

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

FRIDAY, April 4, 2014

Location: OM 340

Time: 8:00 a.m.

- 1. CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Board of Trustees Meeting, February 6 & 7, 2014
- 2. PUBLIC COMMENT**
8:05 – 8:15
- 3. BOARD CHAIR**
8:15 – 8:25
- 4. UNIVERSITY PRESIDENT**
8:25 – 8:40
- 5. ASSOCIATED STUDENTS**
8:40 – 8:50
- 6. FACULTY SENATE**
8:50 – 9:00

ACTION ITEMS

- 7. CONSENT ITEMS**
9:00 – 9:05
 - Construction Contract for Wilson Library Clay Tile Roof Replacements and Attic Insulation, Parks Hall and Fine Arts Gallery Flat Roof Replacement, PW 671
 - Construction Contract to Replace Steam Piping at Ridgeway Complex, PW 674
 - Construction Contract for Performing Arts Center Exterior Renewal, PW 677
 - Construction Contract for North Campus Utility Upgrade, PW 678
 - Delegation of Authority to Award Construction Contract for Classroom and Lab Upgrades – Phase 1, PW 679A

8. APPROVAL OF HOUSING AND DINING RATE INCREASES FOR 2014 – 2015

9:05 – 9:10 Presentation: Eileen Coughlin, Senior VP and Vice President for Enrollment and Student Services

9:10 – 9:15 Discussion

9. APPROVAL OF BOARD MEETING DATES FOR 2015 & 2016

9:15 – 9:20 Presentation: Bruce Shepard, President

DISCUSSION ITEMS

10. IT SECURITY REPORT

9:20 – 9:30 Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
John Lawson, Vice Provost for Information Technology and CIO
Linc Nesheim, Information Security Officer

9:30 – 9:40 Discussion

11. VICE PRESIDENTS' DRAFT 2015 – 2017 CAPITAL REQUEST AND 2015-2025 CAPITAL PLAN

9:40 – 9:50 Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Rick Benner, University Architect / Director, Facilities Development and Capital Budget

9:50 – 10:00 Discussion

12. MARKETING WESTERN THROUGH VIDEO

10:00 – 10:15 Presentation: Steve Swan, VP for University Relations and Community Development
Suzanne Blais, Director, Internship Program for Western Window
WWU Student

10:15 – 10:25 Discussion

BREAK – 10:25 – 10:35 (10 minutes)

13. CAMPAIGN UPDATE

10:35 – 10:40 Presentation: Stephanie Bowers, Vice President for University Advancement

10:40 – 10:45 Discussion

14. OLYMPIA UPDATE

10:45 – 11:00 Presentation: Sherry Burkey, Associate Vice President for University Relations and Community Development

11:00 – 11:10 Discussion

15. AUDIT COMMITTEE REPORT

11:10 – 11:15 Presentation: Trustee Dick Thompson, Chair, Board of Trustees Audit Committee

16. INFORMATION ITEMS

11:15 – 11:30 pm

- a. Mid-Year Housing and Dining Report
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Community Development Report
- e. Annual Sustainability Report
- f. Professional Leave Report
- g. Tenure & Promotion Report
- h. Admissions and Enrollment Report

17. DATE FOR NEXT REGULAR MEETING: June 12, 13, 2014

18. ADJOURNMENT

19. LUNCH (Trustee Lunch with AS Board in Viking Union)

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 4, 2014
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:

- a) Approval of the Minutes of the Board of Trustees Meeting, February 6, 7, 2014

Supporting Information:

Minutes of February 6, 7, 2014

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
THURSDAY, February 6, 2014**

1. CALL TO ORDER

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 3:03 p.m., Thursday, February 6, 2014 at the Bell Harbor International Conference Center in the Mariana Conference Room at 2211 Alaskan Way in Seattle, Washington.

Board of Trustees

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

Western Washington University

Bruce Shepard, President
Brian Burton, Associate 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
Johann Neem, Faculty Senate President
Carly Roberts, Associated Students President
Lisa Wochos, Assistant Attorney General
Sherry Burkey, Associate Vice President for University Relations and Community Development
Paul Cocke, Director of University Communications
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees
Maya Ackerman, Past WWU Student Trustee
Keith Boyd, President, WWU Alumni Board
David Cole, Past WWU Trustee
Dan Guy, President, WWU Foundation Board
Howard Lincoln, Past WWU Trustee
John Warner, Past WWU Trustee
Julie Hill, Manager, Corporate Partnerships, Western Foundation

2. WESTERN IN SEATTLE

The Trustees, invited Seattle area past Trustees and the current presidents of the Western Alumni Board and the Foundation Board, met jointly with the leadership of the University to discuss the role of Western's presence in the Seattle area. Shepard began the conversation by introducing the SCOT Analysis that was distributed and spoke to how Western sees itself now and in the future. President Shepard introduced Stephanie Bowers, Vice President for University Advancement who talked about the increased effort of the University to be present in metropolitan Seattle. Along with Bowers description of the new efforts of her offices she introduced the newly hired Manager of Corporate Partnerships, Julie Hill who is part of the Seattle office.

The panel discussed various aspects of Western's presence in Seattle. There were several discussion questions posed such as the program's goals, how its success should be measured, and what efforts should be the program's focus. Discussion also included what it is that makes Western excel.

Discussion turned to strategic ways to get the message out about Western's excellent reputation and student experience and how to help Seattle area students see Western as a viable alternative to the University of Washington and Washington State University. The panel posed various questions such as:

- How do we make Western a student's first choice instead of a fallback school?
- How can Western's underdog perception be used to help position the university where it wants to be?
- How can we use our graduates' connections to help us get the presence we need in Seattle?
- How can Seattle, as the Puget Sound area center of media, business and social networks be used to build Western's reputation?
- How can Western's tag line "Western Stands for Washington" be worked into the campaign and our Seattle efforts?

The focus of the conversation then moved to how the University recruits and draws not only high quality students but a diverse student population in order to continue to build on the richness of our student experiences. The group asked itself:

- How can we help make the transition for students easier as we move to a more diverse student body?
- How can internship and mentorship programs in the Seattle area be used as an opportunity for Western to showcase its excellent students.

There was general consensus that the group didn't have all the answers, but they all agreed that an increased presence in Seattle was needed and that Western was on the right path. The group concluded that continuing to showcase Western's excellence, outstanding programs and exceptional students was how the word would get out and that would continue to increase our presence throughout Washington and the country.

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

At 4:40 p.m. Chair Zoro announced that the Board would convene in Executive Session for approximately thirty minutes to discuss (real estate, personnel, and legal matters.)

The Board returned to open meeting at 5:05 p.m. with no action to report, and adjourned the meeting until Friday morning.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
FRIDAY FEBRUARY 7, 2014**

1. CALL TO ORDER, APPROVAL OF MINUTES

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 8:15 a.m., Friday, February 7, 2014 at the Bell Harbor International Conference Center, Mariana Conference Room, 2211 Alaskan Way in Seattle, Washington.

Board of Trustees

Peggy Zoro, Chair
Karen Lee, Vice Chair
Betti Fujikado, Secretary
Dennis Madsen
Dick Thompson
Ralph Munro
Sue Sharpe
Heather Flaherty

Western Washington University

Bruce Shepard, President
Brian Burton, Associate 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
Johann Neem, Faculty Senate President
Carly Roberts, Associated Students President
Lisa Wochos, Assistant Attorney General
Sherry Burkey, Associate Vice President for University Relations and Community Development
Paul Cocke, Director of University Communications
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees
Steve Vanderstaay, Vice Provost of Undergraduate Education
Lise Fitzpatrick, Director, Extended Education Administrative Services and Financial Management

Chair Zoro removed the agenda item Seattle Presence, noting that the topic had been combined with the Thursday February 6th, afternoon discussion regarding Western in Seattle.

MOTION 2-1-2014: Trustee Madsen 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 12 & 13, 2013

The motion passed unanimously.

2. PUBLIC COMMENT

Per Substitute House Bill 2313, time was provided for public comment at the February 7, 2014 regular meeting of the Board of Trustees. There were no requests for public comment.

3. BOARD CHAIR

Chair Zoro reported that during Thursday's Committee on Trustee discussions, the new trustee orientation process had been reviewed. She recommended that every current trustee review their orientation packet every so often because it contains a wealth of information adding that it also serves as a reminder of their duties. Zoro also stated that she was excited about the Trustees conversation on Thursday regarding the progress and future of the Western in Seattle office and program.

4. UNIVERSITY PRESIDENT

President Shepard said he was energized by the conversation regarding Western's presence in Seattle and was looking forward to the next steps for that program. Shepard then turned the remainder of his time over to Vice President Steve Swan who gave the Board a brief update on the Armory property. Swan said that the University is looking at transferring the property to the Western Foundation so that it can look into a public/private partnership with a private developer to fully utilize the property in order to enhance the neighborhood and the University. Swan also said that his office is currently in talks with the surrounding neighborhoods to ensure that their voices are heard and that they are a participant in the planning.

5. ASSOCIATED STUDENTS

Carly Roberts provided an update and answered questions about the follow-up work by the AS Board regarding the October riot. She also mentioned the incident has helped move forward discussions on rental safety for students. Roberts commented on the AS Board's efforts in coordinating this year's National Volunteer Day on campus during the first week of April.

Roberts also briefed the board on the current student legislative fee, which is currently an opt-in fee which students can choose to pay or not to pay. She stated that the AS Board was taking a look at restructuring the fee. There were questions from the Trustees about what the fee covered and whether or not the student body constituency understood what the fee was and how it was used.

6. FACULTY SENATE

Faculty Senate President Johann Neem started his report by saying the working relationships between the University Planning and Resources Council (UPRC), the budget office and the faculty senate have been improving and that good progress is being made. Neem also mentioned that there were discussions in the Senate regarding President Shepard's blog post on changing demography adding that there was support from the Senate and they were looking forward to participating in the ongoing discussions.

7. CONSENT ITEMS

Chair Zoro introduced the consent items, there were no questions regarding the items.

MOTION 2-2-2014: Trustee Lee moved, that the Board of Trustees of Western Washington University, on recommendation of the president, approve the following consent items:

- Approval of Winter Quarter Degrees
- Construction Contract for Nash Hall Fire Sprinklers and Interior Improvements, PW 664
- Consultant Contract for Ridgeway Kappa, PW 682

The motion passed unanimously.

8. APPROVAL OF 2014 SUMMER SESSION TUITION AND FEES

Brian Burton, Associate Vice President for Academic Affairs provided background on this item and answered questions from the Trustees regarding whether the summer session was supplemented by state money. Burton said that Western's summer programs are self-sustaining and that state money is not used for these programs. Trustee Flaherty commented that in some programs students are required to take summer classes and that scholarships and financial aid are not available in the summer, so any increase puts a financial strain on students during those summer classes.

MOTION 2-3-2014: 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 2014: specifically that tuition be set at \$239.00 per credit for undergraduate courses and \$256.00 per credit for graduate courses. Non-resident students would pay tuition at \$253.00 per credit for undergraduate courses and \$270.00 for graduate courses. Student tuition will be charged on a per credit basis for Summer Session.

The motion passed unanimously.

9. AWARDING OF HONORARY DEGREES

President Shepard introduced the names of two candidates for honorary degrees and provided some background on each. Trustees Thompson, Munro and Lee all provided additional personal information and accolades for each of the candidates.

MOTION 2-4-2014: Trustee Thompson moved, that the Board of Trustees of Western Washington University, upon recommendation of the President, award the degrees Doctorate of Humane Letters, *Honoris Causa* to Pauline Dyer and Gary Locke.

The motion passed unanimously.

10. ACCREDITATION: THREE YEAR SELF-EVALUATION REPORT

Steve VanderStaay, Vice Provost for Undergraduate Education explained the process and future events for the current evaluation and accreditation process going on at Western. He talked about the self-evaluation document that his office is preparing explaining that it is based on the core themes outlined on Western's accreditation website of: 1) Serve the State of Washington by Expanding Student Access; 2) Foster Student Success; 3) Strengthen Communities Beyond the Campus. Trustee Lee had a question about what has been learned through this process and what was going to be done with the information. VanderStaay pointed out that the results were searchable on the website so that anyone can search and learn from the data.

11. STRATEGIC PLANNING/BUDGETING

President Shepard introduced the idea of the strategic work of the budget and then handed the presentation over to Brian Burton, Associate Vice President for Academic Affairs and Richard Van Den Hul, Vice President for Business & Financial Affairs. Burton outlined the first steps in this fiscal year's budget and where they are in the process and how it relates to the SCOT analysis, which identifies priorities, opportunities and challenges which then generates budget priorities and decision packages. Burton went on to explain which groups to date have reviewed the SCOT analysis adding that it is still a draft. Vice President Van Den Hul explained that the SCOT analysis ties the budget to Western's strategic plan and recognizes our values of shared governance along with the complexity of the state government process. The Trustees found this document helpful and are looking forward to hearing about the outcomes of the process. There were comments from Trustees regarding accessibility, affordability, inclusion and state needs, and how those issues should be the focus for the future for Western.

Chair Zoro announced a break at 10:07 a.m. The board returned and reconvened the meeting at 10:26 a.m.

12. RESIDENCE HALL EXPANSION UPDATE

Eileen Coughlin, Sr. Vice President and VP for Enrollment and Student Services reminded the Trustees of previous conversations regarding the needed renovation of Eden's North and some of the potential plans. Coughlin gave more detail to the possibilities that were still on the table. She said that a decision on which direction to pursue would be made by the next board meeting and brought forward for discussion with the Trustees at that time.

13. CAMPAIGN UPDATE

Stephanie Bowers, Vice President for University Advancement reported that as of January 31, 2014 the campaign was at \$36 million. Bowers went on to say that her division is currently preparing for the official announcement of the campaign this fall with a special recognition of large donations. She added that her office is still evaluating what the campaign goal should be for its conclusion on June 30, 2016.

14. OLYMPIA UPDATE

Sherry Burkey, Associate Vice President for University Relations and Community Development gave a verbal report on the events and happenings of this year's legislative session. Burkey said she has been meeting with members on various subjects including what Western has done with the funds from last year, what Western's priorities are for this year, and other various requests from legislative members. There was a general discussion about funding and possibilities this year both in per student funding and in capital project funding, but Burkey said there isn't anything final so it could go any way with funding.

15. COMMITTEE ON TRUSTEES REPORT

Karen Lee, Chair, Committee on Trustees gave a brief report of the previous day's meeting. Chair Lee said that the Governor's office still has not appointed a Trustee to replace Dennis Madsen and no word on when that will happen. Lee said the committee also discussed the current process of new trustee orientation and what could be modified or improved to create a better overall process. The committee discussed such options as new trustees participating in a class, or leading a guest lecture in order to be more familiar with the student experience. Lee also stated that upon her review of the Board's Rules of Operation that it truly does reflect the culture of the University and is glad for its direction of the Board's affairs.

16. INFORMATION ITEMS**a. Academic Affairs Report**

Provost Carbajal provided a written report regarding the newly hired director of Shannon Point Marine Center, Dr. Ericka McPhee-Shaw.

b. Quarterly Grant Report

Provost Carbajal provided a written report from the Office of Research and Sponsored Programs concerning grant awards for the period of October 1, 2013 through December 31, 2013.

c. Admissions and Enrollment Report

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

d. Annual University Police Report

Vice President Van Den Hul provided a written annual report on the university police department's activities.

e. University Advancement: Foundation and Alumni

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

f. Capital Program Report

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

g. University Relations and Community Development Report

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

17. DATE FOR NEXT REGULAR MEETING: April 3, 4, 2014

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

19. LUNCH

The Trustees and invited guests enjoyed box lunches on their travels home.

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: April 4, 2014

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

Purpose of Submittal:

Substitute House Bill 2313, effective June 7, 2012, restates that governing boards of all institutions of higher education follow procedures for open public meetings in the Open Public Meetings Act. It also requires that Governing boards provide time for public comment at regular meetings.

Persons wishing to comment will sign in between 7:40 a.m. – 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: Peggy Zoro, Chair, Board of Trustees
DATE: April 4, 2014
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair Peggy Zoro 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 4, 2014

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 4, 2014

SUBJECT: Associated Students

PURPOSE: Associated Students Report

Purpose of Submittal

To update the Board of Trustees on the recent activities of the WWU Associated Students

Supporting Information

Associated Students Report to Board of Trustees
Prepared by Carly Roberts
Associated Students President

1) Divestment

On Wednesday, March 12th, the Associated Students Board of Directors passed the following language regarding divestment:

“The Associated Students of Western Washington University urge the Western Washington University Foundation Board of Directors to freeze all further investments in fossil fuels by the end of 2014, and to divest within five years from the top 200 fossil fuel companies that together own the majority of known fossil fuel reserves. The AS also requests that an amendment be made to the WWU Foundation Endowment Investment Policy under clause 2.3.8 regarding Social Responsibility, to prohibit future investments in companies that extract fossil fuels (additional to the present restrictions on alcohol and tobacco).”

2) Spring Ballot

Filing period does not close until April 8th, at 4pm, until that time candidates and initiatives are not confirmed.

Initiatives

The AS Board has approved language for one initiative. According to our Election Code, the AS Board may only reject language if it is illegal or misleading.

“Shall the Associated Students of Western Washington University urge the AS board of Directors to incorporate into their state and federal legislative agendas support for policies and legislation that aid sustainable farming, production, processing, and sale of the Cannabis plant, as well as goods made from Cannabis, for both personal and industrial use?”

Referenda

The AS Board is in the process of preparing two referenda:

Legislative Action Fund Restructure

“Shall the students of Western Washington University, using the power granted to them by state law, change the Legislative Action Fund to an opt-out fee structure in order to increase student representation and advocacy efforts at the campus, local, state, and federal level?”

Smoking on Campus Referendum

At the time of compiling this report language was not finalized. Final referendum language is set to be heard as an action item at the 4-3-14 AS Board meeting and will be provided when it is available. The first draft reads:

“Shall the Associated Students of Western Washington University support the implementation of policies that would establish Western Washington University as a smoke-free campus?”

3) Western Students Give Back

The Western Students Give Back Logistics Coordinator has been hard at work this quarter assisting the AS President with outreach and community service opportunities for students. The “flagship project” of this quarter is a Western Cares campaign for National Volunteer Week. We aim to have over 100 students signed up for community service opportunities throughout the week. We are running publicity campaigns for sign ups and providing commemorative t-shirts as incentive to get students involved. All affiliates of Western are encouraged to participate in National Volunteer Week. More information about the event can be found here: <https://www.facebook.com/#!/events/812537368763855/>

WesternCares

NATIONAL VOLUNTEER WEEK 2014

**April
6-12**

Sign up to volunteer at
www.whatcomvolunteer.org
(put WWU in company box for free t-shirt)



For disability accommodations
please email AS.access@wwu.edu
Western is an equal opportunity institution.



**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 4, 2014
SUBJECT: Faculty Senate
PURPOSE: Information Item

Johann Neem, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 4, 2014
SUBJECT: **Consent Items Motion**
PURPOSE: Information Item

Purpose of Submittal:

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

Proposed Motion:

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

- Construction Contract for Wilson Library Clay Tile Roof Replacements and Attic Insulation, Parks Hall and Fine Arts Gallery Flat Roof Replacement, PW 671
- Construction Contract to Replace Steam Piping at Ridgeway Complex, PW 674
- Construction Contract for Performing Arts Center Exterior Renewal, PW 677
- Construction Contract for North Campus Utility Upgrade, PW 678
- Delegation of Authority to Award Construction Contract for Classroom and Lab Upgrades – Phase 1, PW 679A

Supporting Information:

Materials supporting the consent item agenda are attached.

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

TO: Members of the Board of Trustees

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

DATE: April 4, 2014

SUBJECT: **Construction Contract for Wilson Library Tile Roof Replacement and Attic Insulation, and Parks Hall and Fine Arts Gallery Flat Roof Replacement, PW 671**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Wilson Library Tile Roof Replacement and Attic Insulation, and Parks Hall and Fine Arts Gallery Flat Roof Replacement, PW 671. Contract award following Board action. Construction to start on June 16, 2014.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Queen City Sheet Metal & Roofing, Kent, Washington, for the amount of \$621,493 plus sales tax (base bid only) for the construction contract to reroof portions of the three existing facilities.

Supporting Information:

The scope of work of this contract includes replacement of the tile roof and addition of thermal insulation on Wilson Library, and replacement of ballasted roofs with single-ply assemblies on Parks Hall and the Fine Arts Building.

This project was advertised for competitive bidding from February 21 through March 19, 2014 with the bid opening held 3:00 p.m. on March 19, 2014. Three competitive bids were received by the University (see attached bid summary).

Western's Office of Facilities Development and Capital Budget prepared the plans and specifications for this project.

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

Source of Funding:

WWU Capital Projects Account – Appropriated

BID SUMMARY

Job: PW671 Wilson Library Tile Roof Replacement and Attic Insulation, and
Parks Hall and Fine Arts Gallery Flat Roof Replacement

Client: WWU FDCB

Date: March 19, 2014

Alternate		Dawson	Queen City	Tiger
No.	Description & Bid Item			
	Base Bid	\$ 715,000.00	\$ 621,493.00	\$ 837,000.00
1	Alternate One (FI Loading Dock Roof)	\$ 35,000.00	\$ 25,325.00	\$ 168,000.00
2	Alternate Two (FI New Roofing over Stucco)	\$ 1,000.00	\$ 3,367.00	\$ 4,200.00
3	Alternate Three (WL Gyp Board in Attic)	\$ 28,000.00	\$ 12,440.00	\$ 21,000.00
sub total		\$ 715,000.00	\$ 621,493.00	\$ 837,000.00
8.70% sales tax		\$ 62,205.00	\$ 54,069.89	\$ 72,819.00
Grand Total		\$ 777,205.00	\$ 675,562.89	\$ 909,819.00
Total Base Bid plus accepted Alt				
subtotal		\$ 715,000.00	\$ 621,493.00	\$ 837,000.00
8.70% sales tax		\$ 62,205.00	\$ 54,069.89	\$ 72,819.00
Grand Total		\$ 777,205.00	\$ 675,562.89	\$ 909,819.00

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 4, 2014

SUBJECT: **Construction Contract for Replace Steam Piping at Ridgeway Complex, PW674**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract to Replace Steam Piping at Ridgeway Complex, PW 674. Contract award following Board action. Construction to start on June 16, 2014.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a construction contract to Tiger Construction, Everson, Washington, for the amount of \$1,169,020 (base bid, plus alternate 2) for the construction project, Replace Steam Piping at Ridgeway Complex, PW 674.

Supporting Information:

Work of this project includes the construction of a steam and condensate replacement at the Ridgeway Complex. These upgrades include piping through covered utilidor, piping in existing vaults, valving, supports, earthwork, and paving.

This project was advertised for competitive bidding from February 25 through March 20, with the bid opening held at 3:00 p.m. on March 20, 2014. Two bids were received by the University (see attached bid summary).

FSi consulting engineers, Seattle, Washington, prepared the plans and specifications for this project.

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

Source of Funding:

WWU Capital Projects Account – Appropriated

BID SUMMARY

Job: PW674 Replace Steam Piping at Ridgeway Complex

Client: Facilities Management

Date: March 20, 2014

Alternate		Tiger Construction	Snelson Companies
No.	Description & Bid Item		
	Base Bid	\$ 1,163,400.00	\$ 1,627,765.00
1	Alternate One - Ridgeway Beta Feed	\$ 109,800.00	\$ 215,370.00
2	Alternate Two - Asphalt Paving	\$ 5,620.00	\$ 13,060.00
3	Alternate Three - Ridgeway Gamma Feed	\$ 11,800.00	\$ 132,000.00
sub total		\$ 1,163,400.00	\$ 1,627,765.00
8.70% sales tax		\$ 101,215.80	\$ 141,615.56
Grand Total		\$ 1,264,615.80	\$ 1,769,380.56
Total Base Bid plus accepted Alt			
subtotal		\$ 1,169,020.00	\$ 1,640,825.00
8.70% sales tax		\$ 101,704.74	\$ 142,751.78
Grand Total		\$ 1,270,724.74	\$ 1,783,576.78

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 4, 2014

SUBJECT: **Construction Contract for Performing Arts Center Exterior Renewal,
PW 677**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Performing Arts Center Exterior Renewal, PW 677. Contract award following Board action. Construction to start on June 16, 2014.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dawson Construction Inc., Bellingham, Washington, for the amount of \$1,405,000 plus sales tax (base bid, plus Alternate 1) for the construction contract to renovate the exterior of the Performing Arts Center.

Supporting Information:

The scope of work of this contract includes cleaning walkways, curbs, stairways, stucco, brick, concrete and concrete walls, graffiti removal, repair of stucco damage and cracks, painting stucco, repair and re-pointing brick, sealing brick and concrete, wood transparent finish removal and re-application in limited areas, and roof drainage system repairs, including gutters, downspouts, plumbing and piping outside the four-level structure of approximately 128,649 gross square feet of the Performing Arts Center.

