

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
August 21, 2014**

THURSDAY, AUGUST 21, 2014

Location: Old Main 340

Time: 11:15 a.m.

1. **CALL TO ORDER**
11:15 a.m. – 11:20 a.m.

2. **EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**
11:20 a.m. – 11:50 a.m.

BREAK FOR LUNCH: 12:00 p.m. – 12:45 p.m.

Guest During Lunch:

- David Schumacher, OFM

Introductions During Lunch (*Bios under Information Items 17G*):

- Catherine Clark, Dean, College of Science and Engineering
- Erika McPhee-Shaw, Director, Shannon Point Marine Center
- Don Alper, Director, Center for Canadian-American Studies and Border Policy Research Institute

3. **APPROVAL OF MINUTES**
1:00 – 1:05
 - a. Board of Trustees meeting, June 12 & 13, 2014

4. **PUBLIC COMMENT**
1:05 – 1:15

5. **2015 – 2017 BUDGET OUTLOOK**
1:15 – 1:45 Presentation: David Schumacher, OFM
1:45 – 2:05 Discussion

6. **BOARD CHAIR**
2:05 – 2:25
 - Resolution No. 2014 - 04 Recognizing the Service of Trustee Peggy Zoro
 - Resolution No. 2014 - 05 Welcoming Trustee Chase Franklin
 - Resolution No. 2014 - 06 Welcoming Student Trustee Carly Roberts

7. **UNIVERSITY PRESIDENT**
2:25 – 2:35

8. ASSOCIATED STUDENTS
2:35 – 2:45

9. FACULTY SENATE
2:45 – 2:55

BREAK: 10 min break (2:55 – 3:05)

ACTION ITEMS

10. CONSENT ITEMS
3:05 – 3:10

- Approval of Summer Quarter Degrees
- Delegation of Authority to Award Construction Contract for Multipurpose Field Storage/Locker Room Expansion, PW 685

11. APPROVAL OF 2015-2017 BIENNIAL OPERATING BUDGET REQUEST

3:10 – 3:20 Presentation: Bruce Shepard, President
Richard Van Den Hul, Vice President for Business and Financial Affairs
Brent Carbajal, Provost and Vice President for Academic Affairs
Linda Teater, Director, Budget Office

3:20 – 3:30 Discussion

12. APPROVAL OF BOARD GUIDELINES FOR SERVICES & ACTIVITY COMMITTEE AND DELEGATION OF AUTHORITY

3:30 – 3:45 Presentation: Eileen Coughlin, Sr. Vice President, VP for Enrollment and Student Services
Tina Loudon, Chair Student & Activities Fees Committee

3:45 – 4:00 Discussion

DISCUSSION ITEMS

13. CAMPAIGN UPDATE
4:00 – 4:10 Presentation: Stephanie Bowers, Vice President for University Advancement

14. OPEN PUBLIC MEETINGS ACT: TRAINING FOR GOVERNING BOARDS

4:10 – 4:25 Presentation: Lisa Wochos, Assistant Attorney General

4:25 – 4:30 Discussion

REPORTS

15. AUDIT COMMITTEE REPORT

4:30 – 4:35 Presentation and Discussion: Dick Thompson, Chair, Board Audit Committee

16. COMMITTEE ON TRUSTEES REPORT

4:35 – 4:40 Presentation and Discussion: Sue Sharpe, Chair, Board Committee on Trustees

17. INFORMATION ITEMS

4:40 – 4:50

- a. Academic Affairs Report
- b. Annual & Quarterly Grant Report
- c. Admissions and Enrollment Report
- d. University Advancement Report
- e. Capital Program Report
- f. University Relations and Community Development Report
- g. Lunch Introduction Information

18. DATE FOR NEXT REGULAR MEETING: October 9 & 10, 2014

19. ADJOURNMENT

1. CALL TO ORDER

2. EXECUTIVE SESSION

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

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: August 21, 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:

- Approval of the Minutes of the Board of Trustees Meeting, June 12, 13, 2014

Supporting Information:

Minutes of June 12, 13, 2014 and attachments

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
THURSDAY, June 12, 2014**

1. CALL TO ORDER

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 3:04 p.m., Thursday, June 12, 2014 in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, Washington.

Board of Trustees

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

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Steve Swan, Vice President for University Relations and Community Development
Carly Roberts, Associated Students President
Lisa Wochos, Assistant Attorney General
Sherry Burkey, Associate Vice President for University Relations and Community Development
John Thompson, Assistant Director/Marketing Manager, University Communications
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

2. CONSENT ITEMS

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

MOTION 06-01-2014: Trustee Fujikado moved, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items and Resolution #2014-03:

- Approval of Spring Quarter Degrees
- Board of Trustees August Meeting Date Change

- Local Government Investment Pool: New Prospectus and Approval of Updated Resolution

The motion passed unanimously.

3. APPROVAL OF 2015 - 2017 CAPITAL BUDGET REQUEST

President Shepard introduced Richard Van Den Hul, Vice President for Business and Financial Affairs. Van Den Hul gave a brief background of the submitted materials and a summary of the changes since the April 2014 Board meeting discussion of the draft Capital Budget Plan. Van Den Hul stated that the discussion during the April Board meeting had provided constructive and helpful feedback on the proposed 10-year capital plan from the Board of Trustees. Much of the feedback was supportive of the plan's emphasis on strategic needs and focus on academic mission, however there was some concern of the uneven biennial requests for projects. Van Den Hul said that the Board had suggested looking at combining the predesign, design and construction phases of the projects to allow for projects to be completed faster. Vice President Van Dun Hul continued on saying that after further consultations with the University Planning and Resources Council (UPRC), a sub-committee of the Faculty Senate, and the other Vice Presidents, the following changes were made to strengthen the capital plan. Business and Financial Affairs determined that it would be difficult to combine and complete all three phases of a major construction project in one biennium; however, with careful project management, they could combine the predesign and design phases of the Science Building Renovation and Addition into the FY2015-2017 biennia which would then allow Western to seek construction funding in FY2017-2019. This revised approach would level out the requests over the 10-year period and would allow Western to address needs sooner, and remove the bunching of two projects in FY2019-2021. Van Dun Hul said that was the only significant change to the Capital Plan that was presented and discussed at the April 2014 Board meeting.

Van Dun Hul stated that for the 2015-2017 biennium, Western proposes a total capital funding request of \$123,258,500 from State-appropriated funding sources, and said that descriptions of the projects being requested are provided in the Board's information packets [[Attachment A](#)].

MOTION 06-02-2014: Trustee Thompson moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2015-2017 Capital Budget Request from State-appropriated funding sources of \$123,258,500.

The motion passed unanimously.

4. APPROVAL OF 2014 - 2015 TUITION RATES and 2014 – 2015 ANNUAL STATE OPERATING BUDGET

President Shepard introduced Richard Van Den Hul, Vice President for Business and Financial Affairs who gave background on the budget request [[Attachment B](#)]. Van Den Hul said that Legislature had granted tuition setting authority to the Board of Trustees in the 2011-2013

biennium. The 2013-2015 appropriations bill, funding was appropriated to alleviate pressure to increase resident undergraduate tuition, and therefore tuition setting authority for resident undergraduate students was suspended for FY2013-2014. In the FY2015 supplemental appropriations bill, tuition setting authority for FY2014-2015 was suspended. For non-resident undergraduates and all graduate programs, the legislature did not restrict the longstanding authority of the Board to set those rates. In setting tuition to 0% for resident undergraduates, the Legislature appropriated an amount equivalent to what would have resulted from a 3% increase in resident undergraduate tuition. For non-resident undergraduates and all graduate programs, the Legislature did not restrict the longstanding authority of the Board to set those rates, nor was there an equivalent 3% tuition “buy down”. The legislature defines “tuition” as the tuition operating fee and the capital building fee. The operating fee contributes to day-today operations of the University and supports Western’s annual operating budget plans.

Trustees had questions about how the decision was made on the 3% figure for graduate tuition increase. President Shepard explained the need to increase the graduate tuition by saying that the campus community had come together to identify ways in which a sustainable budget might be created without making drastic cuts similar to those of years past – to raise graduate tuition slightly was one of the ways identified. When trustees followed up by noting that WWU’s graduate tuition remains extremely competitive in the market, Provost Carbajal offered that while other institutions had raised graduate tuition in past years, WWU had opted not to do that in order to recruit talented students to our programs. Trustees added that graduate programs are not eligible for state funds or state grants or subsidized student loans and that they are self-supporting programs.

Trustees also expressed concerns about lowering the contingency fund, but were satisfied by President Shepard’s explanations and assurances.

Carly Roberts, Associated Student Board President read an official statement regarding the AS Board’s opinion regarding the tuition increase: “The Associated Students opposed the proposed tuition increases on the ground that the state legislature has a responsibility to fund the academic functions of a university in a manner that maintains accessibility of tuition prices. While these increases may see Western maintain comparable standing with peer institutions, we believe that it is not desirable to simply be the least of multiple evils. We oppose the continued shift of responsibility to students, subsidizing other areas of the state budget in doing so.” Chair Zoro thanked Roberts for the statement from the AS Board.

MOTION 06-03-2014: Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2014-2015 annual tuition rate for resident undergraduate students be held at the 2013-2014 annual rate with no increase; and

FURTHER MOVED, that the 2014-2015 annual tuition operating fees and capital building fees for the non-resident graduate students be held at the 2013-2014 annual rate with no increase; and

FURTHER MOVED, that the 2014-2015 annual tuition operating fees and capital building fees for the non-resident undergraduate, resident graduate, and the Masters in Business Administration (MBA) rates for resident students be raised by 3% respectively.

The motion passed.

Chair Zoro then asked for information on second motion [**Attachment C**]. Vice President Van Den Hul explained that last year, through Western's open, transparent, and bottom up process, the campus developed an operating budget for the current biennium. The Board of Trustees approved the first year of that two year budget at a special meeting in July 2013. This spring, the budget process reexamined year two of that budget to see if there were adjustments, or "emergent issues," that should be included in the FY2014-2015 annual operating budget for the Board to act upon.

He said that campus planning unit leaders submitted proposals for emergent issue requests for the FY2014-2015 operating budget in April 2014 after the legislative session ended. Proposals were presented to the University Planning and Resources Council, and audiocast to the campus with venues for feedback.

Van Den Hul said in order to fund the basic instructional and academic support missions of the institution, the President is proposing, for Board approval, a 2014-2015 budget for state funded operations in the amount of \$145,009,266 for the 2014-2015 fiscal year. The proposed budget reflects revenue and expenditure estimates available for University operations from state appropriations, net tuition operating fees, the administrative services assessment, and the use of one-time reserves.

MOTION 06-04-2014: Trustee Lee moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2014-2015 Annual State Operating Budget of \$145,009,266 consisting of a State Appropriations in the amount of \$51,260,000; Western Washington University net tuition operating fee revenue of \$90,217,779; administrative services assessment revenue of \$3,255,969; and the use of one-time reserves in the amount of \$275,518.

The motion passed.

Trustees expressed appreciation for the hard work and detail that went into the overall budget process and for the transparency of the process.

5. CONTINUATION OF 2015-2017 DECISION PACKAGE PROPOSALS

President Shepard introduced Richard Van Den Hul, Vice President for Business and Financial Affairs. Van Den Hul said that the 2015-2017 budget process began in January 2014 with the Planning Units developing requests to be considered for decision packages to the state. He said

in this transparent, bottom-up approach, each college or department had the opportunity to develop proposals, following predefined criteria for consideration as a decision package. The proposals that are included in this recommendation for further development achieved approval from the department, then from the division to be presented to the University Resource and Planning Committee (UPRC) for further consideration. Van Den Hul continued by saying the review process has just concluded, and this recommendation is now being presented to the Board of Trustees for additional feedback before the finalizing of the 2015-2017 State Operating Budget Request and will be presented to the Board for final approval at the August 2014 Board of Trustees meeting.

Van Den Hul said that the 2015-2017 budget request consists of two components:

- **Legislative Priorities**
 - Sustaining Excellence Through Competitive Compensation; Key to our commitment to apply Western's strengths to meet the critical needs in Washington State is the commitment to assure the continuing strengths of Western. Our top priority again this biennium is to ensure Western is providing competitive compensation for faculty, staff, and student employees.
 - Reinvesting for Transformational Enhancement of Access and Quality; Recent research findings are unequivocal: the role of public higher education as the major pipeline to upward social mobility has been dramatically squeezed off. As Western's second priority, we will again press for reinvestment for access and transformation through state revenues, rather than reliance on increasing tuition rates for students to foot the bill.
- **Decision Packages**
 - Investing in Student Success and Achievement; This decision package was top priority for both the Board of Trustees and the UPRC. It is Western's as well, and follows directly from the challenge posed for Washington State as we framed the second top legislative priority.
 - Audiology Clinical Doctorate; This is an already strong program addressing an area where the needs of the state are not being fully met. The program also provides important community outreach services. However, because of licensure changes beyond Western's control, if we are to turn out the graduates much needed by our state, the program must move to the level of a clinical doctorate.
 - Vehicle Engineering; Western is proud to be able to respond to state needs by moving three of our engineering technology programs to mainline engineering. The Vehicle Research Institute has long been a hallmark program for Western. There are important private and public sector development and growth needs in this area; and, it is our view that if our commitments in this area are to keep pace with the caliber of preparation now needed by Washington State, we must move from a Vehicle Research Institute to Vehicle Engineering.
 - Engineering Geology; Western's Geology program is extraordinarily strong. The need to build upon that base to offer Engineering Geology was all too dramatically apparent as we all grieved over the consequences of the Oso tragedy. But, that is just a small

part of the expanding need for experts trained in Engineering Geology and able to serve in critical private sector as well as public sector roles.

Van Den Hul said the four decision packages that were chosen to move forward were identified as most clearly delivering on Western's commitment to applying strengths to important state needs. He went on to say that if the Board concurs with the recommendation of the President, Vice Presidents and Deans, these proposals will be refined over the summer and presented in penultimate final form for approval in August before being sent to the state in September.

There was a Trustee recommendation that the two legislative priorities be reversed on the priority list.

6. ACCREDITATION REPORT

President Shepard gave a brief introduction of the accreditation process and turned the remaining time over to Brent Carbajal, Provost and Vice President for Academic Affairs. Provost Carbajal gave a brief introduction of the agenda item by saying that there had been a cultural shift recently in that universities were looking at accreditation reports as an opportunity to review and use data gathered to influence real changes on campus. Carbajal then introduced Steve VanderStaay, Vice Provost for Undergraduate Education to continue with the details of the presentation.

VanderStaay explained that accreditation is a process of peer review by which an institution is assessed against a set of standards by its peers, faculty, administrators and staff who work at other universities. He said that this particular report was the second of three evaluations Western will have in this accreditation cycle. VanderStaay said that the first focused on Western's mission and mission fulfillment, while the second concentrated on whether we have the resources and capacity to fulfill our mission. He said the assessment included evaluation of the University's "Year-Three Accreditation Self- Study" and three days of extensive follow-up phone interviews. The concluding evaluation report included "commendations," "concerns," and "recommendations" for further improvement. NWCCU "recommendations" require action and a follow-up report in the 2017 comprehensive evaluation.

VanderStaay said that evaluators' commended and praised Western's integrated, university-wide response to the recent budget cuts, the University's new programs and strategies to increase student learning and success, and Enrollment and Student Services' focus on the development of a division-wide template for assessment. There were also noted "concerns" which addressed appropriate staffing and resource levels in operational and support areas, and progress on implementation of the University's student learning assessment plan. The recommendations from the accreditation team for further improvement are as follows:

1. Western Washington University should continue its efforts to identify and publish expected course, program and degree learning outcomes, speed its efforts to have expected student learning outcomes for courses provided consistently in written form to students, and to consistently assess student learning outcomes across all departments and programs.

2. As WWU continues to attract more underrepresented students, the University will be well served to remain attentive to expanding or starting campus-wide initiatives that will ensure the success of these students. There is a concern that students, especially freshmen and sophomores, may find it difficult to access academic advisors. A closer assessment of this concern will allow for the development of effective policies and practices.

Trustees asked the difference between institutional accreditation and professional accreditation. President Shepard responded that institutional accreditation looks at the university as a whole, whereas professional accreditation takes in individual programs like business, education, or music. Trustees then asked what the next steps in this process were. VanderStaay said the next steps in the accreditation process will include the NWCCU Commissioners reviewing the Peer-Evaluation Report and Western's Self-Study Report this summer, along with issuing final commendations and recommendations. Once a final report copy is received it will be shared with the Board.

7. SEXUAL ASSAULT ON COLLEGE CAMPUSES: ISSUES, CONCERNS, ACTIONS, AND COMMITMENTS AT WESTERN

President Shepard introduced Brent Carbajal, Provost and Vice President for Academic Affairs and Eileen Coughlin, Sr. Vice President, VP for Enrollment and Student Services to initiate the presentation. Carbajal stated the presentation provided an opportunity for a broader discussion on the issue in regards to national conversations and expectations of Title IX changes related to sexual assault prevention and response on college campuses nationwide. He introduced Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity & Employment Diversity to provide details on Western's efforts. Guenter-Schlesinger introduced members of the Western's Title IX Taskforce noting that they take this issue very seriously and have created and evaluated the policies that relate to all aspects of sexual assault and reporting on campus. She said this was an opportunity for the Board to provide feedback regarding Western's commitment and actions in preventing and responding to sexual assault. Guenter-Schlesinger went on to explain that campus wide efforts in this area are shaped by Western's values to ensure safety and inclusiveness, in understanding "cultural context", best practices from other institutions, enhanced federal guidelines and in identifying vulnerabilities. Guenter-Schlesinger discussed the process and results from a 2010 Student Survey regarding sexual assault on campus which gave her office good data and identified some vulnerabilities that they have attempted to address with policy changes. She said that a follow up campus climate survey will be distributed in the fall/winter of 2015 in order to gather additional useful data.

Trustees had many questions regarding how the university will measure success and how soon the university would start to see those results. There were also questions about how effective education alone is without a cultural shift and how that cultural shift is started. They asked how the campus community can "own" the issue and take the education and information to heart in order to see that change in their actions. Campus administration agreed with the Trustees, noting that in order to see improvement there needs to be a cultural shift. Staff commented that benchmarking Western against other peer institutions for best practices and measured results will give the best snapshot of the cultural shift. Ted Pratt, Dean of Students said that talking about the issue on campus with administration and students, and by having leaders and

spokespeople, both men and women, discuss the issue is helping. He said that by bringing the issue to the forefront and having real open discussions will make a big difference and that as the process improves and becomes more about being proactive and promoting education rather than response the campus community will begin to build confidence in the system. He said he believes at that time there will be a true cultural shift on this issue.

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

At 4:41 p.m. Chair Zoro announced that the Board would convene in Executive Session for approximately twenty minutes to discuss a legal controversy with counsel as authorized in RCW 42.30.110 (1)(i).

The Board returned to open meeting at 5:31 p.m. with no action to report, and adjourned the meeting until Friday morning.

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: June 12, 2014
SUBJECT: **2015-2017 CAPITAL BUDGET REQUEST**
PURPOSE: Action item

Purpose of Submittal:

Capital Budget request requirement of the Office of Financial Management.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2015-2017 Capital Budget Request from State-appropriated funding sources of \$123,258,500.

Supporting Information:

Board of Trustees
June 12, 2014
2015-2017 Capital Budget Request & 2015-2025 Capital Plan

Introduction

The following information is provided to the Board of Trustees as support documentation for the University's 2015-2017 Capital Budget Request. At the April 2014 Board meeting, a draft of the Capital Budget Plan and Request was submitted to the Board along with information on how the Capital Plan and Budget Request were developed over the last two years. Information was also provided on the proposed items being requested for the 2015-2017 biennium.

Following the April Board meeting, the Vice Presidents received constructive and helpful feedback on the proposed 10-year capital plan from both the University Planning and Resources Council (UPRC), a sub-committee of the Faculty Senate, and the Board of Trustees. Much of the feedback was supportive of the plan's emphasis on strategic needs and focus on academic mission. One concern voiced by both the UPRC and the Board of Trustees, however, was how uneven the capital request amounts would appear over time as a result of not submitting a major construction project in FY2017-2019 while forwarding two major construction projects in FY2019-2021. Furthermore, the Board suggested looking at combining the predesign, design and construction phases of the projects to allow for projects to be completed faster.

The Vice Presidents reviewed how they might address these concerns and suggestions to strengthen the capital plan. They determined that it would be difficult to combine and complete all three phases of a major construction project in one biennium; however, with careful project management, we could combine the predesign and design phases of the Science Building Renovation and Addition into the FY2015-2017 biennium which would then allow Western to seek construction funding in FY2017-2019. That approach would level out the requests over the 10-year period and would allow Western to address needs sooner, and remove the bunching of two projects in FY2019-2021. This is the only significant change to the Capital Plan presented at the April 2014 Board meeting.

For the 2015-2017 biennium, Western proposes a total capital funding request of \$123,258,500 from State-appropriated funding sources. Following are descriptions of the projects being requested as agreed to by the Vice Presidents and submitted to the Board of Trustees for the June 2014 meeting.

2015-2017 Major and Intermediate Capital Project Requests

See attached 2015-2017 Capital Request & 2015-2025 Capital Plan

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.

Science Building Renovation and Addition (Predesign/Design)

The plan recommends funding a predesign/design for the "Science Building Renovation and Addition" 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 space/programmatic needs in Huxley College of the Environment and the College of Sciences and Technology.

Extensive renovation of the Environmental Studies Center has been on Western's 10-year capital plan for several biennium. 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 keeps 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 repurpose 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 repurpose 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.

College of Fine and Performing Arts Renovation and Addition (Revised Gateway)

This project replaces the Gateway Complex project the University received predesign for in 2011-2013. It proposes the University self-fund a new more comprehensive predesign 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. The entire listing of minor works requests recommended for the 2015-2017 biennium can be found at

<http://www.wvu.edu/wwuarchitect/>

Western Washington University
2015-2017 CAPITAL BUDGET REQUEST & 2015-2025 CAPITAL PLAN

June 13, 2014

Univ. Priority	PROJECT TITLE	2015-2017 Biennium	2017-2019 Biennium	2019-2021 Biennium	2021-2023 Biennium	2023-2025 Biennium
1	Minor Works - Preservation	14,955,000	15,400,000	15,860,000	16,336,000	16,826,000
2	Minor Works - Program	12,903,500	13,290,000	13,689,000	14,100,000	14,523,000
3	Carver Academic Renovation	73,000,000				
4	Science Building Renovation & Addition	500,000 8,300,000	83,365,000			
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		123,258,500	147,270,000	123,224,000	86,536,000	95,499,000

Legend

Design & Construct
Pre-design
Design
Construct

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

TO: Members of the Board of Trustees

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

DATE: June 12, 2014

SUBJECT: **Approval of 2014-2015 Annual State Operating Budget**

PURPOSE: Action Item

A) 2014 – 2015 Tuition Rates

Purpose of Submittal:

The Legislature and Governor have passed and signed an appropriations bill. Based on this approved bill, the Board is requested to approve 2014-2015 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student.

Proposed Motion:

***MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2014-2015 annual tuition rate for resident undergraduate students be held at the 2013-2014 annual rate with no increase; and**

***FURTHER MOVED*, that the 2014-2015 annual tuition operating fees and capital building fees for the non-resident graduate students be held at the 2013-2014 annual rate with no increase; and**

***FURTHER MOVED*, that the 2014-2015 annual tuition operating fees and capital building fees for the non-resident undergraduate, resident graduate, and the Masters in Business Administration (MBA) rates for resident students be raised by 3% respectively.**

Supporting Information:

See the attached memo on setting 2014-15 academic year tuition.

Additional Information:

The 2014-2015 annual operating budget plan which relies on tuition operating fee revenue generated by the tuition increases proposed under this submittal, will also be presented at the June 12, 2014 Board meeting.

B) 2014 – 2015 Annual State Operating Budget

Purpose of Submittal:

Based on the conference committee budget recently passed by the Legislature, and as signed by the Governor, the Board is now asked to approve the 2014-2015 Annual State Operating Budget for Western Washington University.

In addition, in a separate action item, the Board will be asked to approve 2014-2015 tuition rate increases, providing revenue necessary to support the 2014-2015 annual state operating budget.

Proposed Motion:

***MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2014-2015 Annual State Operating Budget of \$145,009,266 consisting of a State Appropriations in the amount of \$51,260,000; Western Washington University net tuition operating fee revenue of \$90,217,779; administrative services assessment revenue of \$3,255,969; and the use of one-time reserves in the amount of \$275,518.**

Supporting Information:

See attached memo of supporting information on the 2014-2015 Annual State Operating Budget.

Source of Funding:

State appropriations (general fund-state, education legacy trust funds, and capital projects account); net tuition operating fee revenue; administrative services assessment revenue; and one-time reserves.

**WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES**

MEMORANDUM

TO: Members of the Board of Trustees

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

DATE: June 12, 2014

SUBJECT: Supporting Information on Setting 2014-2015 Academic Year Tuition

In 2011-2013 in House Bill 1795, the Legislature granted the Board of Trustees tuition setting authority. In the appropriations bill for 2013-2015, funding was appropriated to alleviate pressure to increase resident undergraduate tuition, and therefore tuition setting authority for resident undergraduate students was suspended for FY2013-2014. In the FY2015 supplemental appropriations bill, tuition setting authority for FY2014-2015 was suspended. For non-resident undergraduates and all graduate programs, the legislature did not restrict the long-standing authority of the Board to set those rates. In setting tuition to 0% for resident undergraduates, the Legislature appropriated an amount equivalent to what would have resulted from a 3% increase in resident undergraduate tuition. For non-resident undergraduates and all graduate programs, the Legislature did not restrict the longstanding authority of the Board to set those rates, nor was there an equivalent 3% tuition "buy down". The legislature defines "tuition" as the tuition operating fee and the capital building fee. The operating fee contributes to day-to-day operations of the University and supports Western's annual operating budget plans.

Proposed 2014-2015 Tuition Rates for WWU

After review by the campus, and upon the recommendation of the Vice Presidents and Deans, the President recommends that tuition fees for non-resident graduate students be held at the 2013-2014 rate with a zero increase, while non-resident undergraduate, resident graduate, and the Masters of Business Administration (MBA) rates for resident students be raised by 3% respectively.

Table 1 below details proposed 2014-2015 tuition fees (tuition operating and capital building fees). As required by law, proposed capital building fee percentage increases are equivalent to the tuition operating fee percentage increases for each student category.

Table 1

TOTAL TUITION (Operating Fee and Capital Building Fee)	<u>2013-14</u>	<u>2014-15</u>	<u>\$ Change</u>	<u>% Change</u>
Resident Undergraduate	\$ 7,503	\$ 7,503	\$ -	0%
Non-Resident Undergraduate	\$ 18,392	\$ 18,945	\$ 553	3%
Resident Graduate	\$ 8,222	\$ 8,469	\$ 247	3%
Non-Resident Graduate	\$ 18,182	\$ 18,182	\$ -	0%
Resident MBA	\$ 9,513	\$ 9,798	\$ 285	3%
Non-Resident MBA	\$ 19,562	\$ 19,562	\$ -	0%

See Attachment A detailing percentage and dollar increases for breakout of tuition operating fee and capital building fee components.

Resident Undergraduate Tuition

The majority of Western students are resident undergraduates, making up approximately 88% of the headcount for the 2014 academic year. No increase in tuition is recommended for this student group.

- While the Washington Student Achievement Council (WSAC) data shows this classification to be 13.1% higher than the national average, the study did not account for differentiation such as Carnegie classification, institution size, scope, or type of degrees produced in the compilation of the national average.
- Both the University of Washington and Washington State University undergraduate rates are approximately 39% higher than Western.
- Comparing the Global Challenge States Peer List, 70% of Western's peer group fall at or below Western's undergraduate 2013 tuition and fees*.
- With regards to the Board-approved Peer List, 77% of Western's peer group fall at or below Western's undergraduate 2013 tuition and fees*.

Non-Resident Undergraduate Tuition

Non-resident undergraduate students represented approximately 8.8% of Western's 2014 academic year headcount. The proposed tuition increase for non-resident undergraduate students is 3%, representing an annual increase of \$553.

- The WSAC data shows Western closer in this category than resident tuition at 12.7% over the computed national average.
- University of Washington non-resident undergraduate tuition is 62% higher than Western.
- Comparing the Global Challenge States Peer List, 36% of Western's peer group fall at or below Western's non-resident undergraduate 2013 tuition and fees*.
- With regards to the Board-approved Peer List, 72% of Western's peer group fall at or below Western's non-resident undergraduate 2013 tuition and fees*.

*2014 data was unavailable at the time of this publication.

Resident Graduate Tuition

Resident graduate students represented 2.8% of Western's 2014 academic year student headcount. The proposed tuition increase for resident graduate students is 3%, representing an annual increase of \$247.

- This classification is the closest to the WSAC computed national average at 9.9% over average.
- University of Washington resident graduate tuition is 60% higher than Western.
- Comparing the Global Challenge States Peer List, 30% of Western's peer group fall at or below Western's resident graduate 2013 tuition and fees*.
- With regards to the Board-approved Peer List, 65% of Western's peer group fall at or below Western's resident graduate 2013 tuition and fees*.

Non-Resident Graduate Tuition

Non-resident graduate students represented less than 1% of Western's 2014 academic year student headcount. No increase in tuition is recommended for this student group.

- The WSAC study shows non-resident graduate tuition as 14.5% over the national average.
- University of Washington non-resident graduate tuition is 41% higher than Western.
- Comparing the Global Challenge States Peer List, 55% of Western's peer group fall at or below Western's non-resident graduate 2013 tuition and fees*.
- With regards to the Board-approved Peer List, 77% of Western's peer group fall at or below Western's non-resident graduate 2013 tuition and fees*.

Masters in Business Administration (MBA)

The MBA tuition rate is currently the only differentiated tuition Western charges. Approved by the Board of Trustees during the 2011-2013 biennial tuition setting process as part of a long-term strategy to price the MBA program appropriately in the marketplace, MBA resident students are annually assessed \$1,291 higher than other resident graduate students. The proposed tuition increase for resident students is 3%, representing an annual increase of \$285, to continue this long-term strategy.

Attachments:

Attachment A – Proposed Western Tuition Dollar and Percentage Increases 2013-2014

Attachment B – WSAC 2013-2014 Tuition and Fee Report Comparison of WA Institutions (DRAFT)

Attachment C – Global Challenge States Peer List & Board-approved Peer List Comparison Chart

*2014 data was unavailable at the time of this publication.

