area. Early 1990's work by LIHI led to the development of the first self-managed transitional housing program in the country for

homeless people. Since then, LIHI has developed more than 40 resident-managed properties and offers a range of supportive services that equip residents with opportunities and skills for meaningful decision making and empowerment.

Ravaris said that the WWU/LIHI Mentoring Project is an initiative sponsored by President Bruce Shepard, matching student mentors recruited from North, Central and South Seattle Community Colleges with LIHI residents. Mentors engage in one-on-one tutoring with LIHI residents once per week to develop digital, job hunting, and soft skills. From learning to communicate electronically to creating a resume or applying for a job online, the partnership is aimed at empowering LIHI residents with the skills they need to succeed, and mentors with a way of making a positive difference in their communities. He said that the Seattle based project lasts for one year. Western's primary role is to recruit mentors, provide online training regarding cultural sensitivity and adult education, and to conduct pre- and post-project research.

Trustees had questions about student safety in the program, funding for the program and how many internships are provided. Ravaris said that safety training is provided and participants are screened before acceptance so it is a safe environment for everyone. He said there are usually between 10 and 11 internships provided for each year in the program. When asked about the potential for a similar program in the Bellingham area, Ravaris said there wasn't enough initial interest from the community to participate in the program.

13. CAMPAIGN UPDATE

Stephanie Bowers, Vice President for University Advancement reported that as of January 31st the campaign was at \$50.6 million. Bowers said there will be an increased emphasis on student scholarships during the final phase of the campaign. She also described the recent conference of the AGB foundation governing Boards meeting that she attended with several foundation board members, which was extremely useful.

14. OLYMPIA UPDATE

Becca Kenna-Schenk, Government Relations Director gave an update of the current Legislative session noting a record number of higher education bills, including some "recycled" policy ideas from recent sessions have been brought forward. She said there are also a number of tuition bills, which means there is an increased effort to inform legislators about state support versus tuition and the need to increase funding for all the state supported higher education institutions to back fill lost tuition. Kenna-Schenk said that overall there is a more optimistic higher education atmosphere which is encouraging. No details about budgets, new revenue or capital budget news on the Carver Renovation project are available as of yet, but Kenna-Schenk feels cautiously optimistic.

15. COMMITTEE ON TRUSTEES REPORT

Sue Sharpe, Chair, Committee on Trustees shared some of the main points discussed at the Committee on Trustees meeting the previous day including the Board Rules of Operation amendment which changed the committee name to the Board Governance Committee. Sharpe also said that the Trustees Expectation document the committee has been drafting will be ready for

distribution soon. There was also a decision to send four Trustees to this year's 2015 Association of Governing Board's National Conference on Trusteeship in April.

16. 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, 2014 – December 31, 2014.

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 annual police activities.

g. Annual Western Sustainability Report

Vice President Van Den Hul provided an annual written report on the University's sustainability efforts.

h. Mid-year Housing & Dining Report

Vice President Coughlin provided a written report regarding the university's mid-year housing and dining program.

17. DATE FOR NEXT REGULAR MEETING: April 9 & 10, 2015

18. The meeting adjourned at 11:27 a.m.

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: February 13, 2015
SUBJECT: **Approval of Amendments to Board of Trustees Rules of Operation**
PURPOSE: Action Item

Purpose of Submittal:

Consideration of three proposed amendments to the Board's Rules of Operation. The Committee on Trustees has met and recommends changing the name of its committee to Board Governance Committee. See Rules of Operation, Section 5.6(b). Also for consideration are amendments to Rules of Operation Section 7.12, Rules of Procedure, and Section 13, Amendments to Board Rules of Operation. See attached proposed amendments.

Proposed Motions:

MOVED, on recommendation from the President, that the Board of Trustees amends WWU Board of Trustees Rules of Operation, **Section 5.6(b), Committee on Trustees**, as stated in Attachment 'A'; and further that the amendment be published in the Western Washington University Board of Trustees Rules of Operation.

MOVED, on recommendation from the President, that the Board of Trustees amends WWU Board of Trustees Rules of Operation, **Section 7.12, Rules of Procedure**, as stated in Attachment 'A'; and further that the amendment be published in the Western Washington University Board of Trustees Rules of Operation.

MOVED, on recommendation from the President, that the Board of Trustees amends the following sections of its Rules of Operation: **Section 13, Amendments to Board Rules of Operation**, as stated in Attachment 'A'; and further that the amendment be published in the Western Washington University Board of Trustees Rules of Operation.

Supporting Information:

Western Washington University
BOARD OF TRUSTEES
Rules of Operation
February 2015 Amendments

Current language:

5.6 **Meetings of Board Committees.** Board committee meetings may be held before regular or special meetings, or at such time and such place as a committee chair may direct from time to time. All committee meetings must be held in conformance with the laws of the state of Washington governing such meetings.

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(b) **Committee on Trustees.** The Committee on Trustees assists the Board in fulfilling its responsibility to periodically facilitate assessments of board effectiveness, to assist in orientation of new trustees, to support effective succession planning, and develop guidance on trustee engagement. In sum, this Committee is responsible for good governance, and shall review and recommend to the Board practices affecting the performance of the Board of Trustees and its members in service to Western Washington University and to the public trust.

Proposed language:

5.6 **Meetings of Board Committees.** Board committee meetings may be held before regular or special meetings, or at such time and such place as a committee chair may direct from time to time. All committee meetings must be held in conformance with the laws of the state of Washington governing such meetings.

.....

(b) **Board Governance Committee.** The Board Governance Committee assists the Board in fulfilling its responsibility for institutional governance at the highest level of excellence. The committee is responsible for identifying and recommending best Board governance practices as well as facilitating Board transitions, new trustee orientation, mentoring and engagement, ongoing education and Board self-assessments.

Current language:

7.12 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern all meetings of the Board, except where such rules of order are superseded by the By-laws of the Board or applicable statutes or regulations.

Proposed language:

7.12 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern the rules of procedure of all meetings of the Board, except where such rules of order are superseded by the Board's Rules of Operation or applicable statutes or regulations.

Current language:

Section 13

Amendments to Board Rules of Operation

These rules may be suspended for a particular meeting or for a particular matter under consideration by a two-thirds majority vote of those members present and constituting a quorum of the Board.

Proposed language:

Section 13

Amendments to Board Rules of Operation

These rules may be amended or repealed by a two-thirds majority vote of those members present and constituting a quorum of the Board. These rules may be suspended for a particular meeting or for a particular matter under consideration by a two-thirds majority vote of those members present and constituting a quorum of the Board.

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: April 10, 2015

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 10, 2015
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 10, 2015

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 10, 2014

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Annika Wolters 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 10, 2015

SUBJECT: Faculty Senate

PURPOSE: Information Item

Spencer Anthony-Cahill, 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 on behalf of Vice President Eileen V. Coughlin
DATE: April 10, 2015
SUBJECT: **Housing and Dining Rate Increases for 2015-2016**
PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rates for Housing and Dining room and board for 2015-2016.

Points to Consider:

- The rate increase addresses modest inflation and capital plan expenditures, and supports initiatives to improve student academic success and enhance residential services.
- The proposed 3.0% rate increase allows investment for scheduled renovations; is in the rate increase range of 3.5% – 5% projected in the 10-year capital plan; and is sensitive to students' total WWU cost.
- The current long-term capital plan, shared at the Trustee's December 2014 meeting, was based on the approximate rate increases shown below. Capital plan revisions and adjustments to inflation estimates may result in changes to these estimates.

Year	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
<i>Estimated</i>	4.75%	4.75%	3.50%	4.25%	3.50%
<i>Actual/proposed</i>	4.00%	3.00%	3.00%	4.00%	3.00%
Year	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
<i>Estimated</i>	4.00%	4.00%	4.00%	4.00%	4.00%

Supporting Information:

- Housing and Dining Proposed Rates (copy of document shared with student groups)
- Housing and Dining Proposed Operations for 2014-15 and 2015-16
- Rate Comparison Charts
- Ten-year Rate History

Source of Funding:

Housing and Dining System

Action/Decision Needed from the Board:

Approval of the proposed room and board rates for 2015-2016.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Housing and Dining rates as proposed in the attached. The 2015-2016 proposed rates call for a 3.0 percent increase in residence hall and Birnam Wood apartment rental rates.

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2015-2016 PROPOSED RATES
March 26, 2015**

Introduction

The attached budget, rates and supporting documentation represents the recommendations for fiscal year 2015-16. Draft materials were presented to the Residence Hall Association and Associated Students' Board of Directors. Subsequent minor edits have corrected figures in one table and added some explanatory text.

Summary

The department's leadership has made every effort to account for the potential impact on the System, and the proposed rate increase has been thoughtfully considered relative to the total cost for students to attend Western. Each operating line item in the budget has been reviewed to ensure that revenue opportunities are examined and costs are managed carefully. This budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and adds some components to increase student satisfaction and success. As with every year, a major influence for planning came from the University's Strategic Plan along with 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

The Enrollment and Student Services Housing & Dining Capital Plan 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. Projects planned for fiscal year 2016 include the completion of the two-phase Nash fire sprinkler and seismic project, and the Kappa fire sprinkler and renovation project. Capital projects planned over the following 10 years include room and bathroom renovations, building envelope upgrades, upgrades to radiant heat systems, and new furnishings. Management continues to evaluate adding additional housing depending on the demand.

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 increase addresses external rate pressures such as inflationary and recharge rate increases, and continues transfers to the System's capital plan that support the System's ongoing investment in renovations. Enhancements for 2016 include the addition of tutoring services in housing and dining facilities, adding expanded food options and increasing dining hours, increased internet bandwidth, and improved mail package delivery. 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%.
- The budget and rate materials presented below show that the System can support its 2015-16 programs with a rate increase of 3% based on our current understanding of expected inflationary pressures.
- The 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. The projects in the long range financing plan are not affected by this slight reduction.

Impact of the Rate Increases

- Residence Halls: At a 3% increase, a double room w/125 Meal Plan increases \$43/month or \$386 for the school year.
- Birnam Wood: With 4 residents per unit: 3% increases the rent \$10.62/month or \$96 for the school year.

Background Information and Revenue & Expenditure Details:

Comments and figures pertaining to FY2016 are as compared to the FY2015 proposed budget and rates presented at the April 2014 Board of Trustees meeting.

Revenue Highlights and Assumptions

- Overall, the budgeted Operating Revenue increase is \$1,184,000, or 2.9%, over FY2015's proposed budget.
- Occupancy projections assume Fall 2015 week two residence hall counts being the same as was proposed for Fall 2014 (3,525). Actual Fall 2014 week two residence hall occupancy was 3,531. Residence hall plus apartment occupancy budgeted for Fall 2015 week two count is 4,033 vs. 4,036 proposed last year (Fall 2014.)
- Commissions increase per WWU-Aramark Agreement.
- Conference revenues increase 2.9%, or \$16,000, due to the effect of a 3% rate increase and adjustment to anticipated conference bookings.
- Viking Union revenues decrease slightly to adjust for expected actual revenues. Certain chargebacks are under discussion; that possible increase is not shown here. The Building Fee increase shown here and as presented initially to constituents is based on a \$2.00/quarter increase. Subsequent discussions and presentations to students may adjust that to \$2.50/quarter. The S&A Fee revenue line is shown at a slight increase to adjust for anticipated enrollment patterns.

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to increase by \$1,109,000, or 4%.
- Wages and Benefits increase \$361,000, or 5.5%. Primary drivers for the increase include a 3% possible State cost of living increase, increase to the State minimum wage, and impact of the State market wage comparison.
- Dining services rates are under negotiation. The increase shown includes an estimated residential dining rate increase per the WWU-Aramark Agreement, additional fresh fruit options, and expanded weekend dining hall hours.
- Utilities: Taken together the various utilities expenditures decrease approximately \$72,000, or -2.5%, influenced by increases in water/sewer and decreases in heat/natural gas, and waste disposal.
- Maintenance and repairs increase \$161,000, or 7.4%, to reflect labor recharge increase as a result of State cost of living increase, supply increases and increased maintenance needs.
- Recharged Services & ASA, which includes the University's Administrative Services Assessment (ASA) and University Police (Greencoat security staff) increases \$60,000, or 4%. The ASA recharge rate is projected to be 5.5% of adjusted revenue; the same percentage as FY2015.

Non-Operating Expenditures Highlights and Assumptions

- Allocations for major repairs and planned renovations and capital plan project costs or transfers increase \$241,000, or 3.2%. This investment in the existing facilities keeps the System ahead of targeted levels per the fiscal principles established by the Board of Trustees.
- Bond debt service expenditures decrease \$166,000, or 3%, due to the effect of the February 2015 refunding of the 2005 and 2006 bonds.
- Overall, budgeted Non-Operating expenditures and transfers increase \$75,648, or 0.58%.

**WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2015 & 2016**

	PROPOSED BUDGET 2014-15 As Presented to BOT	DRAFT BUDGET 2015-16 As of 3/5/15	PERCENT CHANGE		DIFFERENCE BUDGET \$
REVENUES					
Room and Board Payments	\$34,635,000	\$35,630,000	2.87%	2	\$995,000
Room and Board Fees and Penalties	160,500	174,500	8.72%		14,000
Investment Income	34,000	34,000	0.00%		0
Bond Interest Subsidy	295,637	295,637	0.00%		0
Housing Rentals	100,850	110,850	9.92%		10,000
Conferences	546,069	562,099	2.94%		16,030
Commissions	1,848,800	1,930,800	4.44%		82,000
Viking Union Programs & Services	150,700	148,900	-1.19%		(1,800)
S & A Fee Distribution	1,253,000	1,268,182	1.21%		15,182
Building Fee	1,606,579	1,648,500	2.61%	3	41,921
Other	108,150	120,150	11.10%	4	12,000
Total Revenues	\$40,739,285	\$41,923,618	2.91%		\$1,184,333
OPERATING EXPENDITURES					
Salaries & Benefits	\$6,555,465	\$6,916,853	5.51%	5	\$361,388
Food Service (net of capital contribution)	11,954,371	12,358,494	3.38%	6	\$404,123
Communications	367,999	363,580	-1.20%		(\$4,419)
Electricity	782,023	777,335	-0.60%		(\$4,688)
Heat	1,277,761	1,193,160	-6.62%	7	(\$84,601)
Water/Sewer	462,358	534,799	15.67%		\$72,441
Refuse Disposal/Recycling	266,812	207,051	-22.40%		(\$59,761)
Television Cable	116,725	121,725	4.28%		\$5,000
Maintenance & Repairs	2,178,203	2,338,738	7.37%		\$160,535
Operating Supplies	255,479	308,650	20.81%		\$53,171
Equipment	473,811	461,712	-2.55%		(\$12,099)
Insurance	472,722	484,102	2.41%		\$11,380
Rentals and Operating Leases	14,475	15,475	6.91%		\$1,000
Re-charged Services & ASA	1,503,018	1,562,936	3.99%	8	\$59,918
Student Services Support	222,000	222,000	0.00%	9	\$0
Other Expenditures	880,519	1,025,816	16.50%	10	\$145,297
Total Operating Expenditures	\$27,783,741	\$28,892,426	3.99%		\$1,108,685
NON-OPERATING EXPENDITURES/TRANSFERS					
Bond Debt Service	\$5,373,965	\$5,208,122	-3.09%	11	(\$165,843)
R&R/ Minor Cap./Public Works Projects	3,737,246	2,500,000	-33.11%	12	(1,237,246)
Other Transfers	0	0	0.00%		0
Capital plan projects: Expensed or transferred	3,844,333	5,323,070	38.47%	12	1,478,737
Total Non-Operating Expenditures	\$12,955,544	\$13,031,192	0.58%		\$75,648
Total Expenditures	\$40,739,285	\$41,923,618	2.91%		\$1,184,333
EXCESS (DEFICIT) OF REV OVER EXP	\$ (0)	\$ 0	0.00%		\$ 0

SEE FOOTNOTES FOR EXPLANATIONS

FOOTNOTES TO THE ATTACHED 2015-16 HOUSING & DINING SYSTEM PROPOSED BUDGET

- (1) The 2014-15 Budget, as approved by the WWU Board of Trustees April 2014, is shown to compare with the 2015-16 proposed budget. After Fall opening, adjustments were made based on an analysis of opening residence hall and apartment occupancy. Those October 2014 revisions are not shown here.
- (2) Room & Board rate increase is proposed at 3%. Percent change varies due to slight adjustments to occupancy attrition and to voluntary meal plan revenue. Opening residence hall counts uses same as 2014-15 proposed opening counts.
- (3) Building Fee Revenue budget initially drafted at a \$2/Qtr fee increase. After this draft version a subsequent revised proposal, using a \$2.50 fee increase, will be presented by Viking Union management to the AS Board.
- (4) Other revenue increase due to fines and fees revenue reported at estimated actuals. No change in those fee level
- (5) FY2016 increase incorporates minimum wage increase plus the effect of estimated 3% State cost of living increase plus impact of state-wide classified position salary market survey.
- (6) The Food Service line 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, and an adjustment to voluntary meal plan counts.
- (7) Natural gas budget reduced to reflect recent history and planned levels.
- (8) Line item total includes administrative services assessment (ASA) and the expense for University Police Greencoats (Safety Assistants). The ASA rate used for FY2016 is 5.5%; same as FY2015.
- (9) Support to Enrollment & Student Services components that support the University Residences mission.
- (10) 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.
- (11) Reduction in debt service expense due to the February 2015 bond refinancing.
- (12) The "Transfer for Capital Plan Support" is an allocation representing operating, non-operating and Building Fee funds to be placed into the System's renewal & replacement reserve fund for planned Capital Plan projects for University Residences and the Viking Union. FY2016 shifts the capital plan-type projects more properly to the Capital Plan line. FY2016 includes savings from 2015 bond refinancing.

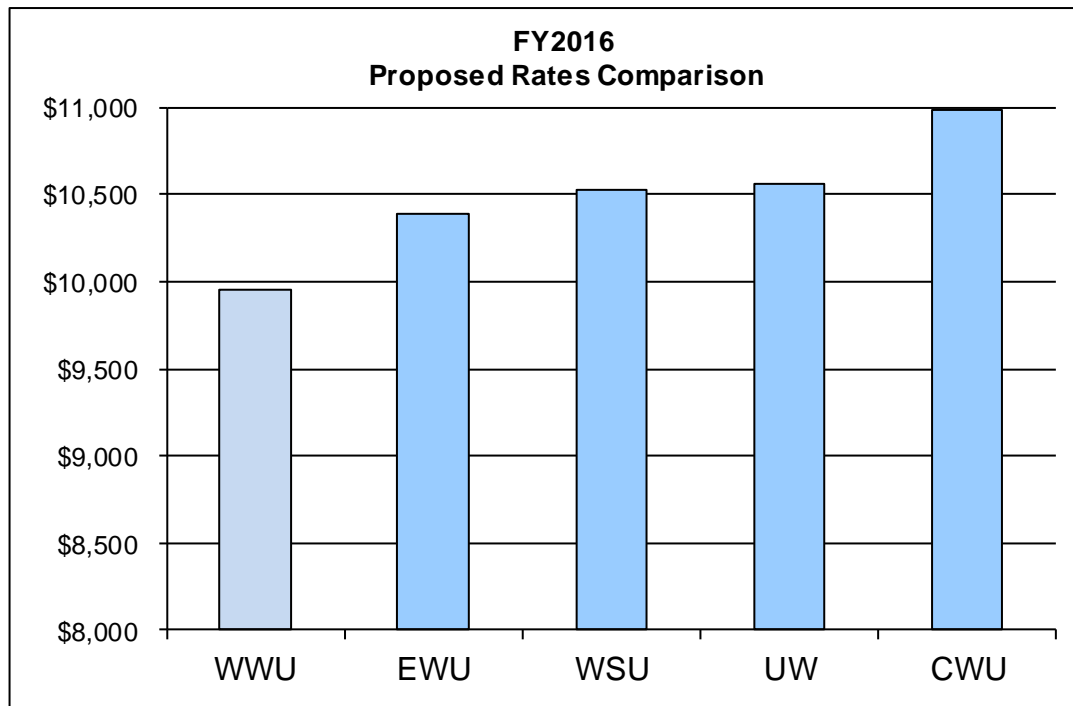
**WASHINGTON PUBLIC UNIVERSITIES
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2016 (3/26/15)**

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

	WWU 125 Block	EWU Gold	WSU Level 2	UW "Level 4"	CWU "Large"
Live on Requirement?	None	First year students	Freshmen	None	Freshmen
Type of Meal Plan	Meals & Points	Meals & Points	Declining Balance	Declining Balance	Declining Balance
Elements of the Meal Plan	Approx. 12+ meals/w k + \$480 Points	Equivalent to 2 to 3 meals per day	Equivalent to Approx. 14 meals/w k	Equivalent of 13-15 meals/w k	Equivalent to Approx. 14 meals/wk
Average cost of Double Room across Bldg Types	\$9,952	\$10,265	\$10,312	\$10,449	\$10,983
Additional Charges not part of the base	\$0	\$120 ¹	\$0	\$108	\$0
Cost of a Double Room and Meals:	\$9,952	\$10,385	\$10,521	\$10,557	\$10,983
Rate of Increase Over 2014-15	Proposed 3.0%	Proposed 6.6%	Approved 2.6%	Proposed 0%	Proposed NTE 5%

Footnotes:

¹ Not shown: EWU incentive of \$290 in-kind services if sign by May 15th.



**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM**

TEN YEAR HISTORY OF RESIDENCE HALL RATES

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN*	% OF CHANGE
2005-06	\$6,523	
2006-07	\$6,784	4.00%
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%
10-Year Average Percentage Change		3.90%

* 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 2015-2016

	2014-15 Actual	at 3% incr. 2015-16 Proposed	2015-16 Cost per Month
Room & Board Plans: Academic Year (@ 3% increase)			
Double Room with Unlimited meal plan	\$10,042	\$10,343	\$1,149
Double Room with 125-Block meal plan	\$9,662	\$9,952	\$1,106
Double Room with 100-Block meal plan	\$9,290	\$9,569	\$1,063
Double Room w/ 75-Block meal plan	\$8,908	\$9,175	\$1,019
Triple Room with 125-Block meal plan	\$8,407	\$8,659	\$962
Single Room with 125-Block meal plan	\$10,691	\$11,012	\$1,224
Birnam Wood Apartment Rents: Academic Year (3% increase)			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$354	\$365	\$365

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

TO: Members of the Board of Trustees

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

DATE: April 10, 2015

SUBJECT: **Draft Comprehensive Parking Master Plan**

PURPOSE: An update of the Draft Comprehensive Parking Master Plan

Over the past two and a half years the University has been reviewing its parking system. The review includes capital and maintenance planning, finances, operations, and policies. At its June 2013 meeting, the Board of Trustees received an update on the review. The committees and areas included in the reviews have now finalized much of their work, and a draft of the Comprehensive Parking Master Plan is now ready for the Board's review.

A presentation of the Draft Comprehensive Parking Master Plan will be made by:

- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Rick Benner, Chair, Parking & Transportation Capital Implementation Advisory Committee / University Architect / Director, Facilities Development and Capital Budget
- April Markiewicz, Chair, Parking and Transportation Advisory Committee / Associate Director, Institute of Environmental Toxicology / Toxicologist II
- Darin Rasmussen, Director of Public Safety / Chief of Police

Attachments:


- Draft Comprehensive Parking Master Plan PowerPoint Presentation
- Parking and Transportation Advisory Committee Roster
- Parking and Transportation Capital Implementation Advisory Committee Roster



Active Minds Changing Lives

**Draft
Comprehensive Parking Master Plan**

Board of Trustees
April 10, 2015

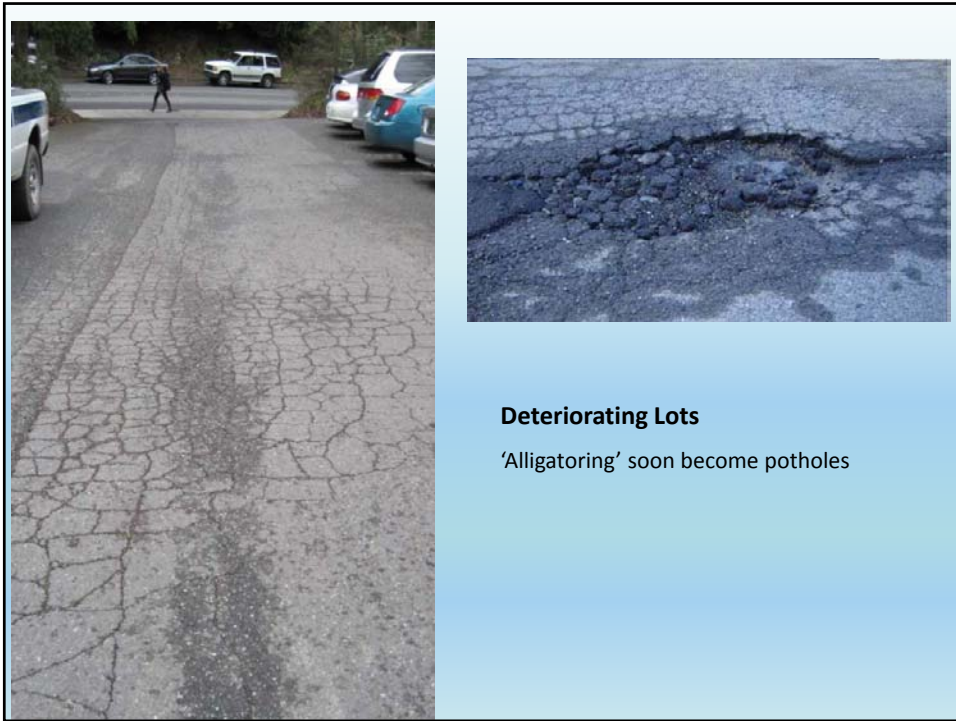


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Comprehensive Parking System Review

Issues

- I. No Capital Improvement Plan – Substandard Gravel Lots, Environmental Problems
- II. Lots in Poor Condition, No Long-Term Maintenance Plan
- III. Finances
 - A. Lack of Transparency
 - B. Unsustainable Finances
 - C. No Long-Term Financial Plan
- IV. Policy Review
 - A. Lot Assignments Need to Address Programmatic Needs
 - B. Concerns Regarding Public Access to Western
- V. Fees and Rates
 - A. Unclear and Complex Fee Setting Process
 - B. Lack of Understanding and Support for Rates and How Funds Are Used
- VI. Review of Current Operations
 - A. Customer Service
 - B. Business Practice Efficiency




Deteriorating Lots

'Alligatoring' soon become potholes



**Patched areas quickly erode -
need long-term solution**



 *Active Minds Changing Lives*

Objective
Develop a long-term, sustainable parking operations and capital development plan, with transparent and predictable finances, that meets the needs of the University.

Organizational Plan


1. Parking and Transportation Capital Implementation Advisory Committee (PTCIAC)
 - Review of existing parking and transportation system and Institutional Master Plan
 - Develop recommendations for capital improvements and maintenance of lots
2. Parking and Transportation Advisory Committee (PTAC)
 - Review of finances, policies, fees and rates
3. Operations Review – Administration
 - Organizational Development – systems, business processes, functions
 - T2 (IT system) Integration with Banner (Banner Initiative)
 - Parking enforcement review (reduced 1 FTE), will review use of License Plate Readers



Active Minds Changing Lives

Comprehensive Parking Master Plan


- **Major Components**
 - Capital Improvement and Long-Term Maintenance Plan
 - Financing Plan
 - Operating Budget
 - Renewal and Replacement Reserve
 - Risk Assessment



Active Minds Changing Lives

Lot Condition

Status	Area (SF)	% of Total Parking Area	
Excellent	118,631	10%	
Good	291,833	24%	
Fair	160,298	13%	} 66% need significant improvements over next 7 years
Poor	65,396	5%	
Gravel	588,071	48%	
Total	1,224,229	100%	} 813,765 sq. ft.



WESTERN
WASHINGTON UNIVERSITY

Active Minds Changing Lives

PTCIAC (Capital Planning) Recommendations

- Parking
 - Highest priority is to pave the existing south campus gravel lots to address deplorable lot conditions and storm water issues.
 - Next, improve the Lincoln Creek Transportation Center (LCTC).
 - Examined the five locations for parking structures on campus identified in the IMP and reviewed the cost estimates previously developed for two of the five locations (the Viking Union and off Highland Drive). The costs for developing structures on campus were still determined to be cost prohibitive.
 - The more cost effective method for handling the future growth of the campus is by supporting alternative transportation and surface parking development of the LCTC. Additionally, paving the LCTC is necessary for storm water mitigation.