This project was advertised for competitive bidding on February 20 through March 18, 2014 with the bid opening held 3:00 p.m. on March 18, 2014. Four competitive bids were received by the University (see attached bid summary).

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

Project award of the contract is also contingent on the approval of the contractor's responsibility criteria submittal.

Source of Funding:

State Building Construction Account – Appropriated

BID SUMMARY

Job: PW677 Performing Arts Center Exterior Renewal

Client: College of Fine and Performing Arts

Date: March 18, 2014

Alternate No.	Description & Bid Item	CDK	Dawson	Faber	Tiger
1	Base Bid	\$ 1,535,900.00	\$ 1,325,000.00	\$ 1,398,000.00	\$ 1,488,000.00
	Alternate One (Plaza Planter Waterproofing)	\$ 90,500.00	\$ 80,000.00	\$ 57,000.00	\$ 60,000.00
	sub total	\$ 1,535,900.00	\$ 1,325,000.00	\$ 1,398,000.00	\$ 1,488,000.00
	8.70% sales tax	\$ 133,623.30	\$ 115,275.00	\$ 121,626.00	\$ 129,456.00
	Grand Total	\$ 1,669,523.30	\$ 1,440,275.00	\$ 1,519,626.00	\$ 1,617,456.00
	Total Base Bid plus accepted Alt				
	subtotal	\$ 1,626,400.00	\$ 1,405,000.00	\$ 1,455,000.00	\$ 1,548,000.00
	8.70% sales tax	\$ 141,496.80	\$ 122,235.00	\$ 126,585.00	\$ 134,676.00
	Grand Total	\$ 1,767,896.80	\$ 1,527,235.00	\$ 1,581,585.00	\$ 1,682,676.00
	MBE WBE Participation	0	0	0	0
	Subcontractors				
	HVAC (NA)	NA	NA	NA	NA
	Plumbing (Blythe Plumbing)	\$ 29,890.00	\$ 30,000.00	\$ 29,890.00	\$ 30,000.00
	Electrical (Pinnacle Electric)	NA	\$ 700.00	NA	\$ 700.00

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: April 4, 2014

SUBJECT: **Construction Contract for North Campus Utility Upgrade, PW 678**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the North Campus Utility Upgrade, PW 678. Contract award following Board action. Construction to start on June 16, 2014.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Deco/Dutton Electric Company, Lynnwood, WA, for the amount of \$1,605,199 (base bid, plus alternates 1,2 and 3) for the construction contract to construct the North Campus Utility Upgrade.

Supporting Information:

This project upgrades the existing north campus 4,160 volt electrical distribution system to a more energy efficient and modern 12,470 volt system. The project will establish a fully looped electrical distribution grid, which will eliminate all existent radial feeds to campus buildings, and provide redundancy in the system. The project will also provide a permanent generator with emergency and optional standby distribution to Old Main.

This project was advertised for competitive bidding on February 26 with the bid opening held at 3:00 p.m. on March 21, 2014. Nine bids were received by the University (see attached bid summary).

K Engineers Inc., Lynden, WA, prepared the plans and specifications for this project.

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

Source of Funding:

State Building Construction Account – Appropriated

BID SUMMARY

Job: PW678 North Campus Utility Upgrade

Client: Facilities Management

Date: March 21, 2014

Alternate No.	Description & Bid Item	Veca Electric	Colvico	Tiger	Valley Electric	Seahurst	SeaTac Electric	Elcon	Deco/Dutton	CTS/NW
	Base Bid	\$ 1,885,916.00	\$ 2,188,201.00	\$ 2,170,000.00	\$ 1,369,400.00	\$ 1,555,600.00	\$ 2,257,923.00	\$ 1,853,000.00	\$ 1,328,912.00	\$ 1,590,000.00
1	Alternate One - HU & FR Generator Dist.	\$ 125,865.00	\$ 97,619.00	\$ 142,000.00	\$ 113,300.00	\$ 81,700.00	\$ 218,324.00	\$ 112,800.00	\$ 130,162.00	\$ 174,000.00
2	Alternate Two - ES Generator Revisions	\$ 41,764.00	\$ 18,684.00	\$ 47,000.00	\$ 31,200.00	\$ 30,600.00	\$ 28,425.00	\$ 23,300.00	\$ 44,426.00	\$ 43,000.00
3	Alternate Three - Replace ET Generator	\$ 21,951.00	\$ 105,968.00	\$ 135,000.00	\$ 109,700.00	\$ 8,600.00	\$ 111,868.00	\$ 135,900.00	\$ 101,699.00	\$ 120,000.00
	sub total	\$ 1,885,916.00	\$ 2,188,201.00	\$ 2,170,000.00	\$ 1,369,400.00	\$ 1,555,600.00	\$ 2,257,923.00	\$ 1,853,000.00	\$ 1,328,912.00	\$ 1,590,000.00
	8.70% sales tax	\$ 164,074.69	\$ 190,373.49	\$ 188,790.00	\$ 119,137.80	\$ 135,337.20	\$ 196,439.30	\$ 161,211.00	\$ 115,615.34	\$ 138,330.00
	Grand Total	\$ 2,049,990.69	\$ 2,378,574.49	\$ 2,358,790.00	\$ 1,488,537.80	\$ 1,690,937.20	\$ 2,454,362.30	\$ 2,014,211.00	\$ 1,444,527.34	\$ 1,728,330.00
Total Base Bid plus accepted Alt subtotal		\$ 2,075,496.00	\$ 2,410,472.00	\$ 2,494,000.00	\$ 1,623,600.00	\$ 1,676,500.00	\$ 2,616,540.00	\$ 2,125,000.00	\$ 1,605,199.00	\$ 1,927,000.00
	8.70% sales tax	\$ 180,568.15	\$ 209,711.06	\$ 216,978.00	\$ 141,253.20	\$ 145,855.50	\$ 227,638.98	\$ 184,875.00	\$ 139,652.31	\$ 167,649.00
	Grand Total	\$ 2,256,064.15	\$ 2,620,183.06	\$ 2,710,978.00	\$ 1,764,853.20	\$ 1,822,355.50	\$ 2,844,178.98	\$ 2,309,875.00	\$ 1,744,851.31	\$ 2,094,649.00

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 4, 2014

SUBJECT: **Delegation of Authority to Award
Construction Contract for Classroom and Lab Upgrades – Phase 1,
PW 679A**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Classroom and Lab Upgrades Project – Phase 1, PW 679A. Contract award following Board action. Construction to start June 16, 2014.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Classroom and Lab Upgrades project, PW 679A.

Supporting Information:

This project includes upgrading media, improving finishes, providing lab benches and classroom furniture, and improving lighting in Ross Engineering Technology rooms 331 and 333 and Biology 461; and constructing a new water studies lab in the unfinished basement of Academic Program Building on the Shannon Point Marine Center campus in Anacortes, Washington.

This project will be advertised for competitive bidding on April 9 through April 30, with bid opening to be held at 3:00 p.m. on April 30, 2014. The low bid for this contract will be determined by a bid analysis evaluation process.

Western's Office of Facilities Development prepared the plans and specifications for this project. The project construction is scheduled to be substantially complete on August 15, 2014.

The estimated construction cost of the project is \$822,000.

Source of Funding: State Building Construction Account – Appropriated

**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 3, 2014
SUBJECT: **Housing and Dining Rate Increases for 2014 – 2015**
PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rates for Housing and Dining room and board for 2014-2015.

Points to Consider:

- The rate increase addresses modest inflation and capital plan expenditures, and support initiatives to improve student academic success and enhance residential services.
- The proposed 4.0% rate increase allow investment for scheduled renovations; is in the rate increase range of 4% – 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 2012 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>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
<i>Estimated</i>	4.75%	4.75%	4.75%	3.50%	4.25%
<i>Actual/proposed</i>	4.25%	4.00%	3.00%	3.00%	4.00%

Year	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
<i>Estimated</i>	4.25%	4.25%	4.25%	4.25%	4.25%

Supporting Information:

- Housing and Dining Proposed Rates (copy of document shared with student groups)
- Housing and Dining Proposed Operations for 2013-14 and 2014-15
- 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 2014-2015.

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 2014-2015 proposed rates call for a 4.0 percent increase in residence hall and Birnam Wood apartment rental rates.

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2014-2015 PROPOSED RATES**

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

PRO-FORMA SUMMARY:

March 5, 2014

Introduction

The attached budget and rates and supporting documentation represent recommendations for fiscal year 2014-15. The department's leadership has strived to account for the potential impact on the System, and the proposed rate increase has thoughtfully considered relative to the total cost for students to attend Western. Each operating line item in the budget has been reviewed to ensure revenue opportunities are examined and costs are managed carefully. This budget and rate proposal responsibly respond to inflationary pressures, maintain the core functions of Western's quality residential program, and add components to increase student satisfaction and success. As with every year, a major influence for planning came from the University's Strategic Plan and standards and expectations outlined in the Principles for the Housing & Dining System. This recommended budget meets those standards and ensure management attend 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 ensure the System's facilities meet Western's enrollment plan, meet or exceed the Board of Trustees fiscal principles, invest in infrastructure to ensure longevity, health and safety, and respond to changing student needs and expectations. Projects planned for fiscal year 2015 include the commencement of the two-phase Nash fire sprinkler and seismic project, and the Kappa fire sprinkler project. Capital projects planned over the following 10 years include room and bathroom renovations, upgrade to radiant heat systems, and seismic upgrades.

Why is a Housing Rate Increase Needed?

The proposed rates represent the System's continued efforts to provide a quality program at an affordable cost. The attached documents review the impact of the additional costs to the system, and the results of the responses to those impacts. The increases addresses external rate pressures such as inflationary and recharges rate increases, and continues transfers to the System's capital plan supporting the System's ongoing investment in renovations. Enhancements for 2015 include investments in student success and achievement, continuous academic year housing (open over winter and spring breaks), adding another late night dining option, and continued expansion of local and organic food options. System's staff continue investigate 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 4%.
- The budget and rate materials presented below show the System can support its 2014-15 programs with a rate increase of 4% based on our current understanding of expected inflationary pressures.
- The 4% increase is consistent with the long range financing plan presented to the Board of Trustees which projects annual increases for the System in the 4% -5% range over a ten year period. The projects in the long range financing plan are not negatively impacted by this slight reduction.

Impact of the Rate Increases

- Residence Halls: At a 4% increase, a double room w/125 Meal Plan increases \$41/month or \$372 for the school year.
- Birnam Wood: With 4 residents per unit: At a 4% increase the rent increases \$13.61/month or \$122 for the school year.

Background Information and Revenue & Expenditure Details:

Comments and figures pertaining to FY2015 are as compared to the FY2014 proposed budget and rates presented at the April 2013 Board of Trustees meeting.

Revenue Highlights and Assumptions

- Overall, the budgeted Operating Revenue increase is \$1,652,000 or 4.2% over FY2014's proposed budget.
- Occupancy projections assume Fall 2014 week two residence hall counts being the same as was proposed for Fall 2013 (3,525). Actual Fall 2013 week two residence hall occupancy was 3,547. Residence hall + apartment occupancy budgeted for Fall 2014 week two count is 4,036 vs. 4,053 proposed last year (Fall 2013.)
- Bond interest subsidy reduced as a result of federal budget sequester impact.
- Conference revenues reduced \$27,000 (-4.7%) due to anticipated reduced conference bookings.
- There is no increase proposed to the Viking Union building fee for 2014-15, and the S&A Fee revenue is shown at no increase based on early estimates of enrollment patterns.

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to increase by \$1,246,000 or 4.7%.
- Salaries and Benefits increase \$218,000 or 3.5%. Primary drivers for the increase are additional staff to support division efforts to invest in student success and achievement; allowance for possible State cost of living increase, increase to the State minimum wage, and room and board increase for resident advisors.

- Dining services rates are under negotiation. The increase shown includes an estimated residential dining rate increase per the WWU-Aramark Agreement, and the implementation of an additional late-night dining option.
- Utilities: Taken together the various utilities expenditures decrease approximately \$31,000 (-2.4%), influenced primarily by the heat/natural gas line item.
- Maintenance and repairs increase \$119,000 or 5.8% to reflect anticipated labor and supply increases and increased maintenance needs.
- Institutional Services, which include the University's Administrative Services Assessment (ASA) and University Police (Greencoat security staff), increases \$77,000 or 5.4%. The ASA recharge rate is projected to be 5.5% of adjusted revenue compared to 5% for FY2014.

Non-Operating Expenditures Highlights and Assumptions

- Allocations for major repairs and planned renovations increase \$157,000 or 4.4%. This investment in the existing facilities keeps the System ahead of targeted levels per the fiscal principles established by the Board of Trustees.
- Transfer to the System's capital plan increases \$333,000 or 9.5%. Upcoming projects include the addition of fire sprinklers to Nash & Kappa.
- Overall, budgeted Non-Operating expenditures and transfers increase \$405,000 or 3.2%.

WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2014 & 2015

DRAFT
For Discussion only

	PROPOSED BUDGET 2013-14 As Presented to BOT	DRAFT BUDGET 2014-15 As of 3/4/14	PERCENT CHANGE	DIFFERENCE BUDGET \$
REVENUES				
Room and Board Payments	\$32,973,000	\$34,635,000	5.04%	2 \$1,662,000
Room and Board Fees and Penalties	160,500	160,500	0.00%	0
Investment Income	32,000	34,000	6.25%	2,000
Bond Interest Subsidy	304,574	295,637	-2.93%	3 (8,937)
Housing Rentals	100,850	100,850	0.00%	0
Conferences	573,069	546,069	-4.71%	4 (27,000)
Commissions	1,832,300	1,848,800	0.90%	16,500
Viking Union Programs & Services	148,700	150,700	1.34%	2,000
S & A Fee Distribution (Viking Union)	1,253,000	1,253,000	0.00%	0
Building Fee (Viking Union)	1,606,579	1,606,579	0.00%	0
Other	103,150	108,150	4.85%	5 5,000
Total Revenues	\$39,087,722	\$40,739,285	4.23%	\$1,651,563
OPERATING EXPENDITURES				
Salaries & Benefits	\$6,337,090	\$6,555,465	3.45%	5 \$218,375
Food Service (net of capital contribution)	11,381,927	11,954,371	5.03%	6 \$572,444
Communications	367,230	367,999	0.21%	\$769
Electricity	776,935	782,023	0.65%	\$5,088
Heat	1,308,966	1,277,761	-2.38%	7 (\$31,205)
Water/Sewer	436,227	462,358	5.99%	\$26,131
Refuse Disposal/Recycling	266,651	266,812	0.06%	\$161
Television Cable	111,725	116,725	4.48%	\$5,000
Maintenance & Repairs	2,058,865	2,178,203	5.80%	\$119,338
Operating Supplies	245,975	255,479	3.86%	\$9,504
Equipment	469,811	473,811	0.85%	\$4,000
Insurance	451,852	472,722	4.62%	\$20,870
Rentals and Operating Leases	9,475	14,475	52.77%	\$5,000
Re-charged Services & ASA	1,425,915	1,503,018	5.41%	8 \$77,103
Student Services Support	78,000	222,000	184.62%	9 \$144,000
Other Expenditures	810,639	880,519	8.62%	10 \$69,880
Total Operating Expenditures	\$26,537,283	\$27,783,741	4.70%	\$1,246,458
NON-OPERATING EXPENDITURES/TRANSFERS				
Bond Debt Service	\$5,459,189	\$5,373,965	-1.56%	11 (\$85,224)
R&R/ Minor Cap./Public Works Projects	3,579,850	3,737,246	4.40%	157,396
Other Transfers	0	0	0.00%	0
Transfer for capital plan support	3,511,400	3,844,333	9.48%	12 332,933
Total Non-Operating Expenditures	\$12,550,439	\$12,955,544	3.23%	\$405,105
Total Expenditures	\$39,087,722	\$40,739,285	4.23%	\$1,651,563
EXCESS (DEFICIT) OF REV OVER EXP	\$ 0	\$ (0)	0.00%	\$ (0)

DRAFT
For Discussion Only

FOOTNOTES TO THE ATTACHED 2014-15 HOUSING & DINING SYSTEM PROPOSED BUDGET

- (1) The 2013-14 Budget, as approved by the WWU Board of Trustees April 2013, is shown to compare with the 2014-15 proposed budget. After Fall opening, adjustments were made based on an analysis of opening residence hall and apartment occupancy. Those October 2013 revisions are not shown here.
- (2) Room & Board rate increase is proposed at 4%. Percent change varies as voluntary meal plan revenues were adjusted to match actuals. Opening residence hall counts uses same as 2013-14 proposed opening counts.
- (3) Bond Interest Subsidy reduced per announced estimate of federal sequester impact.
- (4) Reduction in Conference/Guest Housing revenue based on anticipated Summer 2014 bookings. Rate increase is 2%.
- (5) FY2015 incorporates addition of residence life staff to support WWU academic success and retention efforts. Additional increases include allowance for State cost of living increase, and a minimum wage increase.
- (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 institutional services recharge (ASA) and the expense for University Police Greencoats (Safety Assistants). The WWU overhead assessment rate used for FY2014 is 5.5% vs. 5% for FY2014.
- (9) Support to Enrollment & Student Services components that support the University Residences mission. FY2015 increase due to institutional re-basing decision which, at the time of the 2013-14 rate presentation, was not formalized and incorporated into the expense line.
- (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. Other increases include increases to printing, training, & travel.
- (11) Comparative variance in debt service expense due to the FY2014 amount being based on a prior debt service schedule while the FY2015 figure reflects the System debt service schedule after the 2012 bond issuance. Bond debt service amount shown includes BAB federal credit payment.
- (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

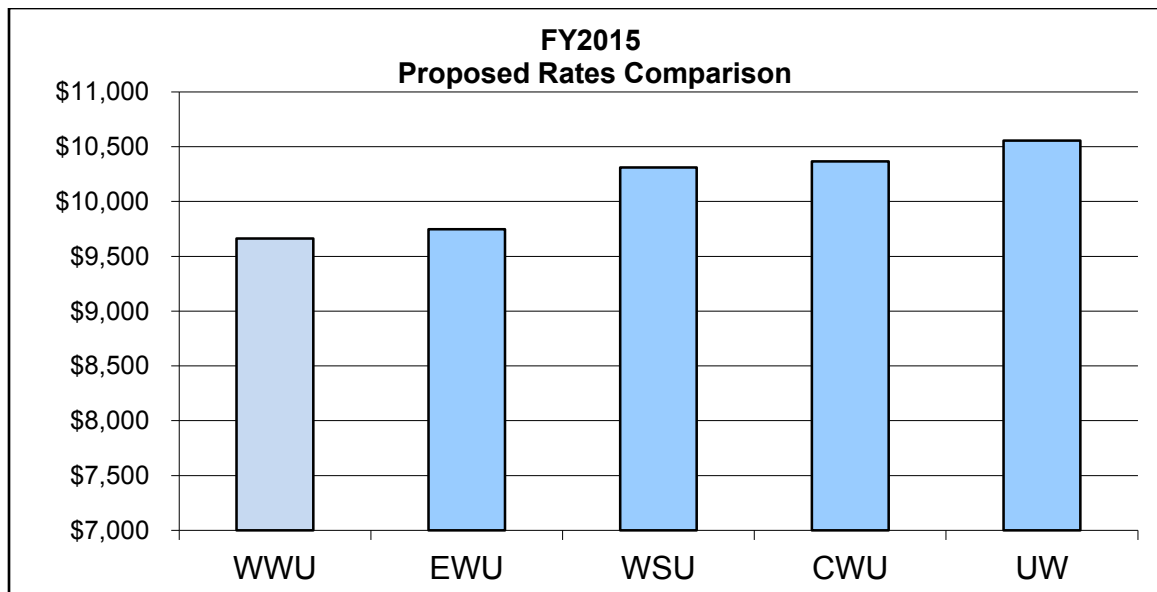
**WASHINGTON PUBLIC UNIVERSITIES
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2015 (3/3/14)**

Averaged Double Room Costs with Best-as-Possible Meal Plan Comparison:

	WWU	EWU	WSU	CWU	UW
	125 Block	Gold	Level 2	"Large"	"Level 4"
Current Live on Requirement?	None	First year students	First year students	First year students	None
Type of Meal Plan	Meals & Points	Meals & Points	Declining Balance	Declining Balance	Declining Balance
Elements of the Meal Plan	Approx. 12+ meals/wk + \$480 Points	Equivalent to 2 to 3 meals per day	Equivalent to Approx. 14 meals/wk	Equivalent to Approx. 14 meals/wk	Equivalent to 13-15 meals/wk
Average cost of Double Room across Bldg Types	\$9,662	\$9,628	\$10,312	\$10,366	\$10,449
Additional Charges not part of the base	\$0	\$120 ¹	\$0	\$0	\$108
Cost of a Double Room and Meals:	\$9,662	\$9,748	\$10,312	\$10,366	\$10,557
Rate of Increase Over 2013-14	Proposed 4.0%	Proposed 6.8%	Approved 3.2%	Estimated 5%	Proposed 3% - 3.5%

Footnote:

¹ Not shown: EWU incentive of \$295 in-kind services if sign by May 15, 2014



**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM**

DRAFT: For Discussion Only

TEN YEAR HISTORY OF RESIDENCE HALL RATES

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN*	% OF CHANGE
2004-05	\$6,242	
2005-06	\$6,523	4.50%
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	\$9,661	4.00%
10-Year Average Percentage Change		4.05%

* 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 2014-2015

Room & Board Plans: Academic Year (@ 4% increase)	2013-14 Actual	at 4% incr. 2014-15 Proposed	2014-15 Cost per Month
Double Room with Unlimited meal plan	\$9,656	\$10,042	\$1,116
Double Room with 125-Block meal plan	\$9,290	\$9,662	\$1,074
Double Room with 100-Block meal plan	\$8,932	\$9,289	\$1,032
Double Room w/ 75-Block meal plan	\$8,566	\$8,909	\$990
Triple Room with 125-Block meal plan	\$8,084	\$8,407	\$934
Single Room with 125-Block meal plan	\$10,279	\$10,690	\$1,188
Birnam Wood Apartment Rents: Academic Year (4% increase)			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$340	\$354	\$354

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: April 4, 2014
SUBJECT: **Approval of Board of Trustees Meeting Schedule for 2015-2016**
PURPOSE: Action Item

Purpose of Submittal:

To establish the 2015 and 2016 meeting schedule for the Board of Trustees of Western Washington University.

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

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University establish the following meeting schedule for the year 2015 and 2016:

February 12, 13, 2015	February 11, 12, 2016
April 9, 10, 2015	April 7, 8, 2016
June 11, 12, 2015	June 9, 10, 2016
August 20, 21, 2015	August 18, 19, 2016
October 8, 9, 2015	October 13, 14, 2016
December 10, 11, 2015	December 8, 9, 2016

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 4, 2014

SUBJECT: IT Security Report
Brent Carbajal, Provost and Vice President for Academic Affairs
John Lawson, Vice Provost for Information Technology and CIO

PURPOSE: Presentation and Discussion Item

Purpose of Submittal:

In January 2010 Western received a report from LBL Technology Partners of the results of their Information Security Audit conducted during fall term 2009. Our presentation and discussion will provide the Board with an update on current data security initiatives. Also included is an article from *The Baltimore Sun* that discusses some recent university data security incidents and the balance that institutions need to achieve between data security and access to online resources for academic and research purposes. As further background for newer Board members, the management responses to the LBL audit are included.

The LBL document made recommendations in 7 general areas:

1. IT and Information Security Governance
 - Security Awareness
 - Policy and Procedures
 - Change Management
 - Project Management
2. Data Integrity and Security
 - Internal Network Assessment
 - External Network Assessment
 - Web Application Assessment
 - Infrastructure Review
3. Wireless Network Assessment
4. Physical Security
5. Authentication, Authorization & Identity Management
6. Backup and Recovery
7. Social Engineering

The recommendations in these areas consisted of suggestions for improving our efficiency, effectiveness, and compliance to reduce security risks. Specific recommendations were also made to improve our ability to detect and act on security intrusions. Immediate action was taken on those areas with either a high level of threat existed or where changes could be easily implemented. Other areas were either

addressed more methodically or as resources allowed. Progress was made in all areas and because data security is a moving target, modifications have been made to strengthen our security positions. Further work needs to be accomplished and an Information Security Officer has been hired to guide our efforts. We continue to do regular scanning of our network to identify potential threats and while issues have been identified that required our Data Incident Response Team to gather, no incidents have resulted in known data loss nor need to notify constituents. In all cases remediation was recommended and implemented.

