

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
August 16, 17, 2012**

**FRIDAY, AUGUST 17, 2011**

**Location: Old Main 340**

**Time: 8:00 a.m.**

- 1. CALL TO ORDER, APPROVAL OF MINUTES**  
8:00 – 8:05
  - Board of Trustees Meeting, June , 7, 8, 2012
  
- 2. PUBLIC COMMENT**  
8:05 – 8:15
  
- 3. RECOGNITIONS AND INTRODUCTIONS**  
8:15 – 8:25
  - Associated Students Board of Directors
  - Dana Jack, Professor, Fairhaven College
  
- 4. BOARD CHAIR**  
8:25– 8:40
  - Resolution No. 2012-07 Welcoming Student Trustee Joseph Meyer
  - Resolution No. 2012-08 Recognizing the Service of Trustee Phil Sharpe
  
- 5. UNIVERSITY PRESIDENT**  
8:40 – 8:50
  - Recognition of Chris Cox, Dean of Libraries
  
- 6. ASSOCIATED STUDENTS**  
8:50– 9:00
  
- 7. FACULTY SENATE**  
9:00 – 9:10

**ACTION ITEMS**

- 8. CONSENT ITEMS**  
9:10 – 9:15
  - Approval of Summer Quarter Degrees

9. **2013-2015 BIENNIAL OPERATING BUDGET REQUEST**  
9:15 – 9:25 Presentation: Bruce Shepard, President  
Rich Van Den Hul, VP for Business & Financial Affairs  
9:25 – 9:35 Discussion

## DISCUSSION ITEMS

10. **COLLEGE OF SCIENCES & TECHNOLOGY VIDEO: RESPONDING TO STEM CHALLENGES**  
9:35 – 9:45 Presentation: Catherine Riordan, Provost and Vice President for Academic Affairs  
Jeff Wright, Dean, College of Sciences & Technology  
9:45 – 9:55 Discussion

11. **EDUCATIONAL COLLABORATIONS**  
9:55 – 10:05 Presentation: Catherine Riordan, Provost and Vice President for Academic Affairs  
Francisco Rios, Dean, Woodring College of Education  
10:05 – 10:15 Discussion:

## **BREAK: 10:15 – 10:30**

12. **MARKETING & BRANDING EFFORTS UPDATE**  
10:30 – 10:40 Presentation: Steve Swan, Vice President for University Relations  
10:40 – 10:50 Discussion

13. **CAMPAIGN UPDATE**  
10:50 – 11:00 Presentation: Stephanie Bowers, Vice President for University Advancement  
11:00 – 11:10 Discussion:

## REPORTS

14. **AUDIT COMMITTEE REPORT**  
11:10 - 11:20

15. **INFORMATION ITEMS**  
11:20 – 12:00

Academic Report  
Admissions and Enrollment Report  
Alumni Relations Report  
Capital Program Report  
Development Report  
University Relations Report

16. **MEETING EVALUATION & FUTURE AGENDA TOPICS**

17. **DATE FOR NEXT REGULAR MEETING: October 11, 12, 2012**
18. **ADJOURNMENT**
19. **LUNCH** - Munro Institute presentation and Thank you.

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard

**DATE:** August 17, 2012

**SUBJECT:** **Approval of the Minutes**

**PURPOSE:** Action Items

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**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 7, 8, 2012

**Supporting Information:**

Minutes of the June 7, 2012 Board of Trustees Meeting  
Minutes of June 8, 2012 Board of Trustees Meeting

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
June 7, 2012**

**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 3:00 p.m., June 7, 2012, in OM 340, Western Washington University, Bellingham, WA.

**Board of Trustees**

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

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocks, Director, University Communications  
Eileen Coughlin, Vice President for Enrollment and Student Services  
Paul Dunn, Sr. Executive Assistant to the President  
Anna Ellermeier, President, Associated Students  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Karen Stout, President, Faculty Senate  
Liz Sipes, Secretary to the Board of Trustees  
Steve Swan, Vice President for University Relations  
Richard Van Den Hul, Vice President for Business and Financial Affairs

**2. SPECIAL REPORTS**

**A. DIVERSITY CLIMATE**

In 2010-2011, Western contracted with the Higher Education Research Institute (HERI) at UCLA to conduct their nationally recognized Faculty Survey which measured a broad range of issues impacting faculty and administrators, including diversity climate. A summary of the survey, which highlighted statistically significant differences by race, sexual orientation and gender, was included in the Board packet. Bruce Shepard, President, noted that a similar diversity climate survey was conducted last year with the students. The findings indicated that WWU is average

in comparison with our peers. Shepard said that Western is not satisfied with being average and is leading efforts to effectively address some of the concerns of the HERI survey.