WESTERN
WASHINGTON UNIVERSITY

Active Minds Changing Lives

Parking Improvement and Long-Term Maintenance Plan

- Capital Improvements – Construction and Renovations
 - South Campus Gravel Lots – 2016-2017
 - Lincoln Creek Transportation Center – 2018
 - Poor and Fair Lots – 2019-2021 depending on speed of deterioration
- Long-Term Maintenance – Protecting Assets
 - Seal Coat every 7 years
 - Seal Coat and replace 10% of lot at 21 years
 - Grind/Overlay with 10% lot replacement at 42 years
 - Good lots – seal coat/replace 10% - 2015-2017
- Total Cost for Improvements / Major Maintenance: \$14.4 million

Parking Pro Forma – Operating Budget

Parking and Transportation Advisory Committee
Finance Sub-Working Group
Parking Financial Pro-Forma - Operations & R & R Schedule
FY 2015-2045 Projections - 2012 - 2014 Actuals

BEG. CASH BAL. - OPERATIONS	Actuals			Projections										
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
	\$1,037,532	\$957,664	\$500,000	\$500,000	\$388,303	\$307,095	\$302,730	\$311,812	\$271,866	\$330,801	\$340,725	\$350,947	\$361,475	
Operating Revenues	AEO ***			Model permit increases										
				0.0%	5.4%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	
Parking permits	\$1,076,786	\$1,057,280	\$1,111,917	1,111,917	1,171,384	1,229,732	1,288,684	1,306,744	1,345,547	1,385,225	1,427,595	1,470,752	1,516,875	
Parking meters and pay bus station	288,897	297,889	224,959	224,959	239,123	256,927	268,825	247,971	264,988	283,420	295,930	279,693	288,442	
Parking fines	394,539	267,334	307,596	307,596	395,696	323,588	329,679	339,970	348,489	367,301	365,100	375,263	384,645	
Other revenues	57,786	51,385	53,701	53,701	55,044	56,420	57,830	59,276	60,759	62,277	63,824	65,429	67,085	
Interest income	3,059	3,335	3,240	3,240	3,424	3,593	3,597	3,697	3,779	3,873	3,970	4,069	4,175	
Total operating revenues	\$1,863,667	\$1,696,862	\$1,709,413	\$1,709,927	\$1,726,686	\$1,851,264	\$1,903,294	\$1,952,640	\$2,003,116	\$2,070,123	\$2,138,659	\$2,208,229	\$2,251,014	
Operating Expenses	AEO ***			Cuts**										
				66,000	42,500									
Salaries and benefits ***	1,067,277	1,079,430	977,729	903,207	97,622	900,545	927,664	955,454	984,659	1,013,584	1,044,094	1,075,417	1,107,679	
Vision Expenses bus pass	56,295	68,762	1,781	-	-	-	-	-	-	-	-	-	-	
City contracts	22,875	23,965	5,875	-	-	-	-	-	-	-	-	-	-	
Contract services	83,324	73,496	94,250	96,562	87,795	89,242	91,889	94,645	97,495	100,469	103,420	106,524	109,720	
Repairs and maintenance	3,091	122,284	188,576	193,647	14,056	19,767	13,697	14,077	14,459	14,834	15,209	15,584	16,005	
Printing and supplies	43,727	44,857	35,878	36,954	36,866	35,931	37,009	38,119	39,263	40,441	41,654	42,903	44,191	
Telephone service	9,849	9,992	13,585	13,993	13,694	13,605	14,013	14,424	14,867	15,333	15,772	16,245	16,733	
Bank fees	22,012	20,623	23,006	23,006	23,991	23,940	23,791	24,442	25,176	25,992	26,790	27,591	28,396	
Administrative Assessment Fee *	70,656	67,491	77,892	64,291	64,039	63,128	65,032	66,973	68,962	71,002	73,103	75,269	77,440	
Other expenses	71,901	68,321	71,584	73,732	72,769	71,690	73,840	75,056	78,337	80,687	83,108	85,601	88,169	
Operating Expenses	\$ 1,670,880	\$ 1,592,273	\$ 1,345,295	\$ 1,233,211	\$ 1,228,382	\$ 1,280,938	\$ 1,247,246	\$ 1,284,663	\$ 1,323,283	\$ 1,362,859	\$ 1,403,296	\$ 1,445,900	\$ 1,489,277	
Total Revenue - Expensed/Adjustments	(413,194)	(410,391)	\$ 408,392	\$ 487,638	\$ 547,624	\$ 610,345	\$ 626,458	\$ 672,977	\$ 688,812	\$ 707,273	\$ 728,022	\$ 743,329	\$ 762,822	
Transfer to 1991 Fund		\$22,559	\$49,902	\$59,270	\$49,921	\$44,776	\$47,376	\$63,622	\$69,277	\$97,349	\$74,890	\$32,791	\$51,800	
END CASH BAL. - OPERATIONS*****	\$597,664	\$500,000	\$500,000	\$300,303	\$307,095	\$302,730	\$311,812	\$321,866	\$330,801	\$340,725	\$350,947	\$361,475	\$372,219	
Net/Net			\$0	(411,629)	(41,202)	(44,366)	\$3,082	\$3,254	\$1,635	\$3,524	\$8,222	\$19,529	\$30,844	

Parking Pro Forma Renewal and Replacement Reserve

Parking and Transportation Advisory Committee
Finance Sub-Working Group
Parking Modeling Pro-forma - Renewal and Replacement Reserve
FY 2015-2045

BEG. FUND BAL.	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	\$ 302,559	\$ 578,298	\$ 890,621	\$ 300,071	\$ 357,115	\$ 302,289	\$ 279,974	\$ 353,062	\$ 293,285	\$ 314,915	\$ 253,798
A. Transfer from Operations	406,902	659,313	548,831	644,711	647,376	663,622	680,277	697,349	714,850	732,791	751,183
Capital & Renewal & Replacement Schedules											
South Campus Gravel Lots 1, 2 & 3				127,415	127,415	127,415	127,415	127,415	127,415	127,415	127,415
South Campus Gravel Lots 4, 5 & 6					94,787	94,787	94,787	94,787	94,787	94,787	94,787
Lincoln Creek Gravel Lot						113,735	113,735	113,735	113,735	113,735	113,735
Fair/poor lots funded by 20 year debt							71,251	161,763	228,224	228,224	228,224
2023 Cost "bubble" financed by 20 year debt											9,713
2036-2039 Cost "bubble" financed by 20 year debt											
Total Debt Service	-	-	-	127,415	222,202	335,937	407,189	497,700	564,162	564,162	573,875
Renewal and Replacement - Annual Outlays	131,163	346,990	1,139,382	460,252	480,000	350,000	200,000	259,426	129,059	229,747	222,688
B. Total R & R - Outlays	131,163	346,990	1,139,382	587,667	702,202	685,937	607,189	757,126	693,220	793,908	796,563
R & R Net Income (A - B)	275,739	312,323	(590,550)	57,044	(54,826)	(22,315)	73,088	(59,777)	21,630	(61,117)	(45,380)
END. FUND BAL	\$ 578,298	\$ 890,621	\$ 300,071	\$ 357,115	\$ 302,289	\$ 279,974	\$ 353,062	\$ 293,285	\$ 314,915	\$ 253,798	\$ 208,418



Parking Master Plan – Risks

- Lot condition is from a visual review which will affect construction estimates mainly on good lots, since they may need more than 10% renewal.
- Construction costs for C-lots and LCTC may vary as more is known when design is done.
- Construction costs often escalate more than other market basket goods; the economy has improved so a 3% cost inflator may be low.
- Operating costs increases such as salaries in FY16 may exceed 3% assumption which may require higher rate increases.
- University financing requires sufficient cash flow. Risk is low with proper management of University finances.
- Delay in permit increases could delay the renewal and replacement schedule, which by moving these out more years would increase the cost to the Parking system.



History of General Permit Increases

Fiscal Year (1998 - 2003)	1997	1998	1999	2000	2001	2002	2003
WWU Parking Increase	0%	0%	18%	0%	24%	0%	0%
Seattle CPI	4.0%	2.9%	3.0%	3.2%	4.0%	2.7%	1.9%
Fiscal Year (2004 – 2010)	2004	2005	2006	2007	2008	2009	2010
WWU Parking Increase	0%	10%	0%	0%	2%	0%	0%
Seattle CPI	2.0%	2.6%	3.1%	4.0%	4.2%	2.4%	0.3%
Fiscal Year (2011-2017)	2011	2012	2013	2014	2015	2016 Proposed	2017 Proposed
WWU Parking Increase	0%	0%	0%	0%	0%	5.4%	3%
Seattle CPI	1.2%	3.0%	1.9%	1.4%	1.4%	2.0%	1.7%

Seattle CPI Indexed to 1990 = 1



Comprehensive Parking Master Plan

- Next Steps
 - Presentations
 - University Planning and Budgeting Council – *Done*
 - President's Cabinet – *Done*
 - Professional Staff Organization Executive Committee – *Done*
 - AS Board – TDB
 - Campus Town Halls – April 1 and April 7
 - Union Leadership – as requested
 - Board of Trustees – April 10
 - Fee Review Process and Union Negotiations
 - Implement!



Questions

For additional information, see:

Parking Services Website www.uw.edu/ps/parking/parkingreview.shtml

Charters & Documents

- PTAC & PTCIAC
 - Charters
 - Minutes
 - PTAC Phase 1 Recommendations
 - PTAC Phase 2 Recommendations
 - Director's Response Memo
 - PTCIAC Recommendations
 - Draft Comprehensive Parking Master Plan
 - Comprehensive Parking Master Plan Presentation
 - Comprehensive Review of the Parking System, January 2014 (PowerPoint)
 - Parking Utilization Studies



**Parking & Transportation Advisory Committee (PTAC)
2014-2015**

Name	Department and Representation
April Markiewicz	Chair / Associate Director, Institute of Environmental Toxicology / PSO President & Representative
Doug Adelstein	Associate Director, Human Resources
Rick Benner	University Architect / Director, Facilities Development & Capital Budget
Griffin Crisp	AS Committee Coordinator
Zach Dugovich	AS VP for Student Life / Commuter Representative
Bernie Housen	Professor, Geology Department / UFWW Representative
Karen Izumoto	AS Alternative Transportation Coordinator
Christopher Loar	Assistant Professor, English Department / Academic Affairs Division Representative
Doug MacLean	Architect 2, Facilities Development & Capital Budget / PSE Representative
Bill Managan	Assistant Director, Operations, Planning and Engineering, Facilities Management / FM Representative
Kunle Ojikutu	Assistant Vice President for Enrollment and Student Services / ESS Division Representative
Darin Rasmussen	Director, Public Safety / Chief of Police
Stephanie Scott	Program Coordinator, Parking Services / WFSE Representative
Brian Sullivan	Assistant Vice President, Business & Financial Affairs / BFA Division Representative
Kurt Willis	Associate Director, University Residences - Business & Information Systems
Carol Berry	Program Manager, Campus Conservation & Sustainable Transportation
Julia Gassman	Manager, Parking Services
Paul Mueller	Risk Manager



Parking & Transportation Capital Implementation Advisory Committee

Name	Department and Representation
Rick Benner	Chair / Director, Facilities Development & Capital Budget
Patty Bover	Information Technology Specialist 3, Academic Technology & User Services / Classified Staff Union Representative
Robby Eckroth	AS VP for Student Life
James Hearne	Professor, Computer Science / Faculty Senate Representative
April Markiewicz	Associate Director, Toxicology / UPRC and PSO Representative
Michael Medler	Associate Professor, Environmental Studies / Faculty Senate Representative
Kunle Ojikutu	Assistant VP, Enrollment and Student Services / ESS Representative
Darin Rasmussen	Chief of Police / Director, Public Safety
Brian Sullivan	Assistant VP, BFA / BFA Representative
Steve Swan	VP for University Relations / UR Representative
Kurt Willis	Associate Director, University Residences - Business & Information Systems / ESS Representative
EX OFFICIO	
Julia Gassman	Manager, Parking Services
Carol Berry	Program Manager, Campus Conservation & Sustainable Transportation
Ed Simpson	Assistant Director, Facilities Development
Teyra Carter	Administrative Support, Facilities Development & Capital Budget

**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 10, 2015


SUBJECT: Update of Integrated Planning and Budget Process
Brent Carbajal, Provost & Vice President for Academic Affairs
Richard Van Den Hul, Vice President, Business & Financial Affairs
Brian Burton, Associate Vice President, Academic Affairs

PURPOSE: Presentation and Discussion Item

Purpose of Submittal:

With specific examples of strategic planning and budget process, the divisions of Academic Affairs and Business and Financial Affairs will collaborate to provide information about how the integrated budget and planning process works at Western. We have in the past presented the results of this process, asking for input on the various initiatives and strategies that the process has generated. The current presentation is intended more as context and perspective on how planning and budget are linked procedurally at every level, from SCOT to strategic plan, and from to Six-Year Spreadsheet initiatives to budget proposals.


In addition to information about procedure, planning documents from the College of Humanities and Social Sciences and from the Division of Business and Financial Affairs will serve to structure the presentation.



Active Minds Changing Lives

Planning and Budgeting Process


Update, April 2015



Active Minds Changing Lives

Integrated Planning and Budgeting Steps


Steps	2015-17 Budget	2017-19 Budget
1. Update University SCOT and strategic plan		Winter and Spring 2014
2. Update unit SCOT and strategic plans		Fall 2014 and Winter 2015
3. Update and review six year plans and initiatives		Winter and Spring 2015
4. Formulate biennial budget decision packages		Fall 2015 through Summer 2016
5. Prepare and finalize first-year operating budget	Fall 2014 through Spring 2015	Fall 2016 through Spring 2017
6. Prepare supplemental budget decision packages	Spring and Summer 2015	Spring and Summer 2017
7. Prepare and finalize second-year operating budget with modifications	Fall 2015 through Spring 2016	Fall 2017 through Spring 2018



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College of Humanities and Social Sciences: SCOT

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • High Quality Faculty & Staff • Integral to Liberal Arts & Sciences Core • Support for Other Colleges & Programs outside of CHSS • Strong Academic Majors & Minors • Efficiency* • Faculty/Student/Staff Research and Creative Activity • Faculty/Student/Staff Engagement in Local to Global Communities • Collaboration* • Shared Governance 	<ul style="list-style-type: none"> • New & Revised Programs* • Ongoing Assessment & Evaluation of Programs • Internationalization • Student Scholarships for Study Abroad Programs & Internships* • Expanding Diversity of Students, Faculty, and Staff* • Expanded Community Partnerships*
CHALLENGES	THREATS
<ul style="list-style-type: none"> • Hiring and Retaining High Quality Faculty & Staff* • Funding for the Delivery of Educational Programs • Funding for Research, Equipment, and Library Resources • Balance of Teaching & Research* • College Identity* • Access to Majors & Enrollment Management* • Fundraising* • Space* 	<ul style="list-style-type: none"> • Diminished & Inequitable Resources* • Safety* • Segregation of STEM from the Liberal Arts & Sciences*



Active Minds Changing Lives


College of Humanities and Social Sciences: Strategic Plan

Mission

The College serves the University by engaging students in distinctive, diverse programs in social and behavioral sciences and the humanities. Emerging from a vibrant liberal arts core, our collaborative learning environment inspires individual, social, cultural, creative and scientific exploration. Students devise and apply innovative solutions, embrace divergent worldviews, consider the ethical implications of their actions and communicate effectively in their professional, public and personal lives. Together, students, faculty and staff generate knowledge, pursue research and foster lifelong learning to contribute to the well-being of communities from local to global.