Western Washington University 2014-2015 Tuition Rates (Operating Fee and Capital Building Fee)				
TUITION FEES				
	2013-14	2014-15	\$ Change	% Change
<u>Operating Fee</u>				
Resident Undergraduate	\$7,209	\$7,209	\$0	0%
Non-Resident Undergraduate	\$17,663	\$18,194	\$531	3%
Resident Graduate	\$8,009	\$8,250	\$241	3%
Non-Resident Graduate	\$17,630	\$17,630	\$0	0%
Resident MBA	\$9,285	\$9,564	\$279	3%
Non-Resident MBA	\$18,977	\$18,977	\$0	0%
<u>Capital Building Fee</u>				
Resident Undergraduate	\$294	\$294	\$0	0%
Non-Resident Undergraduate	\$729	\$751	\$22	3%
Resident Graduate	\$213	\$219	\$6	3%
Non-Resident Graduate	\$552	\$552	\$0	0%
Resident MBA	\$228	\$234	\$6	3%
Non-Resident MBA	\$585	\$585	\$0	0%
<u>TOTAL TUITION (Operating Fee and Capital Building Fee)</u>				
Resident Undergraduate	\$7,503	\$7,503	\$0	0%
Non-Resident Undergraduate	\$18,392	\$18,945	\$553	3%
Resident Graduate	\$8,222	\$8,469	\$247	3%
Non-Resident Graduate	\$18,182	\$18,182	\$0	0%
Resident MBA	\$9,513	\$9,798	\$285	3%
Non-Resident MBA	\$19,562	\$19,562	\$0	0%

Western Washington University
2013-14 Tuition and Fee Rates* for Washington Universities
Compared to National Averages
WSAC 2013-14 Tuition and Fee Report

	Undergraduate		Graduate	
	Resident	Nonresident	Resident	Nonresident
Western Washington University				
Tuition and Fees	\$8,863	\$19,752	\$9,582	\$19,542
National Average	\$7,835	\$17,531	\$8,715	\$17,073
Dollar +/- National Average	\$1,028	\$2,221	\$867	\$2,469
Percent +/- National Average	13.1%	12.7%	9.9%	14.5%
Central Washington University				
Tuition and Fees	\$8,976	\$20,502	\$9,909	\$20,886
National Average	\$7,835	\$17,531	\$8,715	\$17,073
Dollar +/- National Average	\$1,141	\$2,971	\$1,194	\$3,813
Percent +/- National Average	14.6%	16.9%	13.7%	22.3%
Eastern Washington University				
Tuition and Fees	\$7,961	\$19,931	\$10,924	\$24,570
National Average	\$7,835	\$17,531	\$8,715	\$17,073
Dollar +/- National Average	\$126	\$2,400	\$2,209	\$7,497
Percent +/- National Average	1.6%	13.7%	25.3%	43.9%
The Evergreen State College				
Tuition and Fees	\$8,422	\$20,509	\$8,911	\$21,061
National Average	\$7,835	\$17,531	\$8,715	\$17,073
Dollar +/- National Average	\$587	\$2,978	\$196	\$3,988
Percent +/- National Average	7.5%	17.0%	2.2%	23.4%
University of Washington				
Tuition and Fees	\$12,399	\$31,974	\$15,303	\$27,555
National Average	\$10,009	\$26,151	\$11,555	\$24,509
Dollar +/- National Average	\$2,390	\$5,823	\$3,748	\$3,046
Percent +/- National Average	23.9%	22.3%	32.4%	12.4%
Washington State University				
Tuition and Fees	\$12,327	\$25,409	\$12,627	\$26,059
National Average	\$10,009	\$26,151	\$11,555	\$24,509
Dollar +/- National Average	\$2,318	(\$742)	\$1,072	\$1,550
Percent +/- National Average	23.2%	-2.8%	9.3%	6.3%

Source: WSAC 2014 National Tuition and Fee Report (DRAFT)

*Note: WSAC reported "Tuition and Fees" for Washington's 4-year institutions includes tuition and mandatory fees

ATTACHMENT B
Attachment C
Draft Minutes

Western Washington University

FY 2013 Comparison of Tuition and Mandatory Fees from June 12, 2014 meeting
Global Challenge States - WWU Peer Group

	WWU Tuition and Fees (FY 2013)	Global Challenge States (60th Percentile)	\$ Difference	% Difference	Percentile Rank
Resident Undergraduate	\$ 8,805	\$ 8,590	\$ 215	2.5%	70%
Nonresident Undergraduate	\$ 19,152	\$ 19,754	\$ (602)	-3.0%	36%
Resident Graduate	\$ 9,276	\$ 9,477	\$ (201)	-2.1%	30%
Nonresident Graduate	\$ 18,957	\$ 19,319	\$ (362)	-1.9%	55%

	WWU Tuition and Fees (FY 2013)	WWU Peer Group (60th Percentile)	\$ Difference	% Difference	Percentile Rank
Resident Undergraduate	\$ 8,805	\$ 8,079	\$ 726	9.0%	77%
Nonresident Undergraduate	\$ 19,152	\$ 18,569	\$ 583	3.1%	72%
Resident Graduate	\$ 9,276	\$ 8,860	\$ 416	4.7%	65%
Nonresident Graduate	\$ 18,957	\$ 17,970	\$ 987	5.5%	77%

NOTE:

- A) The Global Challenge States peer group is comprised of 11 institutions (see the Budget Office website for list).
- B) WWU Peer Group is comprised of 25 institutions (see the Budget Office website for list).
- C) "Percentile Rank" represents WWU's relative position to the peer group. For example, a 60% percentile rank indicates that 60% of the peer group are at or below WWU tuition and fee rate.

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

TO: Members of the Board of Trustees

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

DATE: June 12, 2014

SUBJECT: **Approval of 2014-2015 Annual State Operating Budget**

PURPOSE: Action Item

A) 2014 – 2015 Tuition Rates

Purpose of Submittal:

The Legislature and Governor have passed and signed an appropriations bill. Based on this approved bill, the Board is requested to approve 2014-2015 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2014-2015 annual tuition rate for resident undergraduate students be held at the 2013-2014 annual rate with no increase; and

FURTHER MOVED, that the 2014-2015 annual tuition operating fees and capital building fees for the non-resident graduate students be held at the 2013-2014 annual rate with no increase; and

FURTHER MOVED, that the 2014-2015 annual tuition operating fees and capital building fees for the non-resident undergraduate, resident graduate, and the Masters in Business Administration (MBA) rates for resident students be raised by 3% respectively.

Supporting Information:

See the attached memo on setting 2014-15 academic year tuition.

Additional Information:

The 2014-2015 annual operating budget plan which relies on tuition operating fee revenue generated by the tuition increases proposed under this submittal, will also be presented at the June 12, 2014 Board meeting.

B) 2014 – 2015 Annual State Operating Budget

Purpose of Submittal:

Based on the conference committee budget recently passed by the Legislature, and as signed by the Governor, the Board is now asked to approve the 2014-2015 Annual State Operating Budget for Western Washington University.

In addition, in a separate action item, the Board will be asked to approve 2014-2015 tuition rate increases, providing revenue necessary to support the 2014-2015 annual state operating budget.

Proposed Motion:

***MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2014-2015 Annual State Operating Budget of \$145,009,266 consisting of a State Appropriations in the amount of \$51,260,000; Western Washington University net tuition operating fee revenue of \$90,217,779; administrative services assessment revenue of \$3,255,969; and the use of one-time reserves in the amount of \$275,518.**

Supporting Information:

See attached memo of supporting information on the 2014-2015 Annual State Operating Budget.

Source of Funding:

State appropriations (general fund-state, education legacy trust funds, and capital projects account); net tuition operating fee revenue; administrative services assessment revenue; and one-time reserves.

**WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

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

DATE: June 12, 2014

SUBJECT: **Supporting Information for Board Approval of the 2014-2015 Annual State Operating Budget**

Schedule of Approvals for 2014-2015 Annual State Operating Budgets

At the June 12, 2014, Board meeting the Board of Trustees will be requested to approve tuition rates for all student categories for the 2015 academic year. At this same meeting, the Board will be asked to approve the 2014-2015 Annual State Operating Budget, which relies on the projected tuition operating fee revenues generated from these tuition rate proposals.

Introduction

In order to fund the basic instructional and academic support missions of the institution, the President is proposing, for Board approval, a 2014-2015 budget for state funded operations which reflects revenue and expenditure estimates available for University operations from state appropriations, net tuition operating fees, the administrative services assessment, and the use of one-time reserves.

Proposed FY 2014-15 Annual State Operating Budget

A summary of all revenue sources is included in the table below. Please note that tuition operating fee revenue is presented net of tuition waivers and Western's student loan/grant fund contribution at 4%.

2014-15 Fiscal Year		
WWU State Operating Budget		
by Funding Source		
Funding Source	Proposed for Board Approval FY15	% of Budget
State Appropriations	51,260,000	35%
Net Tuition Operating Fees	90,217,779	62%
Administrative Services Assessment	3,255,969	2%
One-Time Reserves	275,518	0%
State Operating Budget	145,009,266	100%

Western's Student Loan/Grant Fund

Gross tuition operating fees collected are currently subject to a 4% minimum set-aside for the Western Washington University student loan and grant fund. The capital building fee (part of tuition) and student activities fee are assessed at 3.5%. For the 2013-2014 fiscal year, Western will allocate close to \$4.0 million to this form of financial aid.

Western's Budget Process

Last year, through Western's open, transparent, and bottom up process, the campus developed an operating budget for the current biennium. The Board of Trustees approved the first year of that two year budget at a special meeting in July 2013. This spring, the budget process reexamined year two of that budget to see if there are adjustments, or "emergent issues," that should be included in the FY2014-2015 annual operating budget for the Board to act upon.

Campus planning unit leaders submitted proposals for emergent issue requests for the FY2014-2015 operating budget in April 2014 after the legislative session ended. Proposals were presented to the University Planning and Resources Council, and audiocast to the campus with venues for feedback.

Budget Recommendation Detail

The Vice Presidents and Deans evaluated all the requests and recommended a budget which includes: funding for year three of the faculty contract commitment; funds to raise salaries for the lowest paid classified staff and graduate teaching assistants; funds to continue the approved compensation plan for professional and executive staff; funds for video service support; and finally, funds to support student success and achievement.

Please see Attachment A for a copy of this recommendation, or the web version with active hyperlinks may be reviewed at this location: <http://www.wvu.edu/upb/1516Emerg/FINALFY2015.pdf>

The President now recommends the Board of Trustees approve the state operating budget in the amount of \$145,009,266 for the 2014-2015 fiscal year.

President's Recommendation to the Board of Trustees Proposed FY 2014-15 Operating Budget

The campus feedback period for the FY 2014-15 Operating Budget has now ended, and the President will be presenting his recommendation to the Board of Trustees on June 12, 2014.

President Shepard has accepted the recommendation of the Vice Presidents and Deans with one modification. There was substantial feedback from the campus regarding the \$31,000 IT efficiency reduction administered by the Office of Financial Management (OFM) being disproportionately assessed to Academic Technology and User Services (ATUS). Since information technology is a campus wide need and expenditure, any efficiencies that can be made to offset this cut will need to be made at the campus level rather than at a unit level. To offset this modification, the recurring contingency reserve will be reduced by an additional \$31,000 as reflected in the updated [uses and sources table](#).

Note: The remainder of this document is the recommendation from the Vice Presidents and Deans, revised with the change in the preceding paragraph.

Background:

The [strategic budget processes](#) at Western always involve at least three rings. There is a biennial budget **request** process; the budget requests for the 2015-17 biennium have been developed bottom up and penultimate recommendations are about to be posted. There is the **capital** budget process. And, once the legislature has considered budget requests and cut us a check, there is a process for adopting an **operating** budget.

Last year, through an open, transparent, and bottom up process, the campus developed [an operating budget for the current biennium](#). The Board of Trustees then approved [the first year of that two year budget](#).

Now it is time to re-examine year two of that budget to see if there are adjustments, or "emergent issues," that should be included in what is then the Trustees' responsibility to act upon.

As is always the case, we proceeded bottom up with proposals [posted on the web](#) for all to see. The [University Planning and Resources Council \(UPRC\)](#), broadly representative of faculty, staff, students, and administration, considered budget presentations in [audiocast sessions](#) and then formed recommendations. Central leadership - the president, vice presidents and deans - then met on several occasions to discuss budget options and to consider the recommendations of the UPRC.

Their recommendations to campus on the FY 2014-15 operating budget now follow. Your feedback is welcome, and there are several means to respond:

- UPRC final feedback will be discussed at their May 7th meeting;
- Feedback will be solicited at the President's Cabinet meeting on May 7th; and,
- A discussion forum was established on Viking Village through May 16th.

After considering this additional feedback, President Shepard will recommend an FY 2014-15 Operating Budget to the Board of Trustees at their June meeting. They are expected to act upon that recommendation in open and audiocast session on Friday, June 13th.

Summary:

The budget for the second year of the biennium is a fairly cut-and-dried matter as the strategic decision making – deriving funding decisions from stated strategic priorities of the university – was completed a year ago.

The FY 2014-15 budget continues those decisions in these ways:

- Western's excellence, and the need for competitive compensation that then follows, was identified last year as our top priority. This FY 2014-15 proposal fully funds contractual commitments for faculty and classified staff. Added to this is funding for the previously announced "compensation floor" for our 69 lowest paid colleagues. We propose to add support to continue the plan to bring all professional staff with five or more years of satisfactory service to the middle third of the salary range defined by market comparability studies. And, we include salary adjustments for the lowest paid graduate teaching assistants. (Those salaries had not been adjusted in five years.)
- In simplest terms, we seek to apply our considerable strengths to meeting the critical needs of Washington State. The proposed operating budget funds the continuing and, in some cases, the additional second year costs of implementing the initiatives previously approved as a part of the biennial budget, including diversity, engineering, computer science, and energy studies.
- Joining with UPRC who saw this as the top priority, the deans and vice presidents recommend funding the proposal to improve student and academic support services.
- We again join with UPRC in seeing the enhanced support for graduate and research programs as necessary. We recommend a different approach, though. As the investment is expected to generate additional returned overhead, we will fund the initiative for three years using one-time reserves with an expectation that permanent recurring funding will then be possible through the increase in overhead support coming to Western as a result of additional grant activity.
- Several proposals we considered may well need to be funded but we think more study is necessary. The Banner Data Defense proposal needs to be analyzed in the context of several alternatives and with a more precise

understanding of the vulnerabilities that would then remain. We set a six-month deadline for completing that analysis.

- The Visual Media proposal identifies an exploding need on our campus. We discussed the need, the various pockets of expertise on campus, and the possible use of different funding strategies. We set aside most of what was requested, but will allocate funds to specific areas once a more comprehensive review of capabilities and funding strategies is conducted. We set a similar six month deadline for bringing closure to this budget decision.
- There were also several “emergent items” that had to be funded no matter what. That is because they emerged from the legislature. Described as “lean management” and “IT efficiency” reductions, these are simply cuts to Western’s annual base budget and total \$271,000.

These proposals are responsive to UPRC’s top priorities: student support services, teaching assistant compensation, and support for graduate studies and research.

Spending money is easy. Finding the funds is the other side of the coin. In the biennial budget, we had built in an assumption of a 0% tuition increase in resident undergraduate instruction for FY 2013-14 and 2.75% for FY 2014-15 with modest increases in other tuition categories.

The good news is that there will be no tuition increase next year for resident undergraduates. After studying data from peers, we also will not raise graduate non-resident tuition. Resident graduate tuition rates are well below peers and would, we propose, be increased 3%. Non-resident undergraduate tuition would also increase by 3%, but those increases would be balanced by a program of partial waivers designed to keep Western’s tuition competitive with peers.

To bring the budget into balance going forward, we would also add revenues from two other sources. First, we would increase the overhead assessment on auxiliaries and self-support operations by 0.3%. This is a complex matter in which there are all sorts of apples and oranges; further, affected units must plan ahead. Consequently, we would postpone the implementation for one year while the details are worked out, covering next year’s projected revenue from reserves.

Overall, this proposal is responsive to the emergent issues of highest priority while not cutting division budgets and not raising undergraduate resident tuition.

We also propose to reduce the institution’s budgeted and recurring contingency fund by 10%. Six years ago, Western had no such regularly budgeted fund. It was brought to a level that has seen us through some very challenging times. We have analyzed worst-case budget scenarios for the next biennium along with our current level of institutional reserves, and believe such a reduction is now not only fiscally prudent but also strategically wise – putting more dollars to work for Western.

WESTERN WASHINGTON UNIVERSITY - SOURCES AND USES
 OPERATING BUDGET 2014-15

USES

ITEMS RECOMMENDED AND DECIDED JULY 2013

<u>Faculty Contract Commitments - year 3</u>	2,840,123
<u>Utility Budget Increase</u>	174,019
<u>Energy Decision Package</u>	543,548
<u>Classified CBA Commitments (Step M)</u>	42,042

EMERGENT ISSUES DECIDED AFTER JULY 2013

<u>Final year of Post Tenure Review commitment left out of FY14</u>	149,187
<u>Pro-Staff/Exec Staff Increases implemented at 4% vs. planned 3.5%</u>	129,885
<u>Lean Management allocation reductions from OFM</u>	240,000
<u>IT efficiency reduction from OFM</u>	31,000
<u>Classified CBA Commitment (Compensation Floor adjustment)</u>	158,380

EMERGENT ISSUES RECOMMENDED - YET TO BE DECIDED

Institutional

<u>Pro-Staff and Exec. Staff - continuation of compensation plan</u>	111,167
<u>Teaching Assistant Compensation</u>	156,424

Enrollment and Student Services

<u>Student Success and Achievement</u>	230,701
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Academic Affairs

<u>Video Services Support</u>	75,000
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TOTAL RECURRING NEW NEEDS **4,881,476**

SOURCES

ITEMS RECOMMENDED AND DECIDED JULY 2013

<u>Revenue from overhead assessment as auxiliary income has increased</u>	248,090
<u>Rollover to Yr 2 of recurring Yr 1 under commitments</u>	3,199,560
<u>Cost Estimate Variance on Step M Implementation in FY14</u>	34,012

NEW SOURCES:

Tuition

<u>Tuition: 3% increase - Non-Res UG</u>	548,061
<u>Tuition: 3% increase - Res Graduate</u>	80,235

Recurring Assessment on all Auxiliary and Self-Sustaining Funds

<u>Total, all Divisions (In addition to 0.5% agreed to; would require 1 yr soft \$ to plan, implement sensibly across offices, divisions)</u>	275,518
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Other

<u>Permanently Reduce Recurring Contingency Reserve</u>	496,000
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TOTAL NEW SOURCES **4,881,476**

[Return to recommendation narrative](#)

Faculty Compensation

The base budget commitments for year one of the University/Faculty CBA were covered using one-time reserves. This was done knowing that permanent, recurring savings from rebasing would become available in 2013-15. The commitments for years two and three of the contract was built into the biennial budget last year and approved by the Board of Trustees in July 2013.

Utility Budget Increase

This is an inflationary increase to prudently cover any rate or usage increases in utilities, such as heat and electricity, imposed on the university. Any funds not spent revert back to the fund balance reserve and can be used for funding one-time commitments in the future.

Multi-College Energy Academic Program

This is an initiative of three colleges: Huxley College of the Environment, the College of Sciences and Technology, and the College of Business and Economics. The proposal, in ways unique to the West Coast, prepares students for leadership in the energy economy of the 21st century. The proposal has strong support from among prospective employers and is funded through a combination of state appropriation and private philanthropy.

The Energy Program epitomizes clearly what it means to take strengths particular to Western, and apply them to critical needs. That it involves partnerships among three colleges and with public and private sector entities is also appealing. So, we have included funding for the state support piece even though the state did not appropriate funds specifically for this decision package but, instead, providing increased general institutional support; the funding obligation related to private fundraising remains.

This initiative was approved as a part of last year's budget. Here, we fund 2nd year costs that were anticipated at that time.

Classified Compensation

Step M: An additional step was added to the State General Service Salary Schedule in the 2013-2015 operating budget, referred to as Step M. All classified employees who had been at Step L for six consecutive years or more progressed to Step M on July 1, 2013. Other classified staff progress to Step M on their anniversary date after completing six consecutive years at Step L. The cost to implement Step M, which was not included in our state allocation, was less than anticipated in FY14. Funding was committed in Western's biennial budget last year to cover those employees that will progress to Step M this coming year.

Compensation Floor: Effective July 1, 2014, the base salary for permanent (halftime or greater) WFSE and PSE employees will be brought to a new minimum compensation floor. Sixty nine current WFSE and PSE employees compensated below \$15 per hour will be moved up to the step closest to \$15 an hour on the state's salary schedule, and new employees will be brought to the new level following successful completion of the probationary period.

Other Note: Under the 2013-15 state operating budget and terms of the state's collective bargaining agreements with unions representing many state employees, salaries would have risen by 1.0 percent if, as a result of increased economic activity, the February 2014 quarterly revenue forecast had been at least \$200 million higher than what was forecast in September 2012. Revenue growth generated by economic changes increased only \$11.7 million over that

period. That increase was too small to trigger a 1.0 percent cost of living adjustment. Since compensation is a top university priority, Western and the two unions have agreed to partially offset this lost cost of living increase with a one-time lump sum payment to WFSE and PSE bargaining unit employees. For WFSE, in (addition to previously agreed upon lump sum payments of 2.20 percent paid August 25, 2013 and 1.0 percent to be paid on December 14, 2014, a 1.0 percent lump sum will be added.

For PSE, in addition to a previously agreed upon 2.5 percent lump sum paid December 10, 2013, a 1.7 percent lump sum payment will be added.

Post Tenure Review

The final year of the five year university commitment to fund faculty post-tenure review was inadvertently left out of the recurring budget in FY14. The cost to cover the expense in FY14 was funded from one-time reserves, so the base budget must be adjusted to cover these on a recurring basis. Moving forward, the Academic Affairs budget funds this cost from savings from turnover of tenured positions.

Professional and Executive Staff Increases

FY14 Implementation: In building the biennial budget for 2013-15 it was anticipated that professional and executive staff salary increases would be 3.5%. Prior to implementation, it was decided that these employee classes, having received no increases over the preceding 5 years, would receive a 3% across the board increase, and a 1 % pool would be used for equity and retention issues. Onetime funds were used to cover the differential for FY14, so the base budget must be adjusted to cover this on a recurring basis.

Continuing Compensation Plan: Recurring funding is being added in FY15 to continue the compensation plan to bring all professional staff with five or more years of satisfactory service to the middle third of the salary range defined by market comparability studies.

Teaching Assistant Compensation

Graduate teaching assistantship stipends have not increased since 2009, even as the cost of living and educational expenses have increased dramatically. Higher stipends for graduate teaching assistants will improve recruitment and retention of highest quality students, which will have both direct and indirect effects of improving undergraduate education.

Student Success and Achievement

Western is at a critical juncture in several of our key core state-funded service areas that have seen the greatest growth in demand: Academic Advising and Student Outreach Services, the Counseling Center, and the Office of disAbility Resources for Students. The demands in these areas reflect changes in demographics of our enrollment, and this has impacted both the yield of new students and the retention of currently enrolled students. This funding addresses these most critical needs.

Video Services Support

The partial base funding of this proposal helps cover increased demand for services while a comprehensive review of the total needs and alternative funding strategies is undertaken. This

review will be completed in six months. The ultimate funding of this proposal may vary based on the outcome of this review.

Increased Income from Auxiliaries

Auxiliaries are the various components of the university's operations that run as businesses, which must generate revenues to cover costs. Our residence halls are just one example.

The university charges fees to auxiliaries to cover overhead services provided. Last biennium the fee structure was carefully studied and then significantly revised.

Included was a somewhat higher fee to be charged beginning FY 2013-14. This is not an addition we are now proposing be added but, rather, is the realization of income from a fee increase our auxiliaries knew was coming and have been budgeting for. This line also reflects revenue growth because auxiliary activity has been increasing and, consequently, revenue realized from the overhead charge has increased as a result of that greater activity.

Rollover of Year One to Year Two

We had a substantial carryover between the two years of this biennium. This has to do with the way the legislature appropriates across a biennium compared to the commitments we have for the biennium. Because our appropriations are essentially the same for both years of the biennium, as is our tuition revenue, there are about the same number of dollars available to spend in 2013-14 as in 2014-15. However, our expenses in 2014-15 are significantly higher than in 2013-14 because we are budgeting for annual compensation increases both years.

Tuition

Resident undergraduate tuition is legislatively restricted to a zero percent increase for FY15, consistent with legislative action for FY 2014.

We propose, then, to increase tuition by 3% in FY 2014-5 for resident graduate students and for non-resident undergraduates. This modest increase keeps those tuitions at or below the tuition levels among Western's peer institutions while supporting program improvements.

Recurring Assessment on all Auxiliary and Self-Sustaining Funds

Due to the limited options for new sources, an additional 0.3% assessment on auxiliary and self-sustaining funds will need to be charged. To avoid any adverse unintended consequences, one-time reserves will be used in FY 2015 as we plan how best to implement this source for the recurring budget.

Lean Management and IT Efficiency Reductions from OFM

Lean Management: In the 2013-15 biennial budget, the legislature reduced the allocation to the Office of Financial Management (OFM) with the direction to "... develop a strategic lean management action plan to drive efficiencies in state spending and increase productivity of state employees while improving and increasing state services for taxpayers. The action plan must determine the specific agencies and programs that would benefit most from application of the action plan, and the plan must target resources accordingly." Western's targeted resources for the 2013-15 biennium has been determined by OFM to be \$240,000.

IT Efficiency: OFM was directed to reduce agency allotments to reflect savings resulting from efficiencies in information technology expenditures statewide. Our forced efficiency resulted in a reduction to be covered *by reducing the recurring contingency reserve* in the amount of \$31,000. *Note: this is a change from the original recommendation from the Vice Presidents and Deans implemented by the President in response to feedback from the campus community.*

Permanently Reduce Recurring Contingency Fund

The university maintains a base-budgeted contingency fund to cover unexpected and unbudgeted expenses. For example, in recent years that fund has been used several times to "buy time" in order to make budget reductions thoughtfully. Western drew upon the contingency fund to send the dollars Olympia immediately required as a cut in our budget while we took a year, bottom up, to make permanent cuts.

At the end of a fiscal year, unspent balances feed the university's reserves and those reserves are also available to cover one-time unexpected and unbudgeted expenses. Based upon our experiences as we have successfully weathered five difficult years, we believe it possible to now permanently reduce the size of the recurring contingency fund in order to free up funds to provide base budget funding for other needs.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
FRIDAY, June 13, 2014**

Breakfast with the 2014 Presidential Scholars in the Solarium

The Trustees, President Shepard, Vice Presidents, Deans and the faculty nominators enjoyed a breakfast with the 2014 Presidential Scholars.

- College of Business and Economics, Paul Wright, Accounting
- College of Fine and Performing Arts, Margaret McGuigan, Theatre Arts
- Huxley College of the Environment, Bodie Cabiyo, Environmental Science
- Woodring College of Education, Rivka Horowitz, Special Education & Education Leadership
- College of Humanities and Social Sciences, Jordan Olivia Richardson, Communication Studies
- College of Sciences and Technology, Andrea d'Aquino, Chemistry

1. CALL TO ORDER

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 9:03 a.m., Friday, June 13, 2014 in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, Washington.

Board of Trustees

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

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Steve Swan, Vice President for University Relations and Community Development
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
John Thompson, Assistant Director/Marketing Manager, University Communications
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

1. CALL TO ORDER, APPROVAL OF MINUTES

Lisa Wochos, Assistant Attorney General had one change request to the minutes of April 4, 2014, under the public comment section, the RCW reference was incorrect and should be changed to reflect the correct reference of RCW 28B.35.110.

MOTION 06-05-2014: Trustee Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, April 3, 4, 2014

The motion passed with the correction mentioned above.

2. PUBLIC COMMENT PERIOD

As per Amended RCW 28B.35.110, time was provided for public comment at the June 13, 2014 regular meeting of the Board of Trustees. There were no requests for public comment.

3. RECOGNITIONS AND INTRODUCTIONS

• Kit Spicer, Dean, College of Fine and Performing Arts

Brent Carbajal, Provost and Vice President for Academic Affairs introduced Kit Spicer, who was unable to attend, as the newly hired permanent Dean of the College of Fine and Performing Arts, effective May 1, 2014. Dr. Spicer had served as the Interim Dean of CFPA since August 1, 2013 while a national search was conducted to replace Dan Guyette, who resigned after the 2012/2013 academic year.

• Steve Card, Athletic Director

Eileen Coughlin, Senior Vice President and Vice President for Enrollment and Student Affairs introduced Steve Card, Athletic Director. Coughlin said that after a competitive national search based on interviews, references and campus responses, Steve Card was named Director of Athletics of Western. Steve served Western as Athletics Associate Director for Business and Financial Affairs for 23 years.

• Darin Rasmussen, Chief of Police

Richard Van Den Hul, Vice President of Business and Financial Affairs introduced Darin Rasmussen, Chief of Police. Van Den Hul said that Rasmussen was appointed Chief of Police/Director of Public Safety effective April 9, 2014. Rasmussen, who was hired following a national search, had been interim chief since last September, and also served as assistant chief. He succeeds Randy Stegmeier.

• 2014 – 2015 Associated Student Board of Directors

Eileen Coughlin, Senior Vice President and Vice President for Enrollment and Student Affairs introduced the incoming 2014-15 Associated Student Board of Directors.

- Annika Wolters, President
- Jaleesa Smiley, Vice President for Academics

- Giselle Alcántar Soto, Vice President for Activities
- Chelsea Ghant, Vice President for Business and Operations
- Cristina Rodriguez, Vice President for Diversity, unable to attend
- Sarah Kohout, Vice President for Government Affairs
- Zach Dugovich, Vice President for Student Life

• **2014 Leaders in Health Care Awards: Achievement in Wellness Programs – WWU Faculty & Staff Wellness Program**

Richard Van Den Hul, Vice President of Business and Financial Affairs introduced, Chyerl Wolfe-Lee, Assistant Vice President for Human Resources and Kaylee Nightingale, Wellness Administrator, Human Resources, as a 2014 Leaders in Health Care Awards: Achievement in Wellness Programs Award Recipient for the WWU Faculty & Staff Wellness Program.

The Faculty and Staff Wellness Program at Western was honored by Seattle Business Magazine which honors Washington's health care innovators, CEOs, hospitals and others. Led by Chyerl Wolfe-Lee and Kaylee Nightingale, Western's program was the winner of the Achievement in Health Programs category.

• **Fulbright & Hollings Award Recipients**

Brent Carbajal, Provost and Vice President for Academic Affairs introduced Dr. Tom Moore, Fulbright Scholar Program Advisor. Dr. Moore gave a brief introduction of the programs and of the Western students who had received awards. He said that, four Fulbright Fellowships and four Hollings (NOAA) Awards were awarded, and a Non-Governmental Organization (NGO) in West Africa created a position for one Western student based upon his Fulbright proposal that Fulbright itself was not funding.

Fulbright

- Cole Galbraith, Fulbright English Teaching Assistantship (Austria)
- Devin Mounts, Fulbright Research/Study (Brazil)
- Connor Tudbury, Fulbright English Teaching Assistantship (Brazil)
- Carlee Wilson, Fulbright English Teaching Assistantship (Germany), *in attendance at the meeting*
- Tim Werwie, Unofficial Fulbright Research/Study (Senegal). Tostan, the NGO in West Africa created a position for him based upon his Fulbright proposal.

Hollings (NOAA)

- Timothy Anderson, *in attendance at the meeting*
- Maia Hanson
- Courtney Knox
- Daniel Woodrich, *in attendance at the meeting*

• **Jeff Wright, Dean College of Science and Technology**

Brent Carbajal, Provost and Vice President for Academic Affairs said a few words about Dean Jeff Wright and introduced David Bover, Associate Dean, College of Science and Technology who accepted the resolution on Dean Wright's behalf and offered Dean Wright's gratitude. Chair Zoro invited Trustee Munro to read Resolution 2014-01, *Recognizing the Service of Jeff R. Wright*.

**RESOLUTION NO. 2014-01
A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
RECOGNIZING THE SERVICE OF
JEFF R. WRIGHT**

WHEREAS, in 2011, **JEFF WRIGHT** was appointed by President Bruce Shepard as Dean of the College of Sciences and Technology at Western Washington University; and

WHEREAS, **JEFF WRIGHT** brought to his appointment as Dean of the College of Sciences and Technology, twenty years of experience at Purdue University, including experience as a faculty member, as well as experience as both Assistant Dean and Associate Dean of Engineering, and ten years of experience at the University of California, Merced serving as Inaugural Dean of College One, Founding Dean of Engineering, and Founding Co-Director of the University of California CITRIS Research Institute; and

WHEREAS, **JEFF WRIGHT** received his undergraduate and graduate degrees at the University of Washington; and his doctorate from The Johns Hopkins University; and

WHEREAS, **JEFF WRIGHT** has always been a tireless and effective advocate for the sciences and technology; and

WHEREAS, under **JEFF WRIGHT**'s leadership, the College of Sciences and Technology has successfully addressed a number of significant goals, including the college's enhanced ability to address the current and future needs of Washington State in the critical fields of sciences, technology, engineering and mathematics; and

WHEREAS, as Dean of the College of Sciences and Technology, **JEFF WRIGHT** has provided vision and leadership and has been integrally involved in a number of significant accomplishments including the College's planning for transition into engineering, an expansion in the computer science programs, the development of trans-collegiate energy programs, as well as reconstruction of the university's Planetarium; and

WHEREAS, **JEFF WRIGHT** has served with commitment and distinction as Dean of the College of Sciences and Technology and as a trusted member of the Academic Affairs leadership team; and

WHEREAS, **JEFF WRIGHT** will complete his appointment as Dean of the College of Sciences and Technology on June 30, 2014;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to **JEFF WRIGHT** for his many achievements and for his service as Dean of the College of Sciences and Technology.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on the 13th day of June, 2014.

MOTION 06-06-2014: Trustee Fujikado moved, that the Board of Trustees, approve Resolution 2014-01 Recognizing Jeff Wright.

The motion passed unanimously.

4. BOARD CHAIR REPORT

Chair Zoro said that Governor Jay Inslee had appointed Chase Franklin of Seattle, WA to the Western Board of Trustees. She recognized Trustee Lee for her receipt of the Seattle Business Manufacture of the Year award due to her work at Pioneer Human Services, and offered her congratulations from the Board.