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced the presentation panel: Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity and Employment Diversity; Francisco Rios, Dean, Woodring College of Education; Willy Hart, Director, University Residences; and Nick Sanchez, Sr. Associate, Human Resources.

The panel presented a brief snapshot of the demographics of the campus; a description of progressive programs being developed in Human Resources, including the Employee Empowerment Diversity Plan and the BFA Protégé Mentorship Program; University Residences successes in hiring for multicultural experience and cross cultural communication skills and their success in retaining these hires; and a summary of what is being done in each of the colleges to address Western's diversity issues. This includes a Diversity Fellows Program, developing an orientation and mentorship program for new faculty, increasing awareness about the importance of diversity in academic programs through a lecture series, a dedicated diversity resident position in the library, cultural performance based programs, partnerships and study abroad programs, and the Center for Educational Equity and Diversity.

Riordan said that the HERI survey results indicate that there is a lack of sensitivity towards diverse groups on campus. Western is developing a culture that is more clearly supportive of diversity, but we still have more work to do.

## **B. USE OF SOCIAL MEDIA AT WESTERN**

Steve Swan, Vice President for University Relations, said that Western uses many forms of social media to communicate with prospective students, current students, and alumni. Swan introduced Brandon Griffith, WWU student; Nicolas Quinlan, WWU student; Jamin Agosti, WWU alum; Mary Doherty, Communications & Marketing Program Manager, Alumni Office; and Matthew Anderson, New Media Coordinator who showed an interactive presentation on the uses of social media on campus.

## **3. AMENDMENTS TO BOARD OF TRUSTEES RULES OF OPERATION**

Wendy Bohlke, Legal Counsel, said that in keeping with the amended SHB 2313 requiring boards of trustees and regents of the public institutions of higher education to include public comment periods at regular board meetings, the WWU's Board of Trustees Rules of Operations need to be amended. Suggested revisions have been made to Section 7.10 and 7.11 Meetings of the Board in the Rules of Operation. Bohlke also noted that the legislature is requiring a twenty-one day notification of consideration of any increases to tuition and fees.

MOTION 01- 6-2012

Ralph Munro moved, on recommendation from the President, that the Board of Trustees amends Section 7 of its Rules of Operation to provide for a public comment period at its regular board meetings, as required by Chapter 228, Laws of 2012, in amending RCW 28B.35.110, and referencing an amendment to RCW 28B.15.067 regarding twenty-one day notification of consideration of any increases to tuition and fees.

Seconded by Dick Thompson. Motion carried.

#### **4. EXECUTIVE SESSION**

At 4:35 p.m. Chair Madsen announced that the Board would go into Executive Session for approximately one hour to discuss personnel and legal issues as authorized by RCW 42.30.110. No action will be taken.

At 5:30 p.m. the Board reconvened in Open Session. The meeting recessed at 5:30 p.m.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
June 8, 2012**

**1. CALL TO ORDER, APPROVAL OF MINUTES**

Chair Dennis Madsen reconvened the regular meeting of the Board of Trustees of Western Washington University to order at 8:00 a.m., June 8, 2012, in OM 340, Western Washington University, Bellingham, WA.

**Board of Trustees**

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

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocks, Director, University Communications  
Eileen Coughlin, Vice President for Enrollment and Student Services  
Paul Dunn, Sr. Executive Assistant to the President  
Anna Ellermeier, President, Associated Students  
Catherine Riordan, Provost/Vice President for Academic Affairs  
Karen Stout, President, Faculty Senate  
Liz Sipes, Secretary to the Board of Trustees  
Steve Swan, Vice President for University Relations  
Richard Van Den Hul, Vice President for Business and Financial Affairs

MOTION 06-01-2012

Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the Board of Trustees Meeting, April 12, 13, 2012 and the Special Board of Trustees Meeting, May 29, 2012.