The LBL audit presented us with an "Information Security Maturity Model" with a scale from 0 (non-existent) to 5 (optimized). Our initial composite ranking was 1.75 which indicated our efforts were moving from 'ad hoc' to 'repeatable'. In the intervening time we feel that we are approaching level 3 which indicates we are defining more processes to manage and measure some security issues. With our Information Security Officer we will formalize more processes to move to level 4. - Continued refinement in the near and foreseeable future will further improve our Information Security Maturity.

The Internet is a dangerous and ever changing environment. The 'bad guys' only need to be right once, our team must be right all the time to protect our data. Western will need to continue provide resources and evolve our data security stance to respond to the threats that exist, those to be developed, and that come with ever increasing frequency.

Supporting Information

- LBL Technology Partners Security Audit: *Summary of Recommendations and Management Responses*
- *The Baltimore Sun* article: *Hacking incidents prompt universities to rethink balance between openness, security*

Hacking incidents prompt universities to rethink balance between openness, security

By Scott Dance, The Baltimore Sun

5:22 p.m. EDT, March 15, 2014

In the two weeks between recent revelations that hackers stole data on students, alumni and faculty from the **University of Maryland, College Park** and the **Johns Hopkins University**, nearly 360,000 records were swiped in similar attacks at schools in Pennsylvania, Indiana and North Dakota.

Online thieves have increasingly sought sensitive or otherwise valuable data from educational institutions, experts say. Last year alone, breaches included possible exposure of 2.5 million Social Security and bank account numbers associated with an Arizona community college system, 74,000 Social Security numbers of **University of Delaware** students and staff, and 145,000 applications to **Virginia Tech**, according to the Privacy Rights Clearinghouse.

Colleges and universities often are attractive targets for hackers because there are many access points into their networks, which contain not just financial and personal data but also valuable intellectual property. That threat is forcing academics to reassess the way they keep and protect vast collections of information, often held in decentralized computer networks accessible to thousands of students, professors and researchers.

"It's been a long-standing concern that our culture of collaboration and trust kind of flies in the face of the need for security to be more closed, more alert and more skeptical and cynical," said Rodney Petersen, senior policy adviser for SecuriCORE, a higher education information security project at **Indiana University**. Just as campuses have added gates, guards and surveillance cameras on in recent decades, they may have to end the era of open access to online resources, he said.

The University of Maryland and other institutions reeling from major data thefts are redoubling efforts to confine and protect sensitive data spread across networks — sometimes so scattered that it's a complicated task simply to learn where the data might be hiding and vulnerable. The growing security risks may also require new barriers around networks that have been traditionally open in the name of academic discourse and unfettered access.

But unlike retailers, banks and other companies that guard sensitive data, universities can't mandate what devices or software are used to access their networks. And they must accommodate students and researchers spread across the globe, making it more difficult to prevent and detect security breaches.

Since January 2013, more than 50 colleges, universities and school systems across the country have been the targets of attacks that may have compromised personal information, according to the Privacy Rights Clearinghouse, a California-based consumer-advocacy group.

Such attacks are not confined to colleges and universities. The school systems in Howard and Carroll counties, for example, have reported network disruptions linked to possible cyberattacks this year, though personal data was not thought to have been at risk in either case.

Since a breach compromised names, Social Security numbers and birth dates of 287,580 students, faculty and staff at the University of Maryland on Feb. 18, officials said they have purged more than three-fourths of the sensitive records, some of which dated back to 1992. But they are also hastening to learn how vulnerable the university's data remains, and how to prevent future attacks.

A cybersecurity task force that university President Wallace Loh called together within 24 hours of the attack is set to consider whether information technology systems on campus should be centralized to keep sensitive data in one place, rather than scattered across various colleges and departments. The group, which met for the

first time Wednesday, also is launching an effort to scan all university databases for personal information that could be at risk.

Similar actions have taken place at Johns Hopkins, where officials on March 6 announced an attack that occurred late last year compromising names and email addresses of 848 biomedical engineering students, as well as confidential evaluations of classmates. In response to attacks and at the urging of auditors, the university has moved to prioritize what data needs the highest levels of protection, said Darren Lacey, the university's chief information security officer.

Cybersecurity experts familiar with educational institutions' challenges fending off hackers said the strategies are common responses to the growing threats. While they have traditionally used "open coffee-house style" networks, institutions are increasingly rearranging how they organize business systems such as tuition processing or employee payroll, said James Robinson, director of security for Accuvant, a cybersecurity company that works with higher-education clients.

That sort of strategy is one of their few options, given the broad access allowed on a university network. While a company can control what technology their employees use to connect remotely — often through secure virtual private networks — universities don't have that luxury. And though security measures typically include automated systems that look for unusual activity or known malicious actors, that can be like finding a needle in a haystack.

Lacey said of Hopkins' monitoring efforts, "Really, everything is an anomaly. If I get a million connections from another country, a corporation might say that's not good. In our world, because we have students and faculty all over the world, that doesn't necessarily trigger any response from us."

Meanwhile, officials are increasingly sifting through a deluge of questionable activity.

"Here at **UMB**, the number of attempts to get unauthorized access to our networks has grown exponentially over the last five or six years, where our intrusion-prevention system blocks literally millions of attempts every day," said Peter J. Murray, chief information officer at the University of Maryland, Baltimore.

He said 90 percent or more of the millions of emails sent to the university each week originate from websites "blacklisted" by anti-spam software providers. Those emails, which are blocked, often try to fool people into providing information such as passwords, credit card details or money. Many hacking efforts come through programs freely available on the Internet.

The simple response has been to do a better job of isolating sensitive personal data and building up protections around it, though that can invite more pursuit by hackers seeking to profit from theft. There may be other cases in which hackers are after valuable research data or other intellectual property, but they likely aren't publicized because there is no legal mandate to report them, Robinson said.

As logical as it sounds, though, it's not an easy transition for large institutions. On a campus like the one in College Park, IT systems and other back-office functions are spread across multiple colleges, each with multiple departments within it.

"It's a cultural shift" to take some of those responsibilities away and shift them to a central university authority, Peterson said.

Hopkins officials said they are transitioning to a more corporate-like network, consolidating business systems with sensitive data and placing controls on how that data is used, pushing people to "be somewhat more circumspect in what data they need," Lacey said.

At College Park, the university's cyber task force has not yet determined how security practices vary across the campus and which present vulnerabilities, Ann Wylie said. The university last scanned its databases for personal information in 2006, so it's also unclear if there are places sensitive information is harbored unprotected, she said.

Some experts suggest that access to some parts of university networks should nonetheless be limited, cutting down on the points through which hackers could gain access. One option: so-called two-step verification, forcing users who log in on a new device with a username and password to then provide a code sent via text message or email, Robinson said.

But higher-education officials may be reluctant to compromise the openness of their networks, at the risk of disrupting research that involves sharing large amounts of data, whether or not that data is sensitive. Tighter security could particularly challenge computer science research seeking to learn more about the very attacks officials hope to avoid.

"I think things are going to get a lot harder for everyone," said Matthew Green, an assistant research professor of computer science at Johns Hopkins. "It's good to be secure, but it's good to be open. You have to really be careful how much you do to prevent people from the work they're supposed to be doing."

Officials say they are striving for a balance. At the University of Maryland, Wylie said sensitive student data might be sequestered without affecting research activity, though the university's task force could determine that research data on human subjects, survey responses or valuable intellectual property could afford stricter controls.

"There is a tension here, but I think we can work with that tension," she said. "We do not want to do anything that would put barriers for our faculty and grad students and researchers to do their work."

Baltimore Sun reporter **Scott Calvert** contributed to this article.

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Examples of breaches

- Sept. 28, 2013: Virginia Tech reveals 144,963 online applications to the university may have been accessed. No Social Security numbers or financial data were exposed but nearly 17,000 driver's license numbers were.
- Nov. 27, 2013: Names, Social Security numbers, bank account information and dates of birth for 2.5 million people associated with the Maricopa County Community College district in Phoenix, Ariz., may have been exposed.
- Dec. 13, 2013: Names, Social Security numbers and tax identification numbers of 6,500 individuals associated with the **University of North Carolina, Chapel Hill** were mistakenly posted online.
- Feb. 19, 2014: The University of Maryland, College Park says the Social Security numbers and birth dates for 309,079 students, alumni, faculty and staff were exposed in a breach. It later revises the number downward to 287,580 when some incomplete or inaccurate data is discovered in the database.
- Feb. 26, 2014: Indiana University announces personal data, including Social Security numbers, of 146,000 students and alumni breached.
- March 6, 2014: North Dakota University System notifies students, staff and faculty that 290,780 personal records, including Social Security numbers, were exposed in a breach.
- March 6, 2014: The Johns Hopkins University says the names and contact information of 1,307 students and faculty were exposed when a hacker attempted to extort the university for further access to its servers. It later lowered the number to 848.

Source: Privacy Rights Clearinghouse

Read more: <http://www.baltimoresun.com/news/maryland/bs-md-higher-ed-hacking-20140315,0,3522866.story#ixzz2wS591ia6>

**Western Washington University
Information Technology Security Audit
January 31, 2010**

**SECTION THREE
Detailed Report**

**SUMMARY OF RECOMMENDATIONS AND
MANAGEMENT RESPONSES**

The following recommendations were cut and pasted from “Section Three – Detailed Report “section of the Western Washington University Information Technology Security Audit report dated January 31, 2010 from LBL Technology Partners. (From pages 35 to 90) The university’s responses to the recommendations are included after each recommendation.

3.2 IT and Information Security Governance

3.2.4 Information Security Governance Framework (Page 41)

We recommend the University perform a risk and cost based evaluation of its current information security governance structure to determine if there are opportunities for improvement or changes that would enhance efficiency, effectiveness, and compliance and reduce the university’s IT related costs and risks. As part of this process, the university should consider the benefits and costs to establishing a function whose primary duties include managing and monitoring the University’s information security risks. We encourage the University to consider the information provided in this report in their evaluation of their current IT program.

- Information security must be an integral part of the University’s governance, aligned with IT governance and integrated into strategy, concept, design, implementation, and operation. Protecting critical information must constitute one of the major risks to be considered in management strategies and should also be recognized as a crucial contributor to the University’s operations and success in meeting its mission.
- The need for assurance about the value of IT, the management of IT-related risks, and the increased requirements for control over information are the foundation for governance. Value, risk, and control constitute the core of IT governance. Therefore, the University’s ability to effectively manage IT resources should be reliant on a more organized and coordinated approach to operating and maintaining its current and future technology assets. Through strengthened IT management, planning and resource allocation, IT value will increase as IT costs decrease. Therefore, a properly implemented IT governance structure ensures the compatibility of appropriately planned systems resulting in a more deliberately focused, uniform and cost-effective information systems architecture. Failure to properly govern IT can result in investing in infrastructure that is

otherwise incongruent with the overall security and functional requirements of the University's infrastructure, which can potentially jeopardize the availability of IT resources across the University.

University's Response:

The University concurs with this recommendation and will strengthen the IT Governance structure. The University will perform two immediate tasks to begin this process

1. Under the authority of the executive leadership: the board of trustees, the President, the Provost and other Vice Presidents-- the Vice Provost for Information Technology and Chief Information Officer (VPIT/CIO) will lead a team to define a comprehensive IT and Information Security Governance framework. The Information Security Governance team under the direction of the VPIT/CIO will define the Information Security framework to the executive leadership. While the University wishes to maintain the strengths of a decentralized IT structure, executive management recognizes that Information Security requires protection of the whole and all units of the institution will abide by the policies and best practices for information security as established by the VPIT/CIO and the Information Security Governance team.
2. To assist in this process, a position of Information Security Officer, reporting to the VPIT/CIO will be created. The primary duties of this position include managing and monitoring the University's, (including all Vice Presidential divisions and academic Colleges), information security risks. This position will lead the Information Security Governance team in defining the required security policies and procedures.
3. The Information Security Governance Team will be comprised of:
 - a. Vice Provost for Information Technology/Chief Information Officer (voting ex-officio)
 - b. Information Security Officer (Chair)
 - c. Internal Audit Office representative
 - d. Business & Financial Affairs Internal Controls Officer
 - e. Student Affairs representative
 - f. College IT representative
 - g. Director of Administrative Computing Services
 - h. Director of Academic Technology/User Services (or designee)
 - i. Director of Telecommunications (or designee)
 - j. Manager of Technical Services

3.2.5 Actions Necessary to Attain Information Security Governance (Page 41)

We recommend the University enhance their information security governance framework. Along with the necessary commitment from executive management, a security-aware culture, promotion of good security practices and compliance with policy, the framework generally consists of:

- an information security risk management methodology,
- a comprehensive security strategy explicitly linked with the University and IT objectives,

- an effective security organizational structure,
- a security strategy that talks about the value of information protected and delivered,
- security policies that address each aspect of strategy, control and regulation,
- a complete set of security standards for each policy to ensure that procedures and guidelines comply with policy,
- institutionalized monitoring processes to ensure compliance and provide feedback on effectiveness and mitigation of risk,
- a process to ensure continued evaluation and update of security policies, standards, procedures and risks, and
- a security awareness program and a process to ensure that security is effectively communicated to all staff on a continual basis.

University's Response:

The University concurs and will enhance our security governance. Under the guidance of the position defined in the response to 3.2.4 the existing IT Information Security Team will be expanded to incorporate members from other areas in the University to include experienced individuals from the business and academic areas. This group will form the basis of the University Security Governance team with an initial goal to build and implement a risk management methodology. Using the methodology the Security Governance team will design a comprehensive security strategy linked with IT governance. Policies and procedures to enforce the strategy will be put in place. Long term monitoring, processes for continued evaluation and updates will be designed and implemented. The team will monitor and evaluate the Security Awareness training programs effectiveness.

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The tasks and **recommendations** presented below are considered critical for ensuring the success of information security governance and thus the security of enterprise information assets:

- information security activities should be governed based on relevant requirements, including organizational policies, laws, and regulations;
- senior managers should be actively involved in establishing information security governance framework and the act of governing the University's implementation of information security;
- information security responsibilities must be assigned and carried out by appropriately trained individuals;
- individuals responsible for information security within the University should be held accountable for their actions or lack of actions;
- information security priorities should be communicated to stakeholders of all levels within the University to ensure a successful implementation of an information security program;
- information security activities must be integrated into other management activities, including strategic planning, capital planning, and enterprise architecture;

- information security structure should be appropriate for the University it supports and should evolve with the University, if the University undergoes change;
- information security managers should continuously monitor the performance of the security program/effort for which they are responsible, using available tools and information; and
- information discovered through monitoring should be used as an input into management decisions about priorities and funding allocation to effect the improvement of security posture and the overall performance of the University.

University's Response:

The University concurs. With the defined Information Security Governance team in place and the appropriate IT Governance in place Information Security can permeate across all divisions and departments to improve the security posture and the overall performance of the University.

3.2.6 Security Awareness (Page 44)

These issues work in concert and confirm a lack of security awareness among University staff. To improve security awareness at the University, **we recommend** that:

- The password policy provisions be communicated to staff in conjunction with security awareness training. The security awareness training program must contain specific training on creating secure, complex passwords.
- The passwords must be audited regularly to identify where more targeted security training may be necessary.
- The University conduct a study by which all data is properly assigned ownership, classification, and then secured appropriately, (note that this should work in conjunction with defined policies for data ownership, data classification, and data security methodologies).
- A security awareness program be developed and implemented.
The security awareness program should involve all new employees during their orientation. This will assure that new employees are provided information to make them familiar with the University's information security policies. In addition, for all employees the University should provide at a minimum, annual information security awareness refresher sessions.
Information security issues to be considered when implementing an awareness program include:
 - sensitive data may be acquired unlawfully, damaged, or modified because staff has become complacent; and
 - sensitive data may be compromised by staff assuming new duties without specific information security training.
- The University develop policies and procedures by which periodic vulnerability assessments are conducted, documented, remediated, and re-tested.

University's Response:

The University concurs and a Comprehensive Security Awareness Training Program will be expanded from an existing program that ATUS has developed. This program will be customized to various departmental needs under the guidance of the Security Governance team. New hires and transfers to departments where sensitive data exists will be required to attend additional Security Awareness Training. Quarterly Training classes will be offered to cover new student hires. The Information Security Governance team will initiate a University wide data analysis to assign, classify and secure the data appropriately.

3.2.7 Policies and Procedures (page 45)

We recommend that the University determine what policies of those identified as missing or outdated are applicable and necessary to protect the University's information assets. The results must be used to develop, approve (at the highest levels), and communicate the policies. Furthermore the University must have accompanying standards, procedures, and guidelines which serve to bring the University's information assets in compliance with the adopted policies. The creation and implementation of the policies must ensure the following:

- Policies must be able to be implemented through system administration procedures, publishing of acceptable use guidelines or other appropriate methods.
- Policies must be enforceable with security tools, where appropriate, and with sanctions, where actual prevention is not technically feasible.
- Policies must clearly define the areas of responsibility for the users, administrators and management.
- Policies must be documented, distributed and communicated.

University's Response:

The University concurs and the Information Security Governance team will make it a priority to view, update and add/delete policies necessary to protect the University's information assets. Policies will be disseminated throughout the institution where compliance and adoption will be monitored and reported. With appropriate IT governance the authority to implement policies and processes will be in place.

3.2.8 Change Management (Page 47)

We therefore recommend that the University develop and implement a formalized change control process with appropriate policies and procedures across all areas of every Centralized or Distributed IT department. The procedures must, at the least, include steps for instituting major changes to the production environment. **We recommend** the following steps be adopted and included in a comprehensive IT Change Control Policy.

Change Control Policy:

- a. Applying to introduce a change.

- b. Cataloging the change.
- c. Scheduling the change.
- d. Development of a formalized back-out plan.
- e. Implementing the change.
- f. Reporting changes to management
- g. Documenting the change for future reference

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We further recommend that processes for defining, raising, assessing and authorizing emergency changes be developed. Emergency changes are defined as changes that do not follow the established change process due to critical events. For emergency changes; documentation and testing should be performed, possibly after implementation of the emergency change.

These steps should be documented and made known to all involved in the change process. Once a change process has been established, an individual should be assigned the responsibility for managing all changes throughout the process.

University's Response:

The University concurs and a comprehensive change control system will be put in place. A change control team formed from IT leadership will be formed to meet weekly and review pending changes. All changes to the environment will be submitted to the team for approval. The change team will approve and publish all pending changes for the coming week as well results of prior changes, in and out of band. A change history will be kept. A process for emergency changes will be implemented. This system will be implemented by September 2010 for applications under ADMCS control and as possible for servers/applications moved into the data center.

3.2.9 Project Management (Page 48)

We recommend that the University implement an IT project management framework as part of the development and implementation of an overall IT governance framework.

University's Response:

The University will investigate if a Project Management Office can be formed to work on a project management framework. Immediate implementation may not be feasible given current budget constraints. At minimum, the Information Security Governance team will produce basic policies and procedures around project management principles.

3.3 Data Integrity and Security (Page 53)

Application Configuration - Recommendations

Ensure that policies and procedures for hardening or “Locking Down” applications have been developed and implemented. The policies and procedures developed should conform to both industry and vendor recommended standards. The hardening process should be performed on every network server service and application.

University's Response:

The University concurs. The Administrative Computing Services (ADMCS) division of Information Technology Services has procedures in place to lock down and harden applications under their control and is compliant with this recommendation. With the appropriate IT Governance in place the Information Security Governance team will work with ADMCS and Technical Services to identify other applications in the University where security risks likely exist. If the level of risk is not acceptable in non-ITS identified applications with security problems, the Security Governance team will have the authority to apply procedures to ensure the security of those applications.

Firewall Configuration - Recommendations

Properly harden and secure the firewall to ensure that unnecessary functions are eliminated, and implement an appropriate firewall rule-set to prevent unauthorized network access and information gathering techniques.

University's Response:

The University concurs and Firewall Configuration rules will be reviewed by the Security Governance team. Elimination of unnecessary risk by centralization of authority and management of these definitions, education, and enforcement will be under the direction of the Security Governance team. New firewalls will be implement with these rules during the network upgrade project scheduled for completion prior to June 2011.

Operating System (OS) Configuration - Recommendations

Ensure the Operating System is maintained to the most current patch level. Operating System configuration changes may have to be made to remediate vulnerabilities in this category. Create and enforce operating system setting procedures for all server/network devices.

University's Response:

The University will create operating system configuration policies and procedures for all server/network devices. Centralized systems under ADMCS are currently patched automatically and manually on a pre-defined schedule to remediate vulnerabilities. Departmental server operating system security procedures will be enforced under the authority of the Security Governance team.

Patch Management – Recommendations (Page 54)

Apply the patch or upgrade that will prevent these vulnerabilities from being exploited. If the appropriate patch or upgrade has already been applied these vulnerabilities can be ignored. Review current operating procedures to verify that personnel check for new patches, test the patches and upgrades within a test environment, and deploy the patches in a timely manner.

University's Response:

On all centralized systems, patches are applied automatically to Windows systems. Unix and Linux systems are patched monthly or on a more frequent as needed basis to remediate critical vulnerabilities. A risk analysis is done on critical systems before some patches are applied to ensure they will not cause instability. In rare cases vulnerabilities show up before the systems are patched through security scans. The systems owners are notified and systems rescanned after patches are applied. For systems currently outside of central IT we currently advise that vulnerability was discovered. We will change procedures to report vulnerabilities to the affected department and the Security Officer with policy that vulnerability and remediation reports are given to the Security Governance Team for compliance monitoring.

Internal Results Analysis - Workstations

Servers – (Page 55)

Due to the serious nature of these vulnerabilities, LBL highly recommends that WWU should take immediate remediation steps.

University's Response:

Central IT systems were remediated when the vulnerabilities were disclosed to ITS. ITS notified the owners of non-centralized systems of the vulnerabilities applicable to their systems. Under prior practice it was then at the owner's discretion to fix the vulnerabilities. Under the security governance structure proposed in these responses, authority will be given to the VPIT/CIO for pursuing closure and accountability to all system vulnerabilities.

Infrastructure (Page 56)

Due to the nature of these vulnerabilities, LBL highly recommends that WWU take immediate remediation steps which must include, but may not be limited to:

- review current IOS or other patch levels

- assure that administrative access is limited to only know IT administration IP addresses
- un-used protocols are disabled
- utilizing the highest level of encryption
- utilizing the most current secure protocols

Furthermore, with respect to all servers, workstations, and infrastructure equipment, WWU should adopt more formal application, firewall, and operating systems setting procedures for all servers/network devices to ensure they are properly hardened and do not disclose any unnecessary information to potential attackers. With these procedures, when used in conjunction with proper patch management, in place, WWU would be able to eliminate the majority of the vulnerabilities LBL identified during the assessment.

Detailed results for all vulnerabilities identified during the internal vulnerability testing can be found in Exhibits F, G, H, I, J, K, and L.

University's Response:

The University concurs and IOS levels are reviewed continually and equipment upgraded as appropriate. Administrative access has been reviewed and restricted on all capable devices. The University is replacing aging equipment that currently allows unrestricted access with equipment that allows us to restrict access. All protocols will be reviewed to determine relevance and old protocols will be removed; encryption methodologies and current secure protocols are in the process of implementation.

Furthermore, centrally maintained servers, workstations, and infrastructure equipment are automatically controlled in a secure manner. Today some non-centralized systems are not maintained with the same approach. A centralized IT Security Governance structure will allow that to be implemented University wide.

Part of the Security Governance Team's function is to examine all vulnerabilities and ensure that they continually reviewed and addressed as they are discovered. Formal procedures and policies will be written by the team to ensure the appropriate security settings are implemented. Hardening procedures are reviewed quarterly to ensure they are still relevant and cover new forms of attack vectors.

3.3.2 External Network Assessment

Application Configuration – Recommendations (Page 58)

Ensure that the policy/procedures for hardening or "Locking Down" applications have been created and conforms to industry standards. The hardening process should be performed on every network server application

University's Response:

The University concurs and the ADMCS division of ITS has procedures in place to lock down and harden applications under their control. With the appropriate IT Governance in place the Information Security Governance team will work with ADMCS to identify other applications in the University where security risks likely exist. If the level of risk is not acceptable in non-ITS identified applications with security problems, the Security Governance team will have the authority to apply procedures to ensure the security of those applications.

Firewall Configuration - Recommendations

Continue to properly secure the firewall to ensure that unnecessary functions are eliminated, and implement an appropriate firewall rule-set to prevent unauthorized network access and information gathering techniques.

University's Response:

The University concurs and firewall rules will be reviewed by the Security Governance team. Elimination of unnecessary risk by centralization of information security authority and management of these definitions, education, and enforcement will be under the direction of the Security Governance team.