Vision

The College of Humanities and Social Sciences strives to be a premier public liberal arts and sciences college, supporting lifelong learning in a diverse and global society.



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College of Humanities and Social Sciences: Strategic Plan

Values

The College of Humanities and Social Sciences is dedicated to the mission and values of Western Washington University. We are a **student-focused** college that understands our mission is to serve students across the university as well as majors within our various departments and programs.

We believe in the intrinsic value of a **liberal arts and sciences education** and are dedicated to providing a strong foundation and opportunities for all students in the liberal arts and sciences. We embrace these values:

- **Community:** We build a strong community and create positive relationships with our students, our colleagues, and other partners in the region, state, country and world.
- **Collaboration:** We provide structural connections for our students – both undergraduate and graduate – as well as our colleagues to work together.
- **Exploration:** We encourage exploration of ideas and practices among students and faculty.
- **Innovation:** We look for new ideas and ways to help our students and faculty now and in the future.
- **Lifelong Learning:** We want our students, faculty and staff to engage in learning beyond Western.
- **Diversity:** We want our students, faculty and staff to support and respect difference and plurality.
- **Ethics:** We help our students consider the ethical implications of their actions.



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College of Humanities and Social Sciences: Strategic Plan

Objectives

The College provides undergraduate and graduate students with education-in-breadth through general education courses, education-in-depth in disciplinary or interdisciplinary majors and elective courses to promote lifelong learning in a global and diverse society.

Consistent with our values, the College contributes to the breadth and depth of the learning experience for Western Washington University students and supports the University mission by:


- Hiring and supporting faculty and staff who are committed to excellence and innovation in teaching, research, and activities that serve their profession and communities from local to global.
- Developing and maintaining collaborative relationships with other colleges at Western Washington University.
- Supporting academic disciplines in the humanities and social and behavioral sciences that explore the human condition through the use of the scientific method, critical thinking and creative expression.
- Promoting technological enhancement of the learning experience by providing support for laboratories, technology-based applications and external grant opportunities.
- Fostering participation in academic experiences such as internships, service-learning, and study abroad programs that promote an ongoing, proactive and self-motivated pursuit of knowledge.
- Promoting student and faculty engagement in activities addressing the social, cultural, environmental, physiological and political challenges facing the world.
- Creating positive learning environments that support diverse opinions and cultures and foster respect and ethical conduct.



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College of Humanities and Social Sciences: Six-Year Plan


Relation to WWU Plan	Unit Objective *See attached	Ongoing (O) or New (N) Initiative	Positions (Recurring personnel cost)	Non-Personnel Recurring Costs (does not include one-time needs)	Expected Implementation Date	Primary Funding Source
Build on Strengths	#3	1. Clinical Doctorate in Audiology (N)	\$790,000	\$10,000	2017-19	Decision Package
Serve as a Model	#1	2. Staff Support (O)	\$374,452		2017-19	Decision Package
Strengthen Communities	#6	3. Global Curriculum and Scholarship (N)	\$56,000	\$50,000	2017-19	Decision Package
Strengthen Communities	#1	4. Interdisciplinary Faculty Positions (N)	\$526,500		2017-19	Decision Package
Strengthen Communities	#4	1. Research Lab Equipment Support (N)		\$50,000	2019-21	Decision Package
Build on Strengths	#4	2. Clinic Support (N)	\$273,378	\$15,000	2019-21	Decision Package
Strengthen Communities	#5	3. Internship Support (N)	\$132,000		2019-21	Decision Package
Strengthen Communities	#3	1. Linguistics Department (N)	\$62,100	\$7,000	2021-23	Reallocation at WWU
Expand Access	#3	2. Moving Image Arts and Cultures (N)	\$208,500	\$6,600	2021-23	Decision Package



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Business and Financial Affairs SCOT


STRENGTHS	OPPORTUNITIES
Professional, collaborative, supportive and competent staff Excellent employee and labor relations Excellent external relations Committed to ingenuity, innovation and continuous improvement Positive University financial indicators Beautiful well-functioning campus Committed to diversity and sustainability Committed to campus health and safety Active promotion of employee wellness, development and engagement Strong administrative systems Supportive University administration Committed to providing the best service possible	Improving and developing administrative systems and business practices Expanding collaboration and partnerships with both external parties (including individuals and entities) and University stakeholders (including faculty, staff and students) Expanding the pursuit of multiple funding sources to support the facilities development plan Assisting in the waterfront and other facility development Developing sustainability initiatives and seeking campus support for them Enhancing the use of benchmark data and feedback to measure service delivery and customer satisfaction



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Business and Financial Affairs SCOT

CHALLENGES	THREATS
<p>Effectively communicating division information to the campus community</p> <p>Analyzing and updating business practices</p> <p>Efficiently using existing and leveraging new technology</p> <p>Strengthening the workforce</p> <p>Establishing and maintaining a living long-term, cross-divisional consolidated facilities development plan for the campus (<i>not just updated every two years</i>)</p> <p>Maintaining facilities and equipment</p> <p>Addressing parking needs, campus transportation and access issues</p> <p>Maintaining a comprehensive and thorough emergency management program</p> <p>Competing needs for limited resources</p> <p>Developing effective training programs</p>	<p>Declining state appropriations</p> <p>Federal, state and local government regulations and requirements, and unfunded mandates</p> <p>Recruitment, retention and workforce morale is threatened by compensation challenges and availability of candidates</p> <p>Increasing number of emergency incidents across the nation and rising expectations for appropriate planning and response</p> <p>State administrative department restructuring and turnover</p>



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Business and Financial Affairs Strategic Plan

Mission:
To serve Western through the delivery of Business and Financial Affairs functions.

Vision:
To deliver best-in-class Business and Financial Affairs services to Western.

Strategic Objectives:

1. Update business practices to utilize current technology and processes.
2. Engage the Western community in planning, implementing changes and delivering services.
3. Communicate effectively with our Western community.
4. Support Western's goals for diversity and sustainability.
5. Develop and empower Business and Financial Affairs teams and staff to achieve best-in-class status.
6. Deliver excellent services that solve customer problems and concerns.



Active Minds Changing Lives

Business and Financial Affairs Strategic Plan

We Value ...


- Integrity
- Serving Our University
- Communicating Effectively
- Innovative Thinking
- Positive Leadership
- Professionalism
- Respect for Self, People and Place
- Diversity
- Teamwork, Collaboration and Partnerships



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Business and Financial Affairs Six-Year Plan

Relation to WWU Plan	Unit Objective	Ongoing or New Initiative	Positions (Recurring personnel cost)	Non-Personnel Recurring Costs (does not include one-time needs)	Expected Implementation Date	Primary Funding Source
5. Serve as a Model	1. Update Business Practices	Implement Facilities Information System	0	TBD	2017-18	2. Reallocation at WWU
5. Serve as a Model	4. Support Diversity/Sustainability	Develop and Implement the next Generation of Energy Conservation and Carbon Neutrality Strategies	1 (\$60,000)	TBD	2015-16	7. Other
5. Serve as a Model	5. Achieve Best-In-Class Status	Establish Small Projects Funding Source	0	\$ 200,000	2015-16	2. Reallocation at WWU
5. Serve as a Model	4. Support Diversity/Sustainability	Improve Infrastructure Preservation, Maintenance, and Renewal Planning and Management	0	\$ -	2015-16	2. Reallocation at WWU
5. Serve as a Model	1. Update Business Practices	Talent Management System	0	\$ 60,000	2015-16	2. Reallocation at WWU
5. Serve as a Model	1. Update Business Practices	Increase the Accuracy and Efficiency of Payroll Data	0	\$ 12,000	2017-18	2. Reallocation at WWU
5. Serve as a Model	2. Engage Western community	Training, Employee and Leadership Professional Development	.6 (\$50,000)	\$ -	2015-16	2. Reallocation at WWU
5. Serve as a Model	4. Support Diversity/Sustainability	Employment Inclusion and Diversity	0	\$ -	2015-16	2. Reallocation at WWU




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Planning and Budgeting Calendar: Spring 2015

		Activities / Events	
Important Dates	Strategic Planning	Annual Operating Budget Process for Submission to BOT <i>Dates are tentative and subject to change based on the legislative process</i>	
Apr 3			
Apr 8	UPRC Special Meeting	(AA Only) Colleges submit six-year plans with initiatives and financial strategies to Provost's Office	Planning Unit proposals posted to web for comment until April 24
Apr 9	BOT Meeting		Audiocast Planning Unit Budget Presentations to UPRC, VPs & Deans
Apr 10	BOT Meeting		
Apr 15	UPRC Meeting	Colleges/Provost present six-year plans with initiatives and financial strategies to UPRC, VPs, Deans and campus	Audiocast Planning Unit Budget Presentations to UPRC, VPs and Deans
Apr 24			Final day of comment period on Planning Unit proposals
Apr 27	Legislative session ends		
Apr 27			President, VPs & Deans meet to evaluate budget planning unit recommendations (April 28 & 29)
Apr 29	UPRC Meeting	UPRC, VPs & Deans review all college/division six-year plans, initiatives, and financial strategies	
May 8			2015-16 & 2016-17 VPs & Deans recommendation posted to the web for comments until May 22
May 12	President's Cabinet Meeting		Feedback on VPs & Deans recommendation
May 13	UPRC Meeting		Feedback on VPs & Deans recommendation
May 22			Final day of comment period on VPs & Deans recommendation
Jun 4			President's 2015-17 recommendation mailed to BOT and posted on BO's website
Jun 5		Colleges/divisions finalize updates to six-year plans and submit plans to Provost's Office for posting to the web	
Jun 11	BOT Meeting		June 11 BOT meeting (all three of the following to be covered): 1) 2015-16 Annual Operating Budget presented to BOT for approval, or delegation of authority requested; 2) 2015-17 Tuition levels presented to BOT for approval, and 3) 2016-17 Annual Operating Budget presented to BOT for review only.
Jun 12	BOT Meeting		

Legend: UPRC = University Planning and Resources Council
BO = the Budget Office
BOT or Board of Trustees = WWU's Board of Trustees
FY = Fiscal Year (July 1 to June 30)

Dates, subject to change; updates will be posted on Budget Office website
Updated 3/30/2015



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Planning and Budgeting Links

- Planning:
 - <http://www.wwu.edu/provost/planning/index.shtml>

- Budget Office:
 - <http://www.wwu.edu/upb/>

**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 10, 2015

SUBJECT: Current Research/Grant Funded Research
Brent Carbajal, Provost & Vice President for Academic Affairs
Kathleen Kitto, Vice Provost of Research and
Dean of the Graduate School

PURPOSE: Presentation and Discussion Item

Purpose of Submittal:

The mission of Research and Sponsored Program (RSP) is to encourage, support, and facilitate faculty, staff, and students in their research and creative activities, educational innovations, training/prevention programs, and many other types of scholarly pursuits.

RSP administers approximately 160 different contracts, helped the campus community submit 141 new proposals to 60 different agencies, and assisted the campus with 307 different actions with 111 agencies during last academic year. During this same time there were 42 new awards made as well as 32 additional allocations, resulting in about \$9,600,000 in available funds for research and sponsored activities.

RSP also administers a number of internal programs to foster research, creative activities, and the scholarly pursuits of our faculty and students. Research and scholarly work fosters retention, professional development, helps meet the needs of Washington and beyond, provides sights into the most pressing questions of our time, and enhances the Western experience. While there are challenges associated with maintaining and extending these important and vital programs, Western faculty and RSP are committed to supporting quality research and educational opportunities.


Research and Sponsored Programs (RSP) at Western



Kathleen L. Kitto, Vice Provost for Research and Dean of the Graduate School

April 10, 2015 Active Minds Changing Lives 1

Mission:



Encourage, support, and facilitate faculty, staff, and students in their research and creative activities, educational innovations, training/prevention programs, and many other types of scholarly pursuits.

Service Oriented and Efficient
5.5 FTE Office

April 10, 2015 Active Minds Changing Lives 2

RSP

- RSP – *Focuses on a Portion of all Research and Creative Activity at Western*
- Approximately 160 Active External Contracts
- Last Academic Year:
 - 141 Proposals Submitted
 - 60 Different Agencies
 - 307 Grants Had Activity
 - 111 Different Agencies
 - 49 New Awards and 32 Additions
 - \$9.6 million



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3

Seeking External Support –

(Examples – There are Many, Many Others)

- Shannon Point Marine Center
 - 38 proposals, \$10,500,000
- Chemistry Department
 - 62 proposals, \$17,200,000
- Psychology Department
 - 34 proposals, \$10,200,000
- Environmental Sciences
 - 46 proposals, \$3,900,000
- Elementary Education
 - 10 proposals, \$5,700,000



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4

Where Do the Proposals Go? (Examples)

- National Science Foundation – 171, \$62 million (a), \$11.4 million (r)
- National Institutes of Health – 19, \$7.6 million (a), \$900,000 (r)
- National Park Service (8), Nature Conservancy, Smithsonian (1)
- Research Corporation (12), Spencer Foundation (5)
- US EPA (7), US Geological Service (3), US DOE (5), US Commerce (4), US Department of Education (4), US Agriculture (1), NASA (6), NOAA (3), US Forest Service (2)
- Private Companies – C&D Zodiac, INVISTA, Precor, Shell
- Other Higher Ed – UW (25), NWIC (6), WSU (9)
- WA State Agencies – WA Superintendent of Public Instruction (6), Fish and Wildlife (12), Transportation (2), JACATI (5), Ecology (5)
- Helping Cities – Port of Bellingham, Seattle City Light (8), City of Bellingham (4), Whatcom (5)

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5

Fostering Success - Part 1

- Mini-Grants - \$1000
- Grant-in-Aid - \$2500
- Pilot Project - \$4000
- Faculty Manuscripts/Papers - \$1500
- Project Development Awards - \$10,000 and up
- Rebranded and Refocus Next Academic Year



April 10, 2015

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6

Fostering Success – Part 2

- Summer Research Awards for Faculty - \$6000
- Summer Teaching Awards for Faculty - \$6000
- Undergraduate Research Awards - \$500
- Graduate Student Research Awards - \$1000
- Graduate Student Travel - \$500
- Graduate Student Publication Fees - \$1500
- Scientific and Technical Services - \$15,000
 - Supports both Teaching and Research