Motion carried.



## 2. RECOGNITIONS AND INTRODUCTIONS

- **Lorraine Kasprisin, Professor, Secondary Education**

Francisco Rios, Dean of the Woodring College of Education, and Ray Wolpov, Chair of the Department of Secondary Education, recognized Lorraine Kasprisin for the founding of and outstanding work she is doing on the **Journal of Education Controversy**. This online, peer reviewed journal provides a national and international forum for examining the dilemmas and controversies that arise in teaching and learning in a pluralistic, democratic society.

- **Rich Brown, Associate Professor, Theatre and Dance**

Deb Currier, Chair of Theatre and Dance, CFPA, recognized Rich Brown as recipient of the Kennedy Center's National Award for Outstanding Lead Deviser/Director of a Devised Work. A devised theater work is an original work created collaboratively by a team of artists who are usually also the performers.

## 3. PUBLIC COMMENT

Per Substitute House Bill 2313, effective June 7, 2012, time was provided for public comment at the June 8, 2012 regular meeting of the Board of Trustees. There were no requests for public comment

## 4. BOARD CHAIR REPORT

Trustee Dick Thompson read Resolution No. 2012-04 Recognizing the Service of Board Member Jacob Whitish. Whitish was presented with the resolution, a plaque and a photo of Western's campus.

### WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

#### RESOLUTION NO. 2012 - 04 RECOGNIZING THE SERVICE OF BOARD MEMBER JACOB WHITISH

**WHEREAS, JACOB WHITISH** of Shelton, Washington, has served as a member of the Western Washington University Board of Trustees from July 5, 2011 – June 30, 2012; and

**WHEREAS, JACOB WHITISH** has the distinction of being the fourteenth student appointed by the Governor to the Board of Trustees of Western Washington University; and

**WHEREAS, JACOB WHITISH** brought to his appointment as a trustee dedication to the campus community through his service as an Account Executive in the Western Washington University Associated Students Publicity Center; and

**WHEREAS, JACOB WHITISH**, recipient of the Eagle Scout Award, brought to his appointment as a trustee dedication to his community by giving back to the youth members of

the Boy Scouts of America, and by working on a community service project to improve Franklin Park in Bellingham; and

**WHEREAS, JACOB WHITISH** has contributed his time and commitment to the University at considerable personal sacrifice while pursuing a B.A. in Environmental Studies in Disaster Reduction and Emergency Preparedness and supplementing his course load in classes in Business Law, Financial Accounting, Micro and Macro Economics, and Management; and

**WHEREAS, JACOB WHITISH** contributed to the increased stature and the future potential of Western Washington University through his participation in numerous activities and decisions affecting the University;

**NOW, THEREFORE BE IT RESOLVED**, by the Board of Trustees of Western Washington University that **JACOB WHITISH** 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 8, 2012.

MOTION 06-02-2012                      Dick Thompson moved, that the Board of Trustees, approve Resolution 2012-04 Recognizing the Service of Board Member Jacob Whitish.

Motion carried.

### **Association of Governing Boards (AGB) National Conference on Trusteeship**

Chair Madsen reported on the AGB National Conference on Trusteeship, April 20-24, 2012 in Washington, DC. This year's theme was *The Innovative University* and over 1100 leaders of higher education from across the country were in attendance. Trustees Madsen and Zoro, and President Shepard attended the conference, which included a pre-conference session on *The Board-President Partnership in Fundraising*.

### **5. UNIVERSITY PRESIDENT**

Bruce Shepard, President, addressed the topic of when the university should take a position on an issue and when it shouldn't. The President speaks for the university's capacity to deliver on its mission – to provide a premier undergraduate education and to build on our strengths to address critical needs of the state of Washington. Shepard said he is often asked to take a position on an issue, e.g. the Coal Train Terminal. He will not take a position on this issue as it does not have a direct relationship to the university. Shepard said that this does not mean the university is avoiding controversy as the Associated Students have the flexibility to take a position on any particular issue.