Operating System (OS) Configuration – Recommendations (Page 59)

Ensure the Operating System is maintained to the most current patch level. Operating System configuration changes may have to be made to remediate vulnerabilities in this category. Create and enforce operating system setting procedures for all server/network devices.

University's Response:

The University concurs and will propose centralized patch management. Centralized systems are currently patched automatically and manually on a pre-defined schedule to remediate all vulnerabilities. Departmental server operating system security procedures will be enforced under the authority of the Security Governance team.

Patch Management - Recommendations

Apply the patch or upgrade that will prevent these vulnerabilities from being exploited. If the appropriate patch or upgrade has already been applied these vulnerabilities can be ignored. Review current operating procedures to verify that personnel check for new patches, test the patches and upgrades within a test environment, and deploy the patches in a timely manner.

University's Response:

The University concurs and on all centralized systems, patches are applied automatically to Windows systems. Unix and Linux systems are patched monthly or on a more frequent as needed basis to remediate critical vulnerabilities. A risk analysis is done on critical systems before some patches are applied to ensure they will not cause instability. In rare cases vulnerabilities show up before the systems are patched through security scans. The systems owners are notified and systems rescanned after patches are applied. For systems currently outside of central IT we currently advise that vulnerability was discovered. We will change procedures to report vulnerabilities to the affected department and the Security Officer with policy that vulnerability and remediation reports are given to the Security Governance Team for compliance monitoring.

External Results Analysis - (Page 60)

Due to the critical nature of these vulnerabilities we **recommend** that WWU take immediate action against the affected systems. Other identified vulnerabilities, although in lower risk categories, still pose a significant risk to WWU information assets. As such these systems must be reviewed to assure that systems are only providing services deemed necessary and any risks associated with the vulnerabilities are reduced to an acceptable level.

Furthermore, WWU **should adopt** more formal application, firewall, and operating systems setting procedures for all servers/network devices to ensure they are properly hardened and do not disclose any unnecessary information to potential attackers. With these procedures, when used in conjunction with proper patch management, in place, WWU would be able to eliminate the majority of the vulnerabilities LBL identified during the assessment.

(Detailed results for all vulnerabilities identified during the external vulnerability testing can be found in Exhibits A, B, C, D, and E.)

University's Response:

Part of the Security Governance teams function is to examine all vulnerabilities, ensure that they are continually reviewed, a risk assessment performed and then addressed as necessary. Formal procedures and policies will be written by the team to ensure the appropriate security settings are implemented. Hardening procedures are reviewed quarterly to ensure they are still relevant and cover new forms of attack vectors.

Note: Critical Vulnerabilities have been patched.

3.3.3 Web Application Assessment

Recommendations (Pages 60 -61)

We recommend WWU update the applications with the remediation tasks listed for each application. When the remediation tasks are completed an additional scan of each application should be performed.

- Blind SQL Injections and SQL Injection Vulnerabilities
- Cross-site Scripting Vulnerabilities
- Link Injection Vulnerabilities
- Content Spoofing Vulnerabilities
- Information Disclosure and Leak Vulnerabilities
- Phishing through URL Redirection

(A web-based application vulnerability testing tool was used. Exhibit N contains a list of the URL's tested. Also, for a complete list of the broken links, an executive summary, as well as a remediation task list see Exhibits O, P, and Q.)

University's Response:

The University concurs however currently there is no WEB governance in the University. A policy, along with procedures to normalize all public facing web presence will be formalized by the Security Governance team along with other campus entities (University Communications). The University's web structure will be a major project during the 2010-11 academic year and content management is high on the list of goals to accomplish. The current list of exhibits and their vulnerabilities are under review. Testing tools will be purchased to assist in identifying future vulnerabilities and remediation.

3.4 Infrastructure Review

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1. We **recommend** that WWU conduct a study to determine the potential to implement nonroutable private IP addressing for all non-Internet facing devices, specifically starting with servers and critical workstations.

University's Response:

We concur; the University will do a risk/cost analysis on implementing non-routable private IP addressing. This will be driven by the Security Governance team.

2. We **recommend** that the WWU evaluate the process by which redundant equipment is deployed and assure that decisions are documented. Furthermore, for equipment

which potentially affects a large subset of networks segments, evaluate the potential for deploying redundant equipment and/or replication of critical servers.

University's Response:

There is a network update project under way with implementation scheduled prior to June 2011. That project will solve many redundancy issues on campus, however there will still be no redundancy on some segments. The Security Governance team will put a process in place to do the risk/cost benefit analysis for deploying redundant equipment.

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3. We **recommend** the WWU accelerate the testing of the IDS/IPS components and move them from testing into production.

University's Response:

This is in process and will be completed with the network update project.

4. We **recommend** that WWU conduct a review of all infrastructure device configurations and remove unnecessary rules and test rules and update comments on rules which contain no comments to assure that the rules are still necessary.

University's Response:

The University concurs and unnecessary rules will be removed. Test rules will be reviewed and removed where not in use. Comments are saved in the source files but not on the actual devices due to space limitations.

3.4.1 Wireless Network Assessment

Rogue Access Points – Recommendations (Page 67)

(A complete list of possible rogue APs from the wireless scanning can be found in Exhibit M.)

1. Clear and concise policies regarding the use of the network and wireless tools are warranted and should be documented, advertised regularly, and placed in a centrally located and easy to find place.

University's Response:

The University concurs. Guidelines are currently available regarding network devices. These guidelines will be put into policy format and widely disseminated under the authority of the Security Governance team.

2. Perform regular wireless assessments and testing utilizing tools such as AirMagnet and other rogue AP finders to ensure rogue APs are not being utilized on campus.

University's Response:

The University has tools to discover rogue AP's. Finding rogue access points is a time consuming process and current staff resources are limited due to budget reductions. There is a capital budget request to improve the wireless network, which will eliminate the need for rogue access points to be installed in the first place and streamline the discovery of such devices.

Logical Security – Recommendations (Page 67)

1. A firewall should be properly configured and placed in-between these networks to appropriately secure the WWU network from a wireless attack.

University's Response:

The University concurs and the work will be completed concurrent with the network upgrade project in process. The Security Governance team will write and implement policies and procedures around the connection of personal devices to the wireless network.

(Page 68)

2. LBL recommends that WWU incorporate into their policy that all WWU APs be configured to have, at a minimum, WPA encryption.

University's Response:

The Security Governance team will do a cost/benefit analysis on implementing WPA. All essential and sensitive traffic on campus is SSL based and therefore encrypted.

3. A regular review of the Access Logs should be performed to ensure the network is not sustaining unobserved attacks.

University's Response:

The University concurs. The volume of traffic requires an automated process. A project will be initiated to evaluate and purchase tools to automate the process.

4. Users connecting to the WWU wireless network should have to supply their user credentials at the time of connection. These credentials should be partially masked so that no other person could simply look over their shoulder to see the users password. By having the users immediately sign into the network WWU could place a disclaimer page about the proper use of the wireless network, dangers of using it etc. This would close the wireless network off from being a public, and open, network but would vastly improve security. Guests to the wireless network could be given a guest credentials that would only allow them to the internet.

University's Response:

The University does require authentication and the user does supply credentials at the time of connection. The password is masked and not visible. There is a limited set of devices that are in a "pass-through" group and do not require a login and but are identified and authorized by the VPIT/CIO. The Security Governance team will review the process to request pass-through access. There is a guest access protocol in-place.

Single Points of Failure – Recommendations (Page 68)

1. It was noted during our assessment that plans to move to all Cisco wireless routing equipment has been talked about and is in the works most likely within the near future. LBL concurs with this move and believes that Cisco is considered to be an industry best standard and consolidating to one product line will resolve two issues including having a single point of failure within the wireless network and having to manage different types of equipment.

University's Response:

We concur with LBL's concurrence.

Physical Security – Recommendations (Page 69)

All APs should be hidden from plain sight as they are a moderately expensive investment and should be protected as such.

University's Response:

The cost benefit of this recommendation has been compared against the risk involved. It has been determined that the implementation costs far outweigh the risks. No APs have

ever been tampered with or stolen. Furthermore, there is no risk to the security of the network should a device be removed.

3.5 Physical Security

Environmental Control Findings (page 72)

1. We **recommend** that WWU conduct an analysis of the current air handling and cooling needs within the data center and replace any cardboard deflectors with the necessary dampeners and deflectors to provide an optimal air flow and cooling scenario within the data center.

University's Response:

The University concurs. A capital improvement project to remediate the data center has been proposed for funding. In the capital project review process, the project was ranked 4th for potential funding in FY11-13. A structural analysis of the second floor will be performed to ensure additional cooling can be placed in the data center. Cardboard deflectors have been removed.

2. We **recommend** that WWU consider migrating departmental servers into the 32nd street data center, away from the departmental computer rooms where the environmental conditions are deficient. Furthermore we **recommend** that WWU configure existing UPS devices to send out alerts to key IT staff when power related events are experienced. In addition, we **recommend** that WWU consider purchasing and implementing vendor supplied software to work with existing UPS devices to properly and gracefully shutdown servers in the event a loss of power is experienced that would extend beyond the battery run-time.

University's Response:

The University concurs and will initiate a review of server locations to determine the feasibility of moving them to the 32nd street data center or remediating the current location. A cost/benefit approach considering both operational needs and potential physical remediation needs will be used. Given the changes proposed in Section 1 above, departmental servers can be consolidated into the 32nd street data center, which will eliminate the need for the remediation of the departmental server rooms and their various deficiencies. The services offered by departmental servers will be evaluated at the time of migration to determine if the services require special equipment or can be integrated onto existing equipment.

3. We **recommend** that WWU consider replacing the fire suppression system with an FM-200 or other inert gas-based system. Additionally, water and/or moisture sensors must be deployed in the server room and set to alert appropriate staff of an alarm condition. Alternatively, systems located in departmental computers rooms could be moved to the 32nd street data center, resulting in no additional expense to replace a fire suppression system.

University's Response:

The University concurs with the alternate recommendation of consolidating servers in the 32nd street data center thus remediation to departmental computer rooms will not be required.

(Page 73)

4. We **recommend** that all data centers and computer rooms are cleaned on a periodic basis under the supervision of appropriate IT staff. IT staff must assure that janitorial staff does not utilize power circuits designated for the computing equipment located within the room.

University's Response:

The University concurs and will document cleaning process of the 32nd street data center and the Bond Hall Data Center. Elimination of departmental computer rooms under the recommendations above will eliminate the need for those rooms to undergo adjusted methodologies in regard to cleaning and maintenance.

Monitoring & Administrative Findings (Page 73)

5. We **recommend** that WWU consider formalizing a University policy and the necessary related standards and procedures for data center access and appropriate use. Furthermore the policies must include provisions to revoke the access should it be warranted.

University's Response:

The University concurs and written policies and procedures will be implemented and reviewed on a regular basis. This process will be managed by the Security Governance team.

(Page 74)

6. We **recommend** that WWU consider formalizing University policies and the necessary related standards and procedures for maintaining secure servers and

other critical equipment as well as for maintaining the integrity of data centers and computer rooms.

University's Response:

The University concurs and written policies and procedures will be implemented and reviewed on a regular basis. This process will be managed by the Security Governance team.

7. We **recommend** that WWU implement a visitor log to track visitors entering and leaving the data centers and computer rooms. The log should include but not be limited to:
- Date and time of entry.
 - Name and signature of visitor entering.
 - Name and signature of staff member
 - accompanying visitor.
 - Purpose of the visit.
 - Data and time of exit.
 - Other items deemed important.

University's Response:

The University concurs and Visitor Logs have been implemented at the 32nd street and Bond Hall Data Centers, these logs will be kept for at least one year. The previously mentioned migration of servers and elimination of other computer rooms simplifies the requirements of auditing by consolidation down to two locations.

8. We **recommend** that video monitoring of access points into the data centers and computer rooms be implemented. Furthermore we recommend that video monitoring inside of the data centers and computer rooms be implemented to include coverage of all interior areas including doors, down each aisle, and other areas within the rooms.

University's Response:

The University concurs and installation of video monitoring at the 32nd Street data center is under way. Video monitoring of Bond Hall is to be funded. The previously mentioned migration of servers and elimination of other computer rooms simplifies the requirements of monitoring by consolidation down to two locations.

(Page 75)

9. We **recommend** that all backup media be stored in a locked shelving unit, cabinet, or other similar storage unit, where limited access to the keys can be maintained.

University's Response:

The University concurs. All centrally managed systems backups are stored in locked units. Access is restricted. These procedures should be applied to all departmental servers. Should consolidation of servers not be accomplished, policies and monitoring would need to be written to assure compliance in decentralized units.

10. We **recommend** that all servers be placed into racking or cabinets designed to house and protect server and infrastructure equipment.

University's Response:

The University concurs and this is the case for all centrally managed systems/servers. Further, the data center capital project includes seismic plates under machine racks for earthquake protection. This can be accomplished for all other servers by the recommendation to consolidate servers in the 32nd Street Data Center.

Physical Feature Findings (Page 75)

11. We **recommend** that WWU review all data centers and computer rooms with exterior windows and to be sure that they are locked at all times, unless an emergency condition is experienced. In addition we **recommend** that the windows be blacked-out or otherwise made to prevent outside viewing of the room. Furthermore, we **recommend** that WWU install sensors or another type of alerting mechanism which would alert appropriate IT and/or University Police to an unauthorized open window condition.

University's Response:

The University concurs and the 32nd street data center does not have operable windows. We will black-out those windows. Should consolidation of servers not occur, remediation to other machine rooms will be required.

(Page 76)

12. We **recommend** that WWU review the cabling methodology utilized at this data center (Bond Hall) and consider enclosing non-redundant cabling in conduit or another protected casement. In addition we recommend that the lighting in the basement be improved and video monitoring be established. WWU should also consider restricting access to the basement in a fashion which would prevent access to those without a need to be in the basement.

University's Response:

A cost/benefit analysis we be performed on this recommendation. We will consider isolating/lock down of the basement at this location, which will restrict the area to authorized personnel only. Other departments are in the area and their needs will be considered. Video monitoring equipment will be ordered in July 2010.

13. We **recommend** that additional water detection sensors be placed above each server rack and/or above the ceiling where water pipes exist. (Bond Hall)

University's Response:

A cost/benefit analysis we be performed on this recommendation.

(Page 77)

14. We **recommend** that sensitive servers and other computing equipment be moved to a facility which is has been properly constructed to house this type of equipment. Specifically it is important that the facility have walls which are built to the structural ceiling.

University's Response:

The 32nd Street Data Center was designed to be an adequate facility and so this is the case for all centrally managed systems. This can be accomplished for all other servers by the consolidation of equipment to the 32nd Street Data Center. Should consolidation of servers not occur, remediation to other machine rooms will be required.

15. We **recommend** that the carpeted floors in all data centers and computer rooms be removed and replaced with antistatic flooring.

University's Response:

The University concurs and this is the case for all centrally managed data centers. This can be accomplished for all other servers by the consolidation of equipment to the 32nd Street Data Center. Should consolidation of servers not occur, remediation to other machine rooms will be required.

16. We **recommend** that WWU remove all combustibile materials from the data centers and computer rooms. Furthermore we **recommend** that all storage like items be removed from the data centers and computer rooms and stored elsewhere. We additionally **recommend** that staff office areas within the data centers and computer rooms be moved outside of these sensitive areas.

University's Response:

The University concurs and this is the case for all centrally managed data centers. This can be accomplished for all other servers by the consolidation of equipment to the 32nd

Street Data Center. Combustible materials may be present during unpacking of equipment but not left or stored in the data center. Should consolidation of servers not occur, remediation to other machine rooms will be required.

17. We **recommend** that WWU retro-fit and/or replace all doors leading into data centers and computer rooms with auto-closing mechanisms/doors.

University's Response:

The University concurs and this is the case for all centrally managed data centers. This can be accomplished for all other servers by the consolidation of equipment to the 32nd Street Data Center. Should consolidation of servers not occur, remediation to other machine rooms will be required.

SUMMARY OF PHYSICAL SECURITY FINDINGS BY LOCATION (Page 78)

32nd Street Data Center (Page 78)

Please refer to the aforementioned findings by number for details on the perceived risk and recommendations for remediation.

- a. Exterior windows without alarms (see #11)
- b. Stored combustibles (see #16)
- c. Not all systems are labeled (see #6)
- d. No policies for maintaining computer room integrity (see #6)
- e. No video monitoring (see #8)
- f. Minimal runtime on UPS device (see #2)
- g. Airflow is not optimized to efficiently cool servers (see #1)
- h. Visitor logs do not exist (see #7)
- i. Limited control over access once granted (see #5)
- j. Backup tapes left unprotected (see #9)

University's Response:

These are all being addressed.

Bond Hall Data Center (Page 79)

We noted the following issues in the area of physical security at the Bond Hall data center. Please refer to the aforementioned findings by number for details on the perceived risk and recommendations for remediation.

- a. Reported that badges may be shared to access the data center (see #5)
- b. No video monitoring (see #8)
- c. No policies for maintaining data center integrity (see #6)
- d. Exterior windows without alarms (see #11)
- e. Primary data lines into and out of the datacenter are minimally protected (see #12)

- f. Water related problems (see #13)
- g. Visitor logs do not exist (see #7)
- h. Water-based fire suppression system (see #3)
- i. Doors do not automatically close (see #17)

University's Response:

These are all being addressed. The Security Governance team will address all the policy issues.

Other Campus Computer Rooms (Page 79 – 80)

There are a large number of computer rooms across the campus for a variety of Colleges, and University Departments. These areas include but are not limited to:

- Library
- University Police
- Financial Aid
- Humanities and Social Sciences
- Viking Union
- Shannon Point Marine Center
- College of Science and Technology
- Facilities / Physical Plant
- College of Environmental Studies
- College of Business and Economics
- ResTek

In addition to the above computer rooms, it is important to note that the Computer Science Department has computer rooms under their control which, depending on the room, would be classified between a data center and a retrofitted computer room.

We noted the following issues in the area of physical security in one or more of the aforementioned computer rooms. Please refer to the aforementioned findings by number for details on the perceived risk and recommendations for remediation.

- a. Limited environmental controls (see #2)
- b. Some areas make limited use of UPS devices (see #2)
- c. Wet-pipe fire suppression system (see #3)
- d. Visitor logs do not exist (see #7)
- e. Walls for computer room do not go up to the structural ceiling (see #14)
- f. Carpeted floors (see #15)
- g. Room is multi-functional including the storage of combustibles (see #16)
- h. Water related issues (see #13)
- i. Airflow is not optimized to efficiently cool servers (see #1)
- j. No policies for maintaining computer room integrity (see #6)
- k. Build up of dust and debris (see #4)
- l. Exterior windows without alarms (see #11)
- m. No video monitoring (see #8)

- n. Backup tapes left unprotected (see #9)
- o. Servers are stored improperly (see #10)
- p. Doors do not automatically close (see #17)

University's Response:

The University concurs with the recommendation to migrate and consolidate all computers rooms/departmental servers to the 32nd Street data center. Should consolidation of servers not occur, remediation to other machine rooms will be required.

3.6 Authentication²⁵, Authorization²⁶, and Identity Management

(Page 83)

1. We **recommend** that WWU formalize, as a University policy, the use of the Microsoft Active Directory Services as the identity management standard for all WWU systems, where possible. Certain academic technology labs and other research type network systems may be exempt from this policy, and should be specifically stated so in the policy. Furthermore, any environments which are exempted from the policy must be subject to other policies and standards which include periodic audits to assure that proper management activities are taking place.

University's Response:

The University concurs and this work in process. Authority for the management of Directory Services rests with the VPIT/CIO and decentralized departments will not be permitted to restrict central AD policies and procedures.

2. The WWU **should develop** policies and procedures by which periodic user account and password audits are conducted, documented, remediated, and re-tested.

University's Response:

We concur. Some processes are in place. Formal policies on retention of account and processes for auditing have to be developed and placed under the control of the Security Governance team.

3.7 Backup and Recovery

(Page 85)

1. We **recommend** that a backup media off-site rotation be developed such that data will be moved off-site with enough frequency to satisfy any recovery point objectives

defined in any disaster recovery or other business unit planning. Typically this requires that data is moved to the off-site location on a daily basis.

University's Response:

The University concurs and this is the case for all centrally managed data. This can be accomplished for all other data by the previously-mentioned consolidation of data to the 32nd Street Data Center. Under centralized IT governance, this can be enforced.

2. We **recommend** that a backup media off-site rotation be modified such that data will be moved off-site with enough frequency to satisfy any recovery point objectives defined in any disaster recovery or other business unit planning. Typically this requires that data is moved to the offsite location on a daily basis.

University's Response:

This is the case for all centrally managed data. This can be accomplished for all other data by the previously-mentioned consolidation of data to the 32nd Street Data Center. Under centralized IT governance, this can be enforced.

3. We **recommend** that all backup procedures and off-site rotation procedures be formalized in writing. Furthermore, these documents should be stored in an secured shared area where other backup IT support staff have access.

University's Response:

This is the case for all centrally managed data. This can be accomplished for all other servers by the consolidation of equipment to the 32nd Street Data Center. Should consolidation of servers not occur, remediation to other machine rooms will be required.

(Page 86)

4. We **recommend** that WWU formalize testing plans whereby all backup processes and media are periodically.

University's Response:

The University concurs and will develop plans for formal testing of back-up media and processes.

5. We **recommend** that WWU formalize policies and procedures whereby all off-site backup media are physically inventoried and compared against internal records.

University's Response:

We concur and will develop procedures for compliance.

6. We **recommend** that WWU formalize awareness training for all faculty, staff, and students about the proper location to store data such that it will be properly protected from loss. For this to be successful, it will be critically important for WWU to provide enough disk space and backup capacity to meet the needs of each area. Furthermore, WWU should consider enforcing group policies, where practical, whereby users would be directed to save files in an area that is properly backed-up by default.

University's Response:

The University concurs and a Comprehensive Security Awareness Training Program will be expanded from an existing program that ATUS has developed. This program will be customized to various departmental needs under the guidance of the Security Governance team. New hires and transfers to departments where sensitive data exists will be required to attend additional Security Awareness Training. Quarterly Training classes will be offered to cover new student hires. The Information Security Governance team will work with Records Management to initiate a University wide data analysis to assign, classify and secure the data appropriately. The University is already providing, via central IT, the ability to backup critical data to central storage. A risk/cost benefit analysis will have to be performed as it pertains to capacity as requests are made for storage, if the data is critical to the business needs of the University.

3.8 Social Engineering (Page 90)

We **recommend** that a formalized security awareness training program be developed and that this training must be made part of the employee new hire process in addition to being repeated at least semi-annually. The training must include education to the user on ways to identify potential social engineering attacks and how to properly respond.

University's Response:

The University concurs and this topic will be covered as part of the aforementioned Comprehensive Security Awareness Training Program.

WWU Information Security Program

John Lawson, Vice Provost/Chief Information Officer
Linc Nesheim, Information Security Officer

What is Information Security?

Confidentiality

Preventing the disclosure of information to unauthorized individuals, systems, or processes.

Integrity

Maintaining and assuring the accuracy and consistency of data over its entire life-cycle.

Availability

For any information system to serve its purpose, the information must be available and useable when it is needed.



FERRIS STATE UNIVERSITY
IMAGINE MORE
FSU

FSU Acts to Notify and Protect Those Potentially Affected by Data Security Incident

Ferris State University learned on July 23, 2013, that an unauthorized person gained access to a computer we use to open immediately shut down that server and hired a leading national cybersecurity firm to block any further unauthorized access. We have notified all unauthorized person actually viewed any reports from students in any way.



Stanford News

Home All News Faculty & Staff News For Journalists About Us

Stanford Report, July 24, 2013

Investigating apparent IT breach, Stanford update passwords

Stanford University on Wednesday evening, Randy Livingston, vice president for information technology, said the following:

"We are aware of an apparent breach of its information technology infrastructure similar to those reported by a range of companies and large organizations in the United States. The scope of the intrusion, but we are working closely with information technology to determine its source and impact. We are not aware of any personal information, personal financial information or Social Security numbers being accessed. Stanford does not conduct classified research."



42° F

THE SUN

HOME NEWS LOCAL SPORTS CRUIZES BUSINESS ENTERTAINMENT LIFE HEALTH OPINION MARKETPLACE SERVICES

Hacking incidents prompt universities to rethink balance between openness, security

Breaches hit at University of Maryland, Johns Hopkins and others




KOMONews.com 12

News Weather Traffic Sports Healthworks Communities KOMO 4 TV KOMO NEWS

90,000 patients affected by UW Medicine security breach

By KOMO Staff | Published: Nov 30, 2013 at 9:48 AM PST | Last Updated: Nov 30, 2013 at 9:21 PM PST

27 Comments | Print | Email

This letter is to inform you of a security breach at Harborview Medical Center and UW Medicine. We discovered this incident the following day and found that it had accessed your personal information. We then analyzed the malware activity and found that it had accessed your personal information. The data files exposed to the malware may have included your:

- Name
- Medical Record Number
- Other demographics (which may include address, phone number)
- Change amounts for services received at UW Medicine
- Social Security Number or HIC (Medicare) number
- Date of birth

We have no reason to believe that anyone was specifically seeking your personal information. We are aware of how important the privacy of your personal information is and we are offering one year of credit monitoring and recovery services. We are keenly aware of how important the privacy of your personal information is and we are offering one year of credit monitoring and recovery services. We are offering 12 months of credit monitoring and recovery services. We are offering 12 months of credit monitoring and recovery services. We are offering 12 months of credit monitoring and recovery services.

