

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
December 10, 2010**

1. CALL TO ORDER – APPROVAL OF MINUTES

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m., December 10, 2010, in Old Main 340, Bellingham, Washington.

Board of Trustees

Ramiro Espinoza
Betti Fujikado, Secretary
Dennis Madsen, Chair
Ralph Munro, Vice Chair
Phil Sharpe

Western Washington University

Bruce Shepard, President
Suzanne Baker, Interim Secretary to the Board of Trustees
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Paul Cocke, Director, University Communications
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
Paul Dunn, Senior Executive Assistant to the President
Scott Pearce, President, Faculty Senate
Catherine Riordan, Provost and Vice President for Academic Affairs
Barbara Stoneberg, Assistant to the President
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

MOTION 12-1-2010 Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the October 7 and 8, 2010 Board of Trustees Meeting. Ramiro Espinoza seconded the motion.

The motion passed unanimously.

Chair Madsen announced a change to the agenda and moved the Board Chair report to the next item, as a prologue to recognitions of university faculty and staff.

2. BOARD CHAIR

Chair Madsen said at this time of year, he finds himself in a mode of reflecting and giving thanks and thinking about hopes for the future. He said no matter what your religious or philosophical outlook there is specialness about this time of the year.

Madsen referenced a newspaper article on Facebook founder Mark Zuckerberg. The article reported on Zuckerberg's recent pledge to donate a large portion of his wealth. Madsen said that although we don't all have the money of Mr. Zuckerberg, the Western community is very giving. The people of Western have a strong connection to one another and exhibit a desire to be around those who give of themselves. Western gives back in ways that have made a profound impact on our communities, the state, and beyond. He is thankful that he gets to work with an organization that has the deep-seated purpose and values that are embodied in everyone in this room and everyone listening to this broadcast.

Madsen read the peace prayer of St. Francis of Assisi. He said the prayer speaks to the specialness of the people at the university and hopes for the future. He said it is his hope that this university continues to be and become all that it can be.

President Shepard thanked Chair Madsen for his moving words and said, in continuing the theme of those words, that the emphasis of Western's core values is that higher education alone is not enough. He said it is not higher education unless it is put to higher purposes, an example of which he said will be the distribution of diplomas at tomorrow's commencement and summarized by Western's saying, *Active Minds Changing Lives*.

3. RECOGNITIONS AND INTRODUCTIONS

President Shepard asked Richard Van Den Hul, Vice President for Business and Financial Affairs, to introduce the Academic Instructional Center Design Award recipients.

Academic Instructional Center – Ed+C Excellence in Design Awards

Vice President Van Den Hul said that Western's Academic Instructional Center recently received an Honorable Mention Award from *Environmental Design + Construction* magazine for demonstrating outstanding sustainable design. The award was presented at the national Greenbuild conference on November 18 in Chicago, Illinois. The Center is also a LEED certified facility. He said that three staff are being recognized for their exemplary contributions to the success of the academic building. He introduced the following staff and presented them a Certificate of Congratulations:

- Rick Benner, Executive Director, Capital Planning and Development/University Architect
- Ed Simpson, Assistant Director, Facilities Management
- Gil Aiken, Project Manager, Facilities Management

Chair Madsen noted that it is a wonderful building that defines the entrance to campus.

George Kriz, Chemistry – American Chemical Society Award

Catherine Riordan, Provost and Vice President for Academic Affairs, asked Arlan Norman, Dean of the College of Sciences and Technology, to introduce Professor George Kriz.

Dean Norman said that Professor Kriz is a long-time member of Western's Chemistry Department and an outstanding member of the university. Professor Kriz is recognized as the 2010 recipient of the American Chemical Society Division of Chemical Education's Outstanding Service Award. Dean Norman said to be recognized by this prestigious organization is quite an accomplishment. Professor Kriz was cited for leadership in the development of education materials, chairing the Division of Chemical Education Biennial Conference Committee from 2003 to 2006, and for his organization of the 17th Biennial

Conference on Chemical Education (BCCE) that was held at Western Washington University in 2002.

David Meyer, Music – 19th Annual Van Lawrence Fellowship Award

Provost Riordan asked Dan Guyette, Dean of the College of Fine and Performing Arts, to introduce Professor David Meyer.

Dean Guyette introduced Professor Meyer, Associate Professor of Music and Director of Western's Opera Program. Professor Meyer is being recognized as the recipient of the 19th Annual Van Lawrence Fellowship Award. He said this is a prestigious, national award in recognition of contributions to the field of singing, teaching and the use of vocal science. Meyer has also received recognition for his appointment this year to the Scientific Advisory Board of the Voice Foundation.

Sherry Mallory, Associate Dean of Students – NASPA Fred Turner Award for Outstanding Service

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services, said that Sherry Mallory, Associate Dean of Students, was unable to attend the meeting today.