April 10, 2015

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7

A Few Examples of External Projects

- Several NSF Career Award Winners
- AMSEC, BRAIN
 - NSF, NIH, Huntington Foundations
- Institute for Environmental Toxicology
- Institute for Watershed Studies
- SMATE
- Campus Compact, SBDC
- Border Policy Research Institute
- Many Departments, Divisions



April 10, 2015

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8

Example Internal Projects

- Enhancement of Web-based Biodiversity Informatics
- Planning the Native American Indian Reservation: From Theory to Empowerment
- Something Fishy, Norwegians, Lummi, and Croatians - A Whatcom County Superior Court Case for Conspiracy in 1912
- Development of Condensed Tannin Methods for Eelgrasses
- Mindfulness Meditation, Heart Rate Variability, and Control
- Sediment and Phosphorus Inputs from Perennial Streams to Lake Whatcom, Whatcom County, Washington

April 10, 2015

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9

More Competitive Environment

- **National Science Foundation –**
 - Since 2012, Requested \$62,338,256
 - Received \$11,347,517
- 2001
 - Number of Proposals – 31,942
 - Awards – 9925
 - Percent Awards – 31%
- 2013
 - Number of Proposals – 48,999
 - Awards – 10,829
 - Percent Awards – 22%



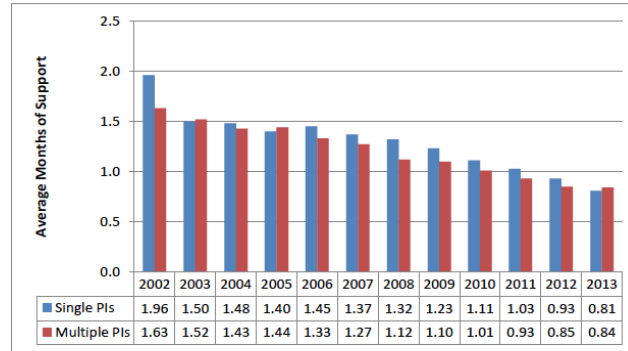
April 10, 2015

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10

Challenging Pathways - NSF

Figure 12 - Average Number of Months of Salary for Single- & Multi-PI Research Grants



Source: NSF Enterprise Information System 11/27/13.

Calculating Indirect Cost Rate

Category	Costs	Share/Rate
General Administration	\$12,582,255	12.4%
Plant Operations	\$30,665,961	30.3%
Library	\$6,401,480	6.3%
Department Administration	\$1,707,252	1.7%
Computer Center	\$1,541,580	\$1.5%
Total	\$52,898,528	52.1%
Off-Campus		14.1%



Indirect (F&A) Collected

Fiscal Year	Total Indirect \$ (Rounded)
2009	\$826,000
2010	\$765,000
2011	\$929,000
2012	\$1,022,000
2013	\$1,070,000
2014	\$994,000
2015 (Projected)	\$1,000,000

April 10, 2015

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13

Serving the Needs of Western

- 25% Business and Financial Affairs
- 20% to Units Generating
- Faculty Travel (\$500 T/TT Faculty)
- Faculty Research/Creative Activity Support
- RSP, Scientific Technical Service Operations, Undergraduate Research



April 10, 2015

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14

Research and Creative Activities

- Many Active Research and Creative Groups
 - Fosters Retention – Individual Interactions, Small Groups
 - Professional Development for Everyone Involved
 - Meets the Needs of the State of Washington and Beyond
 - Provides Valuable Insights into the Most Pressing Questions of our Time
 - Enhances the Western Experience



April 10, 2015

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15

Research and Sponsored Programs at Western



April 10, 2015

Active Minds Changing Lives

16

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

TO: Members of the Board of Trustees

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

DATE: April 10, 2015

SUBJECT: **Campaign Update**

PURPOSE: Discussion Item

Purpose of Submittal:

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

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Steve Swan, V.P. for University Relations and Community Development

DATE: April 10, 2015

SUBJECT: **Olympia Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Becca Kenna-Schenk, Director of Government Relations, will give an update on the 2015 legislative session.

Supporting Information: State Relations

We are now well past the halfway mark of the 105-day 2015 regular legislative session. The House of Representatives released its operating and capital budgets on March 27th. The Senate budgets are expected to be released around April 1st.

The key points of the House budget are:

- Omnibus provides no increase in tuition levels for resident undergraduates over amounts charged last year
- Funding is provided to cover the tuition freeze and increase state support. This support is equivalent to a resident undergraduate tuition increase of 3.6% per year
- Authorizes tuition increases for graduate students, professional students and nonresidents by amounts judged reasonable by the Board of Trustees
- Board of Trustees are authorized to increase summer quarter tuition for all student classifications, including resident undergraduate students
- Does not provide tuition authority for resident undergraduate students
- The second year of the biennial budget provides \$910,000 solely for creation of computer and information systems security at Olympic and Peninsula colleges with an expected enrollment of 30 students each year beginning in FY2017. Included in this total is \$280,000 one-time funding.
 - Tied to capital gains tax revenue
- The second year of the biennial budget provides \$1,187,000 solely for student success and advising (includes advising, outreach, mentoring, academic tutoring, mental health support, disability support and destination graduation)
 - Tied to capital gains tax revenue

- Appropriations are sufficient to implement 2015-17 CBAs; appropriated funds may also be used for other purposes including increasing compensation and implementing other collective bargaining agreements. These funds for classified employees are specified as being a 3% increase effective 7/1/15; 1.8% or \$20 per month (whichever is greater) effective 7/1/16; along with salary adjustments for targeted job classifications
- For the 2015-17 biennium, BOT has authority to increase S&A fees, but cannot exceed inflation reported in most recent quarterly publication of the economic and revenue forecast council

The House capital budget includes funding for the Carver Academic Facility, state funding of approximately \$49 million, along with \$16 million in certificate of participation funding which would have to be provided by WWU. These numbers are the same as those included by Governor Inslee in his capital budget. The House capital budget also includes \$1.9 million in Minor Works Preservation, \$4.4 million in Classroom and Lab Upgrades, and \$500,000 pre-design funding for the science building renovation and addition.

March 11th was the cutoff for legislation not necessary to implement the budget to have been voted out of the chamber of origin – either the Senate or House of Representatives – and many bills have dwindled out of consideration through the legislative process. Policy committees are now considering bills that passed out of the opposite chamber and had until the next legislative cutoff on April 1 to pass bills to the floor or a fiscal committee.

The higher education committees in the House and Senate have been holding public hearings on bills from the opposite chamber. You can track upcoming meeting agendas for the higher education committees [for the House](#) and [for the Senate](#).

Regents and Trustees Day of Action in Olympia was held on March 18 and it was deemed a successful venture by organizers from the Campus Promise Coalition. Four Western trustees, Karen Lee, Carly Roberts, Chase Franklin and Ralph Munro joined regents and trustees from public higher education institutions around the state in meetings with key legislators to discuss the importance of public investment in higher education.

**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 10, 2015
SUBJECT: **Board Governance Committee**
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: Dick Thompson, Chair, Board Audit Committee
DATE: April 10, 2015
SUBJECT: **Board Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

Chair Thompson 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: President Bruce Shepard by Provost Brent Carbajal

DATE: April 10, 2015

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, 2015 – March 31, 2015 and fiscal year 2014/15

Supporting Information:

- Grant awards/totals for the period 1/1/15 – 3/31/15
- Grant awards for the fiscal year 2014/15

Grant Awards for the Period 01/01/15 – 03/31/15

The total amount of grants and contracts received this period was \$1,522,376.93. This includes both new awards and additions to existing awards.

Department	Award Total	Awards	Additions
Biology	120,917.00	1	2
Chemistry	166,602.00	2	1
Computer Science	84,757.00	1	
Economics	1,230.00	1	
Engineering Technology	80,705.00	1	
Environmental Sciences	47,340.00	1	1
Facing the Future	42,995.93		1
Geology	129,225.00	2	1
PEHR	32,769.00	1	
Physics/Astronomy	89,806.00	1	1
Psychology	408,346.00	1	1
SMATE	70,760.00	1	1
SPMS	16,924.00	1	
University Relations/SBDC	225,000.00	1	
Woodring	5,000		3
Total	1,522,376.93	15	12

Department	7/1/14- 9/30/2014	10/1/14- 12/31/2014	1/1/15- 3/31/2015	4/1/15- 6/30/2015	Fiscal Year 2014-15
AMSEC	218,883.00				218,883.00
Anthropology	11,955.00				11,955.00
Biology	52,501.69		120,917.00		173,418.69
Border Policy	14,001.00	6,883.00			20,884.00
Canadian/American Studies	24,400.00				24,400.00
Chemistry	645,000.00		166,602.00		811,602.00
Communication Science		28,038.00			
Computer Science			84,757.00		
Economics			1,230.00		1,230.00
Engineering Tech	114,600.00		80,705.00		195,305.00
Environmental Sciences	65,537.00		47,340.00		112,877.00
Environmental Studies	305,353.00	59,825.00			365,178.00
Facing the Future	97,278.00		42,995.93		140,273.93
Geology	106,186.00		129,225.00		235,411.00
History	477,992.00				477,992.00
Institute for Energy Studies	55,448.00				
Mathematics		287,808.00			287,808.00
Physical Education, Health & Rec			32,769.00		32,769.00
Physics/Astronomy	319,880.00		89,806.00		409,686.00
Psychology	577,120.00		408,346.00		985,466.00
Science, Math & Tech Education			70,760.00		70,760.00
Shannon Point Marine Center	1,244,711.00		16,924.00		1,261,635.00
Small Business Development Center			225,000.00		225,000.00
Woodring College of Education	396,460.00	683,050.00	5,000.00		1,084,510.00
Total	4,727,305.69	1,065,604.00	1,522,376.93	-	7,315,286.62

	GRANT AWARDS FOR THE PERIOD			January, February, March 2015			
		NEW	ADD'L	FUNDING			DEPT.
FUND	DESCRIPTION	FUNDS	FUNDS	AGENCY	P.I.	DEPARTMENT	TOTAL
55903	Addition to PEAB Teachers		1,800	OSPI	F. Rios	Woodring	1,800.00
55906	Addition to PEAB Principal		1,600	OSPI	F. Rios	Woodring	1,600.00
55907	Addition to PEAB Principal		1,600	OSPI	F. Rios	Woodring	1,600.00
55791	Addition to NW Advanced Renewables Alliance		42,996	WSU	K. Corrigan	Facing the Future	42,995.93
56348	Channel State Dissemination and Network Synchronization	80,705		Worcester Polytechnic	A. Klein	Engineering & Design	80,705.00
55756	Addition to Research Experiences for Future SMATE Teachers		35,760	UW	E. Geary	SMATE	35,760.00
55794	Shewmaker Internship 2014-15	9,464		WA Dept. of F&W	D. Donovan	Biology	9,464.00
53025	Cue Reactivity Reduced by Environmental Enrichment	403,394		NIH	J. Grimm	Psychology	403,394.00
56350	Biomechanical Evaluation of a Modified Elliptical Machine	32,769		Precor	J. San Juan	PEHR	32,769.00
56758	Enhancing Economic Opportunity in Whatcom County	225,000		Port of Bellingham	S. Swan	University Relations	225,000.00
56351	Next Generation STEM Teacher Preparation in Washington State	35,000		Carleton College	E. Geary	SMATE	35,000.00
56349	Asymmetric Firms, Technology Sharing and R&D Investment	1,230		Univ. of Tromso, Norway	M. Roelofs	Economics	1,230.00
51181	Provenance and Paleomagnetic Analysis of the Ochoco Basin	97,518		NSF	B. Housen	Geology	97,518.00
56352	Volcanic Centers for Their Potential to Host Electricity-Grade Reservoirs	19,707		Atlas Geoscience Inc.	P. Stelling	Geology	19,707.00
51164	Year 3 - Integrated Inventories of Biomes of the Arctic		91,833	NSF	E. DeChaine	Biology	91,833.00
51161	Year 3 - Interplay between epigenetic methylation and oxidative damage		86,602	NSF	S. Smirnov	Chemistry	86,602.00
56341	Addition to Peripheral Mechanism of Mutant Huntingtin Function		4,952	CHDI Foundation	J. Carroll	Psychology	4,952.00
56354	Nitrogen on Micro/Macroalgae	16,924		Samish Indian Nation of WA	M. Olson	SPMS	16,924.00
56353	Mammalian and avian recolonization	31,214		Lower Elwha Klallam Tribe	J. McLaughlin	Environmental Sciences	31,214.00
56334	Add to International Ocean Drilling Program		12,000	Ocean Leadership	S. DeBari	Geology	12,000.00
55107	Add to Evaluation of Narrow Buffers for Narrow Agricultural Waterways		16,126	WSU	L. Bodensteiner	Environmental Sciences	16,126.00
51147	Year 5 - CAREER: Iontronic Applications		49,806	NSF	J. Leger	Physics	49,806.00
56355	Nanostructures for energy applications	40,000		Research Corporation	R. Berger	Chemistry	40,000.00
56356	In Vitro Behavior of Sortase Homologs	40,000		Research Corporation	J. Antos	Chemistry	40,000.00
56358	Digital Forensics of Intrusions into the Electrical Power Grid	84,757		British Columbia Institute of Tech	J. Rrushi	Computer Science	84,757.00
56357	Transport and disorder in simple lattices with overlapping orbital impurities	40,000		Research Corporation	S. Rittenhouse	Physics/Astronomy	40,000.00
51153	Supplement - Ecology of Microbial Mats		19,620	NSF	C. Moyer	Biology	19,620.00
	TOTAL	1,157,682	364,695				1,522,376.93

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 10, 2015
SUBJECT: Professional Leave Report
PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for the 2015/16 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 2015/16 academic year: 59 faculty members requested 116 quarters of leave and 91 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.

Alejandro Acevedo Gutierrez, Biology and SMATE Program

Three quarters to expand his research skills by learning about acoustic monitoring of marine mammals and its use for conservation and management purposes.

Babafemi Akinrinade, Fairhaven College

Three quarters to conduct research towards completion of a booklength manuscript in the area of transitional and international criminal justice.

Arpad Benyl, Mathematics

One quarter to work in collaboration with colleagues on a problem to provide a full understanding of the cubic NLS in any dimension and in the absence of other "conditional" information.

Andrew Boudreaux, Physics/Astronomy and Science Education

Two quarters to conduct research in connection with "Physics Invention Tasks."

Nicole R. Brown, English

One quarter to work on a book manuscript project entitled "Sacred Work: The Liberation of Theory through Practice."

Paula Dagnon, Elementary Education

Two quarters to research current technology applications in classroom settings and to study professional development for teachers.