PLAY VIDEO

Officials at UW Medicine in Seattle are notifying about 90,000 patients that an October security breach compromised their personal information, Nov. 29, 2013.

SEATTLE – UW Medicine officials are alerting roughly 90,000 patients that their personal data was compromised in an October security breach.

Early last month, a UW Medicine employee opened an email attachment that contained malicious software. The malware then spread to the computer.

SANS Notice for One Week

Microsoft issues Fix it for critical IE Zero-day exploited in attacks

Microsoft has finally issued a security advisory addressing the IE zero-day that has been recently actively exploited in attacks in the wild, and has followed with a Fix it tool to temporarily mitigate the issue until a patch is released.

Reference: <http://www.net-security.org/secworld.php?id=16392>

New Adobe Flash Player Zero-day Exploit Leads to PlugX

Adobe released an out-of-band update addressing three critical vulnerabilities in Flash Player. Update APSB14-07 resolves 3 issues in Flash Player, a stack based buffer overflow, an out-of-bounds read vulnerability, and a double-free memory corruption vulnerability.

Reference: <http://blog.trendmicro.com/trendlabs-security-intelligence/new-adobe-flash-player-zero-day-exploit-leads-to-plugx/>

Major Apple security flaw: Patch issued, users open to MITM attacks.

Apple rushed the release of iOS 7.0.6 on Friday with a patch for a shockingly overlooked SSL encryption issue that leaves iPhone, iPad and Mac computer users open to a man-in-the-middle (MITM) attack.

Reference: <http://www.zdnet.com/major-apple-security-flaw-patch-issued-users-open-to-mitm-attacks-7000026624/>

February 27th, 2014

WWU's Risk Tolerance?

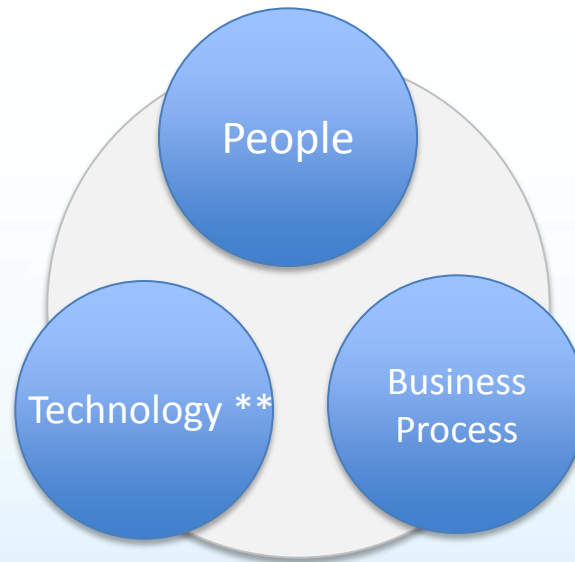
- SANS Institute
- ISC²
- REN-ISAC (Higher Ed Advisory)
- Educause
- NWACC
- InfoSec Offices @ WA edu's
- Directors and Chairs
- Local Technical Staff
- Academic Technology Committee
- End-Users



Information Security Office

Confidentiality, Integrity, Availability

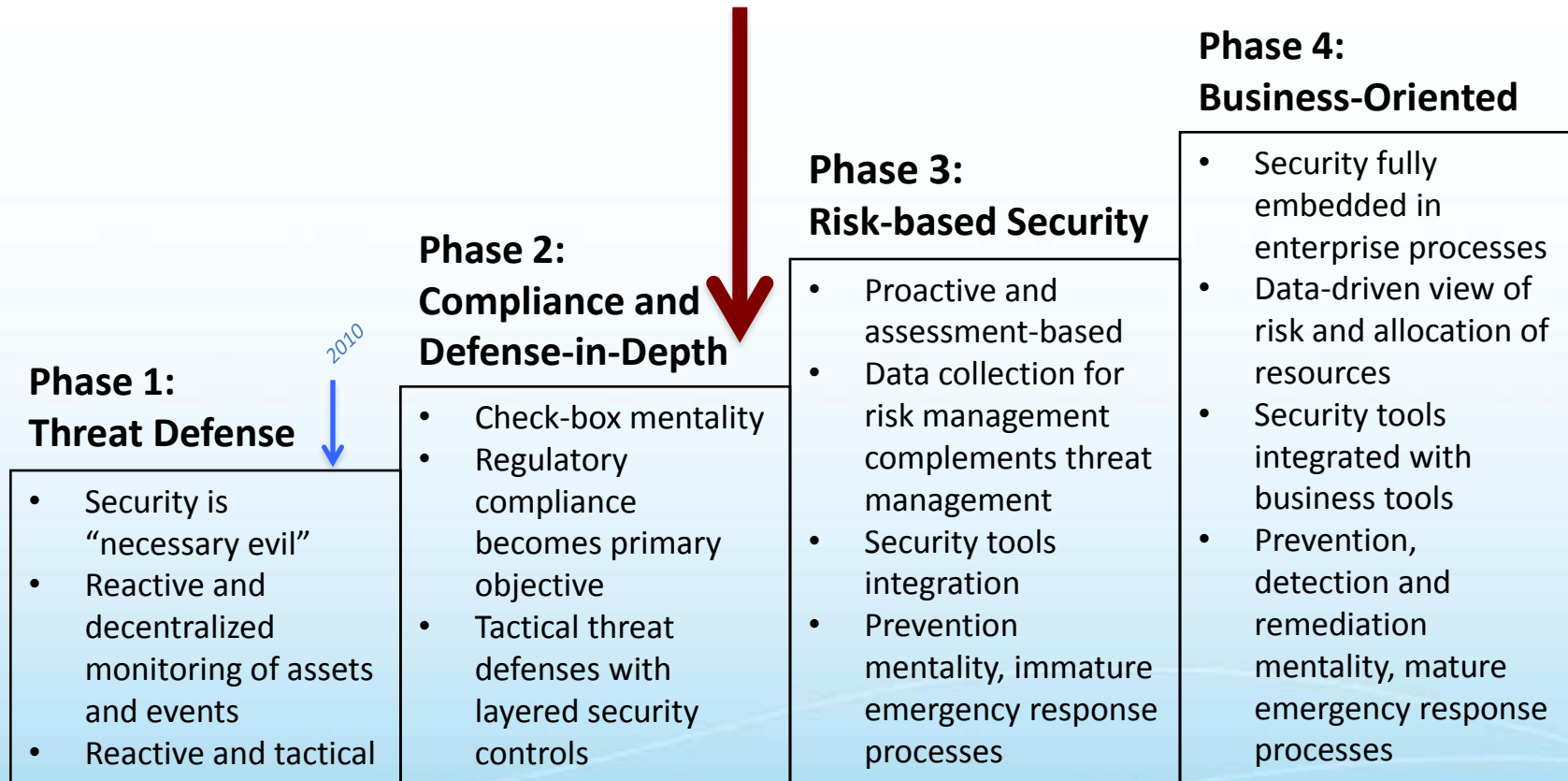
** too often the focus



“If you think technology can solve your security problems, then you don't understand the problems and you don't understand the technology.”

- Bruce Schneier, Computer Scientist and Cryptographer

Most organizations are here



Standards/Best Practices

- ISO – International Organization for Standardization
- IEC – International Electrotechnical Commission

ISO/IEC 27000 series - family of standards to help organizations manage the security of assets such as financial information, intellectual property, employee details, or information entrusted to you by third parties.

Key principle - requirements and **guidance** for an information security management system (ISMS).

Detail...

What's Next?

- Education, Awareness, Feedback
- Policies, Procedures, Standards, Guidelines
- Role Definitions
 - Data Owners
 - Data Stewards
 - Data Custodians
- Data Classification
- Risk Assessments
- Business Impact Analyses

Detail...

Summary

- Appetite for Guidance
- Balanced Approach – naivety vs. panic
- Executive-level support
 - set the bar
 - define the delegation
 - “culture” changes are difficult
- Governance – to help assign priority, commitment, and/or resources
 1. inconvenience – what is acceptable?
 2. cost – where should budget dollars be used?
 3. effort – how should work be prioritized?

Additional Discussion

Update – Discuss – Explore

- **Information Security Roles/Responsibilities Policy**
- Information Security Program
- Data Classification Definitions
 - Protection Standards
- Privacy Policy
- Acceptable User Policy
- Data Access Policy
- Minimum Device and Connectivity Standards
- Password Policy
 - Password Standards
- Security Requirement for Contractors/SaaS
- Encryption Guidelines
- Network - Security/Privacy Statements
- Messaging – Security/Privacy Statements
- Incident Management Responsibilities
- Business Continuity and Disaster Recovery Guidelines
- **Security Awareness Policy**

Data Governance

Data Owner vs. Data Steward vs. Data Custodian

Data Owner

- The 'data ownership' approach acknowledges that enterprise data is owned by the university rather than individuals, or silos, within the enterprise. This model is not practical and accountability for working with that data must be assigned to roles in the organization.
- Data ownership should be established with the top leadership of the organization. This ownership may be delegated through a formalized process.
- Local Relevance: Business/Division Vice Presidents

Data Steward

- The Data Steward role focuses on managing data content and the business logic behind all data transformations. Data Stewards are commonly responsible for data content, context, and associated business rules.
- Organizations have found that users have greater trust and usage rates in systems where they can contact a person with questions on each data element.
- Local Relevance: Banner 'Data Custodians' (*current term*)

Data Custodian

- The Data Custodians are responsible for the safe custody, transport, and storage of the data. This includes tasks such as documenting and disseminating administrative and operational procedures to ensure consistent storage, processing and transmission of WWU's data.
- Local Relevance: Vice Provost InfoTech/CIO for most administrative data; split between CIO and some Deans for academic data

Data Types + Ownership

- Business Data
- Transactional Data
- Academic Data
- Security Data
- Metadata
- Historical Data
- Temporary Data
- Other Types...



- Public Data
- Internal Data
- Sensitive Data
- Restricted Data

Information Security Program/Framework

- Security Policy
- Organization of Information Security
- Asset Management
- Human Resources Security *[student + employee]*
- Physical and Environmental Security
- Communication and Operations Management
- Access Control
- Information System Acquisition, Development, and Maintenance
- Information Security Incident Management
- Business Continuity Management
- Compliance

To be continued...

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

TO: Members of the Board of Trustees

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

DATE: April 4, 2014

SUBJECT: **Vice Presidents' Draft 2015-2017 Capital Request and 2015-2025 Capital Plan**

PURPOSE: Presentation and Discussion

Purpose of Submittal:

The following information is provided to the Board of Trustees as support documentation for presentation and Board discussion of the Vice Presidents' Draft 2015-2017 Capital Budget Request and the 2015-2025 Capital Plan.

The University's 2015-2017 Capital Budget Request and 2015-2025 Capital Plan will be brought to the Board for approval at the June 2014 meeting following review and comment by the campus community, University Planning and Resources Council (UPRC), and further refinement by the Vice Presidents and President.



2015-2017 Capital Request and 2015-2025 Capital Plan Drafts

Board of Trustees

April 4, 2014

CAPITAL PLANNING AND DEVELOPMENT PROCESS

The Capital Planning and Development Process was further refined this biennium after discussion with the Vice Presidents, University Planning and Resources Council (UPRC), a standing committee of the Faculty Senate, and stakeholders. Improvements incorporated into this biennium's process include:

- Starting in early summer to allow for discussion of the 2014 Supplemental Capital Budget request;
- Eliminating e-form submittals for major and intermediate-sized projects and updating e-form submittals for minor works to include evaluation criteria of the University's strategic goals and departmental six-year plans; and,
- Providing additional joint meetings with the staff and the Vice Presidents to allow time for gathering, development and presentation of comprehensive information and applicable data to help with decision making.

As with the previous biennium's process, the timeline was divided into two phases: **Phase 1** for Intermediate/Major projects greater than \$2,000,000, and **Phase 2** related to Minor Works requests of \$25,000 to \$2,000,000.

Phase 1

Phase 1 began in early July 2013. The Vice Presidents were asked to re-evaluate existing and submit new Major and Intermediate projects for consideration in the 2015-2017 capital request plan and 2015-2025 10-year capital plan with an emphasis on how they fit into the University's strategic plan and mission.

UPRC was consulted in early October 2013 to review and discuss project evaluation criteria for both Major/Intermediate and Minor Works projects. Status reports were provided to UPRC in December 2013 and January 2014.

The Vice Presidents presented the Major and Intermediate projects from their respective areas to UPRC in February 2014 in the context of pinch points and what needs of the University were being addressed by each project. The information presented to UPRC was dispersed to the campus community through *Western Today*, posted on the Facilities Development & Capital Budget website, and available by audiocast of the UPRC meeting.

Phase 2

Phase 2 began in early October 2013. Faculty and staff submitted Preservation and Programmatic minor works requests to their supervisors; the supervisors submitted those requests to the Planning Unit Leaders. The Planning Unit Leaders made their recommendations to their Vice President, and the Vice Presidents ranked and submitted

their divisions' minor works requests to the Office of Facilities Development & Capital Budget. Divisional priorities were merged into combined Preservation and Programmatic lists. Higher priority requests, which are most likely to make the final list of requests submitted to the State, were shared with the UPRC at their March 2014 meeting.

Over the last several months, the Vice Presidents have met and considered the information gathered by staff, discussion from the UPRC, and the strategic needs and goals of the University as refined through the six-year strategic plans, and developed their draft recommended 2015-2017 Capital Budget Request and 2015-2025 10-Year Plan (see Attachment A). This was presented to the UPRC at their April 2, 2014 meeting. Similar to the previous presentation to UPRC, this information was dispersed to the campus community through *Western Today*, posted on the Facilities Development & Capital Budget website, and available by audiocast of the UPRC meeting.

Based on input received from the Board, UPRC, the campus community and other input to the Vice Presidents, these recommendations will be refined and President Shepherd will bring the final 2015-2017 Capital Budget Request and 2015-2025 10-Year Plan back to the Board for their approval at the June 2014 meeting before its submittal to the Office of Financial Management in Olympia.

See Attachment B for an overview of the 2015-2017 projects listed in the 2015-2017 Capital Request and 2015-2025 10-Year Capital Plan.

DRAFT April 4, 2014

Vice Presidents Recommended Draft Capital 2015-2025 Plan		2015-2017	2017-2019	2019-2021	2021-2023	2023-2025
		Biennium	Biennium	Biennium	Biennium	Biennium
1	Minor Works - Preservation	15,000,000	15,450,000	15,900,000	16,400,000	16,900,000
2	Minor Works - Program	12,000,000	12,360,000	12,800,000	13,100,000	13,500,000
3	Carver Academic Renovation	73,000,000				
4	Environmental Studies Center Renovation & Addition for the Sciences	500,000	8,400,000	88,450,000		
5	IT Network Update	4,000,000				
6	2015-17 Classroom & Lab Upgrades	4,900,000				
7	Campus Wireless Upgrade	4,700,000				
8	CFPA Renovation and Addition (Revised Gateway)	Univ. Funded Pre-design	7,300,000	83,600,000		
9	University Support Offices Facility		9,900,000			
10	Access Control Security Upgrades		6,200,000			
11	2017-19 Classroom & Lab Upgrades		4,900,000			
12	Waterfront Land Acquisition		4,500,000			
13	Steam to Hot Water Conversion		415,000	4,750,000	48,000,000	
14	Southwest Campus Roadway Revisions - Phase 1		2,000,000			
15	Wilson Academic Renovation		Univ. Funded Pre-Pre-design	425,000	7,300,000	55,500,000
16	2019-21 Classroom & Lab Upgrades			4,900,000		
17	Fine Arts/Arts Annex Renovation				400,000	4,400,000
18	Old Main Renovation				400,000	3,500,000
19	Humanities Renovation					250,000
20	Ross Engineering Renovation					500,000
21	Phy. Plant Remodel					Pre-design 2025-27
Total/Biennium		114,100,000	71,425,000	210,825,000	85,600,000	94,550,000

Legend

Design &
Construct

Pre-design

Design

Construct

2015-2017 Proposed Major and Line Item Capital Projects

Carver Academic Renovation (Construction)

Carver Academic Renovation continues to be the highest ranking major capital project on the University's Capital request. The seismic and safety concerns and age of the systems within the building make this the highest priority for the University. This renovation will also begin to meet the critical needs for more instructional teaching and lab space for high student demand programs such as Community Health, Pre-Physical Therapy, Pre-Health Care Professions, and P-12 Teacher Education. Design funding was received in 2011-2013 however the legislature failed to fund construction in 2013-2015 and the 2014 Supplemental budget. The construction design documents are complete and we are ready to start construction as soon as funding is secured.

Environmental Studies Center Renovation and Addition for the Sciences (Predesign)

The draft plan recommends funding a predesign for Environmental Studies Center Renovation & Addition for the Sciences as the next priority for the campus after Carver. The predesign would examine and determine a best value solution for meeting both the preservation needs of the Environmental Studies Center (ES) and the programmatic needs identified in the Ira Fink and Associates, "Space Needs Assessment" for Huxley College of the Environment, and the College of Sciences & Technology.

Extensive renovation of the Environmental Studies Center has been on Western's 10-year capital plan for several biennia. With the University's increased emphasis on STEM education, the needs of STEM learning have intensified while ES's capacity to meet these needs has continued to diminish.

Information Technology Network Update (Design/Construct)

The Information Technology Network Update will replace undersized and outdated equipment in the Core Router Systems, Edge Security Systems, and Data Center Systems which will increase our ability to utilize available internet bandwidth; and provide enhanced data security.

It is essential that Western keep its network infrastructure systems up to date in order to provide the services necessary for the University to function technically and keep pace with ever changing demand. Technology advances continue to increase the ability of user operated devices to do more, thereby increasing the demand for infrastructure resources and bandwidth.

2015-17 Classroom and Lab Upgrades (Design/Construct)

As in the previous two biennia, this plan requests design and construction funding to renovate and re-purpose instructional space to support Western's evolving program needs. These performance based investments are based on factors such as: 1) the requesting departments' stated 'measurable outcomes', and 2) the instructional spaces' past and projected performance

relative to State utilization targets. The program is also used to re-purposing under-performing instructional space to serve Western's best interests.

Campus Wireless Upgrade (Design/Construct)

This request is for design and construction funding to provide ubiquitous wireless access throughout all academic and administrative buildings, and selected outdoor coverage in many campus areas. The proliferation of mobile devices and the need for wireless connectivity is one of the fastest growing areas of technology in the world today. Our campus is no exception and this has placed significant demand on our wireless network. Increased coverage and 'throughput' must occur as the wireless network is becoming more and more fundamental to our work and success. The Information Technology Network Update is required in order to have the necessary backbone in place to expand the Campus Wireless System.

CFPA Renovation and Addition (Revised Gateway)

This project replaces the Gateway Complex project the University received pre-design for in 2011-2013. It proposes the University self-fund a new more comprehensive pre-design that looks at how to renovate the Performing Arts Center (PAC) along with a more modest addition to the building rather than the original Gateway Complex.

Minor Capital Request Items

As in previous biennial requests, our Minor Works Preservation and Minor Works Program omnibus categories are for requests for projects ranging in size from \$25,000 to \$2,000,000. These projects are critical to our on-going capital program. Historically, the projects range from roofing replacements to exterior renewal to fire alarm upgrades to office renovations.

**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 4, 2014

SUBJECT: **Marketing Western through Video**

PURPOSE: Discussion Item

Purpose of Submittal:

Steve Swan, V.P. for University Relations and Community Development, will give a presentation to provide greater awareness of Western's use of video in marketing.

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

TO: Members of the Board of Trustees

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

DATE: April 4, 2014

SUBJECT: **Campaign Update**

PURPOSE: Discussion Item

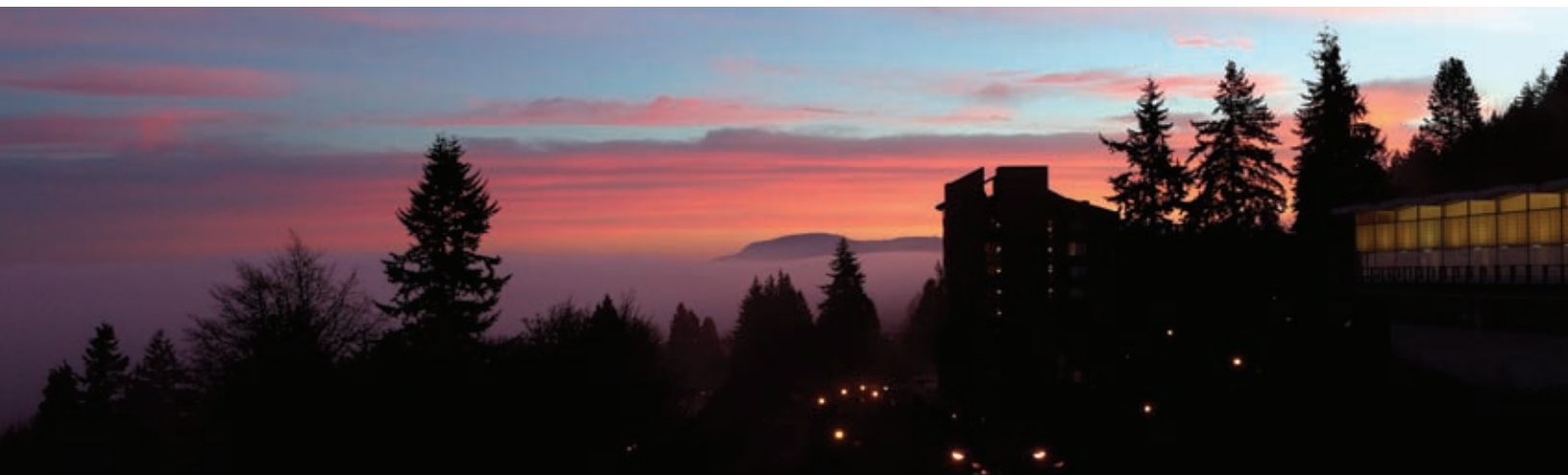
Purpose of Submittal:

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 Foundation

Annual Endowment Report

2013-2014



Dear Friends of Western,

The Western Washington University Foundation is pleased to support the outstanding faculty and students and is proud of the many recognitions Western continues to receive: the top national producer among public master's granting institutions for 2013 Fulbright Scholarship winners; recipient of the national 2013 President's Higher Education Community Service Honor Roll with Distinction award; and home to one of the nation's most successful NCAA Division II athletic programs.

Gifts to our endowment reflect a strong belief in higher education and the confidence in the Foundation's investment and stewardship of those funds. Through these gifts and the work of the Foundation's Governing Board, professional staff and investment managers, our endowment reached an all-time high of \$57 million at the end of 2013. We achieved an overall investment return of 15.6% for the fiscal year ending June 30, 2013. For the ensuing

six months ending December 31, 2013, the fund achieved continued growth with a blended return of 11.8%.

Prudent management of the endowment has generated strong returns, creating increased capacity for student scholarships, faculty support and program enrichment. As support for the University grows, so too does Western's reputation for providing the premier public undergraduate education in our state.

An investment in Western is an investment in the present and the future. From academics to athletics, faculty support to service learning, program enhancements to student life, endowments provide a consistent stream of support that we rely on to enhance the Western Experience. For today's students and the generations that will follow, endowments promise opportunity. Opportunities translate into the development of Western graduates

who will make an immediate impact on their chosen areas of expertise.

Western is Active Minds Changing Lives. The Western Washington University Foundation is proud to represent all of our donors who embrace and have committed so personally to this vision. Thank you for your support of Western and Go Vikings!



Dan Guy
President, WWU Foundation



Stephanie Bowers
VP, University Advancement
Executive Director, WWU Foundation



Chase, Teri, Allette & Cayden Franklin

Endowment Recognizes Outstanding Faculty

The Allette and Cayden Franklin Excellence in Teaching Award at Western's College of Business and Economics (CBE) recognizes faculty contributions to the art of teaching and the enhancement of student learning. The award is given to faculty members who have successfully designed and implemented a teaching-related activity or project to enhance student learning in the area of business and/or economics.