Vice President Coughlin said that Dr. Mallory is recognized as a recipient of the Fred Turner Award for Outstanding Service an award given by the National Association of Student Personnel Administrators (NASPA). Award recipients are evaluated on the basis of their continuous service to NASPA for ten years or more, evidence of significant state or regional leadership, and evidence of ongoing support for and significant contribution to the advancement of NASPA. Mallory has been at Western since 2005, first as Special Assistant to the Vice President for Student Affairs, and now serves as Associate Dean of Students. Coughlin asked Ted Pratt, Dean of Students, to accept the certificate on Dr. Mallory's behalf.

Jim Schuster, Director of Viking Union Facilities – ACUI Vern Solbach Award

Vice President Coughlin introduced Jim Schuster, Director of Viking Union Facilities. She said that Schuster has served the university for 34 years. He was recently awarded the 2010 Association of College Unions International (ACUI) Region 14 Vern Solbach Award. The award is in recognition of outstanding leadership honoring the goals and objectives of the organization which serves college union and student activities professionals. Schuster oversees Lakewood, Viqueen Lodge, Child Development Center, and all Viking Union facilities.

Chair Madsen congratulated all of those acknowledged.

4. PRESIDENT'S REPORT

▪ Resolution No. 2010-11 Recognizing the Service of Stephanie Salzman

President Shepard said that the university wished to recognize Stephanie Salzman, Dean of Woodring College of Education, for her continuing excellence to the university. Under her leadership Woodring continued its tradition of preparing teachers and remains the best college of education in the state. He said that Dean Salzman provided the guidance

necessary to make Western a leading institution nationally for preparing teachers. He reported that Dean Salzman was unable to attend due to family matters.

Chair Madsen asked that Trustee Fujikado read Resolution No. 2010-11.

Trustee Fujikado said this is the first Board resolution that she has read at a Board meeting and that it is especially an honor for her to acknowledge Dean Salzman.

RESOLUTION NO. 2010-11

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY RECOGNIZING THE SERVICE OF STEPHANIE SALZMAN

WHEREAS, in 2002, STEPHANIE SALZMAN was appointed by President Karen W. Morse as Dean of Woodring College of Education at Western Washington University; and

WHEREAS, STEPHANIE SALZMAN brought to her appointment as Dean of Woodring College of Education, experience as a faculty member, associate dean, and director of the Office of Standards and Assessment in the College of Education, Idaho State University; as well as experience as an instructor and student teacher supervisor in the School of Education, California State University, Sacramento; and

WHEREAS, STEPHANIE SALZMAN received her undergraduate degree from the University of California, Los Angeles; her graduate degree from California State University, Sacramento; and her doctorate from University of the Pacific; and

WHEREAS, under STEPHANIE SALZMAN's exceptional leadership, Woodring College of Education has successfully addressed a number of significant goals and is now recognized throughout Washington, and beyond, as a leader in the development and implementation of programs that prepare outstanding teachers, from early childhood to adult education; educational administration leaders; human services professionals; and rehabilitation counselors; and

WHEREAS, under STEPHANIE SALZMAN's guidance, Woodring College of Education has adopted a mission that *fosters community relationships and a culture of learning that advances knowledge, embraces diversity and promotes social justice*; and

WHEREAS, STEPHANIE SALZMAN is a highly effective leader and has served with commitment and distinction as Dean of Woodring College of Education and as a trusted member of the Academic Affairs leadership team; and

WHEREAS, STEPHANIE SALZMAN will be leaving Western to pursue the next stage in her career;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to STEPHANIE SALZMAN for her many achievements and service as Dean of Woodring College of Education.

PASSED and APPROVED by the Board of Trustees of Western Washington University at its regular meeting on December 10, 2010.

Associate Dean Michael Henniger accepted the resolution on Dean Salzman's behalf.

▪ **Program Highlights from Woodring College of Education**

Provost Riordan said that Dean Salzman's last day is January 4, 2011, and Dr. Henniger has accepted the position as Interim Dean of Woodring College of Education. The Provost asked Dr. Henniger to present comments on the many contributions of Dean Salzman.

Dr. Henniger thanked the Board for Dean Salzman's recognition. Henniger said that Dean Salzman has been a remarkable leader at Woodring for the past eight years. He acknowledged the quality faculty and staff throughout the college that made it possible for her to accomplish all the quality achievements at the college. Henniger said that without her vision and leadership, Woodring would have not been able to accomplish as much as it has.

Henniger said that three key points exemplify Dean Salzman's tenure Woodring.

Decision Packages. During Dean Salzman's tenure, Woodring had a number of critical decision packages funded, including Human Services; Secondary Education; Special Education; Early Childhood Education Program; and Teaching English to Speakers of Other Languages.

Strengthened Extended Education Programs. Dean Salzman re-organized and strengthened offerings of Extended Education and turned good programs into outstanding programs. Henniger said this was one of the Dean's biggest challenges as an administrator, but it also was one of her largest successes. Woodring now has model programs in Human Services, Teacher Education, Educational Leadership, and Rehabilitation Counseling, through collaborative partnerships with community colleges in the state.

Assessment and Research-Based Decision Making. Dean Salzman believed that the college needed to do more in assessment and evaluation. In order to accomplish that goal she established a premiere data management system. Through her foresight, Dean Salzman created the Woodring Information System and Data Management Warehouse that is now recognized nationally.