Shepard said that he is concerned that the university may not be involved enough in issues of the day. We have enormous resources on campus and he would like to look at a "Best Practices" approach so that Western can become engaged in such an issue as a source of information or a place for debate, bringing in experts from around the country.

## 6. ASSOCIATED STUDENTS

Anna Ellermeier, Associated Students President, provided the Board with a brief overview of major activities and accomplishments of the Associated Students this past year, including the highest voter registration in the state; a successful lobbying effort; continuing to strengthen the partnership between AS and the university administration; a successful trip to Washington, DC; AS hiring and elections, and programming events.

## 7. FACULTY SENATE

Karen Stout, Faculty Senate President, announced that she will serve a second year as president since the Senate vice president is unable to assume the position. A new vice president will be introduced in the fall. Stout said that several members of the Senate Executive Committee will also continue next year.

Stout updated the Board on recent activities of the Senate, including elections and appointments to committees; publishing the first Senate newsletter; developing a plan for an ongoing assessment of programs; providing presentations for faculty; and streamlining Senate processes.

## 8. CONSENT ITEMS

MOTION 06-03-2012

Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:

- Approval of Spring Quarter Degrees

Motion carried.

Trustee Sharpe recused himself from voting on the Construction Contract for Administrative Services Central Machine Room Infrastructure Improvements, PW648 and Architectural and Engineering Services Consultant Contract for Edens Hall North and Ridgeway Alpha Renovations.

MOTION 06-04-2012

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

- Construction Contract for Administrative Services Central Machine Room Infrastructure Improvements, PW648
- Architectural and Engineering Services Consultant Contract for Edens Hall North and Ridgeway Alpha Renovations, PW661

Motion carried.

## **9. COLLECTIVE BARGAINING AGREEMENT BETWEEN WESTERN WASHINGTON UNIVERSITY AND THE UFWW**

Bruce Shepard, President said the Collective Bargaining Agreement between WWU and the UFWW was a collaborative, cooperative effort and recommends that the Board of Trustees approves the agreement. Shepard said that because Western's faculty salaries are far below those of peer institutions, we have difficulty recruiting and retaining faculty. Western's reputation as a premier, quality institution depends on continued contributions from excellent faculty.

Madsen said the data backs up the need to approve this contract. In a national comparison, with an adjusted cost of living, WWU ranks 503<sup>rd</sup> out of 574 public colleges for faculty compensation. When looking at salary indexes, WWU is one of the lowest ranked colleges in the state of Washington.

Shepard thanked the Administrative Bargaining Team and the UFWW Bargaining Team for their effective work and enormous amount of time spent on the negotiations.

MOTION 06-05-2012

Ralph Munro moved that the Board of Trustees hereby approves the proposed collective bargaining agreement with the United Faculty of Western Washington.

The Board of Trustees authorizes the President or his designee to execute the agreement on behalf of the Board effective June 8, 2012, in keeping with the reserved authority in the Board of Trustees Rules of Operation, Section 2.3(h).

Motion carried.

Steven Garfinkle, President of the UFWW, thanked the bargaining teams for their tremendous work.

The meeting recessed at 9:20 a.m. for the official signing of the contract. The meeting convened at 9:37 a.m.

The Collective Bargaining Agreement between Western Washington University and the UFWW, goes into effect on September 16, 2012. The campus has been notified that the contract was overwhelmingly ratified by the UFWW.

## **10. 2012-2013 ANNUAL OPERATING BUDGET**

Bruce Shepard, President, introduced the Operating Budget for 2012-2013. With some minor housekeeping adjustments, it is the same budget that was originally presented in June 2011.

MOTION 06-06-2012

Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the

President, approve a 2012-2013 Annual State Operating Budget of \$140,113,687 consisting of a State Appropriation in the amount of \$41,147,000; WWU net tuition operating fee revenue of \$88,077,368; administrative services assessment revenue of \$2,652,319; and one-time funds of \$8,237,000.

Karen Lee seconded. Motion carried.

There was a brief discussion of the recent rebasing and reinvesting processes in the Academic Affairs, Enrollment and Student Services, and Business and Financial Affairs.