Chair Zoro asked Trustees Lee and Sharpe to give a brief summary of their recent experiences at the Association of Governing Boards of Universities (AGB) National Conference on Trusteeship. Trustee Lee said that AGB is a quality organization and she is grateful that the University supports the education and professional development of its Trustees. Lee said that she wants to continue to strive for a strong relationship between the Board Chair and the President, and is thankful that Western already does many of the best practices regarding shared governance that were discussed at the conference. She feel that shared governance commitment will continue to benefit the university by improving and giving the students the best experience possible.

Trustee Sharpe said she learned a lot at her first AGB conference, meeting many new colleagues and taking away helpful tools. She added that the conference helped her to see how she could take her Trusteeship further and get the most out of it. Sharpe said the future looks different and it is the Trustees job to visualize the future and to assist those whose future it will be. She also said that it is important to help the University facilitate changes for the future, but not always be present for the results. Sharpe noted that the recent budget cuts in Washington State have been devastating relative to other states, and that talking with colleagues from around the country made her appreciate even more what Western has done to manage those cuts and keep the focus on the students.

Chair Zoro said a few words about student Trustee Heather Flaherty recognizing that she has been a great addition to the Board during the past year. Chair Zoro asked Trustee Sharpe to read Resolution No. 2014-02, *Recognizing the Service of Board Member Heather Flaherty*.

**RESOLUTION NO. 2014-02
A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
RECOGNIZING THE SERVICE OF TRUSTEE
HEATHER FLAHERTY**

WHEREAS, HEATHER FLAHERTY of Bothell, Washington, has served as a member of the Western Washington University Board of Trustees from July 1, 2013 – June 30, 2014; and

WHEREAS, HEATHER FLAHERTY has the distinction of being the sixteenth student appointed by the Governor to the Board of Trustees of Western Washington University; and

WHEREAS, HEATHER FLAHERTY brought to her appointment as a trustee dedication to the campus community through her service both during her appointment and during her years as a student, serving as a Resident Advisor, an Orientation Student Advisor, an Office of Admissions Representative, and as an Alumni Association Student Support Staff Representative; and

WHEREAS, HEATHER FLAHERTY has contributed her time and commitment to the University at considerable personal sacrifice while holding a full time job outside of school and in the

evening pursuing a Master's degree in Western's Business Administration Program, after having already earned a Bachelor of Science in Community Health Education with a minor in Spanish from Western Washington University; and

WHEREAS, HEATHER FLAHERTY contributed to the increased stature and the future potential of Western Washington University through her participation in numerous decisions affecting the University;

WHEREAS, HEATHER FLAHERTY has served with distinction this past year with intelligence, positivity, compassion and concern for the best interests of all in the Western community; and

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees of Western Washington University that **HEATHER FLAHERTY** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 13, 2014.

Trustee Zoro presented Trustee Flaherty with the resolution, a plaque and a campus photo. Flaherty then said a few words of thanks for the opportunity to serve and for all the mentoring over the past year from the other exceptional Trustees.

MOTION 06-07-2014: Trustee Lee moved, that the Board of Trustees, approve Resolution 2014-02 Recognizing the Service of Board Member Heather Flaherty.

The motion passed unanimously.

5. UNIVERSITY PRESIDENT

President Shepard said it is a time of commencement, reflection and transition, adding that he was looking forward to conferring over 1,900 diplomas at Commencement. Shepard went on to say that bricks and mortar and budgets don't make up a university, that it is the people and experiences that truly make up a university. He was grateful to those who recently stood up for Western's values regarding diversity in recent months when it was challenged from those outside of the Western community. Shepard also said that one of his tasks for the summer will be to look at all the data that was collected over the year regarding the six questions asked at fall convocation and is eager to report back on Western's progress on those challenges.

6. ASSOCIATED STUDENTS

Carly Roberts, Associated Students President, stated that the AS Board election results were recently completed and that there was lower overall voter turnout which is something that the AS Board will look into for next year. She noted that, the cannabis initiative did not gather enough signatures to get on the spring campus ballot, but the smoking initiative passed with 56 percent. Roberts said that there are ongoing discussions between the AS Board and the Foundation Board regarding divestment concerns and next steps.

Roberts reported that the AS Board passed “*A Resolution Regarding International Divestment, Boycott, and Sanctions*” at their June 10th meeting. The resolution, which was brought to them by a student states “the ASWWU shall not take positions advocating divestment from, boycott of, sanctioning, or ceasing collaboration with companies, products, or organizations due to their nation of origin.” Roberts said that she found out the following day that Western is the first school in the nation to pass a resolution addressing this issue and has since received national and international praise for the resolution.

7. FACULTY SENATE

Johann Neem, Faculty Senate President, said that he has appreciated the support and value of shared governance that he has felt this past year. He feels that because of the culture of shared governance he was able to foster tighter connections among the various universities communities the Faculty Senate interacts with.

Neem said universities are ultimately a community of scholars and that most of that community is rarely included at the table. He added that it is important to remember that a university is not a business, it is not about real estate, or dorms, or revenue, or buildings. HE said that it is about sustaining something larger the like the study of chemistry, physics, math, literature, history and philosophy. Neem said it is from this perspective we need to always remember what the mission ultimately is, to sustain the higher purposes of education. He said that members of the campus community trust the Board of Trustees to cultivate, nourish and protect the actives that make a university a university and continued by thanking the Trustees for their work and their focus on what a good university is and why it matters to the community at large.

Chair Zoro announced a break at 10:06 am. The Board returned and reconvened the meeting at 10:24 am.

8. 2014 - 2015 STUDENT FEES

Eileen Coughlin, Sr. Vice President, VP for Enrollment and Student Services gave a brief summary of the process for fee development and approval from campus stakeholders noting that the motion was for a collective approval for the student fees for the next academic year (**Attachment D**). She added that the Student Services & Activities Fees Committee was fully engaged with the students and the AS Board and the fees were fully supported by the AS Board.

Trustees had questions about what new or improved services would be offered for the fee increases and asked if they would directly help students. Coughlin said that access would be improved with the Student Health Service fee by adding staff which would in turn provide increased access for the students.

MOTION 06-08-2014: Trustee Thompson moved, that the Board of Trustees of Western Washington University, upon the recommendation of the University President and the various constituent review committees, approve the 2014-15 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees.

- Services & Activities Fee (8.94% increase)
- Student Health Service Fee (18.06% increase)
- Student Recreation Fee (4.21% increase)
- Technology Fee (No increase)
- Non-Academic Building Fee (No increase)
- Green Energy Fee (No increase)
- Student Transportation Fee (No increase)
- Legislative Action Fund (Decrease to \$1.00 with change in structure)

The motion passed unanimously.

9. ACADEMIC PROGRAM FEES

Brent Carbajal, Provost and Vice President for Academic Affairs stated that the motion for approval of fees for this upcoming academic year's various academic program fees (**Attachment E**). He explained that the fees are for self-supporting extended education classes and programs which are supported by the fees. Trustees asked if the process on campus had raised any issues, to which Provost Carbajal said that there were no issues raised in the discussion process and that it was unanimously supported.

MOTION 06-09-2014: Trustee Lee moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2014-2015 Other Academic Program fee schedule.

The motion passed unanimously.

10. RENAMING OF THE COLLEGE OF SCIENCES AND TECHNOLOGY

Provost Carbajal introduced this agenda item by saying that it is an exciting time in Western's history, adding that the university is growing and adapting to the needs of the state with the expansion of our science based education. Thanks in part to additional funding from the State Legislature for Western's Engineering programs. He said that in order to reflect that change the University started looking at a name change for the College of Sciences and Technology. Carbajal then introduced David Bover, Associate Dean, College of Sciences and Technology, who provided details on the thorough review and transition proposal process the college went through with approval from a number of college and university committees. The process concluded with approval by the Faculty Senate in March 2014 for the name change to the College of Science and Engineering.

Jeff Newcomer, Department Chair, Engineering Technology Department, then gave a brief explanation of the department's name change process and the new programs that will be offered. Newcomer said that once accredited and with their start in the fall the new Manufacturing Engineering program will be the only one in the state and the Plastics and Composites Engineering program will be the only one west of Minnesota.

Trustees agreed that this is a significant moment in the University's history in that it shows Western is innovating for the future and truly adapting to the state's needs.

MOTION 06-10-2014: Trustee Sharpe moved, that the Board of Trustees of Western Washington University, on recommendation of the President, approve the following institutional and administrative action effective September 1, 2014:

To rename the existing College of Sciences and Technology (CST) to the College of Science and Engineering (CSE).

The motion passed unanimously.

11. ELECTION OF BOARD OF TRUSTEE OFFICERS

Peggy Zoro, Chair, Board of Trustees, said that according to the Board Rules of Operation the Board is to elect new leadership every two years and that it is now time for elections. Betti Fujikado, Secretary, Board of Trustees nominated Trustee Karen Lee as Chair, Trustee Sue Sharpe as Vice Chair and Dick Thompson as Secretary.

MOTION 06-11-2014: Trustee Munro moved, that the Board of Trustees of Western Washington University elect new Board members as nominated: Karen Lee, Chair; Sue Sharpe, Vice Chair; Dick Thompson, Secretary.

The motion passed unanimously.

12. CAMPAIGN UPDATE

Stephanie Bowers, Vice President for University Advancement reported that as of May 30th the campaign was at \$39.1 million. Bowers went on to say that a final goal for the campaign will be decided at the next Western Foundation Board meeting and she will bring that final number to the Trustees at the August meeting. The official campus launch for the campaign will be Friday, October 24 and a launch is planned at the Seattle Business Forum in early November as well.

13. COMMITTEE ON TRUSTEES REPORT

Karen Lee, Chair, Board Committee on Trustees, reported that the committee has changed leadership and Sue Sharpe is now the Chair of the committee. Lee said the committee discussed best practices and said tools such as self-assessments and outside feedback are an important part of how the Trustees govern themselves. Lee said the committee continues to discuss new trustee orientation and mentoring to help make the transition onto the Board as easy as possible for incoming Trustees.

14. AUDIT COMMITTEE REPORT

Trustee Dick Thompson said that he will continue as Chair of the Audit Committee. Thompson gave a brief summary of the committee's discussion regarding the S&A Fee discussion on how to handle the Board approval and delegation of authority to the S&A Fee committee for some actions. He said that a proposal regarding that discussion in committee will come to the full Board at the August meeting. Thompson also gave an update on the Internal Audit Director search and that the process is moving along and that they hope to have someone hired soon.

15. INFORMATION ITEMS**a. Academic Reports**

Provost Carbajal provided a written report with an update on the status of the tenure-track faculty searches undertaken during the 2013-14 academic year. The report outlined there have been 46 new faculty hires confirmed, with other searches in various stages for a total of 64 searches.

b. Admissions and Enrollment Summary

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

c. University Advancement Report

Vice President Bowers provided a written report on the university's Alumni Relations and Western Foundation activities. Included was a brief report on the fifth annual Back2Bellingham which was the biggest one to date.

d. Capital Program Report

Vice President Van Den Hul provided a written report on the university's capital projects. Trustee Munro had a question about the process for the renovation of Nash Hall. Van Den Hul said that construction on that project will begin on June 16th.

e. Quarterly Grant/Contract Report

Provost Carbajal provided a written report regarding concerning grant awards for the period January 1, 2014 – March 31, 2014 and fiscal year 2013/14.

f. University Relations and Community Development Report

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

16. PASSING THE GAVEL

Trustees said some words of thanks and praise and a standing ovation for Chair Zoro. Zoro said thank you and then passed the gavel to Trustee Lee.

17. DATE FOR NEXT REGULAR MEETING: August 21, 2014

18. The meeting adjourned at 11:42 a.m.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Senior Vice President Eileen Coughlin

DATE: June 13, 2014

SUBJECT: **Approval of 2014-2015 Student Fees**

PURPOSE: Action Item

Purpose of Submittal:

To recommend for approval mandatory student fee levels for 2014-15, and to approve the recommend revenue distributions of the Services & Activities (general S&A) Fee for academic year 2014-15 and summer 2014.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the University President and the various constituent review committees, approve the 2014-15 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees.

- Services & Activities Fee (8.94% increase)
- Student Health Service Fee (18.06% increase)
- Student Recreation Fee (*4.21% increase*)
- Technology Fee (*No increase*)
- Non-Academic Building Fee (*No increase*)
- Green Energy Fee (*No increase*)
- Student Transportation Fee (*No increase*)
- Legislative Action Fund (*Decrease to \$1.00 with change in structure*)

Supporting Information:

Summary of current and proposed mandatory student fee levels

Attachment A: Services and Activities Fee Increase, and Letter from S&A Fee Committee

Attachment B: Student Health Services Fee Increase Report

Attachment C: Student Recreation Fee Report

Attachment D: Technology Fee Program Report

Attachment E: Non-Academic Building Fee Program Report

Attachment F: Green Energy Fee Program Report

Attachment G: Transportation Fee Program Report

Attachment H: Legislative Action Fund

2014-15 Mandatory Student Fees

Summary of Current and Proposed Mandatory Student Fee Levels

It is proposed to increase three of the seven mandatory student fees for 2014-15. This proposal constitutes a net average increase of 7.28% for all existing mandatory student fees.

Proposed Increases Effective Fall Quarter*

**Subject to Board of Trustees Approval on June 13, 2014*

Mandatory Fee	Notes	Proposed Change	Quarterly Fees				Academic Year Fees			
			Current 2013-14	Proposed 2014-15	\$ Change	% Change	Current 2012-13	Proposed 2014-15	\$ Change	% Change
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of \$16 per quarter (8.94%) The S&A Fee Committee is recommending distribution by percentages for each constituent. Fee is prorated per credit with 10+ credits paying the full fee. Note: The % increase in this fee is normally limited by the % increase in undergraduate tuition, but an exemption is currently allowed.	\$179.00	\$195.00	\$16.00	8.94%	\$537.00	\$585.00	\$48.00	8.94%
Health Service Fee		Proposed increase of \$13 per quarter (18.06%). Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$72.00	\$85.00	\$13.00	18.06%	\$216.00	\$255.00	\$39.00	18.06%
Technology Fee		No proposed change. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2013, students voted 78% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$0.00	0.00%	\$105.00	\$105.00	\$0.00	0.00%
Non-Academic Building Fee		No proposed change. Fee is charged to students taking 6+ credits.	\$39.00	\$39.00	\$0.00	0.00%	\$117.00	\$117.00	\$0.00	0.00%
Green Energy Fee		No proposed change. Spring 2010 student initiative passed with 80.6% approval (23.7% voter turnout), authorizing fee to be between \$4 and \$9/qr. for purchase of renewable energy certificates (RECs) and sustainable energy projects. Fee is charged as 70 cents per credit with a max of \$7 for 10 credits or more.	\$7.00	\$7.00	\$0.00	0.00%	\$21.00	\$21.00	\$0.00	0.00%
Student Recreation Fee (S&A)	(1)	Proposed increase of \$4 per quarter (4.21%). Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$95.00	\$99.00	\$4.00	4.21%	\$285.00	\$297.00	\$12.00	4.21%
Student Transportation Fee		No proposed change. Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate is \$21 and covers just the bus pass.	\$26.25	\$26.25	\$0.00	0.00%	\$78.75	\$78.75	\$0.00	0.00%
Total Mandatory Fees			\$453.25	\$486.25	\$33.00	7.28%	\$1,359.75	\$1,458.75	\$99.00	7.28%

Notes:

(1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction.

(2) Bond Covenants pledge a minimum of \$32 per full-time student per qtr and \$6.40 per part-time student per quarter to the Housing & Dining System.

Attachment A
2014-15 Mandatory Student Fees
Services & Activities Fee

Proposed Distributions and 8.94% Increase in Fee

Proposed Fee and Distribution: The Services and Activities (S&A) Fee Committee recommends an 8.94% increase to the Services & Activities Fee for the 2014-2015 academic year, maintaining the Summer 2014 rate at 65.15% of the academic year rate, and recommends approval of the distribution of fees for the 2014-2015 academic year and summer 2014 as outlined.

The committee proposes an 8.94% increase to the S&A Fee for the 2014-2015 year (from \$537 to \$585 per academic year, or from \$179 to \$195 per quarter). This fee is prorated per credit (\$19.50 per credit per quarter) with students enrolling in ten or more credits paying the full, maximum fee. The annual percent increase in the S&A Fee is normally limited by the percent increase in undergraduate tuition, but an exemption is currently allowed.

The following constituents receive funds from the Services & Activities Fee:

- Housing & Dining (per bond covenants)
- Associated Students (AS)
- Athletics
- Campus Recreation
- Department Related Activities (DRAC)

Background

The Services and Activities (S&A) Fee Committee operates under the authority of RCW 28B.15.045 and makes recommendations on the distribution of S&A Fees for the following constituent groups: Housing & Dining, Associated Students, Athletics, Campus Recreation and Department Related Activities (DRAC). In concert with the RCW, the committee is comprised of 12 members, seven voting and five non-voting. The voting members include a faculty member and six students representing Associated Students, Athletics, Campus Recreation, and DRAC. The non-voting members include staff advisors from Associated Students, Athletics, Campus Recreation and DRAC, and a designee of the Vice President for Enrollment and Student Services.

The S&A Fee Committee follows an established annual process to prepare its recommendations on the level and distribution of S&A Fees. This process includes the review of budget requests for each constituent group and an open hearing process to provide the opportunity for input from members of the campus community.

2014-15 Academic Year

Proposed Fee Distribution

- 3.5% to Student Financial Aid Fund as required by law.
- Music Copyright Fee to be allocated in the amount of \$15,557.
- Housing & Dining to receive minimums as required by bond covenants for debt service. This amounts to \$32 per quarter per full-time student and \$6.40 per quarter per part-time student.
- Recommendation is based on projected revenue. Revenue in excess of projection to be allocated to constituents on a percentage basis.

Academic Year Allocations	2013-14 Actual	% of Constituent Funding	2014-15 Proposed	% of Constituent Funding	Variance
Fee Revenue	6,464,895		6,935,021		470,125
-Less 3.5% for Financial Aid Fund	<u>226,271</u>		<u>242,726</u>		<u>16,454</u>
Net Available for Distribution	6,238,624		6,692,295		453,671
Less: Housing & Dining (per bond covenants)	1,224,249		1,208,334		(15,915)
Less: Music Copyright	<u>14,890</u>		<u>15,557</u>		<u>667</u>
Net for Further Distribution	4,999,485		5,468,404		468,919
Associated Students	2,308,463	46.2%	2,410,045	44.1%	101,582
Athletics	1,519,702	30.4%	1,683,284	30.8%	163,582
Campus Recreation	354,059	7.1%	430,345	7.9%	76,286
DRAC	<u>817,261</u>	<u>16.3%</u>	<u>944,730</u>	<u>17.3%</u>	<u>127,469</u>
Subtotal Distributions	4,999,485	100.0%	5,468,404	100.0%	468,919
To Reserve Amount					
Total Distributed	\$4,999,485		\$5,468,404		468,919

Note: Estimated revenue is based on conservative projection of enrollment (150 students less than 2013-14 actual enrollment.)

S&A FEE COMMITTEE
CONSTITUENT BUDGET REQUESTS for 2014-15

Associated Students

Associated Students requested an increase of \$97,500. Over half of the requested increase was to cover mandatory salary increases and student wage adjustments. The rest was to cover increased travel costs and programmatic enhancements.

Athletics

Athletics requested an increase of \$159,843. More than a third of the requested increase was to cover personnel expenses including mandatory salary increases, a paid Head Coach for Men's Golf, an increased stipend for the Assistant Sports Information Director, funding for Graduate Assistants for the Training Room and Fitness Center, and funding for a Marketing Intern. Also requested was \$45,000 for increased travel costs. Almost \$17,000 was for equipment and supplies and just under \$22,000 was to replace lost revenue, primarily due to changes in the cold beverage contract.

Campus Recreation

Campus Recreation requested \$25,000 to cover mandatory salary increases and to provide increased support for sports clubs. For some sports, S&A Fee revenue covers less than 20% of total expenses.

DRAC

Department Related Activities requested an increase of \$132,300 to cover mandatory salary increases, higher costs for printing (student publications), and travel.

S&A Summer 2015

Proposed Fee Level

As approved by the Board of Trustees in June 2002, the summer rate is set at 65.15% of the academic year rate. With an increase to the rate for the 2014-2015 academic year S&A Fee, the rate for Summer 2015 would increase from \$11.66 to \$12.70 per credit.

S&A Summer 2014

Proposed Fee Distribution

The Board approved the Summer 2014 rate of \$11.66 per credit in June 2013. It is proposed that Summer 2014 S&A Fee revenue be split on the following percentage after Housing & Dining received \$32.00 per full-time and \$6.40 per part-time student, and utilizing the \$17,000 in the Summer S&A reserve.

<u>Constituent</u>	<u>Summer 2013 Actual Distribution</u>		<u>Summer 2014 Proposed Distribution</u>	
Housing & Dining (bond covenant)	\$ 48,634		\$ 48,634	
Associated Students	\$ 164,942	77.8%	\$ 136,076	57.6%
Campus Recreation	\$ 25,017	11.8%	\$ 18,816	8.0%
Department Related Activities	\$ 22,049	10.4%	\$ 81,304	34.4%
Totals	\$ 260,642	100.0%	\$ 284,830	100.0%

TO: Vice President Eileen Coughlin
FROM: S & A Fee Committee *Lina London*
DATE: May 23, 2014
SUBJECT: Proposed S & A Fee Level and Revenue Distribution

The S & A Fee Committee proposes that the level of the 2014-15 Academic Year S & A Fee be increased by \$16 per quarter to a total of \$195 per quarter. This amounts to an increase of 8.94%.

Further, the committee proposes that after mandated distributions to the loan fund and Housing & Dining and a distribution of \$15,557 to cover the music copyright fee, revenue be distributed on a percentage basis as shown below based on estimated revenue:

Associated Students	\$2,410,045	44.1%
Athletics	1,683,284	30.8%
Campus Recreation	430,345	7.9%
DRAC	<u>944,730</u>	<u>17.3%</u>
TOTAL	\$5,468,404	100.0%

Over half of the revenue generated by the increased fee will be used to cover increased travel costs which have impacted all of the committee's constituent groups. It will also be used to cover mandated salary increases and other personnel costs and to provide more support for club sports.

Attachment B 2014-15 Mandatory Student Fees

Health Services Fee Proposed 18% Increase in Fee

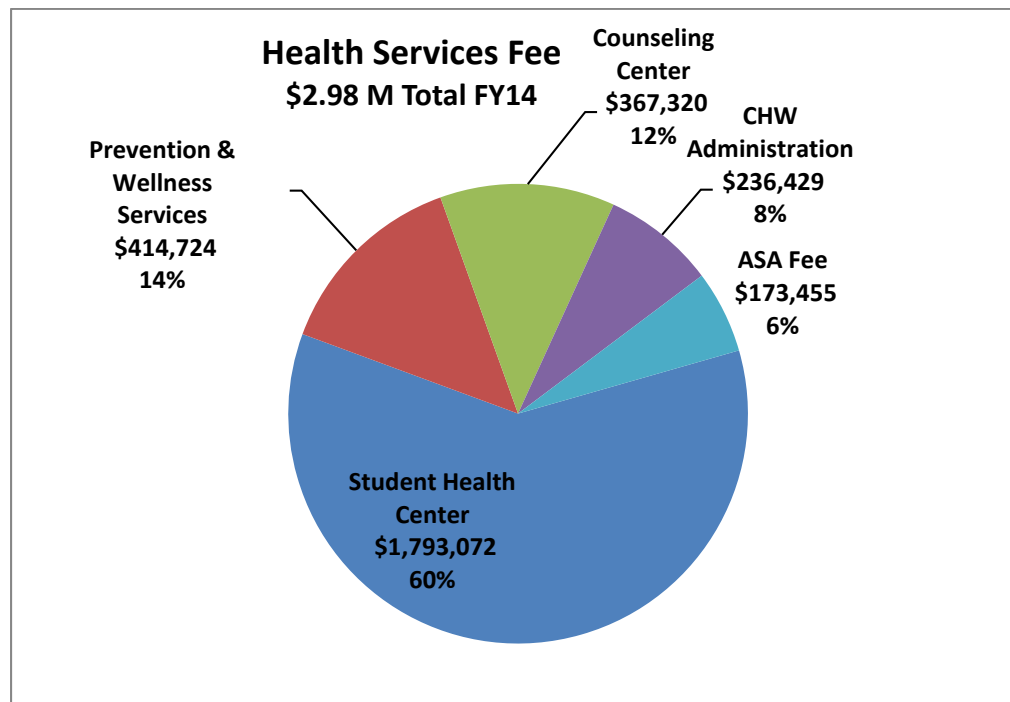
Proposed Fee & Effective Dates: The Associated Students Board recommends an increase in the Student Health Services Fee of \$13 per quarter for students taking 6 credits or above effective Fall Quarter 2014.

Purpose & History:

The Health Services Fee is the primary means of support for the operations and staffing of the Student Health Center, Prevention & Wellness Services and a significant part (40%) of the Counseling Center in order to provide easily accessible medical, mental health and wellness services to students. This mandatory fee provides a stable, adequate funding base for all of our campus health related services.

The Health Services Fee was increased to \$70/qtr in FY09 and remained so until FY14, when a \$2/qtr increase (84K) was approved for salary increases for professional staff. However, the increase to \$72/qtr did not allow us to catch up from prior years of service limiting budget reductions with no increase to the fee.

- Fee revenues are projected to total \$2.98 million in the current year (2013-14)
- Health Services Fee Revenue supports 74% of the total ~\$4 million Counseling, Health & Wellness Services budget (\$3,469,100 Self-Sustaining & \$581,820 State funding)
- Over 85% of Health Services Fee revenue is committed to salary & benefits budgets



FY15 Proposed Increase to Fee and the Anticipated Yearly Revenue:

The \$13/qtr increase would raise the fee from \$72/qtr to \$85/qtr (from \$216 to \$255/academic year) and would generate an additional \$546,000 in annual revenue

FY15 Total Estimated Fee Revenue = \$3,531,000
 (Revenue projection assumes no increase in enrollment)

FY15 Increased Expenses:

Staffing:

1) Total Salaries & Benefits for Additional Positions (\$494,190)

Student Health Center: Four positions totaling 3.0 FTE (\$332,670)

- .75 FTE Physician
- .75 FTE Registered Nurse 2
- .75 FTE Mental Health Nurse Practitioner
- .75 FTE Clerical for Front Office

Counseling Center: Two positions totaling 1.917 FTE (\$116,100)

- .917 FTE Master's Level Mental Health Counselor
- 1.0 FTE Pre-Doctoral Intern

Prevention & Wellness: Additional funding for .625 of .833 FTE position (\$45,420)

- .625 FTE funding (toward a .83 FTE position) Master's Level Professional

2) Other Staffing Adjustments – Steps (\$4,600)

Administrative Services Assessment Increase (\$47,300)

Increasing from 5% to 5.5% in FY15. Includes 5.5% on \$546,000 new fee revenue.

Comparison to other WA state public universities (fee/student/academic year):

	<u>FY14</u>	<u>FY15</u>	<u>% inc</u>
Washington State University	\$288	\$376 approved	30.5%
Central Washington University	\$267	\$297 (proposed)	11.2%
Eastern Washington University	\$253	no info	
The Evergreen State College	\$235	no info	
Western Washington University	\$216	\$255 (proposed)	18%

Attachment C
2014-15 Mandatory Student Fees

2014-15 Student Recreation Fee
Proposed 4.21% Increase

Proposed Fee Increase: The Campus Recreation Advisory Group (an S&A Committee) proposes an increase in the Student Recreation Fee from \$95 to \$99 per quarter for 2014-15, effective Fall Quarter 2014 through Summer Quarter 2015 and required of students enrolled in six (6) or more credits on the main campus.

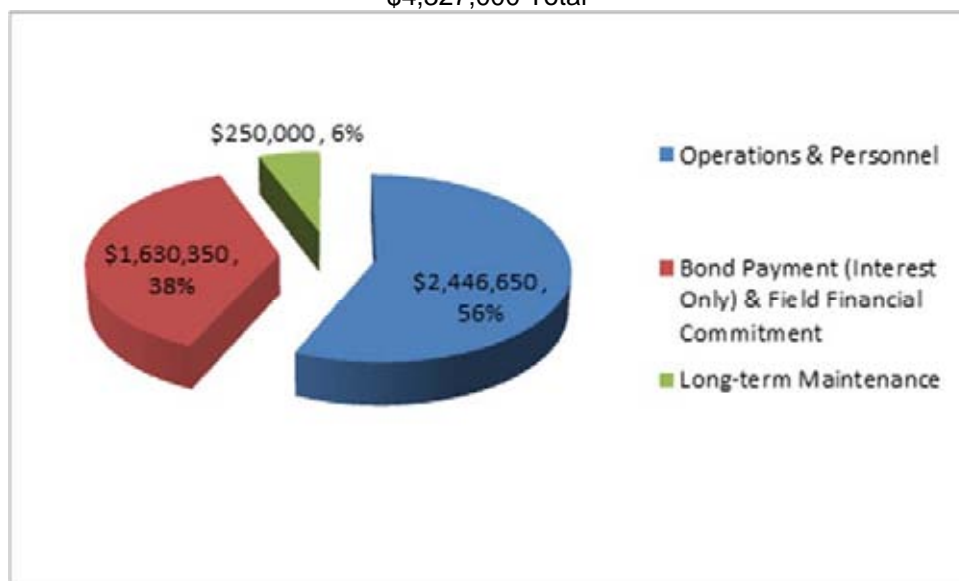
The Campus Recreation Advisory Group (comprised of students, faculty and staff) reviewed the program and facility budgets, and voted to recommend the proposed 4.21% (\$4) increase to \$99 per quarter. The annual percent increase in the S&A Fee is normally limited by the percent increase in undergraduate tuition, but an exemption is currently allowed.

- The Student Recreation Fee generated approximately \$3.8 million in 2013-14.
- The fee funds annual bond payments, operations and long-term maintenance of the Wade King Student Recreation Center. *Note: Additional revenues (e.g. voluntary memberships, rentals, course fees) of approximately \$527,000 assist in funding operations.*
- The \$4 per quarter increase will generate approximately \$152,000 annually. This increase in the fee will cover the cost of the annual equipment replacement schedule (approximately \$100,000 per year) as well as anticipated 2% personnel expense increases. Furthermore, the additional revenue will help build up the Operations Reserve that was used to fund a portion of the Harrington Multipurpose Field (\$850,000).

Current Reserve Balances:

- \$ 696,214 Operations Reserve
- \$2,120,612 Maintenance Reserve

2013-14 Expense Categories
\$4,327,000 Total



Peer Fee Comparisons

	<u>Actual 2013-14 Acad Year</u>	<u>Proposed 2014-15 Acad Year</u>	<u>% Increase</u>
Central Washington University	\$306	\$306	0%
Western Washington University	\$285	\$297	4.21%
Eastern Washington University ⁽¹⁾	\$195	\$195	0%
Washington State University	\$300	?	?

Notes:

- (1) Eastern Washington University's recreation center is highly limited in their facility space and does not have the same operational space or capabilities as the other state educational recreation centers.

**Attachment D
2014-2015 Mandatory Student Fees**

**Student Technology Fee
No Increase in Fee**

2013-14 Program Report

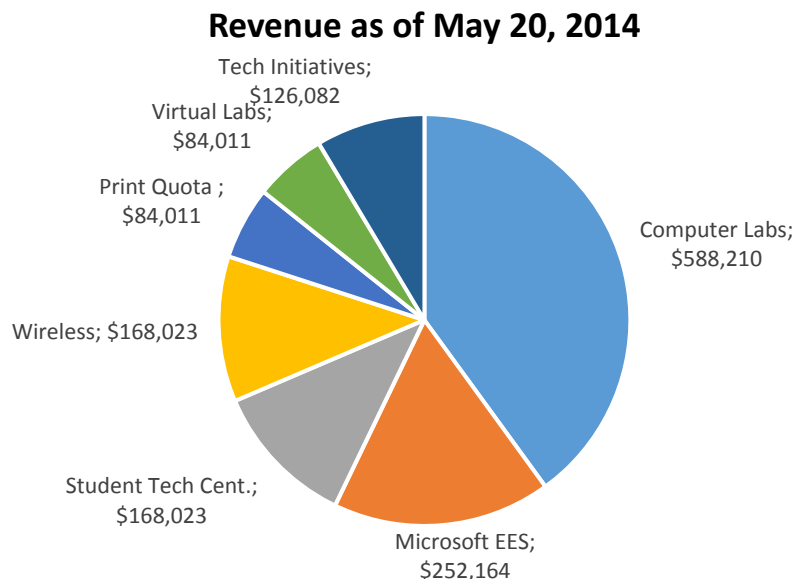
The Associated Students enacted a Student Technology Fee of \$35 per quarter for students taking 6 credits or above and \$17.50 per quarter for students taking 1-5 credits, effective Fall Quarter 2013 for a period of five years (through Summer Quarter 2018).