Henniger said that Salzman's tenure as dean was truly extraordinary and she will be sorely missed.

Chair Madsen said that it isn't easy as a leader to come into a quality program and make it better. He said that Dean Salzman was up to the challenge and grew the college further. Chair Madsen wished her well.

MOTION 12-2-2010 Ralph Munro moved, that the Board of Trustees of Western Washington University, approve Resolution No. 2010-11 Recognizing the Service of Stephanie Salzman.

The motion passed unanimously.

5. ASSOCIATED STUDENTS

Colin Watrin, AS President, reported to the Board that the Associated Students Board of Directors is reviewing internal operations of its organization. The review is spearheaded by the AS Vice President for Business and Operations. Areas being addressed include the

Tactile Assessment Program (TAP) and Internship Programs. TAP is a team of people that assess programs and review spending of student funds to serve students in the best possible way. Regarding the Internship Programs, Watrin said work is underway to standardize the internship process, so students can have a good experience and receive credit for their work.

Watrin said that several AS vice presidents have begun work to create a strategic plan for the Associated Students. He said there never has been a plan that guides the organization. The vice presidents are meeting with various offices and programs and looking for common themes and values. He said they have identified five key values for developing a strategic plan: student representation; university collaboration; student development; inclusion; and social responsibility.

Watrin also reported that the Associated Students are preparing for the Legislative Session and referred to the 2011 State Legislative Agenda in the Board packet. The two main issues on the agenda are funding tuition and financial aid. He said there will be a large student effort around legislative issues. He said approximately 50 students will attend Viking Lobby Day in Olympia on January 17, Martin Luther King, Jr. Day.

Chair Madsen thanked Watrin for his involvement and working with the university to keep public education public. He said that during tough budget times there isn't an easy solution, but with the help of students like Watrin perhaps it will make a difference. Madsen said the Board will do what it can to mitigate tuition impacts on Western students while maintaining quality.

6. FACULTY SENATE

Scott Pearce, Faculty Senate President, reported that the Senate's recent focus, with the support of President Shepard and Provost Riordan, has been on shared governance. He said he recently attended a conference on shared governance in Washington D.C. that was hosted by AAUP. He learned to utilize shared governance to build cooperation and a congenial way of decision making. He said the Senate is in the early stages of building principles for shared governance in the colleges. He explained it as a renovation of pre-existing structures by updating them to the 21st century.

Pearce gave the example of the Music Library as a way that the university demonstrated its shared governance principles at the time of difficult budget cuts. He said the President and Provost entered into a complex discussion with faculty that concluded with a decision that is positive for the university. He said that decision helped to build a strong sense of collegiality between the administration and the faculty.

Pearce said that the work on shared governance and how to proceed in the future is part of a broader change to the Faculty Handbook. He reported that the Senate is looking at ways to revise the Handbook and that it may come before the Board later this academic year.

Chair Madsen thanked Senate President Pearce for his involvement surrounding the library issues.

7. CONSENT ITEMS

Trustee Sharpe asked about the item to approve Cyndie Shepard's employment appointment. He said that the Board has not approved incidences where Ms. Shepard is

working but not being compensated. He said the policy outlined in Section 8.6 (*Board Rules of Operation*) does not distinguish between paid or unpaid university work. He said it is important that if Ms. Shepard takes on jobs like the Compass to Campus Program and teaches a university class for no compensation, that those items should come before the Board for approval as required under Section 8.6. Provost Riordan acknowledged the large amount of uncompensated work provided by Ms. Shepard and said that she looks forward to bringing that information to the Board in the future.

Chair Madsen asked about the proposed increase for Summer Session tuition and fees. The Provost said that the increase in fees covers the development and expansion of Extended Education and Summer Programs. She said the university has been offering tuition costs for extended education programs below market rates and the increased tuition and fees aims to bring Western's program costs up to current market rates. She said the 14 percent increase, for in-state students, is the same as last year.

MOTION 12-3-2010 Ralph Munro moved, that the Board of Trustees of Western Washington University, approve the following consent items:

- Approval of Fall Quarter Degrees
- Approval of Summer Session Tuition and Fees for 2011
- Accept and Approve the Employment Appointment for Cyndie Shepard

The motion passed unanimously.

8. UNIVERSITY MISSION, VISION, AND STRATEGIC GOALS

President Shepard said that the new University Mission, Vision, and Strategic Goals mark a significant point in Western's history as it approaches strategically and innovatively moving the university forward. He said often times university strategic plans fail; they are lengthy and difficult to remember, they are developed from the top down, and quickly become outdated. He said Western's plan comes after many conversations with the Board, faculty, staff, and students on how to strategically lead the university. He emphasized the importance of a strategic plan to be adaptable to changing circumstances and new opportunities. He said his role as a leader is to define the university's problems, create the challenges, and hand them off to the talented people who move them forward.

The President said that the University Mission, Vision, and Strategic Goals being presented far exceeds his expectations and emphasized its development from the bottom up. He said he is proud of all the people that were involved with its development.