Chase Franklin is a 1986 CBE graduate with a degree in Economics. Following graduation, he worked at Microsoft for a decade and then founded Qpass, a pioneering technology company which specialized in providing the infrastructure for electronic payments. Franklin has great appreciation for the role his Western education played in his successful career and greatly values the highest caliber of teaching. "My wife Teri and I support Western and its continuing commitment to the power and positive impact great teachers can have on undergraduates. This award provides a framework for the rigorous evaluation of educators who demonstrate true innovation and excellence in teaching."

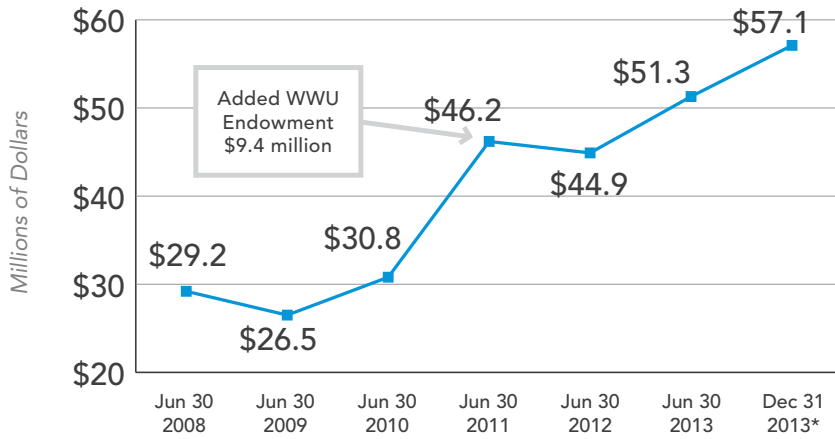
The 2013-14 recipient is Jason Kanov, associate professor of management.

"As an educator, I have a few aspirations that guide my teaching," wrote Kanov. "I want my students to be active and engaged learners who think deeply and critically about course material. I also want them to see the real-life implications of the concepts and theories I teach, and to take chances in applying what they learn to events in their daily lives. These aspirations are particularly appropriate in the large class I teach, Management 311 - Introduction to Management and Organizational Behavior, because one of my primary objectives is for students to develop practical competencies in working with and managing other people. It is not adequate that students simply learn about something - what also matters is the extent to which they develop an understanding of what to do with what they learn."

Since its inception in 2002, 16 CBE faculty have been recognized for teaching innovation through this award.

Performance Charts for WWU Foundation Endowment

TOTAL ENDOWMENT ASSETS UNDER MANAGEMENT



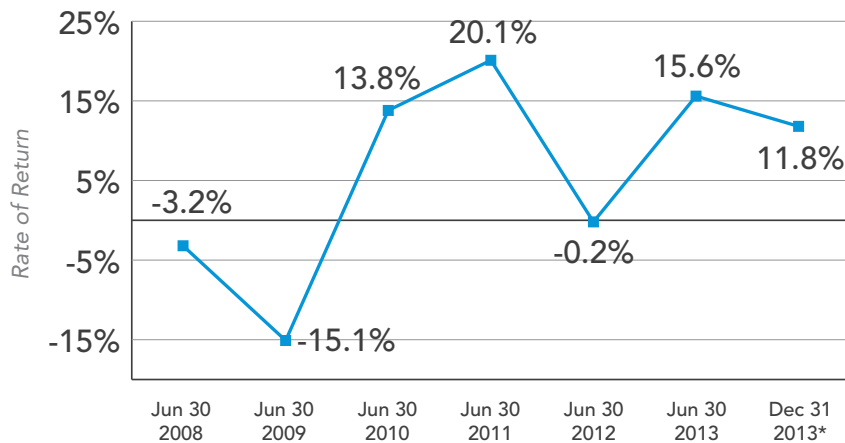
For the fiscal year ended June 30, 2013, total endowment assets under management grew by \$6.4 million to \$51.3 million.

This outstanding growth is attributable to solid investment performance, combined with contributions to the fund that exceeded \$2.2 million.

In addition, during the most recent six months ended December 31, 2013, the fund grew by an additional \$5.8 million to \$57.1 million (unaudited).

Total endowment assets under management includes assets owned directly by the Foundation, as well as endowed assets managed by the Foundation on behalf of the University.

ENDOWMENT FUND RETURNS



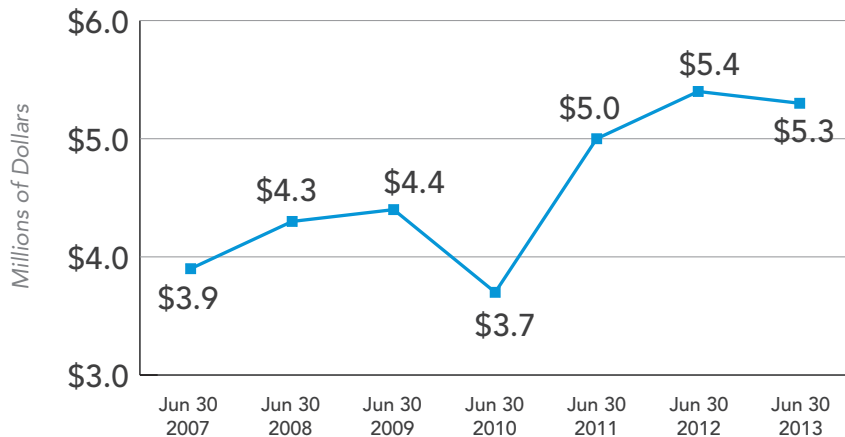
The Endowment is invested in a mix of stocks, bonds, real estate and alternative investments designed to maximize returns while also mitigating downside risk.

For the fiscal year ended June 30, 2013, the fund achieved an overall investment return of 15.6%.

Much of this growth is attributable to the strong performance of the US equity markets during the year, coupled with a significant allocation of the fund's investments into US-based assets.

For the six months ended December 31, 2013, the fund continued to enjoy solid growth with a blended return of 11.8%.

VALUE OF GRANTS AND SERVICES PROVIDED TO THE UNIVERSITY



This chart reflects the value of all grants and services provided to the University from all sources, including the endowment fund.

The chart displays the overall trend of increasing support to the University over the past seven years.

Sources – Western Washington University Foundation Audited Financial Statements

All dates reflect the fiscal year July 1 – June 30, except for December 31 dates which reflect six months only.

*All December information is UNAUDITED.



Scholarship Recognizes First Generation Students

In 2003, the children of Conant (Connie) Dodge created the Conant Dodge Memorial Scholarship endowment at Western in memory of their father. Conant was the son of a blacksmith and grew up in rural Pennsylvania. Out of seven children, he was the only one to complete a four-year college degree, so he instinctively instilled a deep belief in the power of education in his own children and grandchildren. Over his lifetime he helped fund many college degrees, not only for family members, but also for others who did not have the necessary resources to pursue their dreams of higher education.

The scholarship was established to assist first-generation-to-college students admitted to Fairhaven College of Interdisciplinary Studies. One of Dodge's children, Marie Eaton, is the former dean of Fairhaven and a current faculty member. Along with her brothers Wayne and Bruce, and their partners, the family created the endowment with the hope that these students might begin a legacy like Conant's in their own families.

Over the past decade, 27 students have received the Conant Dodge Memorial Scholarship. "For a first generation student of color like me, the opportunities that college presents do not seem like a reality," wrote Christian Correa. "My family can hardly fathom the idea of a place that allows you to be who you want to be. In my four years here, it is not only the contribution of dollars that make a difference, but also the example set forth for students like me."

When the Dodge family created the award, it was their hope that, much like their father's life-long commitment to education, it would be like a pebble dropped into a pool, forming waves that spread out to touch many lives.

"My long term goals include work for the special needs community," said recipient Maria Christina Zecha. "Although I hope that any work I do in life involves advocacy, I have found a very joyful place working with the Max Higbee Center (a community recreation center in Bellingham that provides programs for teens and adults with developmental disabilities). It is making me rethink the meaning of 'success'. I have spent many years believing that success entails climbing a career ladder, bringing home a sizable paycheck and being able to assert myself

to the outside world as a professional. Certain aspects of all of those things are important to me (challenge in the work place, financial stability, confidence among my peers), however, my work at Max Higbee and the encouragement I have received from the community at Fairhaven have made me realize that those are not the only components of success."

"I want my work to be personal, to be humane in nature, and to include connections with other people. I want to laugh on a daily basis while also feeling like I advocated for someone in a way that was honest and humble."

A pebble creating ripples which impact the lives of many.



Christina Zecha, Marie Eaton, Christian Correa,
Maria del Rosario Corona Horta

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Sherry Burkey, Associate Vice President for University Relations and Community Development

DATE: April 4, 2014

SUBJECT: **Olympia Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Sherry Burkey, Associate Vice President for University Relations and Community Development, will give an update on the 2014 legislative session.



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

Just before midnight on Thursday, March 13, the 2014 Washington State Legislative Session adjourned, marking the first time in several years the legislature has not needed a special session to finish their work.

Operating budget: The 2014 Supplemental Operating Budget was often described by Rep. Ross Hunter, chairman of the House Appropriations Committee, as “modest.” With revenues somewhat neutral (neither markedly up nor down), the legislature didn’t have the capacity to make significant investment in many areas. For higher education, the budget included \$25 million for the Opportunity Scholarship, \$5 million for the State Need Grant, and several small institutional investments. In last year’s budget, Western, the University of Washington and Washington State University received funding for Computer Science and Engineering expansion. This year, Central Washington University and Eastern Washington University received some funding for that same purpose.

The final operating budget passed the House of Representatives by a vote of 85 to 13, and passed the Senate by a vote of 48-1.

Tuition: The budget also includes language extending the tuition freeze through next year. While Western already had verbally committed to keeping tuition next year at a zero percent increase, some four-year institutions in the state were hoping to raise tuition between 5 and 7 percent.

Carver Academic Facility Project: For the first time since 1994, the legislature adjourned without adopting a capital budget. Prior to the session, the Governor’s proposed capital budget included \$5 million to begin the construction phase for Western’s Carver Academic Facility project. Western has already received money for and completed the predesign and design phase of the building project. The House and Senate capital budget proposals each included \$5 million for Carver as well. Unfortunately the House and Senate budgets were far apart in several other areas and an agreement could not be reached on a final capital budget, meaning those funds will not be appropriated for the Carver project this year.

The complete Carver project is roughly \$70 million, and this will remain a top priority for Western heading into the 2015 Legislative Session. The inclusion of the money to begin a portion of the construction in this year’s budget proposals was a positive sign, and a result of the strong work by Western students, staff, faculty and other advocates to make legislators aware of the need to stop delaying this critical project.

The volume of higher education bills that made it through the legislative process this year was relatively low; however, several pieces of important legislation were able to pass both the House and Senate.

Real Hope Act: One of the most noteworthy pieces of legislation to pass the legislature this session was SB 6523, The Real Hope Act (Majority Coalition Caucus version of the DREAM ACT). This bill was a high priority for the higher education community, and passed both the House and Senate with a bipartisan vote, paving the way for generations of students to access the State Need Grant and pursue a college education.

Efficiency legislation: Another win this year was passage of the COP yearly efficiency legislation. Sen. Barbara Bailey sponsored the bill in the Senate and Rep. Mia Gregerson sponsored the bill in the House. The legislation contains several provisions that create efficiencies and cost savings at specific institutions. Of the most interest to Western is a provision relating to our capital budget, specifically dealing with minor works projects. The provision moves the threshold for a project to qualify from \$5 million to \$10 million, creating a less onerous and far less expensive process for completing projects that cost less than \$10 million.

Veterans: Two priorities for veterans passed the legislature this year. The first bill, SB 5969, sponsored by Sen. Steve O’Ban, requires public institutions of higher education to adopt a policy to award academic credit for prior military training courses or programs. The second bill, SB 5318, sponsored by Sen. Barbara Bailey, removes the one-year waiting period for veterans or active members of the military to receive in-state tuition.

2015 Session: Looking ahead to next session, Western will continue bringing proposals to the legislature that build on our considerable strengths to serve the needs of the state of Washington. Budget leaders face significant challenges as they look to meet the requirements set forth in the McCleary decision, which may require \$2 - \$4 billion in new funding for K-12 education in order to meet the state’s constitutional mandate to provide for basic education as defined by the state Supreme Court.

The 2015 Legislative Session will convene in January.

**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 4, 2014
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 on behalf of Vice President Eileen V. Coughlin

DATE: April 4, 2014

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

PURPOSE: Information Item

Purpose of Submittal:

To provide a programmatic and fiscal report to the Board on the University's Housing and Dining System.

Supporting Information:

See attached.

WESTERN WASHINGTON UNIVERSITY ENROLLMENT & STUDENT SERVICES

Mid-Year Housing and Dining Report March 2014

EXECUTIVE SUMMARY	3
APPENDIX I: Occupancy and Demographics	4
Appendix II: Financial Performance	5
Appendix III: Residential Education	6
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University Residences Staff

WESTERN WASHINGTON UNIVERSITY
Student Affairs
Mid-Year Housing and Dining Report
March 2014

EXECUTIVE SUMMARY

Western's Residential Communities — Active Minds Changing Lives: The residential communities are intentionally designed to actively engage new first year, transfer, returning and international students in their learning and success, making friends and personal connections; to become more responsible adults in diverse and inclusive communities fostering leadership, sustainability, social responsibility, and civic engagement.

OCCUPANCY (Appendix I)

- Fall opening occupancy was 4,076, an increase of 13 over last year and is expected to meet or exceed the Housing and Dining Fiscal Principle of 90% average annual occupancy.
- The composition of 93% of new first year; 32% of new transfers and 33% students-of-color living on campus were all slight increases from the prior year.
- Fall term attrition was 3.4%, a 13% improvement over fall 2012.

HOUSING & DINING SYSTEM FINANCIALS (Appendix II)

- The system is projected to be on budget for 2013-14 and to meet all the Guiding Fiscal Principles.
- Year-to-date net operating revenues are up 2.4% base on a revenue increase of 3.7% and operating expense increase of 4.7%.
- System net revenues, which incorporate non-operating expenditures and transfers, decreased by 54%, driven by increased allocations for renovations and transfers to the capital plan.

RESIDENTIAL EDUCATION (Appendix III)

- Residential students engaged in two facilitated discussions with resident advisors. Participation was 95% for roommate relationships and 93% for academic success.
- Continued active collaborations to support students at risk for financial and academic difficulty.
- Engaged in activities to promote diverse and inclusive communities.
- Most conduct activity was within a typical range.

RESIDENTIAL FACILITIES

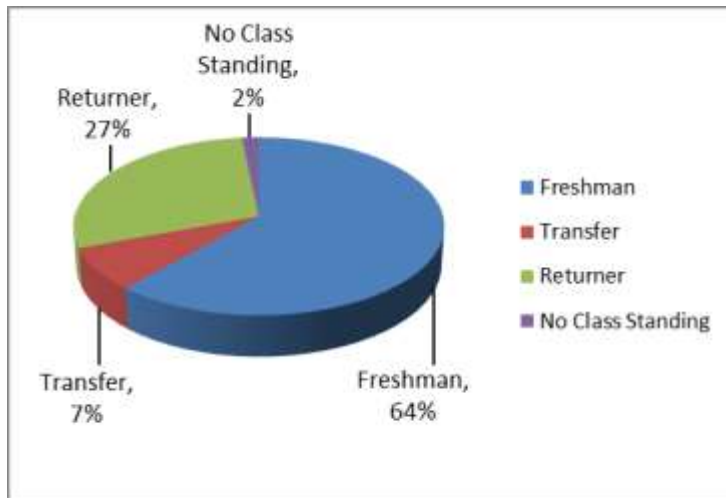
- Scheduled capital plan projects were completed, including Mathes and Ridgeway Alpha sprinklers and the move of the Fairhaven Commons dishroom.
- Began design work on Nash renovation & sprinkler project and Buchanan Towers mechanical room renovation, and completed building improvements: heat exchanger replacements, carbon monoxide detectors (Birnam Wood), and various furniture and window cover replacements.

UNIVERSITY DINING SERVICES (Appendix IV)

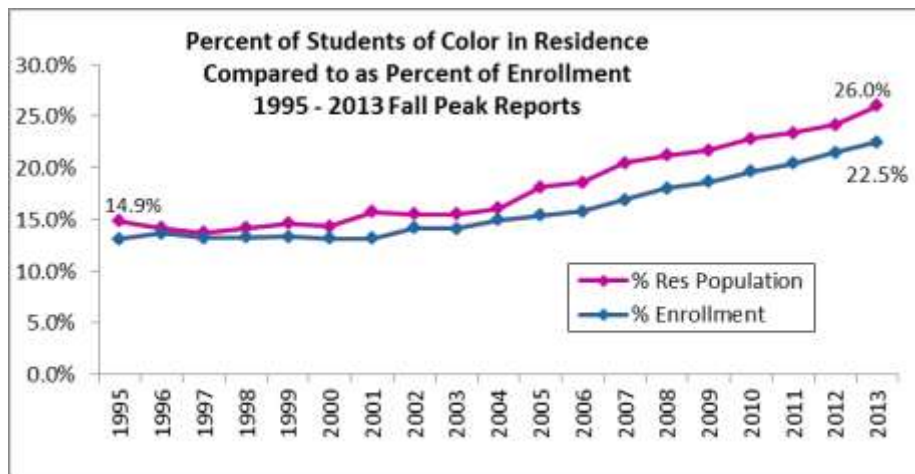
- Off-campus meal plan membership increased by 32 or 5% over last fall quarter.
- Completed renovation of the Fairhaven Commons serving area.
- Continued with enhanced sustainability-focused activities.

APPENDIX I: Occupancy and Demographics

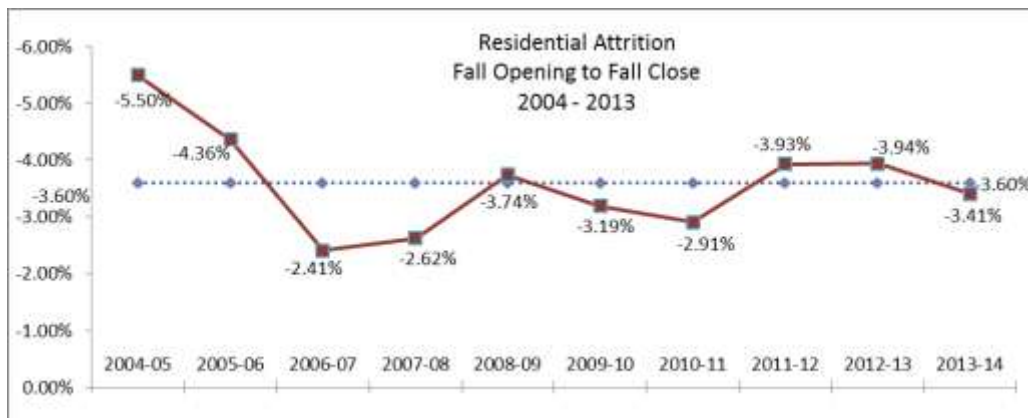
- The mix of students living on campus is consistent with the long-term historical trend.



- The percent of students-of-color in campus residence rose slightly and remains a touch higher than the percent enrolled.



- Attrition fall opening through winter break was 3.41%, lower than fall 2012 and slightly better than the 10-year average of 3.60%.



Appendix II: Housing and Dining System Financials (through December 2013)

Summary

	<u>Change from Previous Year (Adjusted #'s)</u>	
+Revenues	Up \$ 733,810	3.7% Increase
<u>-Less Operating Expenses</u>	<u>Up \$ 530,386</u>	4.7% Increase
=Net Operating Revenues	Up \$ 203,424	2.4% Increase
<u>-Less Non-Operating Expenses</u>	<u>Up \$1,050,285</u>	15.3% Increase
=System Net Revenues	Down \$ 846,861	54.4% Decrease

Year-to-Date Revenues

- Total system revenue to date (including student fees, conference and one-time revenues) was 3.7% greater than the prior year.
- Room and resident meal plan revenue through December 2013 was 3.6% higher than the prior year driven by a 3.0% rate increase and increase of 7 students for the fall quarter average occupancy, and improved retention.
- Sales of meal plans sold to students living off campus increased by 14.5%.

Year-to-Date Operating Expenses

- Total system operating expenditures to date increased by 4.7%.
- Food costs are 2% higher
- Total utility expenditures increased 0.6%.
- Maintenance costs increased 6% due to increased recharge costs and additional reactive maintenance.

Net Operating Revenues

- Year-to-date net operating revenues are 2.4% higher than last year. Net operating revenues for the full fiscal year are projected at budgeted levels.

Non-Operating Expenses

- Year-to-date non-operating expenses increased 15.3% due to increased facility major repairs and renovations. The larger projects included Mathes and Alpha fire sprinklers and remodel of the Fairhaven Commons dish room.

APPENDIX III: Residential Education

At-risk student support

- Re-assigned some responsibilities of support personnel to provide one-on-one interventions with residential students in financial crisis.
- Partnered with other Enrollment and Student Services offices in outreach discussions involving residential students performing below University Fall 2013 academic standards.

Residence Education

- 95% of residents participated in roommate dialogues (avg. 35 minutes) facilitated by RAs. They learned about themselves and each other by sharing who they are, what their past living situations were like, and their preferred communication styles.
 - 85-90% of survey respondents continued reflecting on these topics afterwards.
- 93% of residents participated in an individual Academic Transitions conversation (avg. 32 minutes) with RAs about why they chose to go to college, how they define academic success, and if their current academic performance is congruent.
 - 90-91% of survey respondents continued reflecting on these topics afterwards.
- Developed student leadership learning outcomes and assessment rubric for hall councils, RHA and NRHH.

Collaborations

- Partnered with EOO, CASAS, and Dean of Students office to ensure potential victims of sexual harassment/assault are made aware of available resources & reporting options.
- Partnered with Prevention and Wellness services to provide educational programming on rape/sexual assault, alcohol/drugs, personal wellness, etc.
- Partnered with Counseling Center and CASAS to provide mindfulness skill-building for residence life professional staff in order to improve ability to engage more effectively with students, parents and other staff.
- Adjusted internal operations to accommodate expanding Viking Launch to Kappa Hall

Diverse and Inclusive Communities

- Sponsored 43 students to attend the Ethnic Student Center conference.
- 3 staff accepted roles as advisors to ESC clubs
- Collaborated with Admissions and Woodring to sponsor the Migrant Youth Leadership Conference.
- Provided in-kind catering assistance year-to-date to 6 Ethnic Student Center organizations for student and community heritage dinner celebrations, totaling \$8,000.

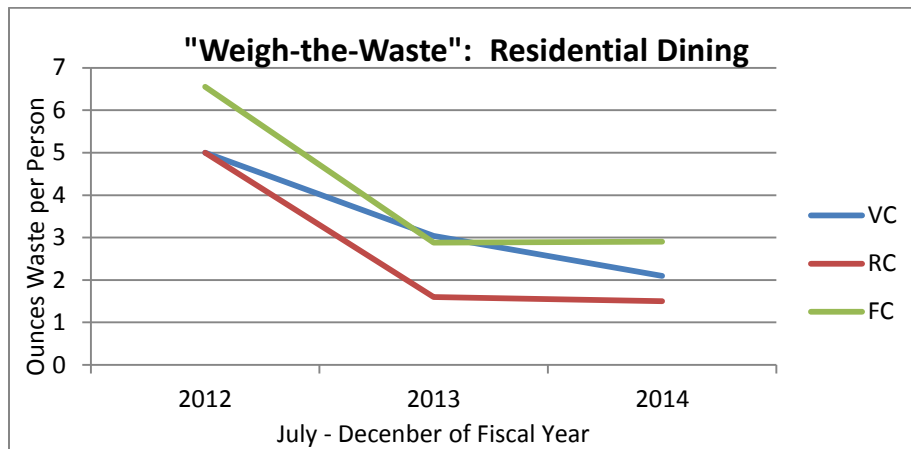
Conduct

- Professional staff respond quickly to every potential policy violation; students typically receive notification of conduct meeting the following business day.
- Student staff and hall councils provided “late-night programming” every weekend in an effort to reduce behaviors involving alcohol and other drugs.
- The number of students with an alcohol violation, drug violation, and who have been involved in more than one conduct incident remains steady

	Fall '13	Fall '12	Fall '11
Alcohol	140	135	177
Drug	103	85	97
Multiple incidents	29	13	40

APPENDIX IV: University Dining Services

Continued progress with sustainability efforts



Programs & initiatives

- Implemented "Healthy for Life" – a comprehensive health and wellness program – in all residential dining locations.
- Partnered with International Studies program to host first Global Gourmet dinner highlighting cultures of Western's international students.
- Support and participation in Whatcom County Farm-to-Table trade meeting, Sustainable Connections, and NW Agricultural Business Center.
- Expanded efforts to move toward zero waste in the three dining halls (production side)
- Food System Working Group formed to develop plan to move the "Real Food Challenge" goal past the initial "20% by 2020" benchmark

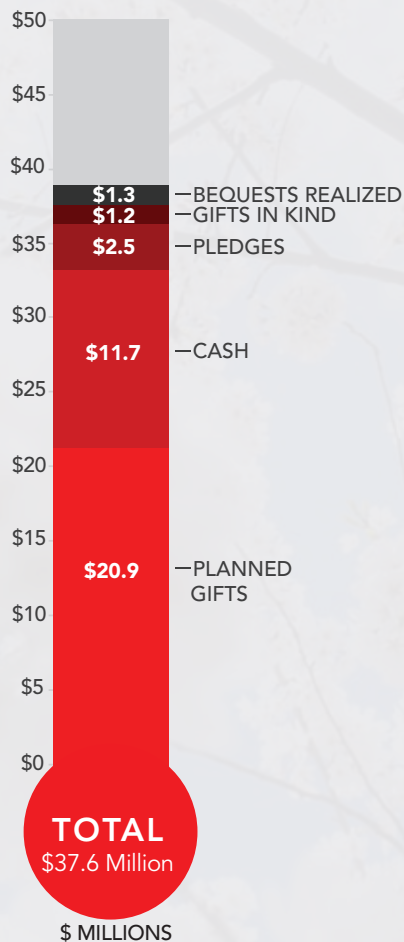
UNIVERSITY ADVANCEMENT REPORT

APRIL 2014



The following report illustrates the focused efforts of the Division of University Advancement to develop relationships to secure and steward financial resources, which advance Western. Working with key University personnel and volunteers, including the WWU Alumni Association and Foundation boards, we have created opportunities for alumni, students, parents, faculty, staff and supporters to engage with the Western community in our growing spirit of philanthropy. This excitement, activity and awareness of what makes WWU unique is laying the groundwork for a successful Western Stands for Washington campaign.