Initially implemented in 1995, the Student Technology Fee exists as an effective means of meeting the direct needs of students in accessing technology on campus at a time when state-allocated equipment funds are inadequate to support the ongoing technological needs of students. Since the initial implementation, students have continuously renewed the fee. In spring of 2013 the fee was renewed during the student elections with 78% of students voting in the affirmative for the fee. Students continue to recommend that efforts to procure state-allocated funding support continue and remain a priority.

The Student Technology Fee (STF) funding is dedicated to the following purposes:

- \$14 to computer lab renewal and replacement (40%)
- \$4 to the Student Technology Center (11.4%)
- \$4 to wireless network renewal and replacement (11.4%)
- \$3 to the STF Tech Initiatives (project proposals) (8.6%)
- \$6 for the Microsoft Enrollment for Educational Solutions (EES) (17.2%)
- \$2 for the virtual labs and U-drive upgrades (5.7%)
- \$2 for a print quota with 50 prints per quarter (5.7%)

This allotment will result in the following approximate fund amounts for 2013-14:
(Revenue collection continues until June 30, 2014)



Technology Fee Project Proposal (Tech. Initiatives) Funding Allocations

The Student Technology Fee Proposal Fund has the following mission:

- Broaden or enhance the quality of the student's academic experience through the use of technology in support of the curriculum;
- Provide additional student access to technological resources and equipment that are needed in support of instruction and to maintain and enhance the technological competency of students as it related to their academic endeavors;
- Increase the integration of technology into the curriculum.

For the Proposal Fund, students, faculty and staff are solicited for proposals that meet the mission of the STF. The Associated Students appoint a Student Technology Fee Committee to review the proposals. The STF Committee is comprised of four students, two faculty, and the Vice Provost for Information and Telecommunication Services. The committee reviews each proposal, receives input from the Deans with their proposal ranking within their college, receives advice from the Faculty Senate's Academic Technology Committee and solicits comments from the campus population. The STF Committee then makes fee allocation recommendations to the President and AS President who approve or modify their recommendations.

In 2013-14 the following proposals were funded:

#	Project Title	Funded Amount	Partial Funding Description
1	Loan Pool Enhancements (20 high-end cameras and production equipment for check-out by students)	\$47,525	
3	Real-time Respirometry of Animals (Instrumentation to analyze the physiology and behavior of animals)	\$20,479	
4	High-Definition Microscopy Projection (HD quality cameras & projectors connected to trinocular microscopes in biology classrooms)	\$33,213	
5	Communication 101 – Expanded Learning Project (Video cameras and accessories to allow recording of student speeches to improve presentation)	\$9,477	
6	Enhancing Collaborative Technology in the Learning Commons (Enhances common areas for student owned equipment)	\$2,935	Funding for 3 charging stations no furniture.
7	Library Microform Scanners (Better quality and easier to operate microform scanners for student research in the library)	\$18,984	One unit funded rather than two.
8	Woodring Video Equipment in Loan Pool (allows student teachers to fulfill program requirements for state licensure through video demonstration of classroom interaction with students)	\$22,997	
	TOTAL	\$155,610	

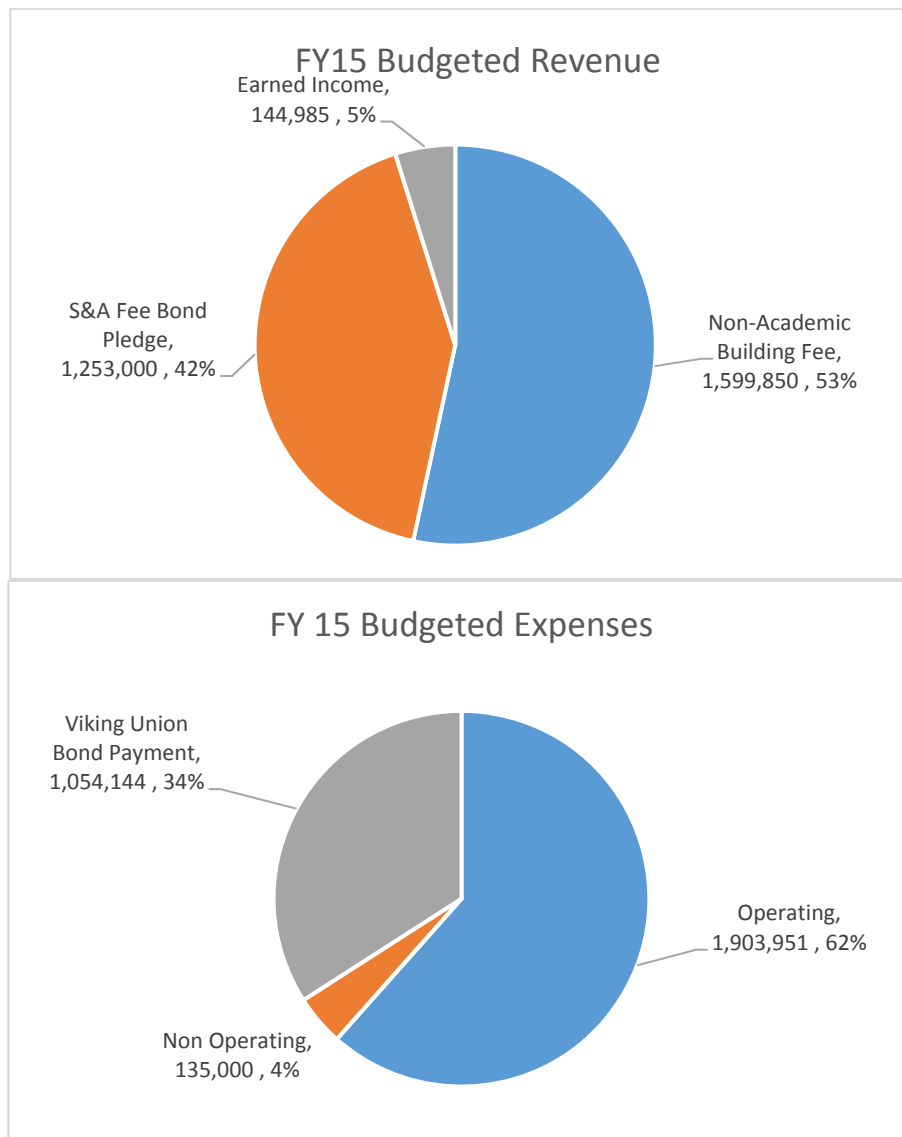
Attachment E
2014-15 Mandatory Student Fees

Non-Academic Building Fee

No increase in Fee

2013-14 Program Report and 2014-15 Projections

- The Non-Academic Building Fee is proposed to remain at \$39 per quarter.
- The fee is one of three revenue sources that support Viking Union Facilities. Other revenue sources include Housing and Dining's portion of the S&A Fee and operating income from space rentals, event services fees, and Lakewood boat rentals and lessons.
- Revenues collected support the bond payment for the 2000 renovation of the Viking Union, capital and non-operating expenditures for the Viking Union and Lakewood, and operating expenditures for the Viking Union, Lakewood, and custodial/maintenance of the Child Development Center.



**Attachment F
2014-15 Mandatory Student Fees**

**GREEN ENERGY FEE
No Increase to Fee**

**2013-14 Program Report on
Renewable Energy Credit Purchases and Sustainability Projects**

The Green Energy Fee (GEF) funds the purchase of Renewable Energy Credits to offset WWU carbon emissions in addition to on-campus sustainability pilot projects through the GEF Grant Program.

- Fee revenues are appropriate, at approximately \$300,000 in FY14. No increase is requested for 2014-15.
- The cost of renewable energy credits was \$0.95 per credit for the first half of FY13, and increased to \$1.25 for the last six months of the fiscal year. Western purchases 40,000 megawatt credits annually (10,000 per quarter).

Update on 2012-2013 Projects

In the spring of 2013, the Green Energy Fee Grant Program awarded four *large* projects.

Two of the projects have been fully implemented at this point:

- **Sustainable and Energy-Efficient Dorm (SEED) Pilot:** An energy efficient and sustainable dorm room pilot. Funding approved: \$9,546.
- **Environmental Outreach Hydration Station (EOHS):** A sustainability information kiosk in the library with a water bottle refill station. Funding approved: \$23,457.

One of the projects is still being implemented and the completion date is set for the fall of 2014:

- **Driving Down Energy Consumption with Dashboards - Information is POWER!:** Electronic dashboards to make the electricity and utility use of campus more accessible to the campus community. Funding approved: \$184,735.

The fourth project, Western SOLutions, was put on hold after having gone through the final estimate and design stage. The lowest bid resulted in a savings that was less than the annual maintenance of the system. Given that, \$36,268 was spent on the design and estimate, and the remaining budget of \$183,243 was returned to the Green Energy Fee Grant Program budget.

- **Western SOLutions:** A proposal to use solar thermal collectors to heat the pool at the Wade King Recreation Center. This project expected to decrease Western's CO2 emissions and would serve as a learning model and awareness tool for solar thermal energy. Funding approved: \$219,511.

New Projects for 2013-2014

In the 2013-2014 academic year, the Green Energy Fee Grant program approved the conceptual proposal for the following four large projects. The final proposals and requests for funding for these projects are expected to go before the Green Energy Fee Committee during the final weeks of the school year and in the fall of 2014.

- **Performance Hall Overhaul:** A proposal to replace the lighting in the Performing Arts Center Concert Hall and main Stage with energy efficient LED technology.
- **Viking Cycle Fixit Stations:** A proposal to install three Dero Bicycle fixit stations around campus. The stations provide tools for bicyclists to perform basic repairs and maintenance.
- **WWU SORTS** (Structural Outdoor Refuse Transformation System): A proposal to introduce composting collection containers to Red Square.
- **Western Wind Energy:** A proposal to install a small wind turbine on a roof of a building, or ground mounted on campus.

In the 2013-2014 academic year, the Green Energy Fee Grant program awarded the following two small projects:

- **The Human Aspect of Sustainability:** Putting an emphasis on the Social Equity tier of the 3 pillars of Sustainability (Environment, Economy, and Social Equity) through a film viewing/panel discussion and making sock monkeys from scratch to give to Child Protective Services for young children as they are being placed into new homes. Funding approved: \$692.
- **Hydroponics Aquarium:** Piloting a hydroponics aquarium on campus. Installing a hydroponics aquarium in the biology building, and holding make your own mini-hydroponics workshops for students. Funding approved: \$780

The Green Energy Fee Grant Program has participation from students, staff, and faculty from across the university. 2014 applications came from students, faculty and staff from the following departments, colleges, and clubs: the Biology Department, the Communications Department, the Computer Science Department, the English Department, the Geology Department, Huxley College of the Environment, the Philosophy Department, the Theater Department, the Music Department, Western Libraries, Facilities Management, the Sustainable Transportation Office, the Air and Waste Management Club, and Students for Sustainable Water.

The GEF Grant Program remains a highly collaborative effort, projects chosen by the student/staff/faculty GEF Committee, financially managed by the Associated Students, informed by Facilities Management, Facilities Development and Capital Budget, and other departmental stakeholders, and is programmatically managed by the Office of Sustainability.

Green Energy Fee Grant Program Website: <http://www.wvu.edu/sustain/programs/gef>

Attachment G
2014-2015 Mandatory Student Fees

Student Alternative Transportation Fee
No increase in Fee

2013-14 Program Report

- The Alternative Transportation Fee was increased 5% in spring 2013, with Associated Students Board of Directors and WWU Board of Trustees approval. The increased fee was implemented Fall 2013 for the 2013-2014 academic year. The new fee structure increased the quarterly fee for the academic year from \$25.00 to \$26.25, and the summer fee from \$20 to \$21 (a lesser amount because late night shuttle service is not provided in the summer). No further changes to the structure or amount of the fee are proposed for the 2014-2015 academic year.
- The transportation fee continues to provide funding for student Whatcom Transportation Authority (WTA) bus passes, operation of the Student Shuttle, a part-time AS Alternative Transportation Coordinator student position, a full-time staff position, and additional part-time employment of students for fall bus pass distribution assistance and survey projects.
- The program distributes over 13,000 bus passes annually; 12,000 in the first 2 weeks of the school year. The bus pass function is encoded onto the WWU student ID card eliminating the need for students to carry a separate bus pass.
- WTA has installed new fare boxes on their buses this year and will be offering new fare options. Western is working with WTA to explore new efficiencies in the encoding and distribution of bus passes to students, as well as integrating the new fare policy into the current WWU-WTA agreement.
- The Student Shuttle continues to provide safe, efficient and convenient transit service from 11 PM to 3 AM Monday through Saturday, and 9 PM to 3 AM on Sunday.
 - Program reserve funds were used to purchase a new (used) vehicle for \$25,000. The vehicle is a 22 passenger Krystal coach that is used on week nights when ridership is low, and will benefit the program with fuel cost savings.
 - The current fleet is aging and additional replacement vehicles are being researched to upgrade efficiency and lower maintenance and fuel costs.
 - Expansion of shuttle Route A, to provide service to students living in the Happy Valley neighborhood, is being studied.
- Annual revenue for the year increased as a result of the fee increase from \$1,032,258 in FY13 to approximately \$1,076,000 in FY14. Annual expense for FY14 approximates \$1,084,000. The small deficit reflects the first year of projected deficit to intentionally spend down the reserve as formerly presented to the Board in Spring 2013 for the proposed 5% increase (see pages 2 and 3 for a summary of the June 2013 Board document. Future payments to transportation providers are expected to increase along with other general costs. Projections indicate that an additional fee increase may be needed by 2016.

Last year's information for reference:

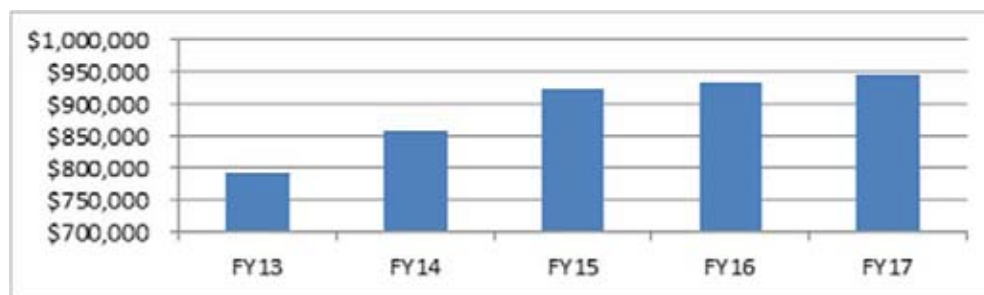
**Excerpts from documents presented to the Board of Trustees in June 2013
re: the 5% fee increase
(approved by the Board and implemented for Fall 2013)**

The Student Alternative Transportation Fee was implemented in fall 2007 for a five year term. In April 2012, eighty-four percent of the student body voters voted to renew the mandatory fee for an additional five year term. In accordance with the fee initiative, the fee may be increased up to 5% per year with approval by the Associated Students Board of Directors (ASBD).

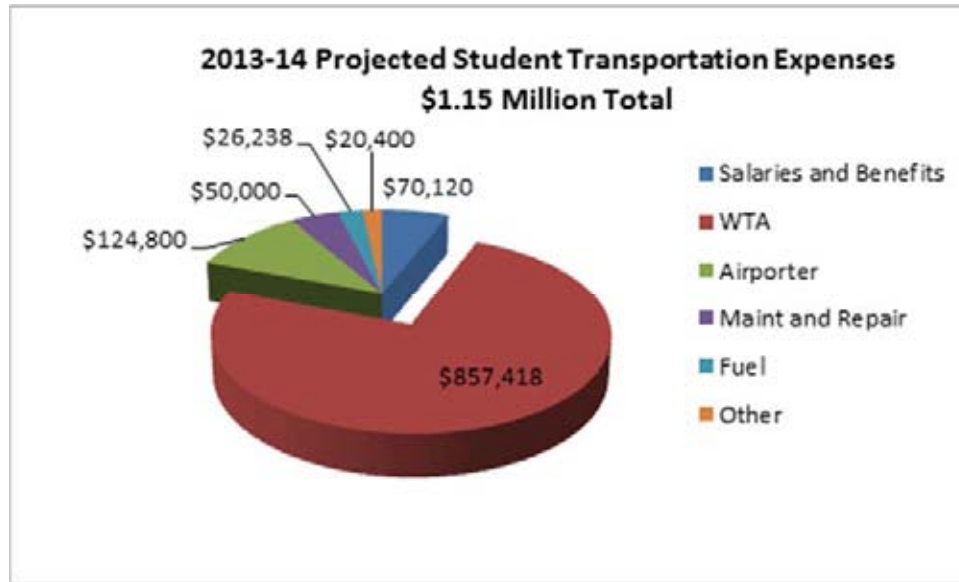
In March 2013, the Student Transportation Fee Advisory Committee conducted a financial review of projected revenue and expenses for FY14 – 17 which resulted in the Committee's recommendation of a 5% increase (\$25.00 to \$26.25 per academic quarter and from \$20.00 to \$21.00 for summer quarter). The increase was approved by the ASBD and is the first increase since the fee was implemented in fall 2007.

The following issues supported the decision to increase the fee:

- Student enrollment, which drives revenue, is predicted to be “flat” over the next several years.
- Payments to WTA will increase over the next 5 years per the contract negotiated in September 2012, and incorporate an estimated annual enrollment increase of 1.39%. If enrollment remains flat as now expected, payments may be negotiated accordingly.



- In May 2013, Student Transportation signed a memo of agreement to pay 25% of operating costs of the Western Card office with Housing and Dining, Student Recreation Center, and Academic Affairs supporting the remainder. The expected expense to Student Transportation is \$10,000 per year.
- Fuel costs are expected to rise.



Below are the projected Operating Fund balances for FY14 – 17 which include carry forward balances from prior years. Even with the 5% fee increase, the FY14 operating budget is projected to dip into the carry forward balance by \$30,000 (compared to \$78,000 with no fee increase). This annual shortage is planned to continue until a target Operating Fund balance of approximately \$300,000 is reached (equivalent to three months of expenses.) Since this will most likely occur in FY17, it is expected that another fee increase vote will take place in FY16.

Projected Operating Fund Balance				
	FY14	FY15	FY16	FY17
No Fee Increase	\$ 525,000	\$ 366,000	\$ 190,000	\$ 2,000
5% Fee Increase FY14	\$ 573,000	\$ 462,000	\$ 335,000	\$ 195,000

Note: The program also maintains a Capital Reserve Fund for bus replacement expenses. The current balance is \$200,000 to which 1% of revenue is budgeted to be added annually.

**Attachment H
2014-15 Mandatory Student Fees**

**Legislative Action Fund
Proposed decrease to \$1 with change in structure**

Proposed Fee & Effective Dates: The Associated Students through a campus wide referendum recommends a mandated \$1 fee to replace the existing Legislative Action Fund of \$2, which is an opt-in or positive check of system.

“Shall the students of Western Washington University, using the power granted to them by state law, change the Legislative Action Fund to a \$1 per quarter opt-out fee structure in order to increase student representation and advocacy efforts at the campus, local, state, and federal level?”

Purpose & History:

There has been a long history of support for a Legislative Action Fund.

- 1982: Process established for students to contribute to legislative University representation by the Washington Student Lobby through the fee system
- 2002: Opt-in fee structure under which all contributions went directly to the Washington Student Lobby
- 2008: Washington Student Lobby restructured membership dues based on Full Time Equivalents
- 2009: Washington Student Lobby re-named Washington Student Association
- 2009: Student referendum passed and BOT approved – contributions now directed towards the Legislative Action Fund
- 2011: RCW 28B.15.610 was updated to include the statement, “. . . may be used for lobbying by a student government association or its equivalent . . .” This RCW also allows legislative fees to be included as one of the mandated fees. In 2012 Central Washington students moved to a mandated fee system under this RCW.
- 2014: The Associated Students of Western Washington University voted in favor of an appeal based mandated fee - a reduction in the “opt-in” fee from \$2 to \$1. This approach provides stability and support for such activities as: WSA Board Retreat; WSA Lobby Day; USSA Congress; USSA Legislative Conference; AS Environmental Lobby Day.

FY15 Proposed Increase to Fee and the Anticipated Yearly Revenue:

Fee revenue projections are estimated to be \$40,000 compared to the current opt-in revenue of about 23,000. This will allow the revenue to meet expenditures and increase student representation in Olympia.

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: June 13, 2014

SUBJECT: Academic Program Fees

PURPOSE: Action Item

Purpose of Submittal:

Approval of Other Academic Program Fees for Extended Education Programs and Other Programs: Other Academic Program Fees include tuition fees for Summer Session as well as a variety of extended education and other academic programs. At its February 2014 meeting, the Board approved 2014 Summer Session Fees. Other Academic Program Fees for extended education and other programs have been developed over the past few months and are now ready for Board approval.

Other Academic Program Fees are fees paid by students enrolling in extended education programs primarily through Western's Extended Education (EE). Other Academic Program Fees are:

- **CONTINUING EDUCATION PROGRAMS AND COURSES** tuition and fees are assessed at a level to support these self-sustaining academic programs.
- **DEGREE PROGRAMS VIA EXTENDED EDUCATION** tuition and fees are assessed at a level to support these self-sustaining academic programs.
- **SUMMER SESSION** tuition and fee increases are limited to academic year tuition increase.

Annual fee increases for all of these programs are limited to projected program costs. These fees were reviewed by the Academic Fee Committee, the Budget Working Group and President's Council.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2014-2015 Other Academic Program fee schedule.

Supporting Information

Attached fee schedule

**WESTERN WASHINGTON UNIVERSITY
2014- 2015**

ATTACHMENT E
Draft Minutes
from June 13, 2014 meeting

Other Academic Program Fees

FUND: Fund Title, Department	2013-14 Fee	2014-15 Proposed Fee	Amount Change	Percent Change	Change Description	Fee Form Number
Fee Title						

Academic Affairs

20033: Foreign Studies Course Fees, Provost/Other Programs

Concurrent Enrollment Fee	225.00	250.00	25.00	11.11%	Increase to Fee	<u>825027</u>
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25122: WWU on the Peninsulas, Extended Education

Extended Student Service Fee		9.00 per credit hour			New Fee	<u>838706</u>
Undergraduate Course Fee, Business Degree (1-9 Credits or 18+credits)		281.00 per credit hour			New Fee	<u>826110</u>
Undergraduate Quarterly Rate, Business Degree (10-18) Credits		2,810.00 per quarter			New Fee	<u>838685</u>

25123: Computer & Info Systems Security, Extended Education

Extended Student Service Fee		9.00 per credit hour			New Fee	<u>838706</u>
Undergraduate Course Fee, Computer and Information System Security		268.00 per credit hour			New Fee	<u>838705</u>

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: August 21, 2014

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

Purpose of Submittal:

RCW 28B.10.110 requires that the governing boards of regional universities provide for public comment at meetings and follow procedures for open public meetings in the Open Public Meetings Act.

Persons wishing to comment will sign in between 11:15 – 11:25 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 11:30 a.m.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: August 21, 2014

SUBJECT: 2015 – 2017 BUDGET OUTLOOK

PURPOSE: Discussion Item

Purpose of Submittal:

David Schumacher, Executive Director, Office of Financial Management, will give a presentation on the 2015-17 operating budget.



STATE BUDGET UPDATE

More Big Challenges Ahead

August 2014

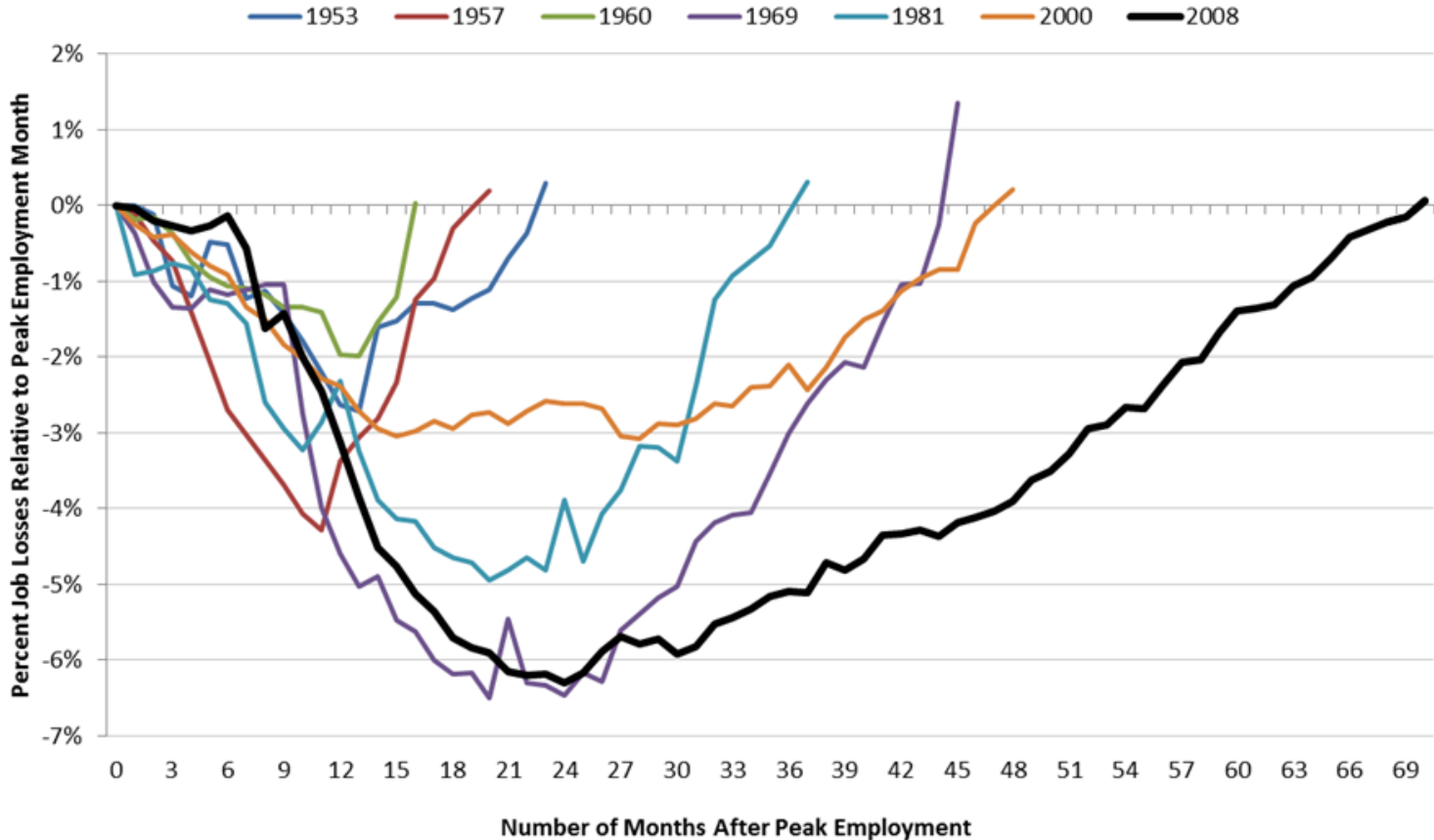
OFFICE OF

FINANCIAL **M**ANAGEMENT

*Washington's economy is rebounding ...
but at a very slow pace*

It took more than 5 years to recover all the jobs lost during the Great Recession

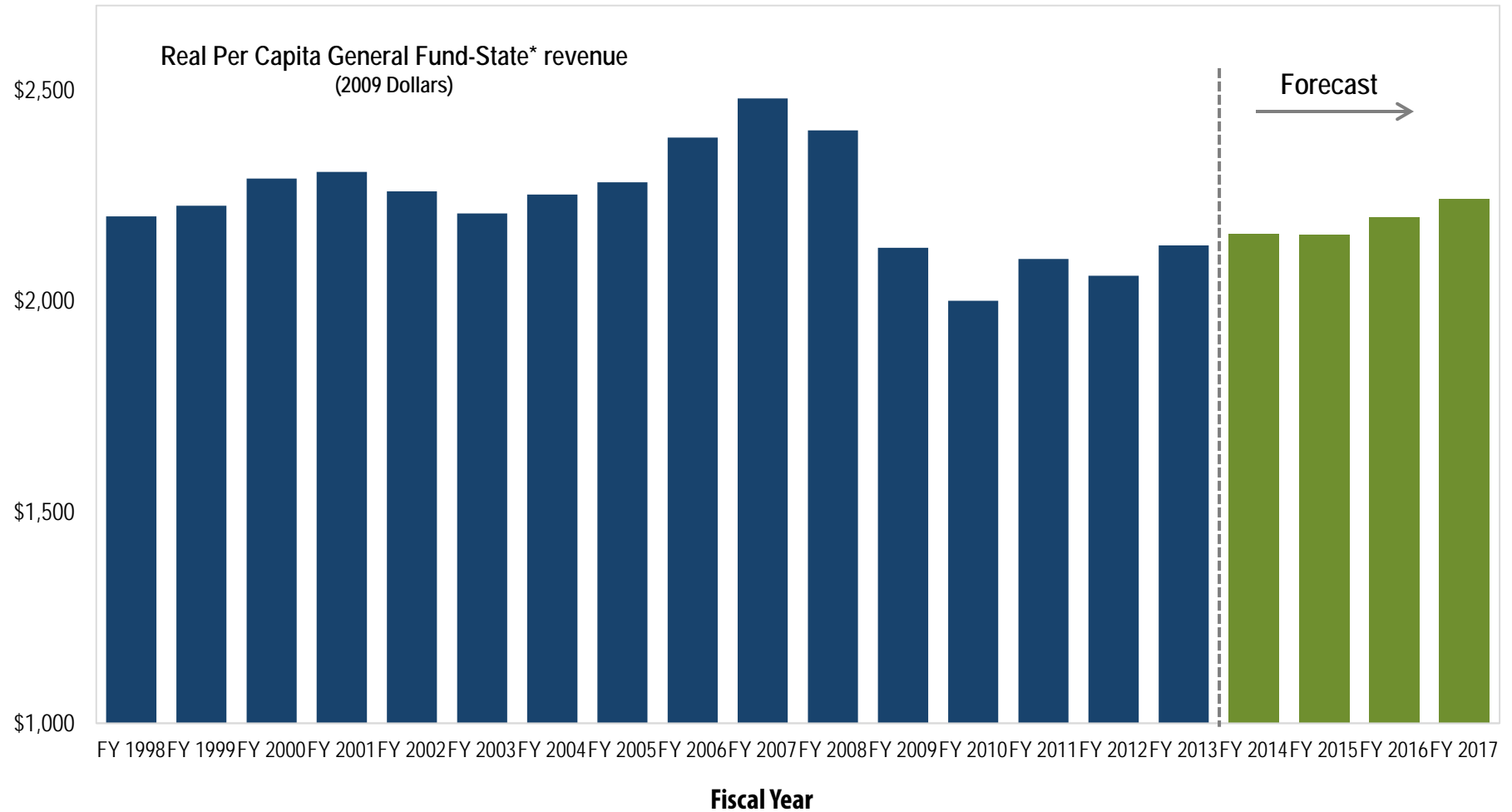
Job losses and duration of Post WWII recessions in Washington



Major labor management disputes are removed for clarity

State revenue collections are also rebounding, but at a much slower pace than after previous recessions

Projected real per capita revenue growth is relatively modest



*Reflects General Fund and related funds for fiscal years 1995–2009; General Fund, new definition for fiscal years 2010–17
Washington State Economic and Revenue Forecast Council

*Looking ahead to the 2015–17 budget ...
It could be more challenging than the
2013–15 budget*

Why will the 2015–17 budget be so difficult?

We solved 2013–15 budget shortfall largely by relying on solutions not available again. For example, we:

- Redirected \$387 million in capital budget — including \$277 million from the Public Works Assistance Account — to cover operating expenses.
- Captured \$351 million in savings by expanding Medicaid under the Affordable Care Act.
- Raised \$272 million by temporarily extending the hospital safety net assessment.

We also were helped by good news in June 2013 forecasts — \$230 million in additional revenue and \$229 million in caseload savings.

The budget includes new revenue — \$159 million from the estate tax (Bracken) fix and \$99 million in telecom reform savings.