The President introduced Jeff Newcomer, Engineering Technology Professor and Chair of the University Planning and Resources Council (UPRC). He said that Professor Newcomer led the university effort to develop a new strategic plan.

Newcomer highlighted the items that were changed since the last Board review. He said that after the October Board of Trustees meeting, the UPRC took the Board's advice and made refinements to the draft. It was released to the campus for a comment period and an open forum was held on October 20 for students, faculty, and staff. He said several comments were received from the forum where people thought the plan should better define the university. He said a box was then designed on the right-hand side of the plan that contains defining statements of the university. The UPRC thought it was important to

acknowledge what is important to the campus and yet not create a tedious listing. The last draft was submitted for campus comment on November 5. After all comments were received and reviewed, the UPRC made the final amendments and approved it on November 17. The Faculty Senate considered and approved the final draft on November 22.

Trustee Munro asked what the next steps would be. Newcomer said that the university process is underway and Vice Provost VanderStaay is leading its efforts. Newcomer said the new accreditation standards require the university to build a set of themes, objectives, outcomes, and indicators, which are being built off of the strategic goals. He said that the UPRC is participating in an advisory role.

Newcomer said the other set of steps are budgetary. He said that now that a plan is in place, the colleges and divisions can use it for budgeting decisions and goals. He said the new strategic goals will be used by the UPRC in the development of the capital plan and the operating budget.

President Shepard added that over several years the Board of Trustees have been helpful in directing the university to form dashboard indicators, which the university has done. He suggested creating a subset of the indicators the Board is most interested in and items that were not included that the Board would like to see added. The President said the approach he would like to take is to determine what strategies worked and are agreed upon and let the dashboard indicators logically follow from those.

Trustee Fujikado emphasized the importance of taking the opportunity to bask in the glory of an achievement. She said the Board's job is to say "Congratulations -- job well done." She expressed her admiration for the mission statement and read it aloud:

Western Washington University serves the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.

She said that if everyone uses the mission statement as their north star, it is going to be an amazing university.

Chair Madsen said that he is interested in discussing the dashboard that will be driven by the new strategic plan from a Board perspective. He asked about next steps and how it will develop as it goes out to the divisions and colleges. He asked for examples of how that might show up.

- Provost Riordan said the process will begin in January and there will be directions that occur at the divisional levels to focus on the broad strategic goals.
- Vice President Van Den Hul said that the timing worked well with his coming to Western. He said his division has begun to draft a strategic plan process that parallels what the UPRC has done.

Trustee Munro stressed the importance of input from the bottom up. He said it would be good to get the documents out in front of people and ask them where they fit. President Shepard affirmed that process.

- Vice President Coughlin explained that Student Affairs would develop its divisional initiatives and use a bottom-up process. She said her division will be asking how the university strategic goals relate to its various roles.
- Vice President Bowers said that the timing of the strategic goals serves Western well in terms of campaign priorities.
- Vice President Swan said that in terms of marketing and branding, the strategic goals help his division to communicate what the university is all about. He said it enables them to provide integrated messaging to market to communities Western works with.

MOTION 12-4-2010 Ralph Munro moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Western Washington University Mission, Vision and Strategic Goals as presented to replace the 2006 Strategic Plan, effective January 1, 2011.

The motion passed unanimously.

Newcomer thanked the drafting subcommittee of UPRC and other groups for their assistance on the new strategic plan.

9. RESOLUTION NO. 2010-12 AUTHORIZING INVESTMENT OF WESTERN WASHINGTON UNIVERSITY MONIES IN THE LOCAL GOVERNMENT INVESTMENT POOL

Vice President Van Den Hul said that Western currently invests funds in the Local Government Investment Pool by the State Treasurer. The State Treasurer now requires that participating governmental entities evidence authorization through adoption of a resolution by legislative or governing bodies in a format prescribed by the State Treasurer.

Chair Madsen asked where the monies are invested currently. Van Den Hul said that they are very short-term investments, liquid, and safe.

**RESOLUTION NO. 2010-12
AUTHORIZING INVESTMENT OF WESTERN WASHINGTON UNIVERSITY
MONIES IN THE LOCAL GOVERNMENT INVESTMENT POOL**

WHEREAS, pursuant to Chapter 294, Laws of 1986, the Legislature created a trust fund to be known as the public funds investment account, commonly referred to as the Local Government Investment Pool (LGIP), for the deposit of money by an authorized governmental entity for purposes of investment by the State Treasurer; and

WHEREAS, from time to time it may be advantageous to Western Washington University to deposit funds available for investment in the LGIP; and,

WHEREAS, any deposits made on behalf of Western Washington University shall be first duly authorized by the Western Washington University Board of Trustees, its governing body, in this resolution or a subsequent resolution, and a certified copy of said resolution shall be filed with the State Treasurer's Office; and

WHEREAS, the governing body attests by the signature of its members that it is duly authorized and empowered to enter into this agreement, to direct the deposit of Western

Washington University's monies, and to delegate certain authority to make adjustments to the incorporated transactional forms, to the designated individuals herein.