Shirin Deylami, Political Science

Two quarters to complete the research, writing and revision of her book on the concept of "westoxification" in Islamic views of the West.

Shannon Dubenion-Smith, Modern & Classical Languages

Three quarters to transcribe, translate, parse, and perform qualitative and quantitative clausal analysis of interviews with nonsectarian speakers of Pennsylvania Dutch.

Margaret Fast, Western Libraries

One quarter to conduct research and begin a manuscript on an Army Air Corps pilot who transported U.S. planes to Brazil in 1942 and taught Brazilians how to fly them.

John D. Gilbertson, Chemistry

Two quarters to gain experience in the technique of electron paramagnetic resonance (EPR).

Tilmann Glimm, Mathematics

Two quarters to work on several aspects of a mathematical model for the morphogenesis and patterning of the pre-cartilage condensations that serve as primordia of the chick limb skeleton.

Andrea Gogrof, Liberal Studies

Two quarters to guest edit a special issue of the journal "Seminar: A Journal of Germanic Studies" on the topic of surveillance and to conduct research for a paper on surveillance.

Shaw Gynan, Modern & Classical Languages

One quarter to continue his work with endangered indigenous languages in several communities in Paraguay.

Daniel Howard-Snyder, Philosophy

One quarter to write two papers in the field of philosophy of religion.

Cara Jaye, Art

Two quarters for creative projects involving "Pile it On" and "Falling" and the collaborative body of work "Crossover/Cruce de Vias," and to cultivate international relationships.

Jason Kanov, Management

One quarter to continue a research project on suffering and compassion in the work organizations.

Michael Karlberg, Communication Studies

Two quarters to work on his book tentatively titled "Cosmopolitan Epistemology: Reconciling Truth and Relativism, Knowledge and Power."

Christina Keppie, Modern and Classical Languages

Two quarters to write a book on Acadian identity and the Acadian diaspora throughout North America.

John N. Korsmo, Human Services and Rehabilitation

Three quarters to work on a book about the intersectionality of socio-economic status and how to better understand issues related to family poverty and education opportunities.

Laura Laffrado, English

Two quarters to work on a scholarly edition of Ella Higginson's novel "Mariella, of Out West."

Nicole Larson, Engineering and Design

One quarter to create and test new prepreg materials for aircraft interior storage bins.

Ee Lin Lee, Communication Studies

One quarter to complete data collection, analysis and writing for four projects that focus on minority populations and intercultural dialogue.

Scott R. Linneman, Geology and Science Education

One quarter to expand his experience in geoscience research, learning and teaching.

Jennifer Lois, Sociology

One quarter to continue an ongoing collaborative project involving a qualitative analysis of the experiences of romance novelists ultimately resulting in journal articles and a book.

A.Ricardo Lopez, History

One quarter to continue work on a book tentatively titled "(Neo) Liberal Subjects: A Transnational History of Colombian Society 1958-1991."

Robert Lopresti, Western Libraries

Two quarters to research and write a book on the presence and absence of women in federal statistics.

Kelly Magee, English

Two quarters to work on an original creative writing project that will likely result in a book-length collection of short stories and a novella entitled "Nobody Understands You Like You."

Stephen R. McDowall, Mathematics

One quarter for research in connection with the application of hyperbolic metamaterials to active control of light, in particular to luminescent solar concentrators for high efficiency solar power generation; and inversion of the geodesic x-ray transform in dimensions greater than two.

John F. McLaughlin, Environmental Sciences

One quarter to complete both the Elwha River ecosystem restoration research and a project on plant-pollinator relationships in the context of climate change.

Jean Melious, Environmental Studies

Two quarters to synthesize and develop her work from the past four years by writing scholarly articles for publication on the topics of land use planning and environmental impact assessment.

Brenda Miller, English

Three quarters to develop a book-length immersion memoir entitled "My Year of Singing Dangerously."

Benjamin Miner, Biology

One quarter for research focusing on the largest disease-related mortality event ever documented in our oceans -- sea stars.

Kacey Morrow, Design

Three quarters to create an interactive web documentary about the rise and fall of specific tourist destinations.

Carolyn Nielsen, Journalism

Two quarters to work on a project concerning media coverage of the shooting of Michael Brown in Ferguson, Missouri, in August 2014.

Arunas P. Oslapas, Engineering and Design

One quarter to continue to work with the San Pancho, Mexico, craftspeople and artisans in converting discarded, recycled materials into profitable products; provide workshops or classes in processing these materials; and create business opportunities for local people.

Scott Pearce, Liberal Studies

Three quarters to complete the research and writing of a book length manuscript entitled "The Northern Wei Dynasty (386-534): An Empire and its Army."

Lynn Pillitteri, Biology

Three quarters to gain expertise in large data set analysis and bioinformatics and to complete work for an existing NSF grant on understanding the genetic regulators involved in development of stomata.

Judith M. S. Pine, Anthropology

Two quarters to complete work on a book about how the Lahu people of Southeast Asia express their identity through digital media.

Seiko A. Purdue, Art

One quarter to prepare for her solo show in Kyoto, Japan, which is scheduled during summer 2016.

Lysa M. Rivera, English

Three quarters for a book project tentatively entitled "Raza Cosmica: Chicano/a Cyberpunk after the Movement (1991-2001)."

Amites Sarkar, Mathematics

One quarter for research on "phase transitions in large random networks."

Rae Lynn Schwartz-DuPre, Communication Studies

Two quarters to write a journal article and develop a book proposal tentatively titled "Curious George's Communication Lesson: Cultural Icons, Colonialism, Education, and American Global Power."

Maria Timmons Flores, Elementary Education

Two quarters to research and write a book tentatively titled: "Closing the Opportunity Gap by Identifying and Actualizing Cultural Community Wealth."

Massimiliano Tomasi, Modern and Classical Languages

One quarter to complete a book on "Metaphors of Christianity: Love, Sin and the Dilemma of Faith in Modern Japanese Literature."

Bertil van Boer, Music

One quarter for archival research to discover the creation and dissemination of sacred 18th century music in Barvarian monasteries.

Shelia M. Webb, Journalism

One quarter to write a journal article regarding the impact of and the role played by the Delphian Society, an organization devoted to women's education in the early 1900's.

Wendy Wilhelm, Finance and Marketing

Two quarters to explore the product design and the buyer behavior routes to increasing product lifetimes for mobile phones.

Christopher Wise, English

One quarter to complete two related book projects; one entitled "Plundering Mali: Arab Racism and Ethnic Conflict in West Africa" and a creative nonfiction account of that event.

Janet Xing, Modern and Classical Languages

Two quarters to write the first five chapters of a book "Grammar and Discourse Acquisition of Chinese as a Foreign Language."

Ning Yu, English

Two quarters to finish a book-length project "Weeds and Trees Have Their Own Minds: the Environmental Imagination in Tang Poetry."

Michiko Yusa, Modern and Classical Languages

One quarter to edit the fourteen essays she has commissioned as a volume editor for "Bloombury Research Handbook of Contemporary Japanese Philosophy."

Nicholas C. Zaferatos, Environmental Studies

One quarter to continue research in sustainable community development in rural Mediterranean communities.

Jianying Zhang, Mathematics

One quarter to complete journal articles for presentation at conferences on current research on non-Newtonian lid-driven cavity flows.

**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 10, 2015

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 2015.

Tenure and Promotion 2015

Promotion to Full Professor

Elizabeth Boland	Human Services and Rehabilitation Dept.
Andrew Bunn	Environmental Sciences Department
Oliver de la Paz	English Department
David Gilbertson	Accounting Department
Tilmann Glimm	Mathematics Department
Cynthia Horne	Political Science Department
Donald Larsen	Special Education Department
Matthew Miller	Elementary Education Department
Jason Morris	Engineering and Design Department
David Shull	Environmental Sciences Department
Ruth Sofield	Environmental Sciences Department
Nicholas Zaferatos	Environmental Studies Department

Tenure and Promotion to Associate Professor

Jessica Cohen	Mathematics Department
Michael Fraas	Communication Sciences and Disorders Dept.
McNeel Jantzen	Psychology Department
Linda Keeler	Physical Education, Health and Recreation Dept.
Ying Lin	Engineering and Design Department
Baozhen Luo	Sociology Department
Kimberly Markworth	Mathematics Department
Charles Patterson	Modern and Classical Languages Department
Philip Thompson	Economics Department

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Eileen Coughlin, Senior VP, for Members of the Board of Trustees

FROM: Clara Capron, Acting Director of Admissions and Director of Financial Aid

DATE: April 10, 2015

SUBJECT: Enrollment and Admissions Summary

PURPOSE: Information Items

Record Number of Fall 2015 Freshman Applications: Up 7% Compared to Last Year

Admissions received the highest number of freshman applications in Western's history. The deadline was January 31, but applications are still trickling in. As of March 23, Western received 9,834 freshman applications compared to 9,164 at the same time last year to fill about 2800 freshman slots for Fall Quarter 2015.

- Freshman applications from students of color are up 12%
- Freshman applications from first-generation students are up 12%
- Freshman applications and from high-achieving students from all backgrounds who have been admitted with highest honors or distinction are up by 12%
- Twenty-one percent (21%) of freshman applicants are from out of state compared to 20% last year. The top 5 states we received the highest number of applicants from were (in order): California, Oregon, Colorado, Alaska and Hawaii.
 - To better meet the needs of nonresident students, high school seniors who are traveling to Western from out of state to attend Discovery Day programs in February, March and April are being personally invited to join an Admissions Counselor for lunch in one of our dining halls prior to the Discovery Day program. This provides an opportunity for students to benefit from additional personal contact with Admissions to help them learn more about Western and answer their questions during this important college decision time.
- Freshman applications from international students are up by 26% (up 14 students from 53 last year to 67 for Fall 2015)
- In addition, we are pleased to see a 35% increase in freshman applications from College Bound Scholars compared to the same time last year. Admissions provided focused and expanded outreach to College Bound Scholars in the following ways to help them with their college search processes:
 - A letter recognizing their commitment to obtaining a higher education and explaining that College Bound Scholars receive financial aid from the State of Washington to use at the WA public college or university of their choice
 - A checklist that walks them through the process of applying to Western and encourages them to file the FAFSA

- Information about financing their Western education
- A more generalized communication that describes Western on a broader level
- The GPAs of admitted freshman applicants for Fall of 2015 were 3.53 compared to 3.51 for Fall 2014

Fall 2015 Transfer Applications up 8% Compared to Last Year

As of March 23, we received 2,190 transfer applications compared to 2,023 at the same time last year to fill about 975 transfer slots for fall quarter.

The GPAs of admitted transfer applicants for Fall of 2015 are not available yet. The deadline was March 1 and Admissions is still processing the transcripts accompanying the admissions applications.

Spring 2015 Admissions Update

Spring quarter began on March 31. This year we received 418 new student applications and anticipate enrolling 170 new students.

- 383 spring applications were from transfer students and 35 were from freshmen (compared to 408 transfer applications and 25 freshman applications last year)
- 242 transfer students were admitted; 21 freshmen were admitted (compared to 251 transfer admits and 13 freshman admits last year)
- The proportion of resident vs. nonresident students remained comparable to last year at approximately 90% resident, 10% nonresident
- The number of enrolled new students for Spring 2015 is estimated to be 170 compared to 179 last year.

Western was the First 4-Year Washington Public University to Mail Freshman and Transfer Award Letters: 5,073 Students Received Aid Offers Totaling \$105 Million

Western's Financial Aid Department was first among the Washington state public universities to send out the first, large batch of freshman and transfer award letters in mid-March. A total of 5,073 students were awarded \$105 million in financial aid through scholarship, grant, loan and work study programs. Awarding will continue on a weekly basis throughout the upcoming year.

International Recruitment Updates

Admissions launched the new International Achievement Award (IAA) in early February. This merit-based scholarship will offer an annual award of \$1,500 or \$2,500 to high achieving, incoming international freshmen and transfer students beginning Fall 2015. Students who are awarded the IAA will receive an annual reduction in non-resident tuition in the form of partial tuition waivers for either two or four years. News of this new scholarship has been broadcast to international advisors and posted on our website as well as on various international scholarship websites and has been very well received.

International recruitment this winter included attending ten International Transfer Fairs in the Seattle area and attending two college fairs in British Columbia. We have also added Cascadia College as a Global Partner (to offer prospective international transfer students conditional admission) and are in the process of signing similar agreements with Bellevue College and Centralia College this spring.

This month we will launch a new featured profile on InternationalStudent.com, one of the major international student college search sites. Admissions began a trial featured listing in mid-February and has consistently received almost daily leads and increased traffic to our profile. We believe this site will help us to broadly promote our name and brand internationally as well as serve as a great resource for international students to inquire and learn more about us.

As previously mentioned, our international freshman application numbers have increased by 26% over last year. With increased personalized outreach and the new IAA scholarships, we are also expecting to increase the yield of admitted students.

Western Preview

Registration for Western Preview is currently on track to break our previous record for the total number of guests registered prior to the deadline. We anticipate that over 2,000 admitted students and their proud family members will visit Western's campus on Saturday, April 4, to discover why Western Washington University is such a great choice. This year, in addition to offering free roundtrip transportation to select students in the Greater Seattle area via a chartered bus dubbed the Western Express, we will have members of the Western Pep Band and a student acapella group perform before the welcome session in Carver Gym. Thanks to the collaborative efforts of campus-wide members of the Western community, Western Preview is shaping up to be a great success.

Majors Pages

Admissions is partnering with Web Services to overhaul the academic majors pages, which are of high interest to prospective students. The new pages will feature easy navigation and appealing visuals, allowing students to quickly browse and search for academic programs (majors, minors and pre-professional pathways). Pages will be responsive so they can be easily explored via mobile devices.

Admissions is also developing a new "Bellingham" section on their website to highlight the benefits of living and learning in this incredible location. Designed to appeal to Millennials, the section will feature easy navigation and engaging photography. Content will include urban offerings, opportunities for outdoor adventure, and the impact of WWU students and alumni in our community. These pages will also be responsive so they can be easily explored via mobile devices.

Expanded Financial Aid Outreach

WWU Student Scholarship Workshop

Two Student Scholarship Workshops were held Tuesday, February 24. Students were provided with the opportunity to be informed of WWU scholarship deadlines, receive application tips, and prepare to apply for scholarships. Scholarship Center staff coordinated with a panel of experts to provide advice on how to best complete a scholarship application. Panel members included

colleagues from the WWU colleges, the Writing Center, Career Services Center, International Programs and Exchanges, University Advancement, Student Outreach Services, scholarship committee members and past student scholarship recipients.