Even after all that, we once again needed to suspend teacher COLAs, and did not provide state employee pay raises

And still we fell short of our \$1.5 billion target for meeting our basic education obligation

*Barring an unforeseen dramatic rise in
economic activity and revenue
collections,
we face another sizable shortfall for
the 2015–17 budget*

State revenue collections are expected to grow by more than \$2.5 billion ...

What's the problem?

Preliminary 2015–17 Operating Budget Outlook

Near General Fund (GF-State, Education Legacy Trust Account, Opportunity Pathways Account)

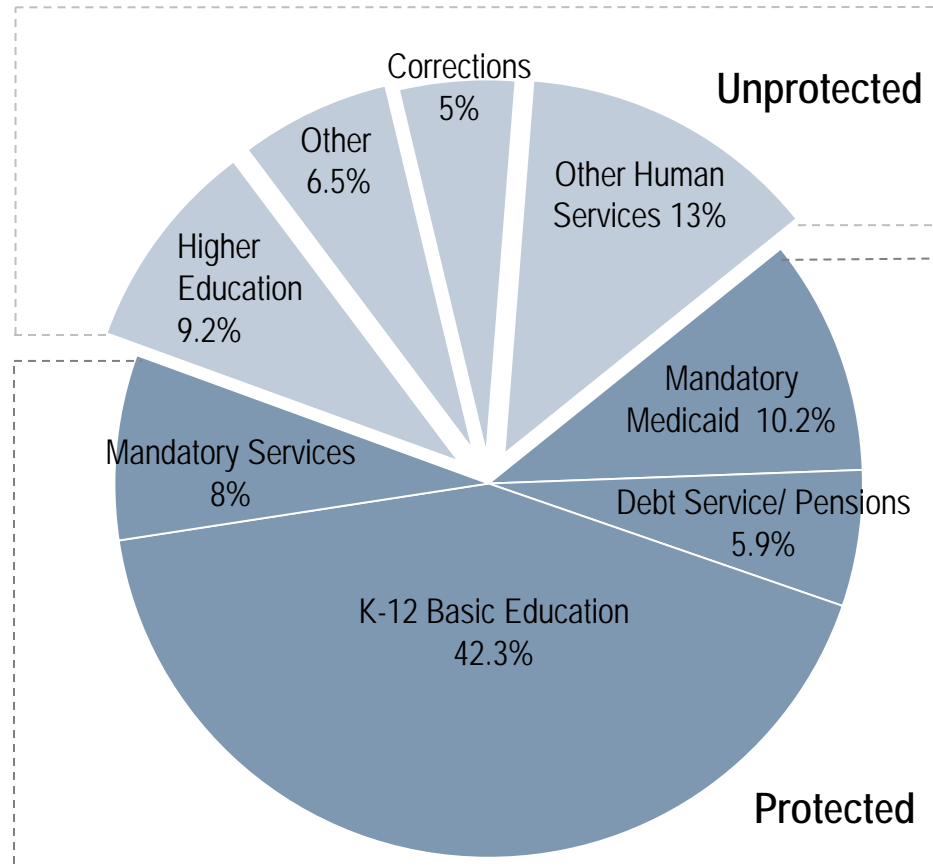
Projected Additional Revenue



Projected Additional Spending Needs

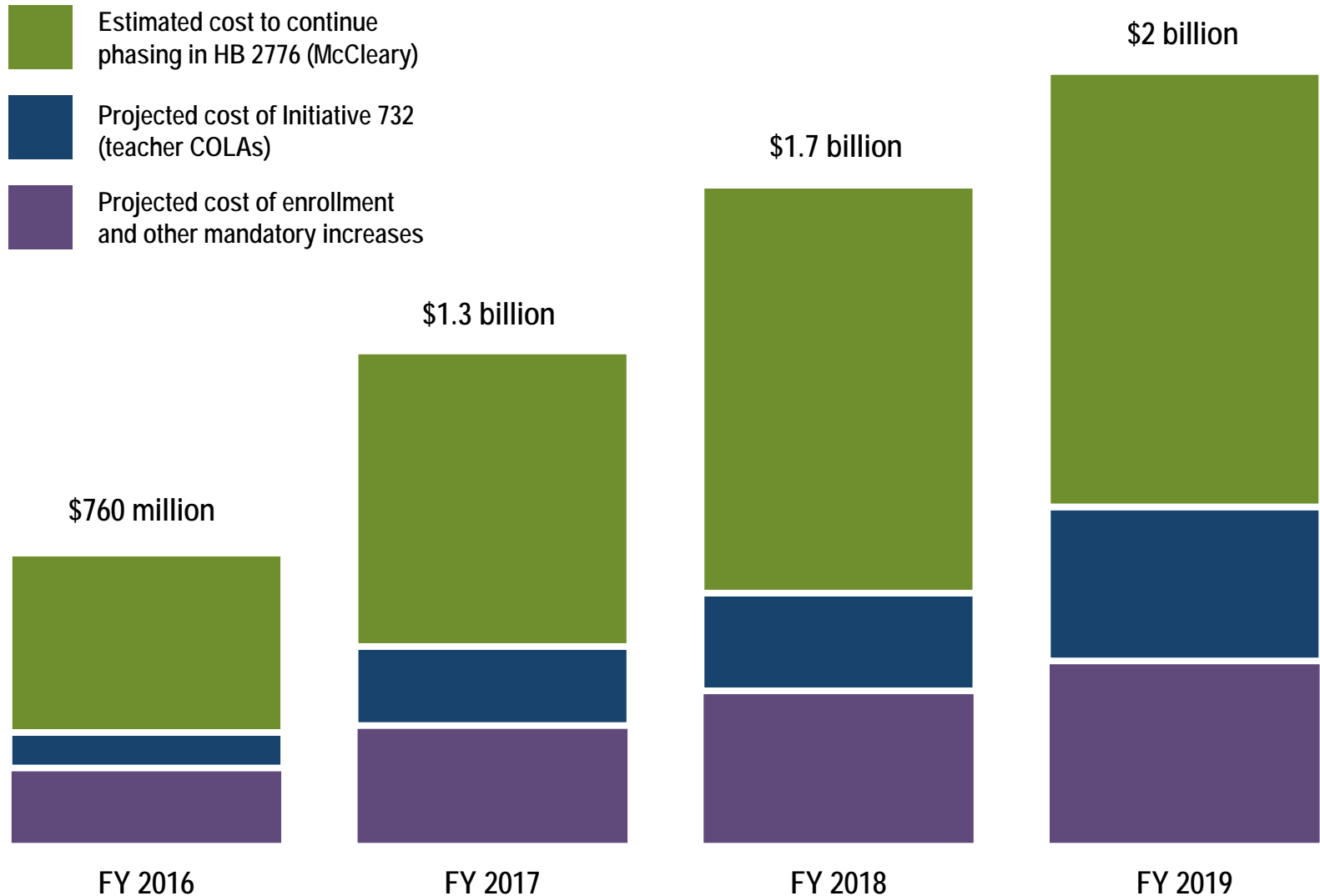
<p>Maintenance & Carry Forward Estimated \$1.8 billion</p> <p>Includes \$647M to continue FY 2015 appropriation level.</p> <p>Maintenance level estimate includes:</p> <ul style="list-style-type: none"> •\$175M low-income health care* •\$215M K-12 education •\$150M mental health, DD, long-term care 	<p>\$273M pension costs</p>	<p>\$200M debt service</p>	<p>\$302M employee health care</p>	<p>\$321M I-732 COLA</p>	<p>Other obligations & policy options \$600M includes:</p> <ul style="list-style-type: none"> • lawsuits • early learning & higher education • state employee & higher education salaries • all other policy enhancements 	<p>\$1.2 billion –\$2 billion McCleary</p>
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About 2/3 of the budget is protected by constitutional and federal requirements . . .
So we must look to the other 1/3 for savings

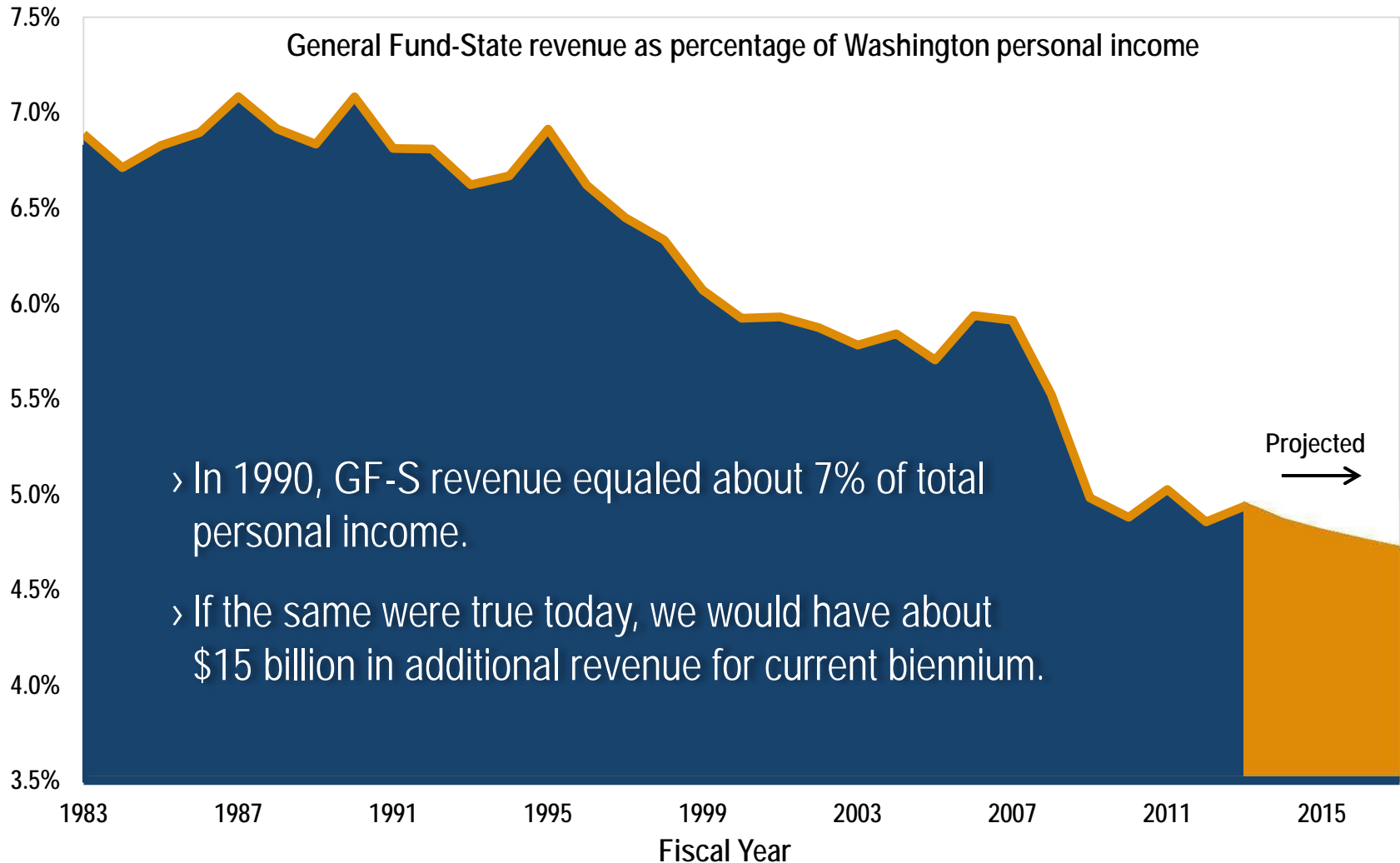


*Some perspective on the
structural problem we face in Washington*

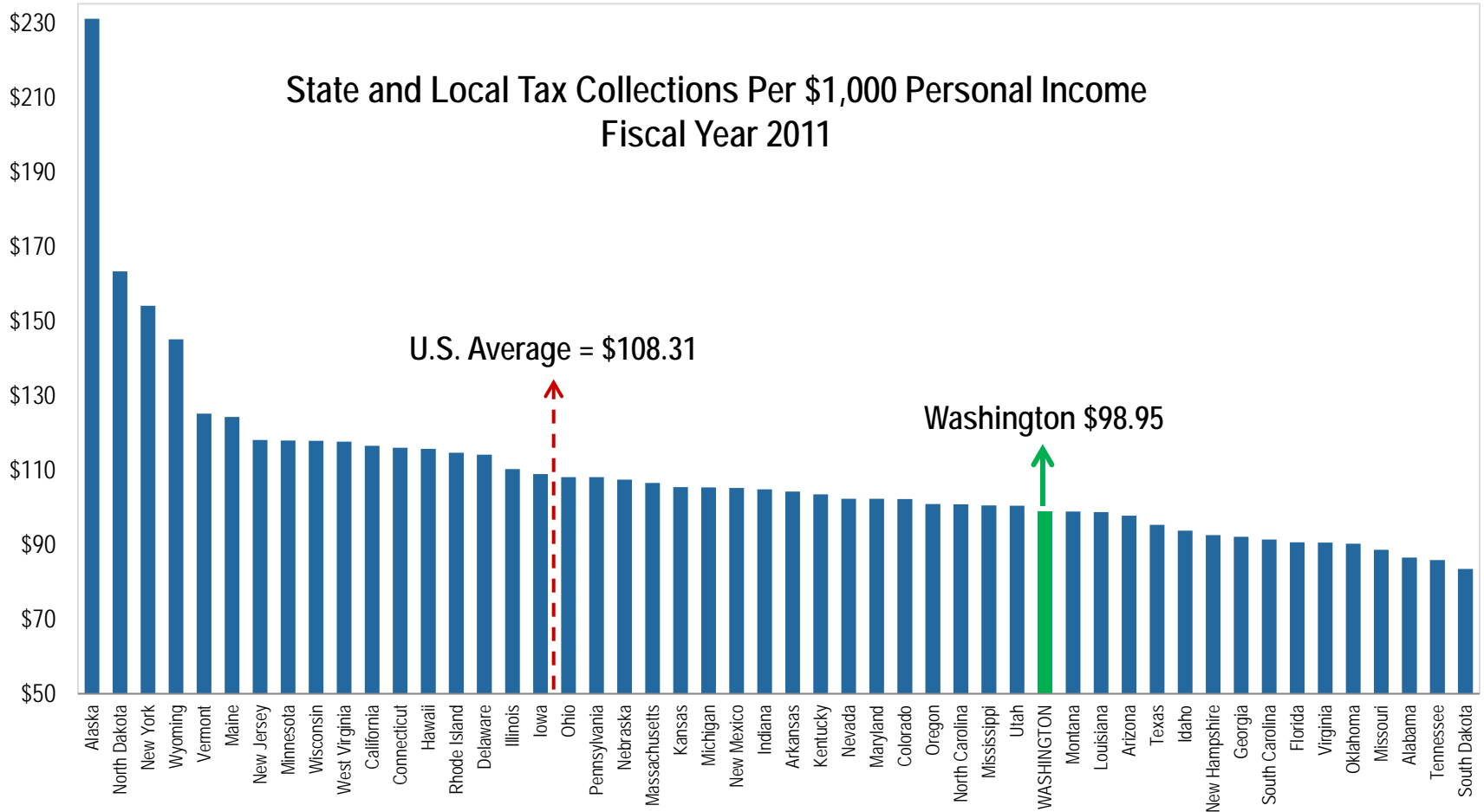
Meeting our basic education obligation — \$5.7 billion needed over next 2 biennia



Revenue collections are at historically low levels when compared to overall economy



In 1995, Washington ranked 11th in state and local tax collections ... By 2011, we ranked 35th



Source: Bureau of Economic Analysis and Census Bureau
U.S. Department of Commerce

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

TO: Members of the Board of Trustees
FROM: Karen Lee, Chair, Board of Trustees
DATE: August 21, 2014
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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

- Resolution No. 2014 - 04 Recognizing the Service of Trustee Peggy Zoro
- Resolution No. 2014 - 05 Welcoming Trustee Chase Franklin
- Resolution No. 2014 - 06 Welcoming Student Trustee Carly Roberts

RESOLUTION NO. 2014-04

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY**

THANKING TRUSTEE

Peggy Zoro

WHEREAS, on January 1, 2003, Governor Gary Locke appointed **PEGGY ZORO** of Bellingham, Washington to serve a term on the Western Washington University Board of Trustees through September 30, 2008 and Governor Christine Gregoire reappointed her for a second term on November 20, 2008 through September 30, 2014; and

WHEREAS, PEGGY ZORO brought to her appointment over 32 years of experience in resource development and financial planning, senior executive level experience with Whidbey Island Bank and Key Bank, Executive Director of the Northwest Economic Council and principle of her own consulting firm, and by recently serving as interim Executive Director for the Whatcom Center for Early learning; and

WHEREAS, PEGGY ZORO brought to her appointment as a trustee an extensive background in community affairs by serving as past president of the Western Washington University Foundation Board of Directors, past President of St. Luke's Foundation and past Chair of the Bellingham/Whatcom County Economic Development Council; and

WHEREAS, PEGGY ZORO brought to her appointment as a trustee numerous awards and honors for her community service which include Business Person of the Year and her induction into the Northwest Women's Hall of Fame; and

WHEREAS, PEGGY ZORO earned her bachelor's degree from Grove City College and a master's of education degree in Guidance and Psychology from the University of Louisiana; and

WHEREAS, PEGGY ZORO as a resident of Bellingham and having served two terms as trustee on the Board, and as Chair of the Board of Trustees for 2012-2014, contributed her time to the stewardship of the University above and beyond the usual expectations for board service at considerable personal sacrifice; and

WHEREAS, PEGGY ZORO contributed to the increased stature and the future potential of Western Washington University through her participation in numerous activities and decisions affecting the University, including her work on the Viking Development Entity Board of Directors; and

WHEREAS, PEGGY ZORO has exemplified what community services means as an engaged citizen, public servant and trustee with incredible grace, kindness, wisdom and compassion and concern for the best interests of all in the Western community; and

NOW, THEREFORE BE IT FURTHER RESOLVED, by the Board of Trustees of Western Washington University that **PEGGY ZORO** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on August 21, 2014.

RESOLUTION NO. 2014 - 05

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY**

WELCOMING TRUSTEE

CHASE FRANKLIN

WHEREAS, on June 2, 2014, Governor Jay Inslee appointed **CHASE FRANKLIN** of Seattle, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2019; and

WHEREAS, **CHASE FRANKLIN** brings to his appointment as a trustee over 25 years of professional experience as a successful entrepreneur, executive and innovator, as a startup advisor and investor, principal consultant for Boone Consultants, President and CEO of Daptiv Inc.; Chief of Strategy for Content and Media at Amdocs, co-founder and CEO of Qpass, and product development and management at Microsoft Corporation; and

WHEREAS, **CHASE FRANKLIN** has proven himself as a truly creative and innovative professional as evidenced by being a recipient of multiple patents during his business career; and

WHEREAS, **CHASE FRANKLIN** has served Western Washington University by being an engaged member of the Advisory Board of the WWU College of Business and Economics' Center for Excellence in Management Education and endowing the WWU College of Business and Economics' Allette and Cayden Franklin Excellence in Teaching Award; and

WHEREAS, **CHASE FRANKLIN** earned his bachelor's degree in Mathematics and Economics at Western Washington University and is a distinguished WWU alum; and

WHEREAS, **CHASE FRANKLIN** has declared his commitment to serve as a member of the Western Washington University Board of Trustees; and

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends a warm welcome to **CHASE FRANKLIN** as he begins his term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on August 21, 2014.

RESOLUTION NO. 2014-06

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY**

WELCOMING TRUSTEE

CARLY ROBERTS

WHEREAS, on July 1, 2014, Governor Jay Inslee appointed **CARLY ROBERTS** of Olympia, Washington, to serve a one-year term ending on June 30, 2015 on the Western Washington University Board of Trustees; and

WHEREAS, **CARLY ROBERTS** is a student in good standing at Western Washington University pursuing a bachelor's degree in Economics and Political Science with a minor in Ancient Greek Language; and

WHEREAS, **CARLY ROBERTS** brings to her appointment as a trustee dedication to the campus community through her service as most recent past Associated Students President, AS Vice President for Activities, and programing coordinator for the ASWWU Underground Coffeehouse; and

WHEREAS, **CARLY ROBERTS** brings to her appointment as a trustee passion for higher education in all of Washington State by her participation on the Washington Student Association Board of Directors; and

WHEREAS, **CARLY ROBERTS** brings to her appointment as a trustee dedication to her community by participating with her music group in fund raisers for non-profit organization including Relay for Life, World Vision and To Write Love on Her Arms; and

WHEREAS, **CARLY ROBERTS** was nominated by an Associated Students committee to serve as a student member of the Western Washington University's Board of Trustees; and

WHEREAS, **CARLY ROBERTS** has declared her commitment to serve as a member of the Western Washington University Board of Trustees; and

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends a warm welcome to **CARLY ROBERTS** as she begins her term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on August 21, 2014.

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: August 21, 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: August 21, 2014
SUBJECT: **Associated Students**
PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Annika Wolters will brief the Board of Trustees on current activities of the Associated Students.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard behalf of the Faculty Senate, Spencer Anthony-Cahill, President

DATE: August 21, 2014

SUBJECT: **Faculty Senate Report**

PURPOSE: Information Item

Faculty Senate President Spencer Anthony-Cahill will brief the Board on major activities of the Faculty Senate in AY 2013-14, and projected activities for AY 2014-15.

RE: Faculty Senate Agenda for AY 2014-15

The overarching agenda item is to ensure meaningful and timely input from faculty in policy, planning, and resource allocation for the University.

The detailed agenda for the Faculty Senate will be set Friday Sept. 19; however, I expect the following to be major themes for the coming academic year:

- 1) Working with Enrollment and Student Services to ensure faculty involvement in establishing strategies for admissions, support, and retention of students that maintain WWU's commitment to access to high quality education.
- 2) Working with Extended Education, via the newly formed Senate Extended Education Committee, to support the mission of the University to extend access to high quality education more broadly.
- 3) Ensuring faculty engagement in addressing details of the "Six Questions" that are not covered in items 1 and 2 above.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: August 21, 2014

SUBJECT: **Consent Items**

PURPOSE: Action Items

Purpose of Submittal:

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

Proposed Motion(s):

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

- Approval of Summer Quarter Degrees
- Delegation of Authority to Award Construction Contract for Multipurpose Field Storage/Locker Room Expansion, PW 685

Supporting Information:

Materials supporting the consent item agenda are attached.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Provost Brent Carbajal
DATE: August 21, 2014
SUBJECT: Approval of Summer Quarter Degrees
PURPOSE: Action Item

Purpose of Submittal:

Board of Trustees responsibility to approve awarding of degrees

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Summer Quarter 2014, effective August 23, 2014.

Supporting Information:

Lists on file with the Registrar and Graduate Dean.

<i>Students</i>	<i>August 2014</i>	<i>Comparison: August 2013</i>
<i>Undergraduates</i>	337	321
<i>Masters</i>	71	50

**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: August 21, 2014

SUBJECT: **Delegation of Authority to Award
Construction Contract for Multipurpose Field Storage/Locker Room
Expansion, PW685**

PURPOSE: Action Item

Purpose of Submittal:

To delegate the authority to award a construction contract for the Multipurpose Field Storage/Locker Room Expansion, PW685. Construction to start September 29, 2014.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or the Vice President for Business and Financial Affairs is hereby authorized to award contracts and execute documents for the construction of the Multipurpose Field Storage/Locker Room Expansion, PW685.

Supporting Information:

This project includes the construction of additional storage, locker rooms and bathrooms without final finishes or plumbing and locker room fixtures (shell).

This project will be advertised for competitive bidding on August 18, 2014, with bid opening to be held at 3:00 p.m. on September 10, 2014. The low bid for this contract will be determined by a bid analysis evaluation process.

Zervas Group Architects, Bellingham, WA, prepared the plans and specifications for this project. The project construction is scheduled to be substantially complete by March 16, 2015.

The estimated construction cost of the project is \$455,000.

Source of Funding:

WWU Auxiliary Funding – Student Recreation Center
WWU Institutional Funding

**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: August 21, 2014
SUBJECT: **Operating Budget Request for Biennium 2015-2017**
PURPOSE: Action Item

Purpose of Submittal:

Board approval is required for Western's 2015-2017 Biennial Operating Budget Request for submission to the Governor's Office of Financial Management.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2015-2017 biennial operating budget request of \$124,981,999 in state funds, in support of academic, administrative and departmental operations. With concurrence of the Board Chair, the President may make minor adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management or to advance consistency among the submissions of Washington's six public baccalaureate institutions.

Supporting Information:

Western Washington University
Proposed 2015-2017 Biennial Operating Budget Request
State Appropriations and Net Tuition Operating Fee Revenue

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2015-17</u>
Requested State Support	\$59,709,073	\$65,272,926	\$124,981,999



Bruce Shepard, President

516 High Street
Bellingham, Washington 98225-9000
(360) 650-3480
www.wvu.edu

MEMORANDUM

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: August 21, 2014

SUBJECT: *Proposed Biennial Operating Budget Request for 2015-2017*

Background

The 2015-2017 Biennial Operating Budget Request is driven by Western's mission to serve the people of the State of Washington. The request features decision packages previously discussed with the Board in April and June. These packages grow from our strategic goal to "Build upon Western's strengths to address critical needs in the state of Washington." The request also includes items critical to maintaining and enhancing Western's strengths. These items include compensation for faculty and staff as well as operations and maintenance funding necessary to operate the campus facilities and infrastructure.

The request was developed through a budget process designed to be open, transparent and bottom up. The detail of the processes for the budget request and strategic plan have been previously shared with the Board. The following provides information on the items included in the request.

Compensation

I summarize our vision fairly simply: to apply our considerable strengths to meet the critical needs of Washington. Our most fundamental responsibility, then, is to sustain those critical strengths. Higher education is a mission-driven and talent-based enterprise. Consequently, the ability to fulfill our mission – our commitment to Washington as a proudly public university – and the ability to provide the highest quality instruction, research and services to students and other stakeholders requires competitive compensation to attract and retain quality faculty and staff. Western's compensation programs' objectives are designed to:

- Attract, retain, engage, and motivate talent that contributes to Western's excellence;
- Provide compensation programs that are fair; equitable; transparent; administered in a consistent, predictive and timely manner; and which can adapt to significant changes in the market and the dynamics of the organization; and
- Assist employees in understanding how their position and performance plays a role in accomplishing Western's objectives by encouraging open communication at all levels.

Although the state investment in Western improved during the 2013-15 Biennium, it did not overcome the state's disinvestment in higher education during the previous four years. The percentage of state allocation and tuition revenue to the overall budget is still skewed 35%-65% placing the burden of the cost for higher education on students and their families. While the institutional cost of a four-year higher education experience has not increased at Western over that time period, increases in student tuition are a result of the shifts in state funding.

Western will again be working vigorously with the state legislature to seek funding for the following employee compensation issues:

- Faculty are the backbone of the university. The challenge regarding faculty compensation is a historical challenge for Western and has long been an unmet priority for the institution. This challenge ultimately impacts our ability to best serve the people of the state of Washington.
- Exempt (professional) staff have received only one increase (FY14) since 2008. We have implemented a new compensation/classification system and are ready to implement salary increases to meet our goals.
- Classified staff have received limited increases since 2008 for step increases. Starting in FY14 some long-standing employees received a new step (Step M) increase last year. In spring of 2014, Washington State released its 2014 Total Compensation Survey for Classified Staff. The survey results indicated wages paid to the great majority of Western's classified staff employees are below market; in many instances, wages were determined to be 25% or more below market. Western passionately supports a full or partial implementation of this salary survey.
- Student wages also need adjustments for both teaching assistants (TAs) and student labor. Our TA compensation scale lags comparable schools, which hinders our graduate programs. The student labor wage scale has not been adjusted for many years. We have not received additional state funding as the state minimum wage increased our cost and compressed the compensation grid.

The challenge of competitive compensation is large. However, we must temper that fact with the realization that, given the state's multiple and immediate fiscal challenges, requests here must be kept to a level that will be taken seriously. Just as the state built this problem over multiple biennia, it is going to take multiple biennia to address it.

In order to maintain the excellence of Western, compensation remains our top priority. The request includes funding an amount equivalent to a 4% per year increase for all employees. Actual increases will be dependent on the level of funding received, collective bargaining agreements and the Professional Staff Compensation Plan. Budget implications for increases other than 4% can be found in Attachment 1.

Maintenance and Operations

The 2015-2017 Biennial Operating Budget Request includes \$1,840,751 due to renovations to the Carver Academic Building, the Commissary, and the Minor Works Program, and for cost increase in utilities and the M&O budget. While the actual renovation costs are submitted through the capital budget process, the state recognizes that each new capital project contributes additional maintenance and operational costs for the facility once completed.

Decision Packages

The following decision packages apply Western's strengths to critical state needs. We are required by the Office of Financial Management (OFM) to submit them in prioritized order. The items presented here and on the table on page 6 are in the order we recommend the Board adopt. The total cost of each item can be found on the table on page 6. Detailed budget information for each item can be found in Attachment 2.

15% Reduction

We have been instructed by OFM to submit a decision package detailing a 15% reduction in our total state allocation and then indicate what we would propose to add back. Through the collaboration of the Council of Presidents, the Interinstitutional Committee of Legislative Officers (ICLO), and the budget officers for each of the six institutions, the higher education sector has decided each institution's decision package will detail the magnitude of this reduction and the unintended consequences on our campus if this reduction becomes reality. In order to achieve a 15% reduction in state funding, Western would have to reduce enrollment equivalent to 1,759 student FTE or increase resident undergraduate tuition. Without giving consideration to the price elasticity of tuition and the effects it has on enrollment, backfilling a 15% reduction in state funding would already require a double-digit increase in tuition.

We must point out that reliance on tuition to backfill a 15% cut would be seriously damaging for Washington. Study after study is clear: our economy needs ever-greater numbers of baccalaureate prepared Washingtonians. However, the size of the high school graduating class in our state is flat and projected to remain so. Among these graduates, the proportion coming from families of lower economic means is increasing. Dramatic tuition increases, if not balanced by need-based aid, will shrink the number of Washingtonians who can or will access baccalaureate education precisely when brighter futures for our state require that the number be increased.

Other alternatives are equally unacceptable. Through the "Great Recession," Washington was a national "leader" in the magnitude of the cuts it made to state support for public 4-year higher education. Western has come through those times protecting the quality of academic programs. This came at a cost. Basic institutional academic and student support services are, as several studies document, now stretched dangerously thin. Indeed, in our just completed regional accreditation review, we are directed to *increase* operational and support service positions as a condition of our continuing accreditation. I do not recall, in my career, having previously seen such a no-mincing-the-words direction from an external accreditation review team. This is a long way of saying that, should there be further reductions, we would no longer be able to spare the academic side.

What might such reductions on the academic side look like? As with the possibilities already discussed, *there are no acceptable alternatives*. Meeting a 15% cut through reductions in faculty and, hence in class sections would mean about 1,650 fewer class sections per year with enormous repercussions for either number of students served or time to degree. Looking at the macro level a cut of 15% would be equal to the state support budgets for three of Western's seven colleges. Cutting into the question more finely, academic program by academic program, we first must realize that per student marginal instructional cost is, with the heavy dependence on tuition now a fact of life, about equal to what each student pays in tuition. That means cutting an average cost academic program saves nothing (because cost savings are balanced by tuition

foregone). Cutting below average cost programs actually makes our fiscal situation worse. We only save money if we cut the higher cost, higher demand programs.

Lastly, do understand that we cannot be specific about any particular cuts to academic programs. First, there is our obligation to protect continuing excellence: to even discuss specific academic programs hypothetically would do decades-long damage to one of Washington's most important long-term investments – its public universities. Good students and faculty leave; prospective faculty and students do not come. Second, there are the strategic budgeting processes you appropriately require that we follow: open, bottom up, data substantiated, transparent, and accountable strategic budgeting processes that are routinely used to bring you our recommendations on operating budget and that would be used to address budget reductions should those eventuate.

So, Western's decision package response to the "15% reduction" format proposed by OFM will not include any specific reductions, but will indicate any actual reductions will need further analysis and will be made through our normal bottom-up, transparent, inclusive budget process with final approval by the Board of Trustees.

So much for the "15% Reduction Decision Package" we are asked to propose. Our intention, should you concur, is to submit this item to OFM at the high level of generality I have just used and using similar language. From this, it logically follows then, that we will not be suggesting piecemeal, step-by-step restorations of the cut. Rather, and again if you concur, we will simply propose full restoration and then move to additional decision packages.

Applying Western's Strengths to Critical State Needs

These are the decision packages you have previously seen as our strategic budget request process unfolded.