NOW THEREFORE, BE IT RESOLVED that Western Washington University does hereby authorize the deposit and withdrawal of governmental entity monies in the LGIP in the manner prescribed by law, rule and applicable policies and procedures for LGIP.

BE IT FURTHER RESOLVED that Western Washington University has approved the Local Government Investment Pool Transaction Authorization Form (Form) as completed by the Western Washington University's Vice President for Business and Financial Affairs and incorporates said Form into this resolution by reference and does hereby attest to its accuracy.

BE IT FURTHER RESOLVED that Western Washington University designates Western Washington University's President, the "authorized individual", to authorize all amendments, changes, or alterations to the Form or any other documentation including designating other individuals to make deposits and withdrawals on behalf of Western Washington University.

BE IT FURTHER RESOLVED that this delegation ends upon further action by Western Washington University terminating the delegation. It is the responsibility of Western Washington University to notify the State Treasurer's Office immediately when any action has been taken to end this delegation.

BE IT FURTHER RESOLVED that Western Washington University acknowledges that neither the State of Washington nor the State Treasurer guarantees any investment made by the governmental entity in the LGIP and it is possible to lose money by investing in the LGIP. Therefore, Western Washington University agrees to hold the State of Washington, the State Treasurer, and the LGIP harmless from any investment losses incurred as a result of investment with the LGIP.

PASSED AND ADOPTED by the Board of Trustees of Western Washington University, State of Washington, on this 10th day of December, 2010.

MOTION 12-5-2010 Ralph Munro moved that the Board of Trustees of Western Washington University, approves Western Washington University to deposit funds from time to time in the Local Government Investment Pool for purposes of investment by the State Treasurer and hereby adopts Resolution No. 2010-12 Authorizing Investment of Western Washington University in the Local Government Investment Pool.

The motion passed unanimously.

10. UPDATE ON FOCUSED INTERIM ACCREDITATION EVALUATION

On October 20 and 21, 2010, Western hosted Dr. Alan Egger, an evaluator for the Northwest Commission on Colleges and Universities (NWCCU), for a scheduled Focused Interim Evaluation site visit. Professor Egger was on campus to evaluate the university's progress in carrying out the four recommendations provided by NWCCU following the 2008 accreditation self-study evaluation. The four recommendations are related to:

- Transparency and faculty participation in resource decisions;
- Assessment;
- The Library's strategic plan; and
- University committee structure.

Provost Riordan read to the Board several comments received from peers on Western's independent evaluation. The consensus was that Western is to be commended for its ability to respond to the four recommendations. Comments also were made that addressed Western's change of culture, including operational clarity, transparency, and improvements in collegiality and shared purpose. Also to be commended, in the judgment of the commission, are changes in the campus-wide budget process.

In areas of suggested improvement, the Provost reported that further work can be done in the area of student learning outcomes. She said the commission sets high standards and virtually no institution gets a clean bill of health. She said that Western will address this area in a meaningful way.

Trustee Munro asked when the commission would visit in the future. She said the new accreditation process includes an annual engagement. Vice Provost VanderStaay said that the new standards ask the university to live up to its strategic plan. All the work in the university's new strategic plan will make the accreditation process simpler and smoother. He said a report is due on March 1, 2011 and that report requires that Western show clear connections between its accreditation goals and our strategic plan.

Chair Madsen asked about student outcomes. The Provost said that much of what will happen for the strategic plan will be institution-level metrics that the university has. What the commission is looking for is at the level of each of the university's majors and graduate programs that specify learning outcomes. There are metrics or other qualitative ways of assessing whether the students in a program are achieving each one of those learning outcomes.

President Shepard said new student learning outcomes is challenging and represents a shift from saying Western is about teaching to Western is about learning. He said the university's motivation should not be to make an external agency happy, but rather fit learning outcomes within our strategic plan. The President said this subject would make an interesting Thursday afternoon item for the Board.

Trustee Munro asked if there are locations for people to access the standing or accreditation of universities. President Shepard said that the Voluntary System of Accountability Program (VSA) is intended to do that. Vice Provost VanderStaay explained the ways in which comparisons of outcome measures are provided across the nation.

Trustee Sharpe said, regarding a Thursday session, he would like to tie three things together: strategic goals; dashboard; and metrics.

Chair Madsen noted that to be more conversant on the university it is important to have facts available to trustees. He agreed that it would be a good discussion to have for a Thursday meeting.

At 9:38 a.m. the Chair called for a 15 minute break.

The meeting reconvened at 9:50 a.m.

11. BRANDING AND MARKETING UPDATE

President Shepard thanked the Board for its participation and leadership in the university's branding effort. He thanked Vice President Swan for his leadership as well.

Vice President Swan highlighted two popular Western Web sites: *Gaia*, which is popular for the sciences; and *Query*, a resource where people can locate faculty with expertise in a variety of areas and topics. (Handouts distributed at meeting.)

Swan provided an update on the brand initiative and highlighted the following:

- The brand rollout would occur in late January and the new logo will be unveiled at that time as well.
- The timing of the branding initiative works well for a variety of opportunities: transition of the capital plan; Western basketball games on FOX Sports Northwest; and the beginning of a Western-specific TV show on KVOS TV in Bellingham.
- A campus TV station in Western's dorms called KVIK TV, which affords the opportunity for the university to extend its outreach in the community.