Gilman Scholarship Information Session

The pilot offering of the Gilman Scholarship Information Session was held on February 10 in collaboration with the Fellowships Office and International Programs and Exchanges (IPE). The Benjamin A. Gilman Scholarship is available to Pell Grant-eligible students who are studying abroad. A panel of staff members from those offices, paired with a Gilman recipient, discussed Gilman Scholarship eligibility and deadlines, provided tips for financing study abroad and gave feedback regarding the essay and required service project.

The Scholarship Essay: A Hands-On Workshop

The Scholarship Essay Workshop was held on March 3 in collaboration with the Writing Center. Scholarship Center and Writing Center staff members combined forces to review a variety of scholarship applications and highlight key words and phrases that students should address when writing their scholarship essays. Presenters shared tips gathered from former scholarship committee members for writing essays, discussed ways to overcome writer's block and provided effective proofreading strategies. Time was allowed for drafting and revising essays. Writing Assistants were available to work with participating students. Feedback collected from attendees via an online exit survey has been positive.

UNIVERSITY ADVANCEMENT REPORT

APRIL 2015



As we welcome the first blossoms of spring, we are taking time to appreciate the significant strides we continue to make in our campaign while also focusing on new efforts that will help us achieve our \$60 million campaign goal. Across WWU's division of Advancement, it's all hands on deck as we engage with donors through the Annual Fund, through our Alumni Association events and through our major gift officers' interactions with Western's extended community. We look forward to an exciting 15 months with you, as we all work together towards ensuring the success of the Western Stands for Washington campaign.

CAMPAIGN RESULTS THROUGH FEBRUARY 28, 2015



ADVANCEMENT FAST FACTS

JAN. 1 – FEB. 28, 2015

Over the past two months, we secured **eight major gifts totaling \$470,637.51.**

Our current **Alumni Association membership** stands at **2,807.**

Gifts through the Annual Fund since the beginning of January totaled **\$348,697.00.**

In January and February, Phonathon students made **73,305** phone calls, securing **1,006** pledges totaling **\$58,246.00.**

Twelve Alumni Association events in **five** different spots across the globe, brought together **641** WWU alums, community members and supporters.

Our major gift officers engaged in **457** interactions with donors and potential donors via in-person visits, phone conversations and email correspondence.

GROWING AWARENESS

In January and February, Advancement was in full swing with our Western Stands for Washington Campaign. As our Advanced Course advertorial by Western trustee Ralph Munro rolled out in print, our online, bus and billboard ads popped up with Oscar award-winning alumnus TJ Martin ('05) – just in time for the Academy Awards. TJ joined in the fun by taking a “selfie” of himself with his billboard, which he shared over social media.

We also began a new effort to increase engagement and strengthen the Western brand as promotions for the “Ignite Your Intellect” Speaker Series were launched in *The Seattle Times* online and *The Bellingham Herald*. This series spotlights our talented – and expert – alumni, faculty and community; it was the first time we used paid ads to highlight alumni special events outside of Back2Bellingham. The new igniteyourintellect.com landing page had about 700 visitors, helping to boost our overall web traffic by 22% over this time last year, bringing us more than halfway to this year’s fiscal year target of 100,000 visitors.



ENGAGEMENT METRICS

ON FEBRUARY 25 AN EXTRA-FESTIVE ALUMNI ASSOCIATION COFFEE BOOTH CELEBRATED WESTERN'S FOUNDING 122 YEARS AGO.

PRESIDENT SHEPARD HANDED OUT
122 T-SHIRTS
IN 17 MINUTES




150 CUPCAKES
DISAPPEARED IN 37 MINUTES



8 VATS OF COFFEE
(THAT'S 24 GALLONS, FOLKS!)
WERE DRAINED IN 1 HOUR

ENGAGEMENT EVENTS FROM JANUARY – MARCH, 2015



GIVING THANKS: The giant, multi-lingual banner boasts expressions of gratitude in English, Spanish, French, German, Russian, Chinese and Japanese.

On March 5, the Annual Fund raised awareness of the impact of philanthropy on campus by hosting Thank A Donor Day with a booth in Red Square.

Students stopped by to win prizes, sign a “Thank you” banner and learn about the Western Stands for Washington Campaign. Seven different languages represent the 150 students who left messages of gratitude.

Our annual scholarship events celebrate the transformative power of philanthropy, bringing together our generous donors with their beneficiaries. This year’s Seattle luncheon was held at the Sheraton Hotel on February 12, and dinners were held on Western’s campus on February 25 and March 12. It was the greatest turn-out to date, with 36 donors and 60 scholars in Seattle, and 83 donors and 197 scholars combined in Bellingham.

Each event includes a featured scholarship recipient speaker (see p. 6 for an in-depth look) as well as quality time for donors and students to get to know each other. The highly personalized experience for donors ranged from individual donors

meeting their student recipients, to donors Jack and JoAnn Bowman who dined with 25 of their scholarship recipients.

We recently welcomed two sibling alumni to campus: On February 24, Richard C. Veith, M.D. (’69) – Tutt Professor in the Neurosciences; professor of psychiatry and behavioral sciences at UW School of Medicine; chief of psychiatric services at UW Medical Center; adjunct professor of global health at the School of Public Health; and CHSS Advancement Council member – spoke about new opportunities and programs in integrated care.

The event was offered to faculty teaching in health-related professions, so that they can help WWU students pursue growing career opportunities in Integrated Care.

Two days later, students and faculty from around campus enjoyed visiting with Rob Veith, M.D., (’70), an orthopedic surgeon with Proliance Orthopedic Associates as well as a noted humanitarian.

Rob Veith visited with kinesiology students in Professor Dave Suprak’s Biomechanics class – Kinesiology 311 – along with fellow WWU supporters Jerry and Truc Thon (’75; ’82, ’85). As part of the class, they witnessed WWU’s new

electromyograph (EMG) machine in action. The EMG was purchased with a campaign gift from the Thons, and is a key piece of medical equipment for the Kinesiology program, currently the largest and fastest growing major at Western.

Rob Veith also spoke with a standing-room only crowd of pre-med and kinesiology students, answering questions about orthopedics, recalling his memories of Western (“My brain clicked here”), as well as sharing his medical humanitarian work in Vietnam, Haiti, Papua New Guinea, Bangladesh and Sierra Leone.

Nearly 100 people gathered on March 12 to celebrate the life and work of president emeritus Jerry Flora at the dedication of the Charles J. (Jerry) Flora Marine Science Education Building at the Shannon Point Marine Center in Anacortes. Guests included the Flora family, friends, members of the Anacortes community and Shannon Point and WWU faculty and staff. Remarks by President Shepard, Jerry’s wife and daughter, Rosemary Flora and Lise Flora Waugh, SPMC director Erika McPhee-Shaw, and Bert Webber, Huxley emeritus professor, celebrated Jerry’s legacy, while paying homage to his boisterous personality.

Following the unveiling of the dedication plaque, guests enjoyed light refreshments on the deck with a beautiful view of Fidalgo Bay and a beach walk – one of Jerry’s signature activities – led by Webber and biology professor Benjamin Miner.



TRUE DEDICATION: WWU President Bruce Shepard with Rosemary Flora.

ENGAGEMENT CONTINUED...

On February 18, a group of four WWU alumni – including two Alumni Association board members – gathered in Olympia to join in a statewide Alumni Day of Action. “Alumni from all six of the public universities came to lobby the legislature in a unified voice for more higher education funding,” says Patrick Stickney ('14), who participated alongside Marc Oommen ('13), and Alumni board members Vini Samuel ('94), and Don Hardwick ('84).

Their efforts that day included back-to-back meetings with state legislators. The alumni were advocating for increased funding for the state's higher education system as well as sharing personal stories about how they were impacted by their university, asserting the importance of funding higher education and discussing the ways in which they have benefited from their degrees.

The global Western community gathered for a variety of Alumni Association-sponsored events over the past two months:

About a dozen alumni and supporters in Tokyo reunited for the annual wine and beer tasting party hosted by the Washington State Department of Commerce's Japan Office in Tokyo on January 30. They enjoyed reminiscing about WWU while sampling Washington wines and food.

A week later, 33 Vikings from across Washington and Northern Oregon gathered for a pregame party at Hales Ales in Seattle before cheering on the WWU Men's Basketball Game to a victory at SPU that kicked off an eight-game win streak.

Part of that winning streak included the home game of the year versus the Central Wildcats on February 12, when the Alumni Association hosted about 120 fans at a pregame party in Carver Gym. This annual event is always a hit – and a great opportunity to bring supporters back to campus to show their Viking Pride – as it showcases the Vikings on home court and

features our exceptional campus catering crew along with local Boundary Bay beer and wine.

Meanwhile, on the East Coast, 15 alumni in the Washington D.C. area connected with our WWU D.C.-based interns, an exciting networking opportunity for the students, and a terrific engagement event for our growing number of alums working and living in the “other Washington.”

Back in “this Washington,” the second event in the Ignite Your Intellect series was held at Boeing's Future of Flight Museum on February 21. More than 130 members of the community and Western supporters came to hear WWU alum Jason Clark ('93), Boeing 777/777X vice president of operations (pictured above right), talk about the future of flight, airplanes and engineering before enjoying a 90-minute tour of the facility.

College of Science and Engineering dean Catherine Clark also provided an update about the expanded engineering programs that are now offered at Western.

The Alumni Association's February 28 Whatcom Wine Tour sold out in record time, filling our bus with 32 participants who toured five Whatcom County wineries.

Due to popular demand, a second tour was scheduled for March 14 and the bus was again filled with alumni and their guests. Spending an entire afternoon with a small group allows for a deeper engagement with fellow Vikings; this is an event that we will continue to grow.

On March 10, 12 alumni gathered for Happy Hour in Palm Springs, California. Most of these alums have either retired to or vacation each year in Palm Springs and would like to continue to meet and strengthen their Western bond.



THAT OLD BOEING MAGIC: Jason Clark unveils innovative industry developments.

We held information sessions on January 29 and February 7 that drew more than 50 people interested in our upcoming Alumni travel programs. These trips feature Western professors who provide education about the regions while serving as guides. At the moment, trips to France and Vietnam are both garnering much excitement.

On February 11, the Alumni office supported Western's annual Etiquette Dinner in which 100 students joined 10 recruiters from local, regional and national companies as they discussed proper dining etiquette in a professional setting.

This program was held in partnership with Western's Career Services Center.

On March 14, we held one of our most popular events – Curling in Canada – which had another sell-out crowd of 31 guests. This bi-annual get-together draws new participants each time, and is an entertaining way for members of the Western community to enjoy each other's company.

UPCOMING EVENTS

APRIL 16 – Ignite Your Intellect at the Anacortes Yacht Club

APRIL 22 – Ask an Alum on Campus

APRIL 26 – Robin Hood at Seattle Children’s Theatre

MAY 14 – Alumni Awards Dinner Celebration

MAY 15-16 – Golden Vikings Reunion

MAY 15-17 – Back2Bellingham

MAY 29 – Western Leadership Forum at Seattle Marriott Waterfront

JUNE 3 – Jazz Performance at BAAY in Bellingham

JUNE 10-11 – Senior Celebration on Campus

JUNE 12 – Outstanding Graduate 40th Anniversary Celebration
and Outstanding Graduate Awards Ceremony on Campus

JUNE 13 – Spring Graduation on Campus

JUNE 19 – Ribbon-Cutting Ceremony for WWU Downtown
Bellingham office

JUNE 20 – Whale Watching Trip in Anacortes

JUNE 30 – Bellingham Bells game in Bellingham

WHY WE DO WHAT WE DO...



ALL IN THE WESTERN FAMILY (l to r): Michael, Melchor, Michaela and Michelle at Bellingham's February 25 scholarship dinner.

In 2012, the Auburn-based Muckleshoot Indian Tribe established the Muckleshoot Indian Tribe Scholarship (MITS) for Native American students at Western, an innovative and interactive program which is designed to provide both financial aid and support services to students from tribal communities around Washington.

Now in its third year, the scholarship provides individual annual awards of \$2,500 for up to two years. In addition, each of the students receives advising services through WWU's Student Outreach Services (SOS): the goal of this program includes guidance and interpersonal engagement to students from tribal communities – many of whom are the first in their family to attend college – as well as financial support. There were five recipients during the inaugural year; this year, that number rose to nine.

Each recipient of the MITS program meets one-on-one, two times each quarter, with a counselor from SOS. These visits provide students with personal support, help them formulate

individualized academic plans, determine appropriate academic goals, contribute towards developing strong time-management and study skills and educate them about the wide variety of student activity and campus leadership opportunities available. The MITS program is offered to students who have demonstrated financial need, and who are Washington residents as well as enrolled tribal members.

Michaela Vendiola is a current sophomore and second-year recipient of the scholarship. The featured speaker at Western's February 25 scholarship dinner, she attended the event with her parents, Michael and Michelle, who are both double alumni of Western, and younger brother, Melchor, who plans to apply. Michael ('97, Master of Education in Adult Education; '94 Bachelor's in American Cultural Studies) is also the former coordinator and activities advisor of WWU's Ethnic Student Center, a position he held for 14 years. Michelle received her Bachelor's in American Cultural Studies in 2002, and a Masters in Education in Student Affairs

Administration in 2012.

Michaela, who grew up on the Lummi Indian Reservation but is an enrolled Native American in her mother's Walker River Paiute Tribe in Nevada, is planning a career in community health in order to address wellbeing issues in Native communities. "I have always valued the traditional teachings that come along with being a Native person," she said, "as well as the value of education that was instilled in me by my parents and grandparents since I was born."

As well as thanking WWU's donors collectively, she gave particular acknowledgement to Western's Student Outreach Services and the Disability Resource Center – both of which were critical to her adjustment and pursuit of college life – as well as to the extended campus community: "While here at WWU I have gotten to know and love so many faculty and staff who have made a huge impact on me. With their guidance and support I have decided that my calling in life is to give back to the communities that helped shape me into the person I am today."



**Capital Program Report
Board of Trustees
April 10, 2015**

MAJOR/INTERMEDIATE CAPITAL PROJECTS

• **Carver Renovation**

The Carver Academic Renovation project's design is complete and has been submitted to the City of Bellingham for construction permits. The General Contractor/Construction Manager (GCCM) contractor, Mortenson Construction, is reviewing the drawings and is readying subcontractor packages for pricing. Mechanical (Diamond B) and electrical (VECA) subcontractors have been retained as Mechanical Contractor/Construction Manager (MCCM) and Electrical Contractor/Construction Manager (ECCM).

The University and Mortenson will enter into maximum allowable construction cost (MACC) negotiation in April. A delegation of authority is expected to be presented to the June 2015 Board of Trustees meeting for approval to award the construction phase portion of the GCCM contract, contingent upon funding.