Student Success

Western Washington has a proven track record in the retention and graduation of our students and as a result is well positioned to serve the incoming first generation; low income; and underrepresented students who are the state's future. Western recognizes the importance of positive, proactive and timely interventions for this population and has been a national leader in emerging retention programs including the "Student Success Collaborative" pilot. This program taps into big data and identifies individual student risk by utilizing historical risk trends by academic record. Western is also piloting a first generation early move in program for fall 2014. The proposal builds on our success by investing in intentionally targeted core support programs along with the development of an imbedded "First Generation" residence hall advising outreach program.

Clinical Doctorate in Audiology

This proposal is for a clinical doctorate program in audiology that meets the 2014 Standards for Accreditation of Graduate Education Programs in Audiology and Speech-Language Pathology*. The program will provide academic and clinical opportunities that are consistent with the 2012 Standards for the Certificate of Clinical Competence in Audiology and will result in a clinical doctorate in Audiology (Au.D.). In the past Western Washington University offered an audiology graduate degree at the master's level. As of 2007, the *entry-level degree* in audiology

has been a clinical doctorate. For this reason in 2005, Western placed most of the graduate level audiology curriculum in moratorium. Western continues to offer undergraduate and graduate audiology courses that will be incorporated into the Au.D. curriculum. Western also has a fully functioning on-campus clinic that provides audiology services that include hearing and balance testing, hearing aid evaluation and fitting, and aural rehabilitation. These academic and clinical offerings have been maintained in accordance with national accreditation and certification standards. The clinic serves infants to adults throughout Whatcom County. The offering of this degree would enable WWU to meet local, state, and national demand and will take advantage of space, curricula, and staff already in place. New resources will be needed, but current resources form a good foundation on which to begin. The clinical doctorate program in audiology will produce 12 highly qualified audiologists per year, *doubling* the number of audiologists produced in the state of Washington each year.

*The accreditation standards are determined by the Council on Academic Accreditation in Audiology and Speech-Language Pathology (CAA) of the American Speech-Language-Hearing Association (ASHA)

Vehicle Engineering

The purpose of this proposal is to create an interdisciplinary Vehicle Engineering program at Western Washington University. The Vehicle Engineering program would be a unique interdisciplinary engineering program that would prepare graduates for critical state industries such as composites and transportation, including, but not limited to, the aerospace industry. This proposal builds off Western's existing strengths in Manufacturing Engineering, Plastics and Composites Engineering, and Electrical Engineering, as well as Western's well known and highly successful Vehicle Research Institute and Industrial Technology-Vehicle Design program. This proposal would increase the number of accredited engineering graduates at Western by 30% over currently planned levels, and it has the unanimous support of the Industrial Advisory Committee of the current Industrial Technology-Vehicle Design program.

Engineering Geology

Western Washington University is addressing the state and national priorities to protect people and property from geological hazards. We seek support to establish new Engineering Geology BS and MS programs, the first in Washington State. The outcome will be more robust land-use planning and policies which are informed by qualified licensed engineering geologists trained to characterize geological features and hazards - landslides, river and coastal erosion, earthquake threats, flooding- to protect the health and welfare of our citizens by reducing risks and adverse impacts of these hazards on public works and property. The new Engineering Geology Program will include:

- A BS degree program in Engineering Geology- designed to serve 50-70 majors and produce 20-30 BS graduates each year,
- An MS degree program in Engineering Geology- designed to provide additional training and education for geologists in the profession, and
- Programs designed to include a significant component of policy, planning, and service to work with local, state, and regional agencies on issues related to Engineering Geology.

Board Approval Requested

For the Board’s review, consideration and approval, a summary table of the proposed 2015-2017 Biennial Operating Budget Request for state appropriations is included in the following chart.

Please be advised that changes to the final request amounts may occur after the August Board meeting as the Biennial Operating Budget document is prepared for publication and submission to the Governor’s Office of Financial Management.

Western Washington University			
Proposed 2015-17 Biennial Operating Budget Request			
State Appropriations			
2013-15 Biennial Operating Budget Request	FY 15-16	FY 16-17	2015-17
State Appropriations Carryforward Base	51,889,000	51,906,000	103,795,000
Maintenance and Operations	401,611	1,439,140	1,840,751
Salary Increases - 4% Increase per Year	4,305,255	8,814,579	13,119,834
Mandated 15% Reduction Decision Package	(7,783,350)	(7,785,900)	(15,569,250)
Restoration of mandated 15% Reduction Decision Package	7,783,350	7,785,900	15,569,250
State Appropriations Carryforward Base with Maintenance Adjustments	\$56,595,866	\$62,159,719	\$118,755,585
Addressing Critical Needs in the State of Washington:			
1 - Student Success and Achievement	1,187,381	1,187,381	2,374,762
2 - Audiology Clinical Doctorate	697,766	697,766	1,395,532
3 - Vehicle Engineering	629,348	629,348	1,258,696
4 - Engineering Geology	598,712	598,712	1,197,424
Critical Needs Subtotal	3,113,207	3,113,207	6,226,414
Total Operating Budget Request for 2013-15 State Appropriations	\$59,709,073	\$65,272,926	\$124,981,999
% Increase for Addressing Critical Needs and Maintaining Current Operations	5.50%	5.01%	5.24%

Attachments:

Attachment 1: Staff Compensation Detail

Attachment 2: Decision Package Budget Detail

Attachment 1

	1% -1% **			2% -2% **			3% -3% **			4% -4% **			5% -5% **		
	2015-2016	2016-2017	2015-2017	2015-2016	2016-2017	2015-2017	2015-2016	2016-2017	2015-2017	2015-2016	2016-2017	2015-2017	2015-2016	2016-2017	2015-2017
<i>State Appropriations & CPA*</i>	1,076,313	2,165,380	3,241,693	2,152,627	4,356,271	6,508,898	3,228,941	6,572,671	9,801,612	4,305,255	8,814,579	13,119,834	5,381,568	11,081,994	16,463,562
<i>Self-Sustaining Funds</i>	359,238	722,731	1,081,969	718,475	1,453,977	2,172,452	1,077,713	2,193,738	3,271,451	1,436,952	2,942,015	4,378,967	1,796,189	3,698,802	5,494,991
<i>All Funding Sources</i>	1,435,551	2,888,111	4,323,662	2,871,102	5,810,248	8,681,350	4,306,654	8,766,409	13,073,063	5,742,207	11,756,594	17,498,801	7,177,757	14,780,796	21,958,553

* Capital Projects Account

** Includes incremental benefits at 18.5%

WESTERN WASHINGTON UNIVERSITY
BIENNIAL DECISION PACKAGE PROPOSAL
Student Success and Achievement

RESOURCES	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$1,187,381	\$1,187,381	\$2,374,762
Total Resources	\$1,187,381	\$1,187,381	\$2,374,762

USES (EXPENDITURES)			
Faculty	\$0	\$0	\$0
Graduate Teaching/Research Assistants	\$37,765	\$37,765	\$75,530
Professional Staff	\$712,102	\$712,102	\$1,424,204
Classified	\$0	\$0	\$0
Salaries and Wages - Total	\$749,867	\$749,867	\$1,499,734
Employee Benefits	\$279,560	\$279,560	\$559,119
Goods, Services, and Travel	\$157,954	\$157,954	\$315,908
Total Expenditures	\$1,187,381	\$1,187,381	\$2,374,762

STAFFING FTE			
Faculty	0.00	0.00	0.00
Graduate Teaching /Research Assistants	6.18	6.18	6.18
Exempt Professional	15.96	15.96	15.96
Classified	0.00	0.00	0.00
Total FTE	22.13	22.13	22.13

WESTERN WASHINGTON UNIVERSITY
BIENNIAL DECISION PACKAGE PROPOSAL
Audiology Clinical Doctorate

	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$697,766	\$697,766	\$1,395,532
Total Resources	\$697,766	\$697,766	\$1,395,532
USES (EXPENDITURES)			
Faculty	\$206,200	\$206,200	\$412,400
Graduate Teaching/Research Assistants	\$26,000	\$26,000	\$52,000
Professional Staff	\$0	\$0	\$0
Classified	\$209,412	\$209,412	\$418,825
Salaries and Wages - Total	\$441,612	\$441,612	\$883,225
Employee Benefits	\$138,489	\$138,489	\$276,979
Goods, Services, and Travel	\$117,664	\$117,664	\$235,328
Total Expenditures	\$697,766	\$697,766	\$1,395,532
STAFFING FTE			
Faculty	3.00	3.00	3.00
Graduate Teaching /Research Assistants	2.00	2.00	2.00
Exempt Professional	0.00	0.00	0.00
Classified	3.84	3.84	3.84
Total FTE	8.84	8.84	8.84

WESTERN WASHINGTON UNIVERSITY
 BIENNIAL DECISION PACKAGE PROPOSAL
 Vehicle Engineering at Western

RESOURCES	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$629,348	\$629,348	\$1,258,695
Total Resources	\$629,348	\$629,348	\$1,258,695
USES (EXPENDITURES)			
Faculty	\$363,500	\$363,500	\$727,000
Professional Staff	\$35,000	\$35,000	\$70,000
Salaries and Wages - Total	\$398,500	\$398,500	\$797,000
Employee Benefits	\$122,933	\$122,933	\$245,866
Goods, Services, and Travel	\$107,915	\$107,915	\$215,829
Total Expenditures	\$629,348	\$629,348	\$1,258,695
STAFFING FTE			
Faculty	5.00	5.00	5.00
Graduate Teaching /Research Assistants	0.00	0.00	0.00
Exempt Professional	1.00	1.00	1.00
Classified	0.00	0.00	0.00
Total FTE	6.00	6.00	6.00

WESTERN WASHINGTON UNIVERSITY
 BIENNIAL DECISION PACKAGE PROPOSAL
 Establishing an Engineering Geology BS Degree at WWU

RESOURCES	FY 2015-16	FY 2016-17	TOTAL
Fund 001, General Fund - State	\$598,712	\$598,712	\$1,197,424
Total Resources	\$598,712	\$598,712	\$1,197,424

USES (EXPENDITURES)	FY 2015-16	FY 2016-17	TOTAL
Faculty	\$310,000	\$310,000	\$620,000
Graduate Teaching/Research Assistants	\$13,000	\$13,000	\$26,000
Professional Staff	\$45,000	\$45,000	\$90,000
Classified	\$3,816	\$3,816	\$7,632
Salaries and Wages - Total	\$371,816	\$371,816	\$743,632
Employee Benefits	\$118,751	\$118,751	\$237,501
Goods, Services, and Travel	\$108,145	\$108,145	\$216,291
Total Expenditures	\$598,712	\$598,712	\$1,197,424

STAFFING FTE	FY 2015-16	FY 2016-17	TOTAL
Faculty	5.00	5.00	5.00
Graduate Teaching /Research Assistants	1.00	1.00	1.00
Exempt Professional	1.00	1.00	1.00
Classified	0.00	0.00	0.00
Total FTE	7.00	7.00	7.00

WESTERN WASHINGTON UNIVERSITY

ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Senior Vice President Eileen Coughlin

DATE: August 21, 2014

SUBJECT: **Board of Trustees Guidelines for the Services & Activities (S&A) Committee and Delegation of Authority**

PURPOSE: Action items

Purpose of Submittal:

To approve an updated set of Board of Trustees Guidelines that meet the revised RCW's for Student Activities fees. The proposed changes are the result of a recent audit which identified needed changes in the Board of Trustees guidelines for compliance with State law.

Attached are the draft S&A Fee Committee Charge and Guidelines which provide background for the Board of Trustees level guidelines. The Committee guidelines do not require Board approval. The Board of Trustees Guidelines for the S&A Committee and the Delegation of Authority are being presented to the Board for approval.

The initial material was reviewed by the Board Finance and Audit Committee in June as a part of an audit recommendation for S&A Fees.

S&A Committee Drafts (for Background Information)

Attachment A: Draft S&A Committee Charge and Procedural Guidelines

Attachment B: Draft S&A Committee Expenditure Guidelines

Board of Trustees Level Guidelines and Delegation Authority (for Action):

Attachment C: Board of Trustees Guidelines for the S&A Committee

Attachment D: Board of Trustees Delegation of Authority to S&A Fee Committee

Proposed Motions:

Guidelines Motion

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Board of Trustees Guidelines for the S&A Committee as proposed in the attached.

Delegation of Authority Motion

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Board of Trustees Delegation of Authority to the S&A Fee Committee as proposed in the attached.

DRAFT

Western Washington University

SERVICES AND ACTIVITIES COMMITTEE CHARGE AND PROCEDURAL GUIDELINES

Per RCW 28B.15.041, Services and Activities Fees are defined as “fees, other than tuition fees, charged to all students registering at the....state colleges and universities.” “Services and Activities fees shall be used...for the express purpose of funding student activities and programs.”

Committee Charge

The S&A Fee Committee is charged with the responsibility of evaluating existing programs, proposed programs and program priorities that are funded by S&A fees. The Committee proposes to the WWU administration and the Board of Trustees the annual S&A fee level and the distribution of S&A fee revenue to student activities and programs. These recommendations cover the academic year S&A fee and the summer session S&A fee.

Committee Reportage

The S&A Fee Committee reports to the Board of Trustees through the University President and their designee the Vice President for Enrollment and Student Services, who provides administrative and advisory support to the committee through the appointment of a non-voting designee as well as ensuring clerical support.

Committee Composition

The S&A Fee Committee is comprised of a majority of voting student members, a voting faculty member, a designee of the Vice President for Enrollment and Student Services and non-voting faculty or staff representing the major funded areas.

Voting Members (a total of 7):

- Faculty representative from a non-S&A fee funded department appointed by the Faculty Senate
- Students representing the following constituent areas. Associated Students (2), Athletics (1), Campus Recreation –IMA/Club Sports (1), and Departmental Related Activities (2)

Selection Process:

Each constituent area recommends student representatives subject to approval by the Associated Students Board of Directors.

Student representative recommendations may be designated by a committee that has a majority of students as voting members or designated by a department director/manager after a selection process that is advertised to students within the department/activity and includes students in the selection process.

Non-Voting Members

- Chairperson of the Department Related Activities Committee (DRAC) or a faculty/staff representative selected by DRAC
- Director of Student Activities or their designee
- Director of Campus Recreation or their designee
- Director of Athletics or their designee
- Vice President for Enrollment and Student Services' designee who will serve as the Administrative Coordinator

The non-voting members of the committee shall serve as advisors to the student representative(s) from their constituent area and assist the committee in completing its responsibilities.

Chairperson

The Administrative Coordinator shall serve as temporary chairperson of the committee until an election of the chairperson can be held.

The chairperson will be elected annually by the voting members of the committee. If no voting members stand for election, the Administrative Coordinator will serve as chairperson.

The election of the chairperson will be held after the training/orientation for committee members has taken place but no later than the 4th meeting.

To limit conflicts of interest, if a student representative is elected chairperson they will become a non-voting member and a new voting representative will be recommended and approved via the normal process.

The duties of the chairperson will be to:

- Call the meetings of the committee
- Prepare meeting agendas and other necessary documents
- Facilitate meetings making rules on procedure as necessary and ensuring that all members have the opportunity to participate
- Represent the S&A Fee Committee to the campus community
- Represent the S&A Fee Committee to the administration and Board of Trustees

Administrative Coordinator

The duties of the Administrative Coordinator will be to:

- Call the first meeting of the year
- Serve as temporary chairperson
- Organize committee member training/orientation
- Serve as advisor to the chairperson
- Communicate with university offices including the office of the Vice President for Enrollment and Student Services and the University Budget Office to obtain information necessary to conduct committee business

- Ensure meeting notification is communicated, documents and materials are submitted in a timely manner, official minutes are maintained and relevant information is available to the campus community.

Rules of Operation and Responsibilities of Membership

The committee operates under Roberts Rules of Order (small group). The responsibility of developing and maintaining communication within the S&A Fee Committee and with the rest of the campus community is shared by all members. Active participation in the deliberations of the committee is expected of all members as is a willingness to engage in constructive dialogue on any issues being considered by the committee.

Quorum

Decisions will not be made without a quorum of at least four voting members.

Meetings

S&A Fee Committee meetings are subject to the Washington State Open Public Meetings Act. This requires that a schedule of the committee’s regular meetings, including date, time and place of meetings, be filed with the code reviser each year. Notification of regular meetings will be provided to the campus community via the S&A Fee Committee website and other suitable and accessible means. The committee may call special meetings. Notice of such meetings, including a meeting agenda, shall be posted on the committee website and on the main door of Old Main and the building in which the meeting is to take place. Each year’s meetings will commence fall quarter and conclude spring quarter. Meetings may be cancelled if there is no business to conduct.

Dissemination of Information

The S&A Fee Committee will share information with the campus community and the public via its website. Information to be available on the committee website includes: meeting schedules/agendas, meeting minutes, proposed fee level, proposed budgets and allocations, BOT approved budgets, and annual expenditure reports (by September 30 for the previous year).

S&A Fee Allocation Requests

Each constituent group will ensure appropriate student involvement in the development of their program and budget proposals. All constituents will present their budget requests in a standardized format on an agreed upon schedule. Budget requests are to include the following:

- The current year’s operating budget including the S&A Fee allocation, other revenue, expenses and beginning and projected year-end balances
- Budget information from the previous year including the S&A Fee allocation, other revenue, expenses and beginning and year-end balances
- Current levels of WWU Foundation fund accounts that are used to support unit expenses except those funds used for scholarships
- Current reserve fund account levels and information on the policies that direct the use of these funds

- Proposed budget for the following year including the requested S&A Fee allocation, projected revenue, projected expenses and projected year-end balances.
- A narrative on budget needs, concerns and issues which includes a prioritization of requested new dollars
- A list of any staff or faculty positions funded by S&A fee dollars including the percentage of each position's costs paid by S&A fee dollars and a total of the S&A fee funds that support faculty or staff positions in each budget/department/constituent.

Note: The Associated Students' budget approval process supports broad student agency and learning opportunities. It occurs on approximately the same timeline as the S&A Fee Committee process. In support of AS objectives, the AS is permitted to submit a "pro-forma" budget request to the S&A Fee Committee which is developed based upon anticipated needs but not formally approved by the AS Board.

Public Hearings

The committee will hold a preliminary public hearing after the receipt and presentation of all constituent budget proposals but before the committee develops fee level and budget recommendations. This can be incorporated into a business meeting with appropriate notification.

Following the preliminary hearing, the committee will develop its recommendations concerning the S&A Fee level and allocation of S&A Fee revenues. The committee shall make its S&A Fee level and budget recommendation accessible to the campus community via its website. Not less than one week later, the committee will hold at least one public hearing to present its recommendations to the campus community. The purpose of this hearing is to provide an opportunity to receive testimony on the committee's recommendations before they are finalized. The committee shall review testimony and change its proposal if the suggested changes are supported by the committee.

S&A Fee Committee Budget Recommendations

The S&A Fee Committee shall submit its budget proposal and program priorities to the Vice President for Enrollment and Student Services with supporting documents by the end of the third week of May for administrative review and response. These recommendations will include a proposed S&A Fee level for the upcoming year and recommendations for the allocation of academic year and summer S&A Fee revenues to the constituent areas. The committee may submit other recommendations related to the S&A Fee at this time.

Administrative Response/Disputes

The Vice President for Enrollment and Student Services, on behalf of the university administration, shall provide a timely written response to the S&A Fee Committee, acknowledging receipt of their recommendations and, if applicable, outlining any concerns or differences with the University's proposed budgets. Administrative representatives and the committee will meet in a good faith effort to resolve any disputes prior to submittal of the final recommendations to the Board of Trustees. Further disputes will follow the resolution process outlined in RCW 28B.15.045.

Board of Trustees Presentation

The S&A Fee Committee will submit its final proposal to Board of Trustees and the University administration via the Vice President for Enrollment and Student Services, who will present the committee’s recommendation along with any administrative concerns to the Board of Trustees. The committee chair will ensure that committee members are informed of the date and time for the presentation of the committee’s recommendations, and ensure that student representatives are informed of their ability to directly address the Board regarding the recommendation. Before adoption of the final S&A Fee budget and program priorities, the Board of Trustees shall address any areas of differences between the administration’s and S&A Fee Committee’s proposals.

Final Budget Reconciliation

Following the final approval of the S&A Fee level and allocations by the Board of Trustees and prior to September 1st, the funded areas will submit a final budget to the S&A Committee. All areas, particularly the Associated Students because they are allowed to submit a pro-forma request, will highlight any significant changes from the original budget requests that were presented to the committee and a narrative supporting those changes. This information will be available to the campus community and posted on the committee’s website.

Monetary Shifts of Allocated Funds and Right to Delegate

With the exception of any funds needed for bond covenant agreements or other contractual obligations, once the budgets for existing services and activities are approved by the Board of Trustees, the administration may not shift funds from the amounts budgeted for the constituent areas unless it has provided written justification to the S&A Fee Committee and the Board of Trustees, and the Board has given its express approval.

The Board of Trustees reserves the right to delegate portions of its authority while meeting the intent of the RCW. Such delegation would be approved in writing, otherwise any transfers of funds follow the process outlines in the RCW.

DRAFT

Western Washington University

SERVICES & ACTIVITIES FEE COMMITTEE EXPENDITURE GUIDELINES

Each year, the Services & Activities Fee (S&A) Committee proposes and the Board of Trustees approves program priorities and corresponding expenditure budgets for the S&A Fee Committee constituents. The University collects these fees from students and allocates the funds to the constituent budgets as directed by the Board of Trustees.

By statute, S&A Fees are for the purpose of supporting student activities and programs. The boards of trustees of the state's colleges and universities have the express and exclusive authority to determine what constitutes bona fide student activities. In its ordinary and usual meaning "student activities" refers to any college/university co-curricular or extra-curricular activity in which students participate in the furtherance of their education.

The University administration has the responsibility to ensure that state and University regulations and guidelines are followed. University personnel are responsible for spending S&A Fee revenue in an acceptable and appropriate manner following State of Washington and Western Washington University rules and guidelines. This document provides an overview of the more important rules that apply to S&A Fee expenditures.

Basic Principles

- The budget authority for an S&A funded program may approve an expense if: 1) it is directly related to a student activity or program, 2) the item is an allowable and legal purchase under state and university policies, 3) there is sufficient money available to cover the expense, and 4) the purchase conforms with S&A and BOT approved objectives and expenditure plan.
- S&A Fee dollars may not be used to cover core academic or administrative costs.
- The state constitution prohibits the gifting of public money or property. The State Supreme Court has defined a gift as "a transfer of property without consideration and with a donative intent."

General Rules of Spending

S&A Fees are collected from students for the express purpose of funding extra-curricular and co-curricular activities and programs. S&A Fees are considered public monies of the State of Washington. Accordingly, purchases made with S&A Fee dollars must be allowable, authorized, recorded and appropriately used.

In situations where state or institutional policies are unclear about the appropriateness of a purchase, budget authorities are expected to consult and consider relevant sources of guidance, and discuss with appropriate administrators as needed before authorizing an expenditure.

Management of S&A Fee Money

Each S&A funded area must identify an administrator responsible for oversight and adherence to expenditure policies and procedures. S&A Fee funded areas are responsible for tracking their budget accounts and carefully monitoring expenditures, allocations and revenues.

All expenditures must be made in compliance with established university procedures and records of purchases must be retained as required by university policies.

Salaries, Wages and Benefits – S&A Fee money cannot be used to pay wages or benefits for any purpose unrelated to a group’s approved goals and objectives. S&A Fee money may be used for wages if they have been specifically itemized in a group’s approved budget.

Artists, Performers and Speakers – Contracts with artists, performers and speakers must be in compliance with requirements outlined in the University Procedures manual.

Property and Equipment – Self-sustaining and auxiliary units are components of the university, and as such, property and equipment purchased with S&A Fee money belongs to Western Washington University and the State of Washington.

Travel – All travel arrangements and expenditures must be in compliance with university policies and procedures. While it is expected that most of the travel paid for with S&A Fee money will have been itemized in a group’s approved budget it is understood that travel that results from success in competitive activities cannot always be predicted in advance.

Reserve Funds – Constituents are expected to maintain a reasonable designated reserve to allow for uncertainties in expenditures and revenue streams.

Examples of Permissible Expenditures

- Traditional and time honored activities such as student government, clubs, student governmental or programming organizations’ activities or events, health and wellness programs, retreats, conferences, musical, dramatic, artistic, debate and presentations of a co-curricular of extra-curricular nature, student publication and other mass media initiatives. S&A Fee money may be used for the expenses associated with these activities including meals and lodging during group travel. These costs may be paid as a return for participation.
- Trophies, certificates or engraved plaques, sweaters, warm-up jackets, chenille letters, rain clothes, monogrammed jackets or attire, etc.
- Support for university employees in student program operations with the caveat that S&A Fee money may be used only to the extent that an employee is engaged in student activities and programs as opposed to normal maintenance and operation functions of the university.
- Meals for receptions or award ceremony attendees provided for the members of a student activity group.
- Costs associated with childcare centers for the children of students.

Examples of Impermissible Expenditures

- Gifts of appreciation or concern for anyone (farewell gifts, flowers for bereavement, etc.) unless in return for participation or an award for which one has competed and won.
- Tips or gratuities for services rendered except as authorized by OFM
- Meals, lodging, coffee hours, receptions for a guest entertainer, speaker, etc., unless required by the contract made for their services
- Salaries of professional employees in teaching, administrative or clerical positions not directly related to a student program's operations
- Complimentary tickets of admissions as a gift
- Programs, personnel, facilities, equipment and maintenance that are considered basic services provided by the university or supported by existing contracts

Western Washington University Board of Trustees
Guidelines for the
Service and Activities Fee Committee

Ref: RCW 28B.15.045

The Board of Trustees (“the Board”) approves Services and Activities Fee levels and budgets. The board has a responsibility to ensure legal obligations are met for which Services and such fees have been pledged, including but not limited to, bond covenants and other contractual obligations. The Board is also expected to protect the stability of student programs funded with the fee and to ensure Services & Activities (S&A) Committee guidelines and procedures are in place that assure students a strong voice in reviewing programs and recommending budget and fee levels through an open, transparent process in which the S&A Committee’s desires are given priority consideration.

I. The Service and Activities (“S&A”) Fee Committee shall be established under RCW 28B.15.045 with members approved through the Associated Students. The Committee shall solicit input from the campus for the fee level and distribution to student programs and activities. The S&A Committee shall develop procedures consistent with the following provisions:

A. Disclosure of Information

Constituents representing the Associated Students, Housing and Dining, and the broadly defined departmentally related categories shall provide each member of the S&A Fee Committee the following information about individual budgets under their jurisdiction upon presentation of their budget proposal:

- The current year’s budget allotment.
- The beginning and estimated end of the current year fund balances.
- The current reserve fund levels.
- The proposed budget allotment for the following year.

This information shall be in an accessible form and used for informational purposes only.

B. Publicity and Staff Support

The S&A Fee Committee shall publicize its meeting times and timeline in appropriate communication formats to ensure it is easily accessible.

C. Public Hearings

1. The S&A Fee Committee will ensure time in their public meetings for each of the S&A Fee funded areas to discuss its budget proposals.
2. Preliminary Hearing. The S&A Fee Committee shall hold an open public hearing after receipt of budgets from funded areas but before determination of the S&A budget proposal is made. This can be incorporated into their business meeting with appropriate notification.
3. Final Hearing. The S&A Fee Committee shall make its recommendation accessible to the campus via its website and shall hold at least one open public hearing not less than one week after it determines the S&A budget proposal. The Committee shall hear appeals and accept testimony. The Committee shall review testimony and change its proposal if the suggested changes are supported by the committee.

II. The S&A Fee Committee shall submit its budget proposal in a timely manner in the Spring term with enough time to allow public hearings, administrative response, and recommendations to the Board of Trustees for their June meeting:

A. S&A Funded Areas

The S&A Fee Committee shall provide a copy of its budget proposal and program priorities to the appropriate representative groups of S&A Fee funded areas and make it accessible to the campus via its website.

B. The University Administration

The S&A Fee Committee shall provide a copy of its budget proposal and program priorities to the University administration via the Vice President for Enrollment and Student Services, with supporting documentation in sufficient time to comply with RCW requirements for process.

C. Board of Trustees

The S&A Fee Committee shall submit its final budget proposal and program priorities to the Board of Trustees and University administration, with supporting documentation.

III. Response by the Administration

- A. Upon receipt of its copy of the S&A Fee Committee proposal, the administration shall provide an written response to the recommendations accessible via the website. This response will identify any differences with supporting documentation and shall also be submitted to the S&A Fee Committee and included with the Board of Trustees documents.
- B. In the event of a dispute or disputes between the S&A Fee Committee's and the University administration's proposal, the two shall meet in a good-faith effort to resolve any disputes prior to submittal of final recommendations to the Board of Trustees. If not resolved, the dispute resolution procedures outlined in RCW 28B.15.045 shall be followed.
- C. Before adoption of the final S&A Fee budget and program priorities, the Board of Trustees shall address any areas of differences between the various proposals.

IV. Presentation to Board of Trustees

- A. Presentation of the S&A Fee Committee's proposal to the Board of Trustees shall be made by the Vice President for Enrollment and Student Services.
- B. Student representatives of the S&A Fee Committee shall be informed of their ability to directly address the Board of Trustees regarding the recommendation.

V. Monetary Shifts and Right to Delegate

- A. The Board of Trustees reserves the right to delegate portions of its authority while meeting the intent of the RCWs. Such delegation would be approved in writing by the Board of Trustees.
- B. If the University administration requests that funds be shifted from approved budgets, they are required by the RCW to provide written justification to the S&A Fee Committee and the Board of Trustees for final approval of the change.

VI. General Expenditure Rules

Services and Activity Fees are collected from student for the express purpose of funding nonacademic student activities and programs. S&A Fees are considered public monies of the State of Washington. As such, each purchase from an organization's account must be allowable, authorized, recorded and appropriately used. In no case will S&A fee dollars be utilized to pay for core academic or administrative functions that are not related to student activities.

Adopted by Board of Trustees, June 5, 1986

Delegation of Authority

Subsequent to the Board of Trustees approval of the Services & Activity (S&A) Fee Committee budget, the Board of Trustees delegates its authority to the S&A Fee Committee to approve transfers and/or allocations of increased revenues contingent upon administrative review. These adjustments in budget throughout the year require administrative review to ensure that such changes are not a material difference from the Board approved budget and do not affect the stability of programs.

Any such changes will be summarized in the annual presentation of S&A Fees to the Board.

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

TO: Members of the Board of Trustees

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

DATE: August 21, 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 ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: Lisa E. Wochos, Assistant Attorney General

DATE: August 21, 2014

SUBJECT: Open Public Meetings Act: Training for Governing Boards

PURPOSE: Presentation Item

Purpose of Submittal:

Earlier this year the Legislature of the State of Washington enacted an act known as the Open Government Trainings Act. The act relates to training public officials, including members of governing boards, and employees on the following: public records, records management, and open public meetings. New laws were adopted in Chapter 42.30 RCW, Open Public Records Act; and, Chapter 42.56 RCW, Public Records Act.

The new laws represent an effort by the legislature to support the rights of citizens to participate in the democratic process of open public government and limit the violations outlined in the Open Public Meetings Act by providing routine training and broaden awareness.


At today's meeting, Assistant Attorney General Wochos will present training materials on the Open Public Meetings Act, RCW Chapter 42.30. A future presentation will be provided related the Chapter 42.56 RCW, Public Records Act.

RCW 42.30.205 states:

- (1) Every member of the governing body of a public agency must complete training on the requirements of this chapter no later than ninety days after the date the member either:
 - (a) Takes the oath of office, if the member is required to take an oath of office to assume his or her duties as a public official; or
 - (b) Otherwise assumes his or her duties as a public official.
- (2) In addition to the training required under subsection (1) of this section, every member of the governing body of a public agency must complete training at intervals of no more than four years as long as the individual is a member of the governing body or public agency.
- (3) Training may be completed remotely with technology including but not limited to internet-based training.

Supporting Information:

Presentation materials on Open Public Meetings Act



Open Public Meetings Act Chapter 42.30 RCW

Presented by Lisa E. Wochos, Assistant
Attorney General

**By Washington State Attorney General's Office
August 21, 2014**

Washington's Open Public Meetings Act

Chapter 42.30 RCW

- Passed in 1971
- Requires meetings to be open to the public, gavel to gavel
- Legislative declaration:

"The legislature finds and declares that all public commissions, boards, councils, committees, subcommittees, departments, divisions, offices, and all other public agencies of this state and subdivisions thereof exist to aid in the conduct of the people's business. It is the intent of this chapter that their actions be taken openly and that their deliberations be conducted openly.