Swan reported on the Western Web site reconstruction, which will be a complete overhaul of the home page and Internet structure. The new Web site will be market-oriented and outward facing, and geared to attracting new students and new friends to the university. A campus work group of Web-based professionals are working on the project. The timeline for completion of the new Web site is September 1.

Trustee Fujikado said that the logo is likely being rolled out in context with other branding items. Vice President Swan said he appreciated the input from Trustee Fujikado and her business partner Jim Copacino.

Chair Madsen said that he looks forward to seeing the new logo and how it rolls out. He asked how the university is ensuring that the brand gets appropriately embedded into the institution.

Vice President Swan said there will be two publications that will be available to the university community, a Brand Guide and a Style Guide. He said the Brand Implementation Team, which includes 35 individuals from across campus, will be provided with an explanation of the brand personality and strategy and then engage in discussions throughout campus about living the brand in their areas and throughout the campus community.

President Shepard emphasized the importance of an internal marketing strategy. .

Trustee Fujikado said that Western has a strong three-legged stool: the new strategic plan, the brand, and an additional item that she sees as a one-page budget item. She said the challenges of the budget could go on one page as a starting point. She said one of the challenges is how to represent a budget discussion on one page and integrate Western's brand and strategic plan along with it. She said if these three initiatives can flow together, the university will have a solid framework on which to build.

Chair Madsen said that internal marketing is critical and he was glad to hear that subject brought up. He asked to be notified when the logo is rolled out.

12. CAMPAIGN PRIORITIES

Vice President Bowers said there are overlaps between the brand and the campaign and both are being executed with much intentionality. She said the result is that Western is articulating what Western authentically is. She said that President Shepard has a strong team and that it is up to us to make the university's priorities intentional.

Vice President Bowers reported that the campaign continues to accelerate. She said the brand is being integrated with the campaign materials. It has given the opportunity to strategize the planning process so that in January, when the branding materials are developed, they will reflect the campaign materials. They established a Campaign Communications Committee with members from University Relations and University Advancement. Recently they reviewed portfolios of potential external writers that will assist in developing how the brand will reflect in the campaign materials. She said that with the recommendation of Trustee Fujikado and Jim Copacino, they were able to hire a writer.

Vice President Bowers said that the work of strengthening relationships with supporters is continuing through many meetings and conversations. She said in March 2011 the Collins Group will do formal interviews with approximately 50 individuals and conduct a feasibility focus group study. She said a top priority is to identify the leadership for the campaign.

Trustee Munro asked if there is a list of all the major foundations in the area, is there a site to find members of foundation board members. Vice President Bowers said that there is a publication she could provide to him that has that information.

Chair Madsen said he wanted to clarify that the work of Trustee Fujikado and Jim Copacino is volunteer work and that Western is not contracting with Copacino Fujikado to do any work. President Shepard clarified that the university is not contracting with them; however, the Foundation may wish to do so in the future. Trustee Fujikado said that no money has changed hands. Madsen said that Fujikado's work on behalf of branding and the campaign has been providing her advice. President Shepard said it was *pro bono* and much appreciated. Trustee Fujikado said it is a privilege.

13. COMPASS 2 CAMPUS

President Shepard said that a program like Compass 2 Campus fits in with the strategic direction and vision of the university as Western seeks to be more relevant in the lives of people across Washington State. President Shepard introduced Cyndie Shepard, Compass 2 Campus Program Director.

Ms. Shepard said Compass 2 Campus is a mentoring initiative and a pilot for the State of Washington by House Bill 1986, passed April 21, 2009. She said the bill provides credence to the state's commitment to support this project. She said the program's mission is to create access to higher education through mentoring for traditionally underrepresented, low-income, first-generation students. The program begins for young students in the fifth grade and they are followed through the 12th grade. The goal is for the students to graduate from high school and consider post-secondary education. The program benefits Western students in that it promotes service learning and provides a means for them to give back to their community.

Ms. Shepard noted the goals of the Compass 2 Campus program:

- Introduce fifth grade students to college;
- Empower young students;
- Increase high school graduation rates;
- Boost enrollment into higher education;
- Create opportunities for college students;
- Help our students leadership, communication, and mentoring skills; and
- Strengthen Western's relationships in the community.

Ms. Shepard introduced Shar Sarte Prince, Program Manager. Sarte Prince described the Compass 2 Campus collaborations, including the 220 faculty and staff who opened their offices for the fall tour; Minority Employee Counsel; and Ethnic Student Center. She explained that there is an effort to get diverse Western students to participate in the program as approximately 30 to 35 percent of the Compass 2 Campus students are of color in the K-12 area it serves. Sarte Prince said that the program has a research team that is led by Karen Hoelscher, Professor of Elementary Education. The team includes professors from elementary education, psychology, human services, English Department, and University Residences.