The University is currently in the midst of various moves required to establish temporary offices, laboratories, and activity spaces in locations across campus in order to empty the building for construction. This work will be completed in time to allow a July 2015 construction start.

• **Nash Hall Renovation**

CDK Construction Services, Inc. is continuing with submittals for Phase 2 scheduled to start on June 15, 2015. Construction will address the renovations of the fourth through the seventh floors. Work will include selective demolition, hazardous material abatement, installation of new fire suppression systems, seismic upgrades, and new construction in student areas and dorm rooms. Substantial completion is scheduled for occupancy Fall Quarter 2015.

• **Classroom and Lab Upgrades – Phase 2**

There are two remaining components to this work:

1. PW679 Classroom and Lab Upgrades – Phase 2: Regency NW started construction on March 23, 2015. The PW679 project includes upgrades to rooms in Performing Arts, Bond Hall, Fine Arts, Fairhaven Academic, and Ross Engineering Technology. Scope of work includes media equipment, interior finishes and furnishings, electrical, mechanical and plumbing, fire alarm and suppression. Work is scheduled to be completed and operational by Summer Quarter 2015.
2. The final component, PW681 Haggard Hall Media Commons and Parks Hall Finance and Learning Lab: Regency NW started construction in Parks Hall on March 23, 2015. The PW681 project will renovate Haggard Hall rooms 245 and 246 to create a multi-disciplinary digital media center to be used for teaching and student work. The project also includes work in Parks Hall to develop a mediated finance and learning lab (mock trading floor). Construction is scheduled to be completed in Parks Hall by the start of Summer Quarter in

June. Construction will start in Haggard Hall June 2015 and be completed by the start of Fall Quarter in September.

- **Performing Arts Center Exterior Renewal**

PW677A, the second phase of the project, includes replacing the roofs over the Performing Arts Center Music Library and has been submitted to the City of Bellingham for review. Bids will be received on April 30, 2015, and construction work is scheduled to start in June. Substantial completion is scheduled for August 2015.

- **North Campus Utility Upgrade**

Replacement of the Performing Arts Center antiquated emergency generators with a new more efficient larger generator has begun. The existing exterior room has been demolished and construction of the new enclosure has begun. The trenching and backfilling of the parking lot behind the Performing Arts Center was completed more quickly than anticipated. The new generator is anticipated to arrive by April 1, 2015, and work will ramp up to finalize the electrical connections. Work on the generator is anticipated to continue through spring, with final completion by June 2015.

- **Ridgeway Kappa Renovation**

Dawson Construction, Inc. is continuing with submittals and scheduled to start on April 1, 2015. Construction will address demolition, hazardous material abatement, installation of new fire suppression and automatic central fire alarm systems, seismic mitigation and replacement of interior finishes. Substantial completion is scheduled for occupancy Fall Quarter, 2015.

**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 10, 2015

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**

REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES

OFFICE OF COMMUNICATIONS AND MARKETING

Our skilled professionals worked hard on a wide range of online, print, social media, video and graphic design communications and marketing, which included:

- Our office assisted with **President Shepard's** very effective interview on Inside Olympia on **TVW** during which he discussed higher education. See: http://www.tvw.org/index.php?option=com_tvwplayer&eventID=2015030039 Our office also assisted President Shepard with getting his op-ed on the value of WWU and similar public universities into the Bellingham Herald. See: http://www.bellinghamherald.com/2015/03/09/4169534_wvu-and-other-state-colleges-universities.html?rh=1
- Western being named the **top medium-sized university producing Peace Corps alumni** for the third year in a row was featured in USA Today, the Seattle Times and Seattle TV and radio news programs. **Research by Chemistry Professor Greg O'Neil** and a colleague at Woods Hole Oceanographic Institute, which showed that common algae commercially grown to make fish food holds promise as a biodiesel and jet fuel, received media stories throughout the nation. **An educational outreach and partnership with Anacortes Schools by the Shannon Point Marine Center** led to a front-page story in the Skagit Valley Herald. Our office also publicized that the **university, Alumni Association and WWU Foundation will be opening a new office in downtown Bellingham**, which led to several local media stories, including in the Bellingham Herald and KGMI Radio.
- During spring intersession, the Office of Communications and Marketing and Division of University Relations and Community Development completed the **banner project** on Bill McDonald Parkway, South College Drive, and 21st Street. The project, led by Assistant Director and Manager of Marketing **John Thompson**, consists of 58 banners on 34 poles. Banner projects such as these are common on college campuses, and are an efficient way to promote the university's experience to visitors as well as current students and employees. The banners highlight Western's efforts in the classroom, the laboratory, and on the playing field. Some examples of imagery include alumna Anne d'Aquino ('14) in the Chemistry lab; Geology's Scott Linneman, winner of the Carnegie Foundation's 2013-14 Washington Professor of the Year; and alumna Peanutt Ngeth ('14) with family members in Red Square following last June's commencement.
- The [@ourwestern Instagram account](#) continues to be popular, now with nearly 1,500 followers. The account, which aims primarily to show prospective students what life is like at WWU, allows a different student each week to share their Western story from their own perspective. New Media Coordinator **Matthew Anderson** has seen a hugely positive response among those students clamoring to run the account, and we've had inquiries from other universities on getting similar programs running there.
- Publications Editor **Mary Gallagher** is leading efforts to work on the spring edition of **Window magazine**, which goes out to more than 100,000 alums and donors around the world. We're preparing stories and videos highlighting faculty research in outer space, alumni who are making a difference for fellow combat veterans, and more. We're also preparing the next edition of the **Soundings family newsletter**. We recently changed the way we send out the email

inviting families to come to the Soundings website, and now we're able to get more detailed information about Soundings' reach. For example, we know that about a quarter of recipients open the Soundings email, which includes a lot of useful information for families even if they never go to the full website. On average, about 11 percent of recipients go to the Soundings website itself.

- Video journalist **Rhys Logan** continues to produce compelling video and photos that highlight Western's excellence.
- **Graphic design projects** by **Chris Baker** and **Derek Bryson** with campus offices included: template design for Drupal website for Extended Education; template design for Drupal website for the Biology Department; brochure and flier design for Veterans Services; social media branding for Academic and Career Development Services; design support for Woodring newsletter; Spring Career Fair posters; the Commencement program, Western Gallery Art Show, brochure, posters, postcard and banner; and design support for student publications such as Planet and Klipsun magazines, Bellingham Review, as well as numerous other design projects for offices across campus.

GOVERNMENT RELATIONS

Federal Relations

Congressman Rick Larsen and Congresswoman Suzan Delbene each connected with Western programs on March 12th. Congressman Larsen met with the staff and some clients of the WWU Small Business Development Center in downtown Bellingham while Congresswoman Delbene met with staff and area business leaders at Canada House on the Western campus. Discussions centered around cross border issues with Canada.

Congressman Rick Larsen will be conducting a town hall meeting on the Western campus on April 2nd. The event will be held in lecture hall 210 in the Academic Instructional Center from 6:30 to 7:30 p.m.

Associated Students President Annika Wolters, VP for Government Affairs Sarah Kohout, AS Legislative Liaison Zach Dugovich, President Bruce Shepard, and VP for University Relations and Community Development Steve Swan will represent Western during a trip to Washington, D.C. April 13-16. The group are scheduled to meet with Senators Patty Murray and Maria Cantwell, Congresswoman Suzan Delbene, and Congressmen Rick Larsen and Derek Kilmer. Possible meetings that may also take place are with Congresswoman Jamie Herrera Beutler, and Congressman Dave Reichart, the latter two who are representatives for two of the students in the traveling delegation.

Federal agency visits include the Department of Homeland Security, Department of Education, and the Department of Energy.

The key piece of legislation that will be discussed in meetings with elected officials is the reauthorization of the Higher Education Act which may possibly be acted on in the fall. Among the issues this broad piece of legislation potentially addresses are student financial aid (including Pell Grants and federal loans), higher education rating system, assessment of student improvement initiatives, and increased regulation of for-profit colleges.

SMALL BUSINESS DEVELOPMENT CENTER

The WWU SBDC is back to a full staff with the addition of interim director CJ Seitz and business counselor Deb Lee. The search for a permanent director will begin in early April and is expected to be completed by June 30th.

Seminars and webinars are an important outreach of the WWU SBDC and are conducted in conjunction with the Small Business Administration. Upcoming events for small business owners include:

- Affordable Care Act 101 webinars. Small business owners can learn about the law and what it means for their company and employees
- Payroll Tax Workshop. Business owners are guided on the merits of contractor versus employee hiring, keeping current on ever changing tax rules, payroll software and business owner options, and strategies to empower yourself as an entrepreneur
- Small Business Taxes and Bookkeeping for the Small Business Owner. Participants learn about important information regarding tax responsibilities as a small business owner, find out what taxes to pay, and when they are due

WASHINGTON CAMPUS COMPACT

The Washington Campus Compact has been awarded the **College Access Corps** renewal grant (year two of a three-year grant) from the Corporation for National and Community Service. The grant places 56 full-time AmeriCorps members on campuses in Washington (43) and Oregon (13) to recruit, train, and place college students to serve as college access coaches to low income K-12 youth. The grant total is \$672,000. During FY 2015 Western is hosting eight members through Woodring College of Education: three that support college access of migrant youth (Bridges Program) and five that support K-10 disadvantaged youth in the Bellingham School District (Learning in Communities and Schools). In addition, one member is placed at Central Washington University to provide support for the expansion of the Compass 2 Campus Program in Central Washington.

STATISTICS TO DATE (August 15 – December 31, 2014)

- Campuses participating in WA: 20
- Youth served: 3,057
- College coaches recruited and trained: 644
- Volunteers recruited for national days of service: 1,054

Washington Campus Compact was successful in its application to have Western Washington University listed as an “Employer of National Service.” This will give Western national recognition as a higher education institution committed to encouraging former Peace Corps, National Service members, and veterans to apply for positions at Western.

In partnership with the company EcoApprentice, Washington Campus Compact is beginning beta testing for a statewide awards program called *Students Serving Washington*. Student social entrepreneurs will be invited to submit proposals to solve critical issues in Washington in the areas of: education, sustainability, health and safety, diversity and social justice, economic development, and global leadership. In addition, students currently engaged in service projects that address critical issues in Washington will be able to apply for student engagement awards. A searchable database listing student projects will be available to campuses, elected officials, and other stakeholders to see how

students are addressing critical issues in Washington through education, entrepreneurship, and student engagement efforts. This competition will be launched in September 2015.

WATERFRONT DEVELOPMENT

The Port of Bellingham unveiled a proposed master developer agreement with Harcourt Development of Dublin, Ireland, at a port commission meeting on March 18. A special commission meeting has been scheduled for March 31st at which time port commissioners are expected to act on the proposed agreement.

Key elements of the agreement include:

- A total development of 37 acres of which 19 acres have been designated as master development property.
 - Master development property (19 acres)
 - Institutional mixed use area (educational and mixed use) (6 acres not included in the 19 master development area)
 - Log Pond (light industrial)
 - Shipping terminal (specialized shipping with light industrial partner(s))
- Developer Construction Schedule
 - Granary building by 2019
 - 2nd building by 2021
 - 3rd building by 2024
 - 500,000 sq. ft. by 2029
 - 1 million sq. ft. by 2034
- Provisions for market condition delays
 - For all phases but Granary Bldg. and 2nd building
- Harcourt purchases land project by project
 - \$20 sq. ft.
 - Increases at 3% per year
 - Options to lease at same price x Port ROI
 - Harcourt pays \$200,000 for Granary Bldg.
- Port has the ability to bring in a different developer if Harcourt is not performing
- Harcourt Washington LLC will be a single purpose entity without assets
 - Key person transfer restrictions
- Master schedule
 - Site preparation and cleanup (2015-16)
 - Whatcom Waterway cleanup (2015-16)
 - Phase I infrastructure (2016-17)

WEB COMMUNICATION TECHNOLOGY

WebTech has had a busy winter quarter as it completed eight new websites and is nearly done with six additional sites, which include three sites undergoing major renovation. It has also completed a re-hosting of WWU's Microsoft .NET environment on new virtual machines. In this process Web Tech decommissioned about 25 projects that are no longer being used. The team also performed a major update to the Drupal hosting environment that will make it more robust in the future.

WWU will be bringing WordPress to campus next fall, and the Web Tech team will be supporting that pilot program. WordPress will provide capability to departments, groups, employees, students, and classes within Western and will help to retire the currently used U drives / myweb capability. As part of this support, WebTech is developing a Western-branded theme that could be used by department sites to be hosted on this cloud platform. This responsive theme is fully compatible with phone and tablet viewing and will be similar to the Drupal themes in look and arrangement. In addition WebTech is advising Academic Technology User Services (ATUS) on preferences and ideas for deploying WordPress for groups and individuals at Western.

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. Here is a [link](#) to the archives of the shows and below is information on the two latest episodes.

Episode 23 -This month's show is hosted by Chris Roselli of the WWU Alumni Association and Teena Thach, a student at Western. Following is the story lineup for this episode:

- Pink Snow – Western Biology faculty Robin Kodner is researching a unique type of algae that lives in snow. How do these colonies of algae that cause huge banks of pink snow in the springtime react to changing conditions, and what can we learn from their DNA?
- Zero Waste – Western is known as a very “green” school, with forward-thinking students, faculty and administration that care about sustainability, but the university is still a long way from the goal of becoming a zero-waste institution. Knowledge is the key to taking the next step.
- Skullcandy – Western alumnus Hoby Darling made his loves of snowboarding, music and the outdoors and uses them to shape his company, Skullcandy, into one of the industry leaders in headphones and audio technology.
- E-ATRC – Western's Ershig Assistive Technology Resource Center is a storehouse of items and information that enhance the lives and boost productivity for people with disabilities. The center provides tools as well as training for members of the local community, as well as grants for families and those in need to help purchase tools to improve their lives.
- WWU Sailing Team – Western's sailing team attends races year-round. The close-knit nature of the team, combined with the strategy and athleticism needed to be successful, drive these Vikings in their push to reach nationals each year.

Episode 24 - This month's show is a single “Office Hours” segment hosted by Dan Purdy, director of Western's Front Door to Discovery program. The discussion topic is “What is the Value of a Liberal Arts Education?”

- Purdy leads a panel of three speakers through a discussion of the nature, value, and worth of a traditional liberal-arts education, and how this framework meets the needs and demands of the 21st Century workforce. Panelists are Brent Carbajal, Western's provost; alumna Jane Cartan of Bellingham's Saturna Capital; and Ed Love, chair of Western's Finance and Marketing department. (28:30)

17. DATE FOR NEXT REGULAR MEETING

- **June 11 & 12, 2015**

18. Adjournment