The people of this state do not yield their sovereignty to the agencies which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created."




The Open Public Meetings Act Applies to:

- ▶ **Multi-member governing bodies of public agencies**
 - Regional universities, created pursuant to RCW 28B.35.100.
 - Committees thereof (established by the Board) that act on behalf of the Board; i.e., Presidential Search Committees.

- ▶ **Associated Students Board of Directors**

- ▶ **S&A Fee Committees – Necessary antecedent to Board action.**




The Open Public Meetings Act Does Not Apply to:

- ▶ Student conduct committees
- ▶ Program advisory committees
- ▶ President's Cabinet and other internal bodies created by WWU
- ▶ Social gatherings – permissible if free of discussion about WWU's mission and operations



Meetings Shall be Open

- ▶ All *meetings* of the *governing body* of a public agency shall be *open* and *public* and all persons shall be permitted to attend any meeting of the governing body of a public agency, except as otherwise provided in Chapter 42.30 RCW.
- 

What is a Meeting?

- ▶ “Meeting” means meetings at which the Board takes “action.”
- ▶ No meeting takes place if the Board lacks a quorum.
- ▶ A meeting occurs whenever there is action, including the discussion, deliberation or evaluation that may lead to a final decision; therefore, study sessions, retreats, phone and e-mail conversations qualify as subject to the Act.
- ▶ The requirements of the Act are triggered *whether or not* final action is taken.



Action and Final Action

- ▶ “Action” – Transaction of official business of the Board, including but not limited to:
 - ▶ Public testimony
 - ▶ Deliberations
 - ▶ Discussions
 - ▶ Reviews
 - ▶ Evaluations
 - ▶ Final action

- ▶ “Final Action” – Collective position or vote by a majority of the Board, either for or against a proposition. Reaching a consensus is “final action.” Must be taken in public, even if deliberations were in executive (closed) session. Secret ballots (i.e, “straw polls”) are not allowed.



E-mail Conversations Can Constitute a Meeting

- ▶ An exchange of e-mail among a quorum of Board members (five WWU trustees) could constitute a “meeting” subject to the Open Public Meetings Act.
- ▶ Under the broad definition of “meeting,” an exchange of e-mail could constitute a meeting if:
 - A quorum of the members of the Board participate in the e-mail exchange,
 - Members collectively intend to transact official business, including the intent to merely discuss the university’s mission or operations, and
 - Members communicate about issues that may or will come before the body for a vote.



Travel and Gathering

- ▶ A majority of the members of the Board may travel together or gather for purposes other than a regular meeting or a special meeting, so long as no action is taken.
- ▶ Discussion or consideration of official business would be action, triggering the requirements of the Act



Notice of Regular Meetings

- Regular meetings are recurring meetings
- The Board must:
 - Yearly, file with Code Reviser a schedule of regular meetings, including time and place. (RCW 42.30.060)
 - Publish changes to regular meeting schedule in the Washington State Register at least 20 days prior to the rescheduled date.
 - The Board may take action on any item even if it was not included on the noticed agenda.




Notice of Special Meetings

- Called by presiding officer or majority of the members of the Board
- Written notice must be given to:
 - Each member of the board
 - Each local newspaper of general circulation, radio, and TV station which has requested notice
- Notice must be provided (i.e., posted) at least 24 hours in advance at the meeting site and on the university's website
- Notice may be delivered personally, by mail, fax, or e-mail
- Notice must specify:
 - Time
 - Place
 - Business to be transacted (agenda)
 - Final action shall not be taken on any other matter at such meeting



Emergency Meetings

- ▶ Notice is not required when a special meeting is called to deal with an emergency such as a natural disaster (fire, flood, earthquake) or similar emergency requires expedited action by the Board.
- 



Anyone can Attend a Meeting

- ▶ Reasonable rules of conduct can be set.

However, the Act does require the governing boards of higher education institutions to allow attendees to provide comment at the meetings. The time for each speaker may be limited, but the topic may not be.

- ▶ Can't place conditions on people for attending

Cannot require people to register their names or other information, complete a questionnaire, or otherwise fulfill any condition precedent to attendance



Dealing with Meeting Interruptions and Disruptions

- ▶ The Act provides a mechanism for dealing with situations where a meeting is being interrupted by members of the public.
- ▶ When a group or groups of people render the orderly conduct of a meeting unfeasible and order cannot be restored by ejecting the people who are interrupting the meeting, the Board may order the meeting room cleared.

The Board may then:

- Continue meeting in session or
- Adjourn and reconvene at another location.



Executive Session

- ▶ Part of a regular or special meeting that is closed to the public.
- ▶ Topic limited to specific statutory purposes (see next slide).
- ▶ Board Chair must announce the purpose of the closed meeting and the time it will end. Executive sessions may be extended, but they cannot be shortened.



An Executive Session May be Held to Address Such Matters as:

- ▶ Real estate
 - ▶ Site selection or acquisition of real estate
 - ▶ Lease or purchase
 - ▶ Public knowledge would likely increase price
 - ▶ Sale or lease
 - ▶ Public knowledge would likely decrease price
 - ▶ Final action selling or leasing public property must be take at open meeting
- ▶ Publicly bid contracts
 - ▶ Review negotiations on performance
 - ▶ Public knowledge would like increase costs
- ▶ Evaluate qualifications of applicant for public employment
- ▶ Meet with legal counsel regarding enforcement actions, litigation or potential litigation



Meeting Minutes

- ▶ Minutes of public meetings must be maintained and available to the public on request.
- ▶ Executive sessions are not held in open session pursuant to the Open Public Meetings Act; therefore, minutes are not required.
- ▶ No format specified in law.

RCW 42.32.030

Penalties for Violating the Law

- The Superior Court can impose a \$100 civil penalty against each board member, payable individually rather than by the university.
- Action taken at an improperly closed meeting can be declared null and void.
- Violations are civil in nature, so not considered a crime.
- Judge will award costs and attorney fees to a successful party seeking the remedy.



Interpretation and Conclusion

Attorneys General are instructed to strictly construe/ liberally interpret this Act in favor of coverage. This means that if an action is questionable, it leans to the side of being a violation.

Presented by:

Lisa E. Wochos, Assistant Attorney General
Office of Attorney General
WWU Office Phone: 360-650-2050

LisaW3@ATG.WA.GOV

**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: August 21, 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: Sue Sharpe, Chair, Board Committee on Trustees
DATE: August 21, 2014
SUBJECT: **Board Committee on Trustees Report**
PURPOSE: Information Item

Purpose of Submittal:

Chair Sharpe will report to members of the Board of Trustees and the University President and his staff topics related to the Board Committee on Trustees.

**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: August 21, 2014

SUBJECT: **Academic Report: New Tenure Track Faculty**

PURPOSE: Information Item

Purpose of Submittal:

During the past academic year, Western Washington University successfully recruited a number of well-qualified new tenure track faculty. This report provides the Board of Trustees with information about the tenure track faculty members who were hired last year and who will begin teaching at Western during the 2013/14 academic year.

New TT Hire Fall 2014 - Educational Attainment Spreadsheet

Prepared by Austin Cooper and Michael Junge

Date: August 4, 2014

Name	COLLEGE	WWU Department	WWU Specialization	Terminal Degree	University	Graduation
Gerard Campbell	CBE	Decision Sciences	Operations Management	Ph.D., Operations Mgmt & Decision Sciences	Indiana Univ, Graduate School of Business	1988
Xioafeng Chen	CBE	Decision Sciences	Mgmt Information Systems	Ph.D., Business Administration	University of Nebraska- Lincoln	2012
Anca-Ioana Sirbu	CBE	Economics	Macroeconomics	Ph.D., Economics	University of California, Riverside	2012
Arthur Sherwood	CBE	Management	Entrepreneurial Studies	Ph.D., Business Policy /International Business	Indiana University-Bloomington	2002
Catherine Armstrong Soule	CBE	Marketing	Marketing	Ph.D., Marketing	Univ of Oregon, Lundquist College of Business	2014
Christian Vargas	CFPA	Art	Digital Media	Master of Fine Arts	University of California Berkeley	2011
Javier Berzal de Dios	CFPA	Art	History of Art, 14th-18th Cent	Ph.D., History of Art	Ohio State University	2014
Gustavo Camacho	CFPA	Music	Music	Doctor of Musical Arts	Arizona State University	2011
Patrick Roulet	CFPA	Music	Brass/Percussion	Doctor of Musical Arts	University of Washington	2002
Ryan Dudenbostel	CFPA	Music	Orchestral Studies	Ph.D., Musical Arts	University of California, Los Angeles	2014
Sean Bruna-Lewis	CHSS	Anthropology	Cultural Anthropology	Ph.D., Cultural Anthropology	University of New Mexico	2013
David Evans	CHSS	Comm Sciences&Disorders	Aphasia	Ph.D., Communication Disorders	University of Nebraska-Lincoln	2009
Kelli Evans	CHSS	Comm Sciences & Disorders	Language Pathology	Ph.D., Philosophy in Speech Language Pathology	University of Nebraska-Lincoln	2008
Greg Youmans	CHSS	English	Film Studies	Ph.D., Feminist Studies and Literature	University of California, Santa Cruz	2009
Theresa Warburton	CHSS	English	U.S. Multiethnic/Native Am Lit	Ph.D., Global Gender Studies	SUNY-University of Buffalo	2013
Charles William Anderson	CHSS	History	Middle East	Ph.D., Middle Eastern and Islamic Studies	New York University	2013
Jared Hardesty	CHSS	History	Colonial America	Ph.D., History	Boston College	2013
Joe Gosen	CHSS	Journalism	Visual Journalism	M.A. Journalism	Univ of Nevada, Reynolds School of Journalism	2000
Michael Slouber	CHSS	Liberal Studies	South Asian Studies	Ph.D., South and Southeast Asian Studies	University of California, Berkeley	2012
Thomas J. Keeline	CHSS	Modern & Classical Langs	Latin and/ or Greek	Ph.D., Classical Philology	Harvard University, Cambridge	2014
Neal Tognazzini	CHSS	Philosophy	Philosophy	Ph.D., Ethics, Metaphysics, Moral Psychology	University of California, Riverside	2009
Senna Lee Towner	CHSS	PEHR	Community Health Education	Ph.D., Public Health, Health Promotion&Behavior	Oregon State University	2013
Chris Towler	CHSS	Political Science	African America Politics	Ph.D., Political Science	University of Washington	2012
Anna Ciao	CHSS	Psychology	Clinical Psychology	Ph.D., Clinical Psychology	University of Hawai'i-Manoa	2013
Tim Kowalczyk	CSE	Advanced Mat Sci & Eng Ctr	Chem or Physics/Mat Sciences	Ph.D., Physical Chemistry	Massachusetts Institute of Technology	2012
Daniel Pollard	CSE	Biology	Genetics	Ph.D., Biophysics	University California, Berkeley	2007
Suzanne Lee	CSE	Biology	Biology	Ph.D., Molecular Cell Biology	University of California, Berkeley	2008
Julian Rrushi	CSE	Computer Science	Computer Science	Ph.D., Informatics	University of Milan	2009

Andrew Klein	CSE	Engineering Technology	Electrical Engineering	Ph.D., Electrical and Computer Engineering	Cornell University	2006
April Bryan	CSE	Engineering Technology	Manufacturing Eng - General	Ph.D., Mechanical Engineering	University of Michigan	2008
David Gill	CSE	Engineering Technology	Manufacturing Eng - CAD/CAM	Ph.D., Mechanical Engineering	North Carolina State University	2002
Mark Peyron	CSE	Engineering Technology	Plastics & Composites Eng	Ph.D., Chemical Engineering	University of Washington	1994
Morad Abdelaziz	CSE	Engineering Technology	Electrical Engineering - Energy	Ph.D., Power and Energy Systems	University of Waterloo	2014
Sura Alqudah	CSE	Engineering Technology	Manufacturing Eng QA/LEAN	Ph.D., Industrial and Systems Engineering	State University of New York, Binghamton	2014
Brady Foreman	CSE	Geology	Geol/Sediment/Stratigraphy	Ph.D., Geology	University of Wyoming	2012
Andrew Berget	CSE	Mathematics	Discrete Mathematics	Ph.D., Mathematics	University of Minnesota	2009
Kimihiro Noguchi	CSE	Mathematics	Statistics	Ph.D., Philosophy	University of California, Davis	2013
Kevin Covey	CSE	Physics and Astronomy	Astronomy	Ph.D., Astronomy	University of Washington	2006
Melissa Rice	CSE	Physics and Astronomy	Physics and Geology	Ph.D., Astronomy	Cornell University	2012
Tamara Spira	FAIR	Fairhaven College	Queer Studies	Ph.D., Feminist Studies	University of California, Santa Cruz	2009
Jennifer Wang	FAIR	Psychology	Multicultural Psychology	Ph.D., Psychology	University of Washington	2012
Charles Barnhart	HUX	Environmental Science	Energy	Ph.D., Planetary Geophysics	University of California, Santa Cruz	2010
Jenise Bauman	HUX	Environmental Science	Environmental Remediation & Ecosystems	Ph.D., Botany	Miami University	2010
Mark Neff	HUX	Environmental Studies	Environmental Policy	Ph.D., Educational Studies	Arizona State Univ., School of Life Science & Consortium for Science	2008
Nabil Kamel	HUX	Environmental Studies	Urban Studies	Ph.D., Urban Planning	University of California, Los Angeles	2004
Nick Stanger	HUX	Environmental Studies	Environmental Education	Ph.D., Soc. Sci. & Humanities Research Council	University of Victoria	2014
Rebekah Paci Green	HUX	Environmental Studies	Environmental Studies	Ph.D., Structural Engineering	Cornell University	2005
Thomas Webler	HUX	Environmental Studies	Energy Policy	Ph.D., Environment, Technology, and Society	Clark University	1992
Dana Brickham	WCE	Human Services & Rehab	Rehabilitation Counseling	Ph.D., Rehabilitation Psychology	University of Wisconsin-Madison	2012
Devyani Chandran	WCE	Human Services & Rehab	Rehab Counseling/Interdisciplinary	Ph.D., Social Welfare	Univ. of Kansas, School of Social Welfare	2009
Kevin Roxas	WCE	Secondary Education	Secondary Education	Ph.D., Teaching, Curriculum & Ed Policy Prog	Michigan State University	2008
Jenny Oleen	WL	Western Libraries	Scholarly Communications	Master of Library Science	Indiana University	2006
Joseph Gabriel Gossett	WL	Western Libraries	Extended Education	Master of Library & Information Studies	University of Wisconsin-Madison	2009
Mike Olson	WL	Western Libraries	Collections	Master of Library Science	University of California, Los Angeles	1993
Rebecca Marrall	WL	Western Libraries	Diversity & Disability Services	M.A., Anthropology	Western Washington University	2015

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: August 21, 2014
SUBJECT: Quarterly Report on Grants and Contracts
PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for the period April 1, 2014 – June 30, 2014 and fiscal year 2013/14

Supporting Information:

- Grant awards/totals for the period 4/1/14 – 6/30/14
- Grant awards for the fiscal year 2013/14

Grant Awards for the Period 04/01/14 – 06/30/14

The total amount of grants and contracts received this period was \$3,359,761.86. This includes both new awards and additions to existing awards.

Department	Award Total	Awards	Additions
AMSEC	143,774.00	1	
Biology	80,278.00		2
Campus Compact	672,000.00	1	
Canadian American	69,409.00	1	
Chemistry	681,539.00	2	2
Environ. Sciences	171,990.69	3	1
Environ. Studies	45,366.00	1	
Geology	90,291.85	2	
History	80,439.00	1	
Mathematics	176,589.00	2	
PEHR	14,898.32	1	
Philosophy	100,674.00	1	
SBDC	85,750.00		1
SMATE	796,324.00		1
SPMC	150,439.00	3	1
Total	\$3,359,761.86	19	8

SUBJECT: YTD Grant Awards					
Department	7/1/13- 9/30/2013	10/1/13- 12/31/2013	1/1/14- 3/31/2014	4/1/14- 6/30/2014	Fiscal Year 2013-14
AMSEC				143,774.00	143,774
Anthropology	2,100	87,817			89,917
Biology	130,171	25,951	161,243	80,278	397,643
Border Policy			3,534		3,534
Campus Compact			10,200	672,000	682,200
Campus Police	500				500
Canadian/American Studies				69,409	69,409
Chemistry	164,935		523,788	681,539	1,370,262
Child Development		18,898			18,898
Geology	31,641		79,236	90,292	201,169
History	106,050		40,357	80,439	226,846
Huxley	67,484	238,234	244,078	217,357	767,153
Mathematics	471,957	332,700		176,589	981,246
Philosophy			8,914	100,674	109,588
Physical Education, Health & Rec				14,898	14,898
Physics			108,848		108,848
Political Science	27,526				27,526
Psychology	336,895				336,895
Science, Math & Tech Education	893,413			796,324	1,689,737
Shannon Point Marine Center	280,659		82,342	150,439	513,440
Small Business Development Center			241,250	85,750	327,000
Student Life		294,948			294,948
Woodring College of Education	764,605	3,400	456,517		1,224,522
Total	\$3,277,936	\$1,001,948	\$1,960,307	\$3,359,762	\$9,599,953

	GRANT AWARDS FOR THE PERIOD			April, May, June 2014			
		NEW	ADD'L	FUNDING			DEPT.
FUND	DESCRIPTION	FUNDS	FUNDS	AGENCY	P.I.	DEPARTMENT	TOTAL
55784	Canadian Studies Center 13-14	69,409.00		UW	D. Alper	Can-Am Studies	69,409.00
55100	Transition of Submersible Data Logging PCO2	45,514.00		WA DNR	B. Love	Environmental Sciences	45,514.00
56333	Comparison between two elliptical machines	14,898.32		Precor	J. San Juan	PEHR	14,898.32
56748	Fidalgo Bay Public Education Project	19,000.00		Friends of Skagit Beaches	D. Crowe	SPMC	19,000.00
55099	Effects of Sediment Porewater Sulfide on Eelgrass Health	92,911.00		UW	D. Shull	Environmental Sciences	92,911.00
55101	Modeling Tsunami and Earthquake Impacts	45,366.00		UW	S. Miles	Environmental Studies	45,366.00
56334	Drill Core Recovery in the Izu Bonin Rear Arc	46,750.85		Ocean Leadership	S. DeBari	Geology	46,750.85
							333,849.17
56749	The eMAP Project	5,810.00		Mathematical Assn of America	J. Johnson/Ypma	Mathematics	5,810.00
55787	Addition to 2014 SBDC		85,750.00	WSU	J. Shelton	SBDC	85,750.00
55102	Effects of Ocean Acidification on Species	28,139.00		UW	B. Olson	SPMC	28,139.00
55849	Boulevard Park Biological Survey Project Phase II	4,795.00		Whatcom County	B. Bingham	Environmental Sciences	4,795.00
51587	Year 2 - Multicultural Initiative in Marine Science		100,000.00	NSF	B. Bingham	SPMC	100,000.00
51169	Year 2 - Change at the Core		796,324.00	NSF	E. Gear	SMATE	796,324.00
							1,020,818.00
51174	RUI: Biocompatible Electromechanical Actuators	140,000.00		NSF	A. Murphy	Chemistry	140,000.00
54580	Corporation for National and Community Service	672,000.00		CNCS	J. Hine	Campus Compact	672,000.00
55772	Year 3 - The Whole School Success Partnership		299,539.00	WA Student Achievement Council	E. Borda	Chemistry	299,539.00
56335	Understanding & Utilizing Block Copolymer Templates	70,000.00		ACS	D. Rider	Chemistry	70,000.00
51159	Year 4 & 5 - CAREER: Beta-Acyloxysulfones		172,000.00	NSF	G. O'Neil	Chemistry	172,000.00
51172	Supplement - Iron & Manganese Depositing Cold-Seeps		7,260.00	NSF	C. Moyer	Biology	7,260.00
56267	Addition to Effectiveness Monitoring for Salmon Habitat Restoration		28,770.69	Tetra Tech	J. Helfield	Environmental Sciences	28,770.69
51173	RUI: Geometric Tomography	170,779.00		NSF	R. Gardner	Mathematics	170,779.00
56751	The Origins of America's Public Schools	80,439.00		IMR Support Foundation	J. Neem	History	80,439.00
54112	Differential Uplift and Incision of the Yakima River Terraces	43,541.00		U.S. Geological Survey	C. Amos	Geology	43,541.00
51154	Year 3 - RUI: Stomatal Differentiation		73,018.00	NSF	L. Pillitteri	Biology	73,018.00
55103	Acidification on Olympia Oysters	3,300.00		WA DOE	G. McKeen	SPMC	3,300.00
56750	Next Generation Thermoset Resins and Fasteners for Aerospace	143,774.00		C&D Zodiac	D. Rider	AMSEC	143,774.00
56752	Faith as a Psychological Attitude	100,674.00		Baylor University	D. Howard-Snyder	Philosophy	100,674.00
							2,005,094.69
	TOTAL						3,359,761.86

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Senior Vice President Eileen Coughlin
DATE: August 21, 2014
SUBJECT: **Admissions and Enrollment Report**
PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment and admissions

Admissions and Financial Aid Report
August Board of Trustees Meeting
Prepared by Clara Capron,
Assistant Vice President for Enrollment and Student Services

Enrollment Projection

As of early August, estimated Fall Quarter 2014 enrollment is 14,200, comparable to that of Fall 2013 at 14,182.

Implementation of Territory Management

Effective Fall 2014, Admissions will implement a full territory management model of recruitment for first-year students. Under this model, geographic territories are defined and assigned to Admissions Counselors to work with students all the way from the point of initial inquiry to enrollment. Therefore, Admissions Counselors build relationships with high school counselors and community organizations, travel and meet with prospective students at high school visits and college fairs, review applications and maintain relationships, all within their respective territories. Benefits of using a territory management model include providing students and families with a consistent point of contact throughout the admissions process, thereby personalizing their experience with Western, and gaining a more in-depth understanding of our individual markets to identify trends, opportunities and challenges using more precise data to inform our work.

Primary markets for Western include all of Washington, divided by region. Some territories consist of groupings of counties with similar characteristics (i.e., Eastern WA, Central WA,

Southwest WA) while others are single counties (Whatcom, Skagit, and Snohomish); other territories are even smaller due to high population concentrations (East King County, North King County, South King County). Our secondary market is made up of the western states, with each state defined as a territory with the exception of California, which is divided into northern and southern regions. Our tertiary market consists of the remaining regions of the country (northeast, south and midwest). This division allows us to adapt our travel and recruitment plans to suit more targeted populations as well as monitor shifting demographics and trends within each territory.

PNACAC High School Counselor Tour

Admissions hosted the first visit from the Pacific Northwest Association for College Admissions Counseling tour for 35 high school and independent counselors on July 14, 2014. Counselors were primarily from Washington, California and Oregon, but there was also representation from Arizona, Hawaii, Montana, Idaho, Nevada and even Virginia in the group. The counselor tour included visits to Western, UW, Bothell, Cornish College of the Arts, Seattle Pacific University, Seattle University, UW Seattle, University of Puget Sound, Pacific Lutheran University, UW Tacoma, The Evergreen State College and St. Martin's University.

Western's tour began with a brief overview, followed by a campus tour with time allotted to visit departments on campus of their own choosing and ask specific questions. The evening concluded with a reception and dinner which featured a faculty member, staff member, and Admissions student representative at each table. Dining Services provided a very impressive meal. Admissions provided remembrances of Western, including T-shirts and water-bottles bearing the WWU logo to remind each counselor of their visit to Western.

Comments from the counselors were overwhelmingly positive. Opportunities to connect with our colleagues on the high school side help us foster great working relationships and provide a deeper understanding of Western.

Admissions Publications and Web Updates

Admissions has purchased PSAT and SAT test taker names and began a campaign that includes email and postcard outreach to prospective students. We are in the process of updating the on-the-road publications our Counselors take to recruiting events, as well as the 32-page freshman Viewbook and 24-page Transfer Viewbook mailed to students who sign up for our mailing list. All of these efforts are guided by market research and survey data provided by entering Fall 2014 students.

The Admissions Communication and Marketing Team is also working collaboratively with ATUS and University Communications to launch a newly-redesigned Drupal Admissions website by early September. The new site will feature a streaming video header, stronger marketing/branding elements on the splash page, an easier-to-navigate menu structure, and mobile compatibility.

12% Increase in Transfer Student Confirmations

To increase transfer student enrollment in an environment of increased competition, Admissions made the decision to move up the fall quarter transfer application deadline by one month, from April 1 to March 1. Doing so allowed us to provide students with their admissions decision much earlier than in previous years and had a positive impact on yield. While this required hiring 3 part-time temporary staff members to admit students in accordance with the earlier deadline, transfer student confirmations up are 12%. We anticipate that we will have approximately 1,050 transfer students this fall, compared to 938 last year.

Western Scholars Invitational

Fall 2015 recruitment efforts are already underway. On July 17-19, 2014, Admissions hosted the 8th annual Western Scholars Invitational, welcoming 88 prospective, high-achieving high school students from across the state and country for an in-depth campus visit experience. As a group, these students had an average, cumulative GPA of 3.7 and a diverse mix of academic and extracurricular achievements. This year, WSI participants came from 11 different states: Washington, Arizona, California, Idaho, Montana, Missouri, Minnesota, Nevada, Oregon, Texas and Utah.

The primary goals of Western Scholars Invitational are to experience college life on Western's campus and explore different academic interests. Prospective students learned about college admission and scholarship processes and had the opportunity to interact with Western faculty and staff. Throughout the program, students had the opportunity to sample university classes on topics including Philosophy, Chemistry, Spanish, Mathematics, and Marketing. Historical trends show that students who attend WSI have a higher confirmation rate than other admitted freshmen. Of the WSI participants last year, 83% applied to Western as incoming freshmen for the Fall 2013 year and 52.0% of the attendees confirmed vs. the class average confirmation of 38.8%.

International Advisor

We are pleased to report the hire of Western's first International Advisor within the Admissions Office, Gisella Casasnovas. Gisella is fluent in Spanish and Italian and possesses 7 years of experience with international education, as well as a background in international admissions counseling. She begins work on September 8.

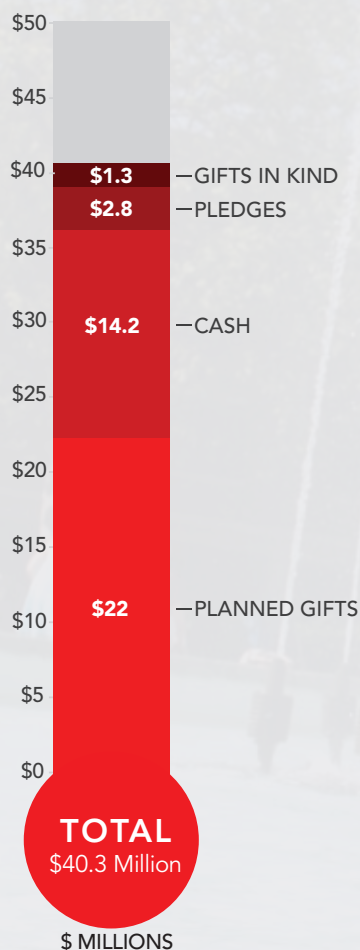
UNIVERSITY ADVANCEMENT REPORT

AUGUST 2014



As the fiscal year drew to a close, the Division of University Advancement had much to celebrate including the highest cash amount raised in history; achieving – and surpassing – our original \$40 million campaign target; and continued success with our engagement efforts. Even better, we have a slew of exciting and generous gifts in support of the Western Stands for Washington campaign and are preparing to share the excitement of our campaign achievements with the Western community. Please mark October 24 and November 6 and 7 on your calendars and join us for what we are sure will be a campaign launch to remember.

CAMPAIGN RESULTS THROUGH JUNE 30, 2014



ADVANCEMENT FAST FACTS

FISCAL YEAR 2013-2014

We welcomed and engaged with **5,427 alumni attendees** at this year's 40 alumni events.

Familiarity breeds solidarity: Alumni Association lifetime memberships among faculty and staff **increased by a whopping 38.5%**

The annual fund generated **more than 14,000 gifts from 9,450 donors**. We raised a total of \$2.62 million, marking a 3% increase from the previous year and the **highest annual fund total since 2008**.

This year, **1,357 annual Alumni Association memberships were purchased** for a membership total of 3,137.

The Phonathon callers spoke with nearly 39,000 WWU alumni, parents and friends this year, **raising \$288,000 for Western programs**.

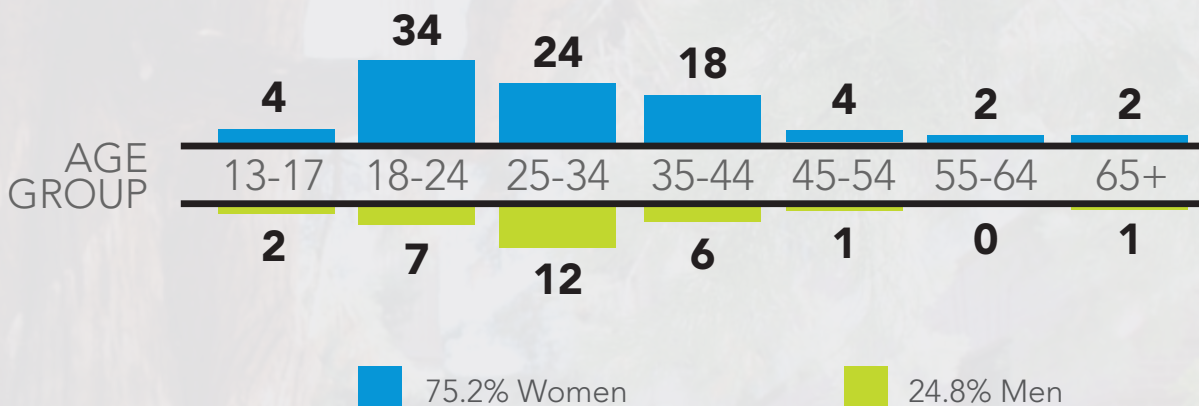
We sent **more than 85,000 pieces of mail, generating \$1,017,718 in gifts**. Laid end to end, that snail-mail trail would be nearly 15 miles long!

GROWING AWARENESS

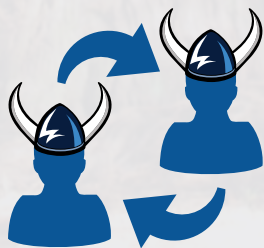
On June 12, President Bruce Shepard authored an article in *The Bellingham Herald* on Western Washington University's continuing evolution and commitment to meet the needs of Whatcom County and Washington State. Through a paid promotion, we boosted that message on Facebook, increasing our audience beyond our usual demographic, while reaching a younger audience with a topic that clearly held their interest.

44,980
UNIQUE VIEWERS

103
ACTIONS (LIKES, COMMENTS, ETC.)



ENGAGEMENT METRICS



THE ASK! MENTORSHIP PROGRAM IS GOING STRONG, CREATING EXCITING OPPORTUNITIES FOR OUR STUDENTS AND ALUMS TO INTERACT.

OVER MAY AND JUNE, **MORE THAN 200 ALUMNI ACTIVELY ENGAGED WITH WESTERN STUDENTS** PROVIDING CAREER READINESS ADVICE AND SUPPORT.



THERE ARE CURRENTLY **805 WWU LICENSE PLATES** ON THE ROAD. THAT TRANSLATES INTO **\$22,540 SCHOLARSHIP DOLLARS** FOR OUR STUDENTS!

ENGAGEMENT

EVENTS FROM MAY-JULY



Getting their Blue on: proud and happy artists at our inaugural Date & Paint event.

We continue to engage with our graduates, creating and developing opportunities for them to mingle with other alums, faculty and staff. As part of a series facilitated by the Vikings-in-Puget-Sound committee, Foundation board member Ed Thomas hosted a reception May 21 in Deloitte's Seattle offices where President Bruce Shepard and some of Western's Accounting faculty networked with the program's alumni.

On June 14, Western graduated 1935 new professionals into the world. Former Washington state governor and US Ambassador to China Gary Locke received an honorary doctorate and was one of the main speakers at the Carver Gym commencement ceremony. Graduating seniors also received advice from keynote alumni speakers Jerry Thon ('75), former president of the board for the Western Foundation and vice president of Astoria Holdings, and Douglas Massey ('74), the Henry

G. Bryant Professor of Sociology at Princeton University.

Thon, a Larry "Go Vikings!" Taylor Alumni Service Award recipient, has had a profound impact on the Western community, supporting university scholarships and programs as well as hosting receptions for new faculty, staff and community members in his role as chairman of the Western@Home Committee. The Allan Thon Family Annual Scholarship supports students who are planning to become K-12 teachers.