Ms. Shepard said that the program relies on its student mentors. Student mentors are able to enroll for one or more quarters and receive college credit, up to 15 credits. She explained that the Compass 2 Campus program is offered as a Woodring initiative that is part of the Special Education program. She said mentors work in classrooms throughout the fall, winter, and spring quarters. Ms. Shepard introduced Compass 2 Campus mentor, Madison MacDonald.

MacDonald is a junior at Western studying psychology who mentors at Blaine Elementary School. She said she loves the program as it is a great service learning experience and it is rewarding to make a difference in children's lives. She said that the children not only learn academics, but also learn that they are valued and that their hard work will assist them in getting to college. She explained that she works with Title One schools, and some of the children do not have positive role models in their lives. She said the value of having someone that believes in them and tell them they can succeed is a huge deal for them. She said the children need positive role models that care about them, that are trained, and intentional.

Trustee Munro asked how often the mentors see the children. MacDonald said they see them once a week throughout the quarter.

Ms. Shepard said the 5th graders go on a tour of the campus in the fall. She said that 900 5th graders participated this past October. The mentors put in four hours per week as part of the course requirement. She said that the program serves the children from 5th grade through 12th grade. She said a new program of 5th graders is added every year.

Ms. Shepard said that 16 lead students are hired through a Higher Education Coordinating Board work study grant. They are hired as liaisons to the schools and they are trained in leadership, monitor and help mentors, and work with teachers. She introduced lead student Kelly Skillingstead.

Skillingstead said she began the Compass 2 Campus program as a mentor and transitioned to a lead student. She is a senior studying Sociology and planning to graduate in the spring.

Skillingstead said the program has been a great learning opportunity and has helped her communicate better, given her greater confidence, and developed good customer service skills. She said she sees the difference the program has made in people's lives and that her work has contributed in some way.

Ms. Shepard said that the Compass 2 Campus is involved in ten school districts, 16 schools. The mentors provide added support for the students and assist the teachers in the classroom. She introduced Tim Yeomans, Superintendent of the Meridian School District.

Yeomans said that Compass 2 Campus is the number one, best volunteer program he has seen in his 25 years working in public schools. He said he is the superintendent of a rural, poor school district that is challenged in many ways. He said he was first concerned how the students would react in a school that historically been underperforming. He said that the students' experiences resulted in performance data in math and literacy with 5th graders has great improved. He said the Compass 2 Campus volunteers are the number one largest assistance they receive.

Trustee Munro asked who pays for the 5th graders lunch when they visit campus. Ms. Shepard said that the Western Foundation assisted the program in raising money for the field trip to campus, including lunches, busses, and t-shirts. She said they are in the process of writing grants to pay for the program. She said they never intend to take any university dollars to run the program and that the funds come from community involvement.

Chair Madsen said this is a remarkable and emotional program and is what Western's brand is all about.

Trustee Espinoza said in looking at the new strategic plan and the description of what Western is, the values that embody the Compass 2 Campus program is what Western values. Not only in engaging students but also we are members of a community that is greater than ourselves.

Trustee Sharpe said the gift of hope for someone who is hopeless is a powerful gift. He said the first step in moving ahead is to have hope. He also said that those who participate and create that gift of hope can make a difference.

14. SPACE AND UNIVERSITY FACILITIES

President Shepard said he would use this agenda item as an opportunity to note the extraordinary efforts of all the people who responded to the November 23 emergency situation in Old Main. The president described how the sprinkler system pipe burst and the fire suppression system turned on and emergency pumps kicked in pumping vast quantities of water through the system and throughout the floors of Old Main. He said that Francis Halle, Director of Space Administration, was at the scene the night of the incident salvaging papers, files, equipment, and art. The campus rallied quickly the day before Thanksgiving and worked through the holiday down time. The president noted all the fine efforts and expressed his appreciation. President Shepard introduced Francis Halle.

Halle said he would talk about the consolidation of staff currently housed in leased space and how they will be moved to the main campus. Halle said the starting point is to look at vacant and underutilized space and the potential of putting units together. The three buildings with expiring leases are the Costume Shop, Ving! Dance Studio, and the Sehome Professional Center at 32nd Street. Halle said the offices in the Sehome Professional

Center will be vacated by July 2011. Human Resources will be moved to the Humanities Building upon completion of the Miller Hall renovation. Halle said that Woodring College would accommodate Extended Education and Summer Programs (EESP) entirely in Miller Hall, which is an example of combining complimentary operations on campus.

Halle discussed moves within the Libraries. He said the inactive parts of the library collections would be moved into a storage facility, to create more space for student services and further develop the concept of a learning commons. He said that Tutoring Services, currently located in Old Main, would be moved in the library and fits well with the learning commons concept.

Halle explained the moves that will occur at the 32nd Street building, the building owned by the university. He said that there is vacant and underutilized space and the following departments will be moved: Telecommunications, Campus Compact, and Testing Services will be accommodated in this building.

Halle discussed upcoming moves in Old Main. He said that Disability Services will be relocated into the space vacated by Testing Services; since Disability Services also does testing the setup in the old Testing Center works well. He said a plan is underway to utilize the prime first floor space in Old Main to create a centralized, store-front for Financial Services for students that will include the Cashier's Office and Student Accounts.