CAMPAIGN RESULTS THROUGH FEBRUARY 28, 2014



ADVANCEMENT FAST FACTS

JAN. 1 – FEB. 28, 2014

The Western Stands for Washington Campaign has already brought in more than \$4.6 million in gifts this fiscal year, including **\$4.2 million in cash gifts, which is the highest cash year since 2008**. We are well on our way to having the biggest cash year ever!

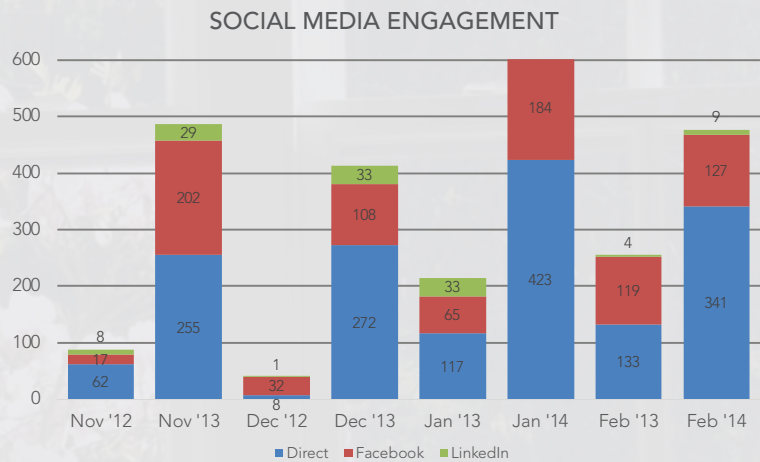
Over the past two months, we have secured **10 major gifts totaling \$437,000**.

We have increased our **Alumni Association membership** to 3,231 members, up from 3,147 in the last report.

GROWING AWARENESS

We are excited to report that we've reached an email open rate of 18% for both January and February of 2014, which is 2% higher than all previous years and above the industry standard.

Social media continues to be the largest growing marketing tactic across all industries, and as you can see from our numbers, higher educational institutions are no exception. As we continue to grow audiences on our three main platforms, we also see increases in engagement (clicks/shares/comments) from users on all three: Facebook, LinkedIn and Twitter (shown to right as "Direct" from our Hootsuite publishing tool.)



ENGAGEMENT METRICS



698 ASK!
VOLUNTEER STUDENT
MENTORS

312
ATTENDEES AT
6 ALUMNI
EVENTS



ON WESTERN
WEDNESDAY,
FACULTY, STUDENTS
— AND STAFF —
CONSUMED
12 VATS
— OF THE —
WOODS COFFEE

— WE HELD —
159
IN-PERSON
MAJOR GIFT
VISITS
— AND MADE —
9 MAJOR GIFT
SOLICITATIONS



ENGAGEMENT EVENTS FROM JANUARY – FEBRUARY, 2014



Austin Jenckes ('10)

WWU alumnus and Top 10 Finalist on NBC's "The Voice," Austin Jenckes ('10) spent Friday, January 10th on campus with students and faculty and performed a concert at our Performing Arts Center that evening.

We celebrated the grand opening of Sona Creamery, the only creamery and wine bar in the Washington D.C. area, with a special Western in DC reception. Owned by WWU alumna Gen O' Sullivan ('00), Sona Creamery played host to a packed room of new and familiar faces at Western. Special guest Steve Hollenhorst, dean of Huxley College of the Environment, provided an update on Western happenings and mingled with guests, who stayed past 10:30 p.m. despite the event "ending time" of 8 p.m.

Western held its Annual Scholarship Luncheons in Seattle on February 13 and on Western's campus on February 26 and March 13. These luncheons bring together donors who generously support scholarships with students who benefit from that generosity. The students gain a deeper and more personal understanding of philanthropy. These events are a vital component in building a culture of philanthropy on Western's campus.

The Seattle luncheon (photo on last page) featured student speaker Leah Wood, recipient of the Willis Ball Memorial Scholarship, which honors the first African American graduate of Western. Leah will graduate from the Community Health Program upon completion of her internship this summer, providing health and art education at Jhamtse Gatsal, a school and community for at-risk Tibetan children in the mountains of Arunachal Pradesh, India.

The Bellingham scholarship luncheons featured student speakers Jordyn LeBlonde and Thuzong (Tuz) Xiong.

Jordyn is a senior majoring in marine biology with minors in environmental science and chemistry. She is a recipient of many scholarships, including the June and Charles Ross Scholarship, the Wilson Engineering Scholarship and the Bowman Family Distinguished Scholars in Leadership. Jordyn joined Jo Ann Bowman at her table, where Jordyn had the opportunity to tell JoAnn that receiving the Bowman scholarship four years earlier played a vital role in her decision to attend Western.

Tuz is a senior majoring in economics and political science and recipient of the US Bank Minority Scholarship and the Harold and Lyla Lant Scholarship. Tuz was excited to share that after walking in the Commencement Ceremony on March 22nd, he has his choice of eight law schools where he has already been accepted.

In a slightly less formal event, alumni, faculty and students headed to Whistler B.C. for three nights over the Valentine's/President's Day holiday weekend. The group that attended this sold-out event gathered together at several Alumni hosted events, but also had time to enjoy the slopes, watch some Olympics from the location of the last Winter Olympics and network with Vikings of all ages.



Alumni members Al and Camille Kariya, and Janis and Carter Pock enjoying dinner in Whistler, B.C.

While part of Western was in BC for some snowy fun at Whistler, other fans and friends joined WWU Alumni Association's pregame party and cheering section as our men's basketball team took on Seattle Pacific University in Seattle. The pregame party at Hale's Ales sold out and included Vice President Stephanie Bowers, Interim Athletic Director Steve Card and a number of distinguished guests. The game was a buzzer-beater and rolled down to the final exciting seconds as SPU narrowly defeated WWU (91-88.)

ENGAGEMENT CONTINUED...

The weekend following SPU, Viking basketball fans attended the Western vs. Central pregame party and game in Carver Gym. Alumni, faculty, staff, Presidents Society members and the community came together at an Alumni-sponsored event featuring drinks and appetizers before the biggest game of the year. The party reopened at half time for guests to connect over the excitement of the game before returning to their seats to witness one of the greatest finishes in WWU history – 11 points in the final minute scored by senior Richard Woodworth, including the buzzer beating half court shot for the win.

WWU Alumni Association provided another family outing for alumni in the North Puget Sound region at the final home game of the year between two local rival hockey teams: the Everett Silvertips and Seattle Thunderbirds. Fifty-three alumni, parents, students and guests took advantage of group pricing provided to them by their university to cheer on their favorite team.



Western Washington University Vikings love to curl! Curling in Canada on March 1st marked the sixth consecutive sell-out of this unique and fun event, with additional excitement added due to this year's Winter Olympics. Thirty guests from as far away as Corvallis attended this event including alumni and parents. The Alumni Association will continue to host this event as long as it continues to sell out. The next one will be available in October and guests are already inquiring about it.

We greeted the New Year with excitement and momentum as Western alumni, family, friends and supporters attended our sold-out WWU Court of Dreams Night at the Portland Trail Blazers. All 65 reserved tickets were purchased by Western supporters who enjoyed a captivating NBA game together. After the game, the WWU group had the unique opportunity to play a few games of bump and a scrimmage on the same court where they just watched the pros play. It was a great opportunity to connect with Western supporters in the greater Portland area.

WWU Alumni's "Traveling Professor Series" continues to draw interest as evident by the latest talk by world-renowned professor Dr. Ira Hyman in Anacortes on March 5th. Dr. Hyman shared research conducted with the help of his psychology students, including the study examining inattention blindness – being oblivious to your surroundings while using a mobile device. Alumni, parents and donors from Whatcom and Skagit county attended the discussion, which included a dinner reception.



UPCOMING EVENTS

APRIL 5 – Dedication of the Dr. Les Spanel Planetarium

APRIL 23 – “Perfect Your Pitch” student/alumni mentoring sessions

APRIL 24 – Dedication of the EY Global Center in the College of Business and Economics

APRIL 26 – Alumni Board Meeting in Seattle

MAY 15 – Alumni Awards Celebration Dinner

MAY 16 – Foundation Board meeting

MAY 16-18 – Back2Bellingham Alumni & Family Reunion Weekend

MAY 21 – Old Main Society Lunch on campus

MAY 21 – Reception in Seattle for accounting professionals, hosted by the Vikings in Puget Sound committee at Deloitte

JUNE 11-12 – Senior Celebration

JUNE 13 – Outstanding Graduate Awards Ceremony

JUNE 14 – June Graduation

JUNE 16-17 – Foundation Board Annual Planning Session

JUNE 20 – Alumni Board Meeting on Campus

WHY WE DO WHAT WE DO...

After 17 years of faithfully sending in his \$100 annual gift, 1954 WWU graduate Donald Jangard created a scholarship endowment to honor his late wife, Lynn, with a gift of \$50,000. The scholarship will support a Woodring College student. Don's son, Paul Kays, then matched his father's generosity with a gift of his own.

The goal in the Annual Giving program is to acquire and steward donors and it often takes years for a donor to decide to move from one giving threshold to the next. For the past 11 years, Christine Wright has sent in her \$100 contribution; this year Christine increased her \$100 commitment to a \$1,500 President's Society level gift.

Siblings James Morgan and Mary K. Morgan started a scholarship endowment using \$40,000 from the sale of their late parents' home. Their parents, Barbara ('52) and John Morgan ('53), met at Western. They believed strongly in higher education and all four of their children went on to college – some to get advanced degrees. James and his sister wanted to honor their legacy by starting a scholarship at Western.



"As my time at Western draws to a close and graduation steadily approaches, I am still not sure of what the future will bring. However, I am not afraid. I am proud and honored to consider myself a member of the Western Washington University community, a community that has gone above and beyond to see its students succeed and to give back to its members. Like the tightly woven strands of a rope or fingers interlaced in a handshake between friends, there is incredible power in this togetherness, and I am of the firm belief that this is what sets our university apart in producing future leaders and conscientious citizens of this world. On behalf of the entire Western community and the other students in this room, thank you for believing in us."

– Leah Wood at the Seattle Scholarship Luncheon. Wood is a recipient of the Willis

Ball Memorial Scholarship, in honor of the first African American graduate of Western. This scholarship supports minority students majoring in Physical Education, Health and Recreation.

NEW FACES IN ADVANCEMENT

The Annual Fund team welcomed two new staff members in January. Sheryl McCrary joined us as our Assistant Director of Annual Giving & Membership. Sheryl is a 2010 WWU graduate and comes to Western from Domestic Violence and Sexual Assault

Services of Whatcom County. Sheryl will oversee all of the Foundation's direct mail solicitations and implement new strategies for renewing and recapturing donors and Alumni Association members.

Jonathan Dymond accepted the position of Assistant Director of Annual Giving, Phonathon following his December 2013 graduation from

Western. He directs the Phonathon program and manages a staff of just under 50 student employees. Jonathan is well suited for his role as he worked as a Phonathon caller for three years while a student. The phone program makes more than a quarter million dials each year and raises more than \$325,000 from alumni, parents and friends.



**Capital Program Report
Board of Trustees
April 4, 2014**

MAJOR/INTERMEDIATE CAPITAL PROJECTS

• **Carver Academic Facility Renovation**

A 2014 Supplemental Capital Request was submitted to the state for construction phase funding. While the \$5,000,000 request was included in the Governor's Supplemental Budget and listed in both the House and Senate budgets, the Supplemental Budget Session ended without the legislature approving a capital budget. The University will submit a construction phase budget for the Carver Academic Renovation in the 2015-17 biennia. Construction activities are on hold until Western receives funding.

• **Multipurpose Field**

The general construction contract for the field civil work, including retaining walls, fencing, bleacher seating, and restroom building is substantially complete. The installation of the artificial field E-layer underlayment has begun by AstroTurf and installation of artificial surface is scheduled to begin in April and be complete in May.

• **Nash Hall Renovation**

The University contracted with CDK Construction Services, Inc. to perform the scope of work that includes selective demolition, hazardous material abatement, installation of new fire suppression systems, seismic upgrades, and related new construction in public areas and dorm rooms. Construction for Phase I to proceed on June 16, 2014 and be substantially complete by August, 27, 2014.

• **Haggard Hall Digital Media Commons**

The scope of the project is to 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 is currently in the schematic design phase. A construction contract is scheduled to be brought to the August Board meeting for approval. Construction is scheduled for Fall Quarter 2014, to be operational by Winter Quarter 2015.

• **Ridgeway Kappa Renovation**

The University contracted with CNJA Architects to design the scope of work that includes selective demolition, hazardous material abatement, installation of new fire suppression systems, installation of new automatic central fire alarm system, replacing windows, seismic mitigation, and replacement of interior finishes as required to accommodate the new work. Construction is anticipated for Spring Quarter 2015.

OTHER SMALLER PUBLIC WORKS PROJECTS

• **Wilson Clay Tile Roof and Multiple Roof Replacements**

The Office of Facilities Development and Capital Budget has designed the scope of work that includes replacement of the tile roof and addition of thermal insulation on Wilson Library, and replacement of ballasted roofs with single-ply assemblies on the Parks Hall and Fine Arts buildings. Bid opening was held on March 19, 2014. A construction contract has been submitted to the Board at the April meeting for approval. Construction is scheduled for summer, and is scheduled for completion by Fall Quarter 2014.

- **Replace Steam Piping at Ridgeway Complex**

High pressure steam is distributed from the central campus steam plant to a system of concrete utilidors to provide heat and hot water to the Ridgeway residence hall areas. The scope of work is to replace deteriorated steam, condensate and compressed air piping in the Ridgeway complex, including building feeds to Ridgeway Alpha, Beta, Delta, and Ridgeway Commons. The project will also provide a storm water drainage system to prevent storm water flooding that has occurred in the past. Bids were received March 20. A construction contract was submitted to the Board for approval at the April meeting. Construction is scheduled to begin in June, and will be completed by Fall Quarter 2014.

- **Performing Arts Exterior Renewal**

The University contracted with CNJA Architects to design the scope of work that includes cleaning walkways, curbs, stairways, stucco, brick, concrete and concrete walls, graffiti removal, repair of stucco damage and cracks, painting stucco, repair and re-pointing brick, sealing brick and concrete, wood transparent finish removal and re-application in limited areas, and roof drainage system repairs including gutters, downspouts, plumbing and piping. Bid opening was held on March 18, 2014. A construction contract was submitted to the Board for approval at the April meeting. Construction is scheduled to start in June and be complete by the end of October 2014.

- **North Campus Utility Upgrade**

Work on the project includes the upgrade of the existing north campus 4,160 volt electrical distribution system to a more energy efficient and modern 12,470 volt system. In addition, the project will eliminate all existent radial feeds to campus buildings, providing redundancy in the system by establishing a fully looped electrical distribution grid. Bids were received on March 21 and a construction contract was submitted to the Board for approval at the April meeting. Construction is scheduled to begin in June and be complete by the end of December 2014.

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

The University is designing classroom upgrades in two parts. Phase 1 – PW679A includes rooms in Ross Engineering Technology, Biology, and Shannon Point Marine Center. Scope of work includes media equipment, interior finishes and furnishings, electrical, mechanical and plumbing, fire alarm, and suppression. The project is currently out for bids with bids scheduled to be received on April 30. Recent estimates show the project amount will fall within Board of Trustees contract award limits. A delegation of authority was submitted to the Board for approval at the April meeting. The construction contract notice-to-proceed is scheduled for mid-May, 2014 to allow the construction to be complete for use by Fall Quarter 2014.

Phase 2 – PW679 design is underway and will include upgrades to departmental labs in several campus facilities. A construction contract for Phase 2 is expected to be brought to the Board in August for approval. Work is scheduled to be completed and operational by Spring Quarter 2015.

- **Central Campus Steam Upgrades**

High pressure steam is distributed from a central campus steam plant to a system of concrete tunnels and utilidors to provide heat and hot water to campus facilities. Much of the piping was installed during the 1960s. The scope of work is to replace steam and/or condensate piping at several locations around campus. Storm water drainage will be upgraded and utilidors will be sealed to prevent flooding that has occurred in the past. Bids were received on March 20. The construction contract was submitted to the Board for approval at the April meeting. Construction is scheduled to begin in June, and is planned to be complete by Fall Quarter 2014.

2015-17 CAPITAL PLANNING PROCESS

The Vice Presidents have completed their recommendations regarding the 2015-25 Ten Year Plan and 2015-2017 Capital Budget Request. The draft plan is submitted as part of the Board packet and will be presented at the April meeting with action anticipated in June 2014.

**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 4, 2014

SUBJECT: **University Relations 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

GOVERNMENT RELATIONS

Just before midnight on Thursday, March 13, the 2014 Washington State Legislative Session adjourned, marking the first time in several years the legislature has not needed a special session to finish their work.

Operating budget: The 2014 Supplemental Operating Budget was often described by Rep. Ross Hunter, chairman of the House Appropriations Committee, as “modest.” With revenues somewhat neutral (neither markedly up nor down), the legislature didn’t have the capacity to make significant investment in many areas. For higher education, the budget included \$25 million for the Opportunity Scholarship, \$5 million for the State Need Grant, and several small institutional investments. In last year’s budget, Western, the University of Washington and Washington State University received funding for Computer Science and Engineering expansion. This year, Central Washington University and Eastern Washington University received some funding for that same purpose.

The final operating budget passed the House of Representatives by a vote of 85 to 13, and passed the Senate by a vote of 48-1.

Tuition: The budget also includes language extending the tuition freeze through next year. While Western already had verbally committed to keeping tuition next year at a zero percent increase, some four-year institutions in the state were hoping to raise tuition between 5 and 7 percent.

Carver Academic Facility Project: For the first time since 1994, the legislature adjourned without adopting a capital budget. Prior to the session, the Governor’s proposed capital budget included \$5 million to begin the construction phase for Western’s Carver Academic Facility project. Western has already received money for and completed the predesign and design phase of the building project. The House and Senate capital budget proposals each included \$5 million for Carver as well. Unfortunately the House and Senate budgets were far apart in several other areas and an agreement could not be reached on a final capital budget, meaning those funds will not be appropriated for the Carver project this year.

The complete Carver project is roughly \$70 million, and this will remain a top priority for Western heading into the 2015 Legislative Session. The inclusion of the money to begin a portion of the construction in this year’s budget proposals was a positive sign, and a result of the strong work by Western students, staff, faculty and other advocates to make legislators aware of the need to stop delaying this critical project.

The volume of higher education bills that made it through the legislative process this year was relatively low; however, several pieces of important legislation were able to pass both the House and Senate.

Real Hope Act: One of the most noteworthy pieces of legislation to pass the legislature this session was SB 6523, The Real Hope Act (Majority Coalition Caucus version of the DREAM ACT). This bill was a high priority for the higher education community, and passed both the House and Senate with a bipartisan vote, paving the way for generations of students to access the State Need Grant and pursue a college education.

Efficiency legislation: Another win this year was passage of the COP yearly efficiency legislation. Sen. Barbara Bailey sponsored the bill in the Senate and Rep. Mia Gregerson sponsored the bill in the House. The legislation contains several provisions that create efficiencies and cost savings at specific institutions. Of the most interest to Western is a provision relating to our capital budget, specifically dealing with minor works projects. The provision moves the threshold for a project to qualify from \$5 million to \$10 million, creating a less onerous and far less expensive process for completing projects that cost less than \$10 million.

Veterans: Two priorities for veterans passed the legislature this year. The first bill, SB 5969, sponsored by Sen. Steve O'Ban, requires public institutions of higher education to adopt a policy to award academic credit for prior military training courses or programs. The second bill, SB 5318, sponsored by Sen. Barbara Bailey, removes the one-year waiting period for veterans or active members of the military to receive in-state tuition.

2015 Session: Looking ahead to next session, Western will continue bringing proposals to the legislature that build on our considerable strengths to serve the needs of the state of Washington. Budget leaders face significant challenges as they look to meet the requirements set forth in the McCleary decision, which may require \$2 - \$4 billion in new funding for K-12 education in order to meet the state's constitutional mandate to provide for basic education as defined by the state Supreme Court.

FEDERAL RELATIONS

A Western delegation of President Bruce Shepard, VP Steve Swan, and Associated Students leaders Carly Roberts, Kaylee Galloway, and Matt Bobbink will be traveling to Washington, D.C. for its annual WWU legislative trip.

The trip will take place April 8-11 and the Western group will spend one day meeting with members of Congress and a second day making presentations to staff members in the Department of Education, Department of Energy and Department of Commerce.

COMMUNITY DEVELOPMENT

Small Business Development Center

The WWU Small Business Development Center will be celebrating its 30th anniversary of delivering service to the business community in Whatcom County. An open house is scheduled for Friday April 18th 3:30 – 6:30 p.m. at the SBDC office which is located at 115 Unity Street in Bellingham. All past clients, past staff and local key stakeholders are being invited to join in the celebration. People's Bank and the Kulshan Brewery are sponsors of the event while a number of other businesses are donating door prizes.

Waterfront Development

On Tuesday February 18 the Port of Bellingham's Board of Commissioners approved an Exclusive Negotiating Agreement (ENA) with Harcourt Developments from Dublin, Ireland, for the first development parcel in the Bellingham Waterfront District.

The agreement launched an up-to-120-day period of time for the Port and Harcourt to seek agreement on development plans and business terms, which would be taken back to the Commission for final approval.

Harcourt submitted one of four proposals received in July 2013 to be master developer for the 10.8 acre parcel that is adjacent to downtown Bellingham alongside the Whatcom Waterway and includes the Granary Building. The Port also received three development proposals for restoration and re-use of the Granary Building and project proposals for development of a hotel and for affordable housing.

Harcourt is a major international developer with extensive waterfront redevelopment experience in Ireland, the United Kingdom, Europe and other parts of the world. A significant Harcourt project is the major redevelopment of a former shipyard in Belfast, Northern Ireland (Titanic Quarter). In the company's proposal, Harcourt noted that its core development group would be reinforced with local firm and advisors if chosen for the Bellingham project.

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:

- The Seattle Times featured Western's Compass 2 Campus program in an [extensive front-page story](#). Western biology professors were in the news, with Professor Ben Miner's research on an epidemic devastating Pacific Coast starfish airing on public TV stations nationally via [PBS News Hour](#); and Oregon Public Broadcasting featuring Professor Roger Anderson and Western undergraduate students doing field research in [Lizard Field School](#). Western eliminating the sale and distribution of bottled water on campus led to extensive local, regional and national media coverage, including the Associated Press: TV (See [KING 5 TV](#) story), Seattle Times, Tacoma News Tribune, Everett Herald, Olympian and [nationally](#).
- Visual journalist **Rhys Logan** is hard at work bolstering the university's use of video and photos in marketing and communication efforts – essentially visual storytelling about Western. Here is a [video of Engineering Technology students creating fashion from trash](#).
- New Media Coordinator and Western Today editor **Matthew Anderson** and Max Bronsema in WebTech continue to work on a redesign of [Western Today](#), the campus's daily online news and information source, to integrate the site with the university's Drupal architecture to ensure that stories are more easily sharable among the different college and department websites. For example, any Western Today story about Huxley College can and should automatically be displayed on the Huxley website. They also are building a social media site that will essentially serve the same purpose, allowing us to curate Western-related content from various social platforms, such as Facebook, Twitter, Instagram and Google Plus.
- In publications, editor **Mary Gallagher** is gearing up for the spring edition of [award-winning Window magazine](#), which will include a few video versions of the stories on the magazine website. Mary also recently completed a survey of Window magazine's readership and she is learning encouraging things about Window's importance in communicating with alumni. Since 2012, a growing percentage of our audience reads Window magazine, and they read more of it.