Massey is a pioneering scholar in two areas of sociological research: international migration and socioeconomic stratification. As an undergrad, Massey co-authored a paper with then-graduate student Lucky Tedrow, who is now director of Western's Center for Social Science Instruction. Massey also worked closely with the late Professor of Sociology Ed Stephan. In his speech, Massey encouraged students to find their own ways to make the world a better place and to keep an open

mind about avenues that might turn out to be worthwhile pursuits.

On June 27, members of the Western community gathered for an evening of socializing and creativity at Date & Paint in Bellingham. This alumni event sold out with 34 people in attendance, 25 of whom were Alumni Association members. Future Date & Paint events are already in the works and will provide a relaxed, enjoyable and engaging environment for friends of Western to get together and connect.

ENGAGEMENT CONTINUED...



The 2014 Outstanding Graduates and their mentors.

On June 13, Western Washington University faculty presented 38 students with the distinction of Outstanding Graduate of their respective departments at WWU's 39th Annual Outstanding Graduate Awards Ceremony. Families, friends and classmates of the award winners are invited to attend this celebration of Western's impressive students. Here are just a few of the comments from faculty about their accomplished students:

"He told me he hates to be the center of attention. And when he told me that, it put me in kind of despair because he's going to have a very unhappy life. Because everywhere he goes, he's going to distinguish himself for his intelligence, creativity and his kindness."

– James Hearne on Clinton Burkhart, **below** (Outstanding Graduate, Computer Science)



"Just last week I watched you as you appeared from out of the darkness at the back of the main stage theater, then walk slowly forward to stop short and without moving off that spot proceed with your heartbeat, your breath, your flesh, and your bones, to lift the ceiling off the theater. And for one quick, bright moment, you were nine feet tall... I have born witness to your true height, Juliette, and there's no going back now. You have inspired us all."

– Nolan Dennett on Juliette Machado, **below** (Outstanding Graduate, Dance)



"All of these students being honored today, including Andrew, have something in common... they have challenged us and everyone around them to be better. We've all improved and are better because of their presence around us, so thank you to Andrew's parents."

– Milly Johnson on Andrew Wray (Outstanding Graduate, Mathematics)

"Through his leadership, perseverance and focus, he's left the human services program in a better position to help students. As he would say, he's left a ladder for others to follow in his footsteps."

– Hope Corbin on Jared Ibarra, **below** (Outstanding Graduate, Human Services and Rehabilitation)



"Outstanding Western students like Josh share a willingness to take chances, a sense of intellectual adventure and enthusiasm to challenge situations that are complex and require them to combine, in a liberal arts tradition, their knowledge of different fields to make progress."

– Tom Roehl on Joshua Arthur Lozensky (Outstanding Graduate, Management)

UPCOMING EVENTS

AUGUST 10 – Lunch and Monster Keeper play on Campus

AUGUST 10 – WWU Night @ The Everett Aquasox vs. Spokane Indians in Everett

AUGUST 14 – President's Society Summer Barbeque in Woodinville

AUGUST 19 – President's Society Summer Barbeque in Bellingham

AUGUST 22 – Senior Celebration on Campus

AUGUST 23 – Graduation

SEPTEMBER 4 – Leaders and Legacies Lunch on Campus

SEPTEMBER 10 – 7th Annual Get Your Blue On BBQ on Campus

SEPTEMBER 18 – President's annual breakfast followed by Convocation on Campus

SEPTEMBER 19 – Alumni Uncork'd Art in DC

SEPTEMBER 27 – Harrington Field Dedication on Campus

SEPTEMBER 27 – WWU Day @ Sounders in Seattle

SEPTEMBER 28 – Wine tasting reception in Tenino

OCTOBER 7 – Viking Athletic Scholarship Dinner in Bellingham

OCTOBER 11 – Curling in Canada

OCTOBER 11 – Oktoberfest Reception & Dinner in Spokane

OCTOBER 16 – Jazz Western Style in North Bend

OCTOBER 18 – Viking Soccer vs. SPU on Campus

OCTOBER 24 – Alumni board meeting, Campaign Launch and Gala on Campus

NOVEMBER 6 – Western Leadership Lunch and Forum in Seattle

NOVEMBER 7 – Campaign Launch Gala in Seattle

DECEMBER 2 – Holiday Reception at the Seattle Museum of History and Industry

DECEMBER 4, 5, 8, 9 – Holiday Receptions in Bellingham (home of Bruce and Cyndie Shepard)

NEW AND FAMILIAR FACES

The WWU Foundation Board of Directors and WWU Alumni Association Board of Directors each held annual meetings in June, expressing gratitude to those members transitioning off, strategizing for the year ahead and welcoming new members.

THE FOUNDATION BOARD:

Outgoing

Karen Freeman ('78)

Margaret Curtis

Keith Boyd ('95); ex officio member, immediate past president of the Alumni Board

Carly C. Roberts ('15); ex officio member, immediate past president of the Associated Students.

Incoming

Maya Ackerman ('05)

Shasta Cano-Martin ('10)

Shari Day-Campbell ('83); ex officio member, president of the Alumni Board

Annika Wolters ('15); ex officio member, president of the Associated Students.

THE ALUMNI ASSOCIATION BOARD:

Outgoing

Craig Chucka ('88)

Dan Contreras ('97)

Nathan Dwyer ('00)

Shannon Hutchinson ('06)

Carly C. Roberts ('15); ex officio member, immediate past president of the Associated Students.

Incoming

Scott Strand ('90)

Bryan Page ('03)

Marke Greene ('93).

Annika Wolters ('15); ex officio member, president of the Associated Students.

Fran Maas has worked at Western as an event planner for more than 26 years, managing the Performing Arts Series; the Distinguished Lecture Series, the Turning Points Faculty Speaker Series and many President-hosted, employee events.

She joins the Alumni Association events team, facilitating faculty and alumni lectures and conversations in Whatcom County, Seattle and Tacoma.

Emily Weiner joins the Foundation as its grant writer. Previously, she spent six years as a fundraiser for Mount Baker Theatre where she wrote grants and managed the membership program. As a journalist, she has worked as a graphics editor for the Sunday Business section of *The New York Times*; as a news editor at *Cascadia Weekly*; and as a reporter and copy editor for *The Bellingham Herald*.



**Capital Program Report
Board of Trustees
August 21, 2014**

MAJOR/INTERMEDIATE CAPITAL PROJECTS

• **Nash Hall Renovation**

Work is progressing well with CDK Construction Services, Inc. in preparation for substantial completion of Phase I by August 27, 2014. Construction has addressed the renovations of the sub-basement through the third floor. Work includes selective demolition, hazardous material abatement, installation of new fire suppression systems, seismic upgrades, and new construction in public areas and dorm rooms. The quality of the work has been good and the project is on schedule to meet the substantial completion date.

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

There are three components to this work:

1. PW679A includes classroom and lab upgrades in the Ross Engineering Technology Building and the Biology Building. Construction began on June 16. Work is on schedule to be complete for use Fall Quarter 2014.
2. The PW679 construction document phase design is underway and will include upgrades to rooms in the Performing Arts Center, Bond Hall and Fine Arts, with alternates in Fairhaven Academic, the Ross Engineering Technology Building, and the Environmental Studies Center. The scope of work includes media equipment, interior finishes and furnishings, electrical, mechanical and plumbing, fire alarm, and suppression. A construction contract for Phase 2 is scheduled to be brought to the February 2015 Board of Trustees meeting for approval. Work is scheduled to start Spring Quarter 2015 and to be completed and operational by Summer Quarter 2015.
3. The final component, PW681, will renovate Haggard Hall rooms 245 and 246 to create a multi-disciplinary digital media center to be used for teaching and student work. The project also includes work in Parks Hall to develop a mediated finance lab (mock trading floor). The project is currently in the construction document design phase. A construction contract is scheduled to be brought for approval to the Board at the February 2015 meeting. Construction is scheduled to start Spring Quarter 2015 in Parks Hall, and Summer Quarter 2015 in Haggard Hall.

• **Performing Arts Center Exterior Renewal**

Work is progressing well with Dawson Construction, Inc. in preparation for substantial completion by September 8, 2014. The project involves challenging work and tight schedule coordination with the many summer programs offered in the Performing Arts Center. Work includes cleaning walkways, curbs, stairways, stucco, brick, concrete and concrete walls, graffiti removal, repair of stucco damage and cracks, window replacement, painting stucco, repair and re-pointing of brick, sealing brick and concrete, wood finish removal and re-application in limited areas, roof drainage system repairs, including gutters, downspouts, plumbing and piping, and replacement of the Concert Hall roof.

- **North Campus Utility Upgrade**

The contractor has mobilized and installed the new conduit raceways that interconnect the tunnel system in High Street to the tunnel near Old Main. The contractor also completed the installation of the four underground utility vaults to provide future electrical connection points. New wiring is being installed to the existing buildings, and the building power outages will begin in late August to facilitate the transfer from the antiquated 4,160 volt distribution to the new 12,470 volt system. The project is on schedule for completion at the end of December 2014.

- **Ridgeway Kappa Renovation**

CNJA Architects is scheduled to provide 50% complete contract documents on August 21, 2014 for University review. These documents will address demolition, hazardous material abatement, installation of new fire suppression and automatic central fire alarm systems, seismic mitigation, and replacement of interior finishes. Construction is scheduled to start on March 23, 2015.

OTHER SMALLER PUBLIC WORKS PROJECTS

- **Wilson Library Clay Tile Roof and Multiple Roof Replacements**

Work progress continues with Queen City Sheet Metal & Roofing, Inc. in preparation for substantial completion on August 15, 2014. Work has included roof replacements of the Wilson Library 1927 clay tile assembly, Fine Arts gallery and penthouse, and Parks Hall entry.

- **Replace Steam Piping at Ridgeway Complex**

The project to replace deteriorated steam, condensate and compressed air piping in the Ridgeway complex is 70% complete as of July 31, 2014. The first portion of the work is complete and the Ridgeway Sigma building is operational. The remaining construction is on schedule to be complete by Fall Quarter 2014.

- **Central Campus Steam Upgrades**

The contractor is approximately 80% complete with work on the project. Remaining work includes steam line upgrades in two manholes, one east of Miller Hall in the service road and the second north of the Viking Commons dining facility off of High Street. The project is scheduled to be complete in September prior to the start of Fall Quarter 2014.

2015-17 CAPITAL PLANNING PROCESS

Since the Board approved the 2015-2025 Ten Year Plan and 2015-2017 Capital Budget Request in June 2014, the University has been completing its 2015-2017 major and intermediate project proposals for submission to the Office of Financial Management by the August deadline. Concurrently, the full 2015-2025 Capital Plan is under development, including the 2015-2017 Capital Budget Request which is due in early September.

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

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: August 21, 2014

SUBJECT: University Relations and Community Development Report

PURPOSE: Information Item

Purpose of Submittal:

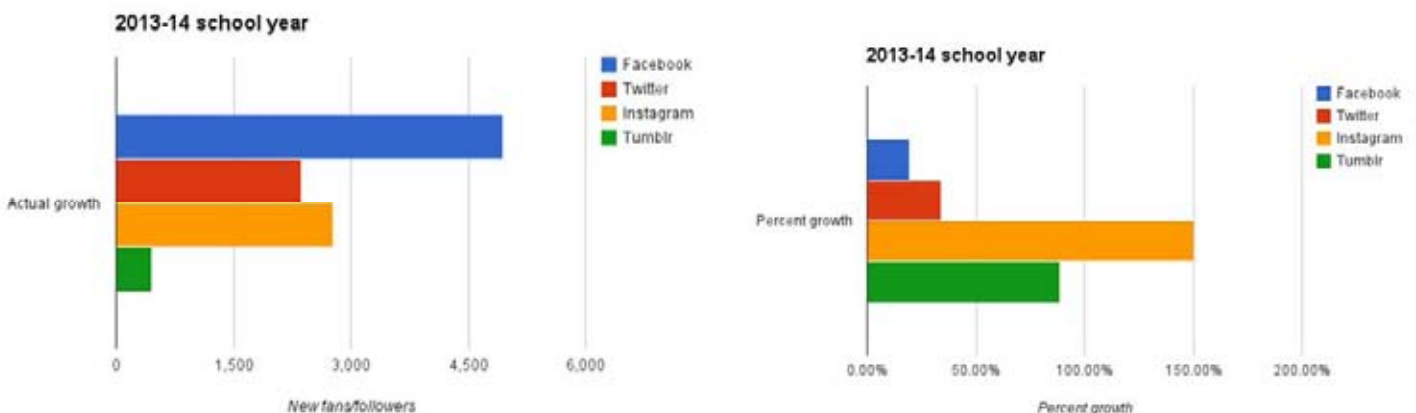
A written report is provided on the recent activities of University Relations and Community Development.

Supporting Information:

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:

- New Media Coordinator **Matthew Anderson** has overseen strong growth in social media at Western. As you can see from these charts, below, our university Instagram account has been growing by leaps and bounds, outpaced only by our Facebook account in raw numbers and far outpacing all other accounts in growth percentage. Our Instagram engagement rate (the percentage of our fans who interact with each post) is about 10.5 percent, which is extremely high for a university and evinces quality content. Most of the top schools on [this Instagram ranking](#), for example, are between 2 and 7 percent engagement. So in engagement rate, we're performing far better than such schools as Stanford (3.31%), University of Wisconsin (2.68%), Boston College (2.73%), University of Michigan (6.63%), etc. It's worth noting that those schools have a much higher number of followers than Western does. But that said, engagement rate is theoretically scalable, so our 10.37% rate is a fair comparison of post quality.



- Media picked up on Western being named a [Great College to Work For](#), and the research of Western sociologists Jay Teachman and Lucky Tedrow was featured in media across the nation, including [U.S. News & World Report](#). Also, alumnus and former Western professor Bill Dietrich wrote a [Seattle Times/Pacific Northwest](#) cover story on vanishing mountain goats, featuring research of Huxley Professor David Wallin. New Shannon Point Marine Center Director Erika McPhee Shaw was featured in a front page [Skagit Valley Herald story](#). Huxley Professor John McLaughlin's research on climate change's effects on Mount Rainier butterflies was featured in a large, front-page story in the [Seattle Times](#).
- Publications editor **Mary Gallagher** is preparing the next issue of Window magazine, which will support the launch of the Western Stands for Washington campaign, and the University Relations Annual Report, an online collection of news and highlights from across campus. New this year will be a video component of the annual report. Finally, we're working on the back-to-school edition of Soundings, our online newsletter for families of Western students. The back-to-school edition is typically the year's best-read issue. Publications metrics for the past year were strong. A few highlights:
 - Unique visitors to the [Soundings website](#): up 14 percent.
 - Unique visitors to the [Window magazine website](#): up 8.3 percent.
 - Window magazine page views: up 14 percent.
 - More than twice as many clicks on this year's top story in Window, "Pushing the Limits" than last on last year's top story, "Picture-Perfect Medicine."
 - More than four times as many stories and photos produced by alumni in this year's Window magazine.
 - Three regional writing awards for Window magazine, a 33 percent increase.
 - The contributions of new Visual Journalist **Rhys Logan** have been plentiful and of great impact, including many photos and about 30 different video pieces (such this one on [Professor Scott Linneman](#)) that have been featured on the university homepage, in Western Today, Window magazine, on websites and throughout social media, including Instagram, Facebook and Google+ pages. He is creating a looping video as part of an overhaul of the Admissions website, featuring profiles, pictures and video interviews taken from hundreds of hours of footage shot from assignments. His efforts are significantly improving Western's visual communications to key audiences such as students and prospective students.
- **Graphic design projects** by **Chris Baker** and **Derek Bryson** with campus offices include: a new design for the Admissions website; icon designs for mobile application; online template designs for Western Libraries and Learning Commons; Graduate School Viewbook; multiple Athletics pieces for the upcoming Viking Night and media guides for fall sports: volleyball, men's Soccer and women's Soccer; the Harrington Field Plaque design; new Woodring College newsletter; International Studies brochure and flier; German brochure; new updated sculpture brochure; summer Commencement program, and numerous other design projects for offices, departments and colleges across campus.

GOVERNMENT RELATIONS

State Relations

The Government Relations office has been working on helping finalize the 2015-17 operating budget decision packages in preparation for the August Board of Trustees meeting. We are helping to develop the strategy and fine tune the proposals to maximize our ability to get funding

for those proposals. We are also meeting to strategize about the 2015-17 Capital budget request and re-examining all the aspects of our approach to gaining support for our number one priority, Carver Academic Facility.

We are working on the 2014 Munro Seminar scheduled for October 7, 8 and 9 on campus. We have put together three stellar panels and the program should be entertaining and educational. The Munro Seminar is a great opportunity for us to get legislators and other public officials on campus and to showcase this program through on-campus and TVW participation.

The search process for a new director of government relations is ongoing with a goal of having a new person on board by September 15. A total of 46 applications were received after a national search and six candidates were invited to campus for interviews between July 24 -30. Sherry Burkey will work with her successor between Sept. 15 and October 9th. Her well-earned retirement begins on November 1st.

Federal Relations

In its latest briefing on July 24th, AASCU provided this update on the status of legislation related to higher education.

Senate Appropriations

The Senate appropriations committee released the [committee report](#) for the FY 2015 Labor-HHS-Education bill as reported by the subcommittee. Several items are of interest to higher education. First, Pell Grants are exempt from across-the-board budget cuts. Second, the bill restores the Ability-To-Benefit eligibility for students enrolled in the career pathways program. Third, the bill would “consolidate Perkins Loans into the Federal Work Study program,” a fairly consequential change that we have not fully absorbed. Finally, it proposes a cap on graduate and parent loans. The cap, which would differ depending on whether it is a loan to a parent or a loan to a graduate student, could be set at a fixed dollar amount. Parent Plus loans could be capped at \$57,000 the loan limit that currently applies to independent undergraduates. The cap could also be set as a portion of a programs’ average tuition across similar institutions.

Other non-higher education provisions are the elimination of the Childcare Development Block Grant by consolidating into the Opportunity Grant Program. Head Start would be converted into a block grant to the states and Title I-A funding would be converted into a flexible block grant, on the condition that states spend the money on low-income children.

All of the above changes may not actually occur, because there is every expectation that Congress will be forced to pass another continuing resolution (CR) before the beginning of the FY15 fiscal year on October 1, 2014. A likely CR would essentially keep pushing the budget down the road leaving in place nearly all of the current spending levels.

House Bills

The House Committee on Education and the Workforce is moving with its efforts to reauthorize the Higher Education Act in a different way than its counterpart in the Senate. Unlike the Senate Health, Education, Labor, and Pensions (HELP) Committee’s unified approach to the task, the House has taken a more modular approach by offering several stand-alone bills addressing different pieces of reauthorization. The first of these, the Strengthening Transparency in Higher Education Act ([H.R. 4983](#)), requires the Education Department to create a “college dashboard” website with institutional information to help families decide on a college. Data on completion rates, enrollment, net price and loan debt and repayment rates would be included. A narrower bill, [H.R. 5134](#), introduced by Rep. Virginia Foxx, extends by one year the terms of the National Advisory Committee on Institutional Quality and Integrity and the Advisory Committee on Student Financial Assistance. AASCU along with our association counterparts sent a letter on

this bill and several other bills earlier this week. That letter can be found [here](#). While these bills have passed the House of Representatives, we don't expect these bills or a Higher Education Act Reauthorization bill to pass the full Congress before the end of 2014.

IRA Charitable Rollover

Last week the House passed a package of tax related bills including, H.R. 4619, the Permanent IRA Charitable Contribution Act, offered by Representative Aaron Schock (R-IL). The legislation would permanently extend the IRA charitable rollover, which expired at the end of 2013. It's highly unlikely that a bill will pass both the House and the Senate due to the fact that the bill would create new spending that would add to the deficit. The IRA charitable rollover allows taxpayers older than 70 ½ to donate up to \$100,000 from IRAs to charitable organizations, including universities, without the withdrawals being considered taxable income.

Net Neutrality

Last week AASCU along with several other associations' submitted comments on the FCC's proposed net neutrality rules, urging the Commission to preserve an open Internet without pay-to-play fees or "fast lanes" being contemplated under the euphemistic legal label of "paid prioritization."

COMMUNITY DEVELOPMENT

Small Business Development Center

WWU Small Business Development Center summary of deliverables for IDC contract for 2014 Q2 and YTD

	Q2	YTD	2013 YTD
Total distinct business clients served	140	291	229
Total distinct non-client businesses served	48	133	167
Total businesses served by WWU SBDC	188	424	396
<hr/>			
Total direct advising hours to clients	884	1462	881
Total leveraged hours to clients	485	654	565
Total hours to clients	1369	2116	1446
<hr/>			
Expansion			
# of SBDC clients	58	100	85
# of hours	266	494	901
<hr/>			
Retention			
# of SBDC clients	38	87	72
# of hours	518	713	258
<hr/>			
Start-Up			
# of SBDC clients	44	60	68
# of hours	100	255	276

Total jobs represented by SBDC clients YTD

51% are Expansion Jobs

47% are Retention Jobs

2% are Startup Jobs

Total annual sales represented by SBDC clients YTD is \$80,406,371.

This number represents an estimated 51 % of all clients. Some clients are not comfortable sharing this information

Other accomplishments in Q2

- Celebrated 30th Anniversary of the WWU SBDC with a successful, open house event.
- Presented to the Lynden City Council.
- Partnered with WWU Entrepreneurial Studies student team for two projects.
 - Assisted a Lynden retail store with POS system and inventory management.
 - Helped a Bellingham retail store with rebranding and turnaround.
- Hosted Serbian Delegates through World Affairs to share about WWU SBDC work.
- Hosted the Washington Department of Financial Institutions workshop on small business securities.
- Sponsored a Lynden Chamber of Commerce lunch and presentation.
- Co-hosted and presented at SBA loan seminar with Banner Bank.
- Hosted Economic Practitioners luncheon.
- Co-presented Cross Border Survey results to Birch Bay Chamber of Commerce with the WWU BPI.
- Co-hosted Cross Border Expo and 'Doing Business in Canada' seminar at the Silver Reef Casino.
- Contributed to TAG's development of small business technology training series.
- Collaborated with Downtown Bellingham Partnership presenting a three-part roundtable series: 'Employee Engagement,' 'Retail Management' and 'Websites and Sales.'

Waterfront Development

Governor Jay Inslee received updates on planning for the Bellingham Waterfront Development on July 31st from hosts Bellingham Mayor Kelli Linville and Port of Bellingham Executive Director Rob Fix. The public event was held at the Bellingham Ferry Terminal in Fairhaven. A panel of project partners and interested entities also provided short briefings or responded to questions from Governor Inslee. Included in that group that interacted with Governor Inslee was Western Vice-President for University Relations and Community Development Steve Swan. The Governor reported to the group that his son is a graduate of WWU's Huxley College of the Environment and is fully employed. He shared that he is a big fan of WWU's Composites Engineering Program.

Rob Fix reported that negotiations continue with Harcourt Development as the lead developer for the waterfront project. He stated that great progress is being made and they hope to conclude negotiations by mid-fall.

WEB COMMUNICATION TECHNOLOGY

Web Communications Technology (WebTech) is close to delivering a totally new look for the WWU Admissions website. We have worked closely with Admissions staff to produce a revamped website that appeals to their audience of prospective students and their families. The new look also meets our goal of a new style utilizing the best ideas for university web sites. And it is in a mobile responsive framework, so it is equally useable on mobile devices. The Admission website is in testing now, and due to go live later in August when Admissions has had time to test all the content.

After the College of Fine and Performing Arts' (CPFA) recent launch of their new website, the Music Department website is also now live on the new platform (<http://cfpa.wvu.edu/music>). We are very proud of this fun new department site. The other departments of CFPA are starting their conversion this fall.

Less visible are two efforts under way in WebTech. First is the testing of a new shortURL service, which marketing folks on campus are eager for us to roll out. It will enhance our social networking marketing efforts. Second, we are modernizing our Microsoft platform and moving all .NET software to the newer infrastructure.

Finally, we have begun the new Fairhaven College website, and look forward to delivering their new site during fall term. Later this month we also will kick off the effort to convert the College of Business and Economics to the new web site platform. When these two college sites are done, all of the university's colleges will be on the new Drupal platform. And all will be responsive to any and all mobile devices.

WESTERN WINDOW TV SHOW

The two newest episodes of the Western Window TV Show are now being telecast on KVOS-TV via Comcast Cable on the west side of the mountains. This student intern produced show is aired Sunday mornings at 7 a.m. on KVOS and is also televised daily in Bellingham on BTV-10.

Episode 15

This month's show is hosted by Chris Roselli of the WWU Alumni Association and Alana Baxter, a graduate student at Western. The following is the story lineup for this episode:

* Interview with Dr. Milton Chen: Dr. Milton Chen has been a national innovator in educational media for over 40 years. He has been a professor at Harvard, director of research with the Children's Television Workshop and is currently Emeritus at the Lucas Educational Foundation. (9:28)

* Survival on Display: At Western, Biology Professor David Hooper is conducting groundbreaking research on the effects of the loss of biodiversity. At Woodland Park Zoo in Seattle, conservationists are racing to rehabilitate local species before it's too late. (5:10)

* A Conversation with Bruce: WWU President Bruce Shepard gained national attention for his comments on the lack of diversity on college campuses. The Western Front sat down with President Shepard to find out more about his comments. (5:25)

* We Are Diversity: Over 700 students, faculty, staff and community members gathered to march in support of diversity at Western. (4:45)

Episode 16

This month's show is hosted by Chris Roselli of the WWU Alumni Association and Alana Baxter, a graduate student at Western. The following is the story lineup for this episode:

* Austin Jenckes Interview: WWU alumnus Austin Jenckes was a top 10 finalist on the hit reality television singing competition "The Voice." Jenckes speaks about his journey from graduating at Western and living out of a suitcase to gaining national attention for his singing. (6:50)

* Paul's Strength: Western alumnus Paul Wright has arthrogryposis, a disability characterized by stiff joints and missing muscle. Though the effects are crippling to parts of his body, Wright has not let his disability get in the way of his success. (3:55)

* International Women's Day: International Women's Day is an official holiday in 28 countries. Western uses this day to educate students on issues affecting women across the world, reflect on gender inequality and celebrate accomplishments in women's rights. (6:08)

* To Infinity and Beyond: WWU's planetarium has been updated with a new digital projection system, and a new name, the Dr. Leslie E. Spanel Planetarium. The planetarium offers an in-depth look into the structure of the universe. (3:22)

* A Night at the Opera: The Western Opera Studio, Chamber Orchestra, Theatre and Dance departments and industry professionals came together to produce an opera titled "Midsummer," a combination of Shakespeare's "A Midsummer Night's Dream" and opera. (3:37)

Episode 17

This month's episode is hosted by Chris Roselli of the WWU Alumni Association and Anna Magidson, a sophomore Western student. The following is the story lineup for this episode:

* Interview with Jim Helfield: WWU Associate Professor Jim Helfield speaks on the removal of two dams on the Elwha River. The negative effects of the drastically altered ecosystem are hindering the Lower Elwha Klallam Tribe. (12:15)

* Hard Apples Bobbing for Vodka: Bellwood Acres in Lynden is a popular orchard that makes artisan vodka from harvested apples. Western graduate students are getting some hands-on experiences in this growing industry. (5:05)

* Celebrating Heritage: The Native American Student Union at WWU brings speakers and events to campus that inform and educate both members and the community about important issues. At the recent Native American Heritage Conference at Western, environmental issues, women's rights and native youth leadership were discussed. (5:25)

* A League of their Own: The fiction story Harry Potter has created a cultural phenomenon around the world. Now, quidditch teams are assembling across college campuses nationwide, offering a mix of athletics and fantasy. (2:30)

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: August 21, 2014
SUBJECT: Lunch Introduction Information
PURPOSE: Information Item

President Bruce Shepard and Provost Brent Carbajal will introduce the following people at lunch as newly hired or retiring at Western.

Catherine Clark, Dean, College of Science and Engineering

Dr. Catherine Clark has been hired to serve as dean of the College of Science and Engineering, formerly the College of Sciences and Technology at Western Washington University effective August 1, 2014. Clark was hired after a national search and succeeds Jeff Wright who retired in June 2014.

Clark was most recently an associate dean of the School of Earth and Environmental Sciences in the Schmid College of Science and Technology at Chapman University in Orange, California. She is a first-generation college student originally from Durban, South Africa. Clark received her doctorate in Physical Chemistry from Boston University, specializing in laser-based studies of aquatic photochemistry. She received her bachelor's degree from the University of Natal in South Africa in Chemistry in 1988. She also completed a postdoctoral fellowship and research scientist position at the Rosenstil School of Marine and Atmospheric Science at the University of Miami.

The College of Science and Engineering includes academic departments of Biology, Chemistry, Computer Science, Engineering Technology, Geology, Mathematics and Physics/Astronomy; the Science, Mathematics and Technology Education program; the Vehicle Research Institute, and the Advanced Materials Science and Technology Development centers.

Erika McPhee-Shaw, Director, Shannon Point Marine Center

Dr. Erika McPhee-Shaw has been hired as director of Western Washington University's Shannon Point Marine Center (SPMC). McPhee-Shaw, started at Western on June 15, 2014, and was hired following a national search. She succeeds longtime SPMC Director Steve Sulkin, who retired August 31, 2013 and Steve Hollenhorst, dean of Western's Huxley College of the Environment, who served as interim director.

McPhee-Shaw was an associate professor at San Jose State University and Moss Landing Marine Laboratories which is the graduate program in marine science for California State Universities East Bay, Fresno, Monterey Bay, Sacramento, San Francisco, San Jose and Stanislaus.

McPhee-Shaw has a bachelor's degree in Physics from Dartmouth College and a doctorate in Oceanography from the University of Washington. She was a National Research Council Fellow at the Naval Postgraduate School in Monterey and was a postdoctoral researcher at the University of California Santa Barbara. Her research focuses on internal waves, continental shelf and slope dynamics, and sediment, nutrient, and oxygen transport; and she has been chief scientist on various seagoing projects. She is chair of the executive council of the Central and Northern California Ocean Observing System (CeNCOOS), which is part of the Integrated Ocean Observing System (IOOS), a national framework of 11 coastal observing systems. She serves on the national USIOOS board of directors. She is a recipient of a Leopold Leadership fellowship. Established in 1998, this innovative program was created to provide successful midcareer scientists in Canada, Mexico, and the United States with tools to better communicate their science beyond the scientific community, as well as providing skills in management and more effective leadership.

She has written extensively for academic and science education publications, has been the lead principle investigator on National Science Foundation and NOAA grants and has done considerable outreach, including as the oceanographer on a Discovery Channel science special with host Philippe Cousteau in Inverness, Scotland in 2008.

The Shannon Point Marine Center's mission is to support and promote marine science academic programs at WWU, develop new information about local marine environments, train the next generation of marine scientists, and provide public education events.

Don Alper, Director, Center for Canadian-American Studies and Border Policy Research Institute

Dr. Don Alper, Western Washington University's director of the Center for Canadian-American Studies and Border Policy Research Institute and a professor of Political Science, will be retiring from the university at the end of this year.

Alper has a doctorate in Political Science from the University of British Columbia and has taught at Western for 42 years. He has been director of the Center for Canadian-American Studies at Western since 1993. The Center, which has won 9 Title VI federal grants from the US Department of Education, is a nationally recognized center of excellence for American scholarship on Canada.

In 2004 Alper led the effort to create the Border Policy Research Institute, a multi-disciplinary institute housed at Western that undertakes research that informs policy-makers on matters related to the Canada - U.S. border. The BPRI is unique, being the only research institute in the US focused on the Canada-US border. The University established the BPRI to further a mission of promoting research, academic programs, and public programming on critical policy issues affecting the Pacific Northwest. Its work has resulted in the advancement of many policy initiatives designed to improve the functioning of the border.

He was awarded the 2007 Donner Medal for his outstanding contributions in teaching, scholarship, administration and public affairs in Canadian Studies within the United States. The medal, awarded every two years, is the highest award given by the Association for Canadian Studies in the United States. He also was awarded a Certificate of Merit from the International Council of Canadian Studies that same year.

Alper also has received several WWU merit awards and has published numerous articles, books, manuscript reviews and conference papers. Alper's work has also had a strong and lasting impact on Western's students and programs, and he is an internationally recognized scholar and leader in the field of Canadian Studies.

18. DATE FOR NEXT REGULAR MEETING

- **October 9 & 10, 2014**

19. Adjournment