Halle said that various campus groups have discussed possible changes to the Reading Room in Wilson Library. He said the discussion is not related to the lease consolidation, but to begin a conversation about one of the most significant interior spaces on campus. Students refer to the room lovingly as the Harry Potter Room. Halle said that currently the room is poorly used. Halle showed a photo of a Reading Room at Chapman Learning Commons at the University of British Columbia where the room was updated with fresh paint, new carpet, and added brown leather club chairs and computer tables, but is still true to its original architecture. The students love it and it is well used. He said that something similar could be done in Western's Reading Room. It could be more widely used as a multipurpose function such as seminars, formal events, and other gathering opportunities.

Chair Madsen thanked Halle for the presentation.

15. OLYMPIA UPDATE

Sherry Burkey, Associate Vice President for University Relations, reported that the governor called a special session on Saturday, December 11. The legislature will be looking at a 1.1 billion dollar deficit in the current fiscal year. She said next year's legislative session begins January 10, 2011, and will be dealing with a budget deficit of 3.6 billion to 5.2 billion dollar deficit for the 2011-2013 biennium. She said it is a very difficult time for everyone involved. Burkey said that the governor will put out her budget on December 15.

Burkey said that she continues to work closely with campus student leadership, meeting on a weekly basis with students, faculty, and union leadership to coordinate Western's messaging. She said that going into the session Western has an exceptional team. She said they are also working closely with the other higher education colleges and universities. She said that President Shepard's involvement with the Northwest Higher Education Coalition has been positive. The presidents of the Northwest Higher Education Coalition, along with President Shepard, will participate in an editorial board visit together. Burkey said there are significant opportunities like the coalition at a time of limited resources.

16. AUDIT COMMITTEE REPORT

Trustee Sharpe, Board Audit Committee member, reported on the December 9 Audit Committee meeting.

Sharpe said that the State Auditor's Office presented its Accountability and Compliance Audit. There were no findings and no management letter. He said the Audit Committee has developed a good working relationship with the State Auditor's Office.

Sharpe said that KPMG presented the University Financial Statement Audit and Auxiliaries Report. There were no findings and no management letter. He said that this ends an eight year engagement with KPMG. During the course of the engagement, Western's financial reporting was enhanced significantly. He said the Audit Committee feels comfortable turning the financial audits over to the State Auditor's Office. He said there are financial savings associated with that and Business and Financial Affairs is in a position to maintain the level of financial reporting.

Trustee Sharpe noted that there was a review of President Shepard's expense account for the third quarter and it was zero and therefore no activity to audit.

Chair Madsen opened the meeting for other items for discussion.

Vice President Coughlin called the Board's attention to the Auxiliary Capital Plan Update for University Residences. She said that the document had been updated and uploaded to the Board Web site, but that trustees had not received the updated document in their Board notebooks. Coughlin handed out the updated version. She said the ten-year capital plan included seismic upgrades and sprinklers.

Chair Madsen noted in the Enrollment and Admissions Summary a comment about being over-enrolled this year and enrollments may decline in coming years. Vice President Coughlin said Admissions will try to keep the same enrollment and shape the way enrollment with more emphasis on out-of-state students. President Shepard said the plan is to change the nature of the enrollment in terms of going after high performing, out-of-state international students. The president said it has been a goal of the Board to reach 9 percent out-of-state students, which includes international students.

Madsen asked, under Veteran's Activities, for further information on the veteran's benefits for 36 months. He asked if that was 36 months of schooling. Vice President Coughlin said that the benefit is paid in quarters and therefore is four years of education.

Trustee Espinoza asked if there is a group or meeting for informational purposes for veterans. Vice President Coughlin said that the Northwest Coalition has plans for expanding veterans activities and President Shepard is taking a lead on that.

17. INFORMATION ITEMS

▪ Alumni Relations Report

Vice President Bowers provided a written report on the university's Alumni Relations.

- **Auxiliary Capital Plan Update for University Residences**

Vice President Coughlin provided the Board with information regarding the capital plan for Western's housing and dining facilities.

- **Capital Program Report**

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

- **Development Report**

Vice President Bowers provided a written report on activities of the Western Washington University Foundation.

- **Enrollment and Admissions Summary**

Vice President Coughlin provided an update on the university's enrollment and admissions.

- **Quarterly Academic Program Report**

Provost Riordan provided a brief report on the recent activities of Academic Affairs.

- **Student Right to Know/Clery Act**

Vice President Coughlin provided information on Western's compliance with the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

- **University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations.

- **Veteran's Activities**

Vice President Coughlin provided an update on progress in serving veterans on Western's campus.

- **2009-2010 University Financial Report**

A copy of the university financial report was included in the Board packet.

- **2009-2010 University Auxiliaries Financial Reports**

Copies of the university auxiliaries financial reports were included in Board packet.

18. DATE FOR NEXT REGULAR MEETING: February 10, 11, 2011

19. ADJOURNMENT

The meeting adjourned at noon. The Board proceeded to lunch where they honored and recognized 15 newly tenured and promoted faculty.