More readers report that Window strengthens their personal connection to Western, and when it comes to quality, a growing percentage of our readers are giving us “good” and “excellent” marks for quality in all categories, from writing and content to photography and design. And a growing percentage of our readers are interested in reading Window magazine **only** in print.

- Assistant Director/Manager of Marketing **John Thompson** is working on a project to promote the Western brand identity internally. A large display case in the Viking Union has been made available to promote faculty/student excellence and collaboration; the first display will honor Geology’s Scott Linneman (who [Rhys Logan also profiled in a video](#)), the Carnegie Foundation’s state Professor of the Year for 2014. Further displays will focus on another example of excellence at Western that identifies another of the university’s five brand characteristics.
- Booking **faculty speakers** by **Pam Smith** through [Western’s Speakers Bureau](#).
- Completion of **graphic design projects** by **Chris Baker** and **Derek Bryson** with campus offices, including: design for Western’s mobile app; template design for Canadian-American website; updated “You Are Here” campus signs for Facilities Management; brochure design for GLOBE 2014 conference; Commencement materials; Extended Education summer programs brochure; Western Reads poster; assist with design of student publications Planet and Klipsun magazines, and numerous other graphic design projects including brochures, posters and online design for colleges, departments and offices across campus.

Annual Western Sustainability Report

The annual *Western Sustainability Report* for 2013 contains highlights of the initiatives, projects, and curriculum from departments and organizations across campus over the last calendar year. This annual compilation describes many, but not all, of the curriculum and research developments, operational strategies, administrative activities, and outreach efforts that contribute to the character of *Western Sustainability*. The *Report* outlines Western's progress in three broad areas: (1) Academics, (2) Operations, and (3) Planning, Administration, and Engagement. These categories follow the model set forth by the Sustainability Tracking and Rating System (STARS), a campus sustainability assessment tool created by the Association for the Advancement of Sustainability in Higher Education. These categories are permeable as many academic undertakings include strong connections to campus operations and operational programs by necessity need to reach out to the student sphere for success. Since the 2012 *Report*, Western has seen both an increase in activity and programmatic development in each area.

Academics

Sustainability activities in curriculum and/or research are a part of every college on Western's campus. Often, these disparate programs are working toward complementary goals. Over 100 Western faculty self-identify as engaged in sustainability teaching, research, or community service. Academic highlights include:

- **Freshmen Sustainability Literacy Survey – March 2013**
A student-faculty team from the Huxley College of the Environment course, Campus Sustainability Planning Studio, conducted Western's first [sustainability literacy survey](#) for freshmen to assess incoming knowledge, behavior, and attitudes. A 24-question survey covered topics such as recycling, materials reuse, energy conservation, local food purchasing, transportation, and other areas. 265 freshmen responded showing overall high support for sustainability activities, with knowledge of more advanced concepts and practices scoring lower.
- **Western Students Win First Place at Milgard Invitational Case Competition – April 2013**
Western students won first place in the [Milgard Invitational Case Competition](#) on Social Responsibility at the University of Washington, Tacoma. Each team had 72 hours to research and analyze the Nordstrom Corporate Social Responsibility case before presenting their recommendations to a panel of judges representing a broad base of industry expertise.
- **National Science Foundation Early Career Development Award – May 2013**
Western's Assistant professor of Chemistry John Gilbertson was awarded a prestigious five-year, [\\$470,000 Early Career Development Award](#) from the National Science Foundation for his research into breaking down harmful greenhouse gases, such as carbon dioxide, and transforming them into useful compounds. The award was one of only a handful given out to master's-granting institutions like Western, and is the University's third such award in three years. Gilbertson and his team of students are investigating how to use cheap, Earth-abundant metals to transform the typically unreactive carbon dioxide molecule into useful chemicals and fuels, such as syngas and methanol, as well as producing a series of videos focused on science-education topics of regional and national interest.

- **Siberian Climate Research Continues – Summer 2013**

The [Polaris Project](#) focused on how global climate change is affecting the Arctic. Students accompanied Associate Professor of Environmental Science Andy Bunn last summer to assist in collecting baseline data for the project, while also conducting research on their own areas of interest. Projects included collecting data about the above-ground carbon stores, and quantification of carbon stocks in a small area of the Kolyma watershed.

- **Western Reads – Fall 2013**

The [Western Reads](#) program chose *Early Warming: Crisis and Response in the Climate-Changed North*, by Nancy Lord, as its 2013-14 book selection. All Western freshmen received *Early Warming*. Several campus events took place over 2013, including panel discussions on environmental science, ethics, and social justice, as well as a hike to the Easton Glacier on Mt. Baker. Events will continue through winter and spring quarters 2014.

- **Business and Sustainability Major – Opened Fall 2013**

Western's new bachelor's program in Business and Sustainability began accepting students in fall 2013. The [Bachelor of Arts in Business and Sustainability](#) is a combined major offered by the College of Business and Economics' Department of Management and Huxley College of the Environment, and is the first of its kind at the undergraduate level. The degree gives students a foundation of knowledge in three areas: economic analysis, environmental science and policy, and business management. Students will take at least 104 credits in courses covering accounting, environmental policy, marketing, environmental law, lab science, green business practices, and other topics.

- **Energy Policy Minor Development – Throughout 2013**

The new Energy Policy minor through Huxley College of the Environment's [Institute for Energy Studies](#) has attracted 20 students since its opening in fall of 2013. The institute is hiring five faculty members and developing new classes in Energy Materials, Energy Economics, and Energy Policy for September 2014. An Energy Policy major (BA) and Energy Materials minor are planned for fall 2015.

Operations

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

Operational highlights include:

- **Western Named "Recycler of the Year" – February 2013**

The Washington State Recycling Association selected Western to receive the 2013 Institution/Higher Education Recycler of the Year award. This award spotlights individuals, businesses, government organizations and community organizations that are making contributions to strengthening and expanding recycling and waste prevention practices across the state. Western was recognized for several activities including "Go Green" athletic games, quarterly waste audits, trayless dining, and the overall marketing strategy of the [Zero Waste Western](#) campaign.

- **Campus-Wide Energy Retrofits – April 2013**

In support of the Western Climate Action Plan, [construction was completed](#) on a \$3.2 million utility conservation project that spanned 28 campus buildings and is projected to drive down utility use by \$212,000 in 2014. Verified conservation includes 1.5 million kWh, 53,000 therms natural gas and 7.3 million gallons water. Rebates of \$331,000 were provided from Puget Sound Energy for capital expenditures, and an additional \$21,000 for meeting resource conservation goals.

- **Move Out Madness – June 2013**

Western and the City of Bellingham partnered to sponsor the 6th annual “WWU Move Out Madness” event in several neighborhoods as a part of the Office of Sustainability’s [Zero Waste Western](#) program. Move Out Madness focuses on areas in Bellingham containing high student populations and a history of improper waste disposal, including the Happy Valley, Sehome, York, South Hill and Samish neighborhoods. Collection points in each neighborhood accepted household items, recyclable materials, and landfill items for reuse or disposal at no charge. Reusable items were donated to a local non-profit organization.

- **Energy Manager Position Funded**

A search is underway for an Energy Manager, following funding for the new position in Fall 2013. The Energy Manager will analyze and identify ways and means to improve the effectiveness of energy consumption on campus and serve as the key advisor to the Director of Facilities Management on energy matters. The Energy Manager will develop a working model for the integration of energy management into the operations of the University, provide leadership to the University’s energy program, and advance the energy component of Western’s Climate Action Plan.

- **Green Energy Fee Grant Program (GEF) – throughout 2013**

During 2013, the [Green Energy Fee Grant Program](#) allocated over \$250,000 to on-campus sustainability projects which increase student involvement and education, reduce the University's environmental impact, and create an aware and engaged campus community.

- **“Large Grants” (>\$2,000) proposals included:**

- *Environmental Outreach Hydration Station:* Funded May 2013: Installation of a water bottle refilling station in Wilson Library, signage to educate on the use of reusable water bottles, and a resource kiosk featuring information and opportunities regarding sustainability at Western.
- *Sustainable and Energy-Efficient Dorm (SEED) Pilot:* Funded May 2013: Install energy-efficient fixtures and appliances in a Buchanan Towers Classic dorm room to educate students and the campus community about personal energy use, and to act as a trial space for new energy-saving technologies.
- *Driving Down Energy Consumption with Dashboards – Information is Power!* Funded 2012 – in progress. Pilot program for interactive campus energy consumption displays, ‘dashboards’ that will receive data from an expanded remote utility reading network on campus that captures real time energy consumption.

- **“Small Grants” (\$500-\$2,000) proposals included:** *Project MUG*: Reusable coffee mug pilot program in the Viking Union, completed December 2013; *Built to Last Picture Show*: sustainability film festival at the Western Libraries, completed May 2013; *Outback and Arboretum Environmental Restoration*: tree planting at the Outback Farm, completed May 2013; *Green Residence Certification Pilot*: sustainability certification in residence halls, completed May 2013; and *Green Lighting the Black Box*: LED conversion in the “Black Box” stage at the PAC. Completed May 2013.
- **Office of Sustainability Student Staff Growth – Throughout 2013**
Five additional student [staff](#) were hired to focus on items such as green dorm room certification, waste reduction, energy conservation, outreach for the Green Energy Fee Grant Program, and general sustainability projects research.

Planning, Administration and Engagement

Operational and academic sustainability endeavors are initiated and developed through goal setting, working with Western administration, and reaching out to students, staff, and faculty across campus.

Highlights in this area include:

- **Sustainability Committee Charter – January 2014**
President Shepard authorized a new Sustainability Committee Charter which provides additional guidance for the committee’s activities since its creation in 2005. The mission includes advancing sustainability in both academic and operational areas, and purposeful integration of the two. The primary initial task is the development of a Sustainability Action Plan containing key performance indicators, objectives, and prioritized actions necessary to meet Western’s strategic goals.
- **Graduation Sustainability Pledge – June 2013**
Nearly 200 Western seniors chose to be part of Western’s first-ever [Sustainability Graduation Pledge](#). The pledge was available to any spring 2013 graduate. Students pledged to actively work toward social and environmental responsibility beyond college and received a pledge card for their wallet, a green ribbon to wear on their cap or gown, and optional recognition on the Office of Sustainability website.
- **Western Ranks 19th on EPA Green Power Purchasers – July 2013**
Since 2006 Western has been the only university/college in Washington State on the U.S. Environmental Protection Agency’s list, ranking 19th in 2013 of the nation’s [top 30 college and university green energy](#) purchasers. Western annually offsets 100 percent of its electrical consumption from renewable energy sources via purchases of renewable energy credits.
- **Western included in Princeton Review’s “Guide to Green Colleges” – July 2013**
The [Princeton Review's Guide to 322 Green Colleges](#), 2013 edition profiles 320 schools in the U.S. and two in Canada that demonstrate notable commitments to sustainability in their academic offerings, campus infrastructure, activities, and career preparation. The Princeton Review chose schools for the guide based on a 50-question survey it conducted in 2012 at

hundreds of four-year colleges. Analysis of data from the survey included course offerings, campus infrastructure, activities and career preparation to measure their commitment to the environment and to sustainability. Western scored a 91 on a scale from 60-99.

- **WAHESC Conference – February 2014**

Western hosted Washington State’s inaugural [Washington Higher Education Sustainability Conference](#), bringing 462 attendees from 38 institutions in Washington, Oregon, Idaho, and British Columbia. A team of 18 sustainability officers and staff from across Washington State helped to plan the event, with Western’s Office of Sustainability taking the lead. Keynote speakers included Nancy Lord, “Early Warming” Author, and Jennifer Allen, Director of the Portland State University Sustainability Institute. A simultaneous student sustainability summit was held. Total Western outlay for the \$78,000 conference was less than \$1,000 due to fundraising support from partner institutions and private businesses. 87% of attendees reported being very satisfied (43%) or satisfied (44%) with the conference.

Next Steps

Western Sustainability goals for 2014 include creation of a Western Sustainability Action Plan, and further integration of academic and operational aspects of campus sustainability. The Western Sustainability Action Plan will produce a set of objectives and metrics for campus efforts and act as a guiding document for sustainability staff and University administration. Combining efforts of the Office of Sustainability and the Sustainability Institute will allow for academic and operational cross-pollination, and further the development of the campus as a living laboratory for achievement of sustainability goals.

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 4, 2014
SUBJECT: Professional Leave Report
PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for the 2014/15 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 2014/2015 academic year: 61 faculty members requested 136 quarters of leave and only 79 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* with the result that 51 faculty members were awarded a professional leave.

Supporting Information:

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

Alfers, Sandra -- Modern and Classical Languages

Three quarters to write a German-language book about the life and writings of Holocaust survivor Else Dormitzer.

Askari, Kaveh -- English

One quarter to continue work on his book *Rethinking Iranian Art Cinema*

Baker-Sennett, Jacquelyn -- Human Services/Rehabilitation

Two quarters to work on community-based learning and interprofessional collaboration focusing on the professional development of human services students and preservice teachers

Borda, Emily -- Chemistry/SMATE

Two quarters for research to understand the challenges associated specifically with introducing small particle models to students for the first time and, in general, teaching in the public K-12 system.

Briggs, Roger -- Music

Two quarters for the composition of a number of music projects

Brown, Rich -- Theatre and Dance

One quarter for the development, rehearsal, and performance/touring of two newly devised works.

Camlin, Cynthia -- Art

Three quarters to complete a creative project, cultivate international relationships, and travel to the Arctic Circle

Darling, Rieko -- Communication Sciences and Disorders

One quarter to complete data analysis and research papers concerning specialized training in Gerontology and other projects related to aging

de la Paz, Oliver -- English

One quarter to complete a hybrid genre book of prose and verse entitled *Labyrinth*.

Dozier, Lorraine (Raine) -- Human Services and Rehabilitation

Two quarters to work on a book length manuscript based on interview and observation data related to female masculinity in workplace settings

Garcia, Hugo -- Modern and Classical Languages

Two quarters to research and write a monograph tentatively titled *Filthiness in Hispanic America Across Times and Discourses*

Gardner, Richard -- Mathematics

One quarter to enhance an aspect of his area of research: Geometric Tomography

Globerman, Steven -- Economics

Two quarters for research on the topic of national health care systems

Homann, Peter -- Environmental Sciences

One quarter for the compilation, coordination and dissemination of field data related to forest fire and climate change

Housen, Bernard -- Geology

Two quarters for several projects to improve his research productivity, breadth and depth of research related expertise, and to expand his network of research collaborators.

Hutchinson, Penny -- Theatre and Dance

One quarter to study abroad and to create new dances

Jimmerson, Randall -- History

Three quarters to complete a historical monograph with the working title *A Civil Rights Activist from Montgomery to Zimbabwe: The Career of Reverend Robert Epperson Hughes*.

Kanov, Jason -- Management

One quarter to continue research on suffering and compassion in the workplace

Kelley, Bridget -- Special Education and Education Leadership

One quarter to develop and implement a research project towards more fully understanding teacher resilience and persistence in the profession especially in rural school settings

Krieg, John -- Economics

One quarter to continue his research with a new project on the topic of teaching training effectiveness

Lee, Ee Lin -- Communication Studies

One quarter to research the conceptualization of "luck talk" among Chinese Malaysians and the ritualistic practices associated with shamanism

Lehman, Barbara -- Psychology

One quarter to continue research on the effects of mindfulness meditation on stress and coping

Leonard, Kevin -- History

Two quarters to complete a historical monograph with the title *Rabies, Rubbish and Race: African Americans and the Environment in Cold War Los Angeles*

Linneman, Scott -- Geology

One quarter for a variety of projects related to the following: the revision of a leading Physical Geology textbook; development and application of the 'smart' formative assessment tool; studying the natural sequestration of carbon via carbon fixation and creation digital elevation models (DEM) of critical landscapes

Lois, Jennifer -- Sociology

One quarter to collaborate with a co-author on *Craft and Career: The Gendered Culture of Romance Novel Writers*

Lopez, A. Ricardo -- History

Two quarters to begin research on a new book about the political history of Colombia

Loucky, James -- Anthropology

One quarter to collaborate on a new edited book *Mayamerica* which will update his earlier book *Maya Diapora*.

Mahoney, Kristin -- English

One quarter to continue work on her book project *Aesthetic Kinship and the Cosmopolitan Family*

McLaughlin, John -- Environmental Sciences

Two quarters for research focusing on restoration efforts, particularly interactions with wildlife, in the Elwha River watershed

Miller, Matthew -- Elementary Education

One quarter to study the revisions in the elementary teacher education program as they are occurring in real time

Nelson, Philip -- Computer Science

One quarter to renew his knowledge in the field of Parallel Computation and to engage in a new area of research, the area of Computer Languages, specifically the Parallel Programming Language called "Chapel".

Nyman, Adam -- Mathematics

Two quarters to prove a version of "Tsen's Theorem" for non-commutative projective lines; to further his investigations into the correct notion of map between non-commutative spaces; and to prove a version of the Bondal-Orlov Theorem [2] for noncommutative projects

O'Neil, Greg -- Chemistry

Two quarters for a research proposal involving the use of two-dimensional gas chromatography-mass spectrometry (GCxGC-MS) to examine the conversion of PULCAs to commodity chemicals and fuels.

Ohana, Chris -- Elementary Education and SMATE

Two quarters for projects that seek to strengthen the delivery and preparation of elementary, early childhood and special education candidates for teaching science in the classrooms

Riemann, Andreas -- Physics/Astronomy

Two quarters for research inducing changes of chemical states of individual molecules absorbed on surfaces, specifically the ring-opening/ring-closing state of spiropyran using photoreactivity and monitoring the process with high-resolution microscope

Russell, Keith -- PEHR/Recreation

One quarter to conduct research about an adventure-based addiction treatment program

Sampaio, Cristina -- Psychology

Three quarters to develop three-dimensional instruments to transform the study of categorical bias in spatial memory

Sarkar, Amites -- Mathematics

One quarter for research of the mathematical understanding of phase transitions

Schultze, Sandra -- Biology

Three quarters to study the effect of reducing the function of the ribosome, a molecular machine that synthesizes all the proteins a cell requires to live

S'eiltin, Tanis -- Fairhaven College

Two quarters to research the production and consumption of Tlingit art within the tourism industry during the late 1800's and early 1900's

Sheppard, Shelby -- Secondary Education

One quarter to explore more deeply the connection between mind, knowledge and education resulting in two book projects

Tag, Sylvia -- Libraries

One quarter to continue her work on early twentieth century children's literature authors and illustrators resulting in a book of a collection of critical essays on authors and illustrators

Takagi, Midori -- Fairhaven College

One quarter to analyze the strengths and weaknesses of the *Vagina Memoirs* in an effort to make it a safer and more inclusive venue

Tomasi, Massimiliano -- Modern and Classical Languages

One quarter to complete work on a book *Metaphors of Christianity: Live, Sin and the Dilemma of Faith in Modern Japanese Literature*

Tuxill, John -- Fairhaven College

Two quarters for research on social and agro-ecological factors that regulate the use of polyculture techniques

Vulic, Kathryn -- English

One quarter to continue her work on a monograph project with the working title: *Lay Prayer and Public Literacy: Church Educational Curricula in England 1348-1415*

Watt, Marguerite (Peggy) -- Journalism

One quarter to investigate claims by Washington cities and agencies on the high cost of fulfilling public records requests

Webb, Sheila -- Journalism

Two quarters to write an academic book about the history of *Life* magazine

Wise, Christopher -- English

Two quarters for work on two books that explore the recent conflict in the West African state of Mali

Yu, Ning -- English

One quarter for work in connection with a monograph analyzing environmental ideas reflected in Tang Dynasty poems.

Yusa, Michiko -- Modern and Classical Languages

One quarter for two writing projects: a book about women's spirituality in Japanese Buddhism and an article or book about four Japanese philosophers known as the "Kyoto School"

**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 4, 2014

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 2014.

Effective September 2014

Tenure and Promotion to Associate Professor

Akinrinade, Babafemi	Fairhaven College
Deylami, Shirin	Political Science
Gilbertson, John	Chemistry
Keppie, Christina	Modern & Classical Languages
Magee, Kelly	English
Morrow, Kacey	Design
Pillitteri, Lynn	Biology
Pine, Judith	Anthropology
Rines, Kenneth	Physics - Astronomy
Rose, Jacqueline	Psychology
Schwarz, Dietmar	Biology
Smirnov, Sergey	Chemistry
Stephan, Elizabeth	Libraries
Ware, Molly	Secondary Education

Promotion to Full Professor

Buckley, Patrick	Environmental Studies
Dunn, Craig	Management
Hughes, Eileen	Elementary Education
Neem, Johann	History
Ohana, Chris	Elementary Education
Trueblood, Kathryn	English
Tsunokai, Glenn	Sociology
Wasserman, Ryan	Philosophy
Weir, Sara	Political Science
Yu, Ning	English

Admissions and Financial Aid Report April Board of Trustees Meeting

Fall 2014

We are planning to enroll a Fall 2014 freshman class of approximately 2,800, comparable to that for Fall 2013 (2,792).

Applications are down from 2% - 9% at most four-year public institutions within Washington state. Western is down 3% compared to last year, similar to UW.

For Fall 2014 we had 9,141 freshman applications with 81% admitted as of March 17, 2014. At the same time last year, we had 9,417 freshman applications with 78% admitted. The increased rate of admission does not reflect changes in admission standards but the efforts of the Admissions staff to speed up application review. As of mid-March, the number of admitted students who have confirmed for Fall 2014 is the same as it was last year at 12%.

We are experiencing a decrease in resident freshman applications (-517) and an increase (+196) in nonresident freshman applications.

Of the 9,141 freshman applications for Fall 2014, 79% are residents and 20% are nonresidents, with the remaining 1% to be determined. This compares to 82% residents and 17% nonresidents, with the remaining 1% to be determined for Fall 2013. As of mid-March 2014, confirmations of resident freshman are 50 less than last year. Confirmations of nonresident students are approximately the same as last year.

The proportion of applications received by students of color is nearly 36% for Fall 2014 (3,248) compared to 33% for Fall 2013 (3,119).

Admissions awarded an additional \$500,000 in tuition waivers beyond 2012-2013 levels (this is the second year of such funding) to resident students for recruitment purposes, in the form of President's Scholarships. Western is using tuition waivers, university scholarships, and other institutional aid in combination with federal, state, and private grants, scholarships, loans, and work study to support access and yield.

Western was among the first of the Washington four-year public institutions to send award letters out to freshman and transfer students in mid-March. Per the recommendations of Scannell and Kurz consultants, Financial Aid is sending estimated award letters to students whose aid files are incomplete and will finalize the offers upon receipt of missing documentation.

Yield Events

Admissions StARs called nearly 1,600 admitted freshmen in March via a Winter Phonathon to provide information, respond to questions and encourage them to confirm.

As of this writing, Western Preview will have brought an estimated 2,000 admitted freshman and family members to Western's campus on April 5. Admissions added two innovative new initiatives to Western Preview to increase attendance among first generation and/or multicultural students and their families.

The first new initiative has been dubbed the "Western Express", consisting of a chartered coach bus that provides a free, round-trip ride to campus. We invited admitted students from strategically selected high schools in King and Pierce Counties to participate. Our intent is to help overcome the transportation challenges that some of these families face when deciding whether to attend Western Preview.

The second initiative consisted of creation of a panel presentation for parents of first-generation students to provide information about resources and support systems in place for their children when they begin college in the Fall. A dynamic panel of campus community members presented, including representatives from Student Outreach Services, University Residences, New Student Services, and Western faculty.

Combined, these two initiatives were not only hugely beneficial to participants, but demonstrated Western's full commitment to increase access and inclusion on our campus.

In addition to Western Preview, eleven yield events will have taken place in March and April:

Vancouver, WA	Tukwila, WA
Portland, OR	Bellingham, WA
Boise, ID	Spokane, WA
Seattle, WA	Walnut Creek, CA
Bellevue, WA	Denver, CO
Tacoma, WA	

DATE FOR NEXT REGULAR MEETING

- **June 12, 13, 2014**

ADJOURNMENT