## 11. 2012 – 2013 STUDENT FEES

Eileen Coughlin, Vice President for Enrollment and Student Services, introduced the 2012-2013 Student Fees. The only fee with a proposed increase is the Services & Activities (general S&A) Fee with a 2.7% increase. The S&A fee is a legislative appropriated process that is led by students for review and vote, before it comes before the Board of Trustees.

MOTION 06-07-2012            Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President and the various constituent review committees, approve the 2012-2013 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees (*ATT. A*):

- Services & Activities (general S&A) Fee (2.7% increase)
- Health Service Fee (*No increase*)
- Technology Fee (*No increase*)
- Non-Academic Building Fee (*No increase*)
- Green Energy Fee (*No increase*)
- Student Recreation Fee (S&A) (*No increase*)
- Student Transportation Fee (*No increase*)

Motion carried.

## 12. OTHER ACADEMIC PROGRAM FEES

Catherine Riordan, Provost, reported that the Other Academic Program Fees, are fees that are charged through WWU Extended Education for programs that are offered in the summer or off-campus. The fees are developed on the actual cost of the programs.

MOTION 06-08-2012            Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2012-2013 Other Academic Program fee schedule. (*ATT. B*)

At 10:13 Chair Madsen announced a seven minute break. The meeting reconvened at 10:24 a.m.

Anna Ellermeier introduced Ethan Glemaker, the 2012-2013 Associated Students President. Ethan is majoring in an English Literature and has a second major with a Fairhaven interdisciplinary concentration.

### **13. 2013-2015 CAPITAL BUDGET REQUEST AND 2013-2023 CAPITAL PLAN**

Rich Van Den Hul, Vice President for Business and Financial Affairs, said the 2013-2015 Capital Request & the 2013-2023 Capital Plan being presented today includes changes from the April BOT meeting and the UPRC.

Van Den Hul, said the Gateway Complex (Academic Services & Performing Arts Fac.), #4 University Priority, will include a request for a parking facility to improve the access to campus. In response to a question from Trustee Munro, Van Den Hul said they will be looking at the options for Canada House in the design phase of the Gateway Complex, which will include the possibility of moving or demolishing the house.

Van Den Hul highlighted some of the changes to capital projects including the Interdisciplinary Science Facility, Classroom & Lab Upgrades, Storm Water Mitigation, Environmental Studies Center Renovation and Old Main Preservation.

MOTION 06-09-2012                      Karen Lee moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2013-2015 Capital Budget Request from State-appropriated funding sources of \$112,360,000.

Motion carried. Ralph Munro opposed.

### **14. RESOLUTION NO. 2012-03 SALE OF HOUSING & DINING SYSTEM REVENUE REFUNDING BONDS, SERIES 2012/2013 TO REFINANCE THE HOUSING & DINING SYSTEM REVENUE AND REFUNDING BONDS SERIES 2003.**

Eileen Coughlin, Sr. Vice President and Vice President for Enrollment and Student Services, said that Western has an opportunity to take advantage of the current market and achieve some annual cost savings by refinancing the Housing and Dining System Revenue and Refunding Bonds, Series 2003.

Rich Van Den Hul, Vice President for Business and Financial Affairs recognized Teresa Mroczkiewicz, Director of Financial Services, and Brian Sullivan, Assistant Vice President for Business & Financial Affairs and introduced Susan Musselman, Financial Advisor, for their work on this opportunity to refinance the Housing & Dining Bonds. Van Den Hul said that the bond market is going in a good direction and we are asking the Board to authorize the sale.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**RESOLUTION NO. 2012-03**

**AUTHORIZING THE SALE OF HOUSING & DINING SYSTEM REVENUE REFUNDING BONDS, SERIES 2012/2013 TO REFINANCE THE HOUSING & DINING SYSTEM REVENUE AND REFUNDING BONDS, SERIES 2003**

WHEREAS, the Western Washington University Board of Trustees (Board) intends to proceed towards the sale of Housing and Dining System Revenue Refunding Bonds, Series 2012/2013 to refinance the Housing and Dining System Revenue and Refunding Bonds, Series 2003, and

WHEREAS, market conditions are such that refunding the Housing & Dining System Revenue and Refunding Bonds Series 2003 could result in cost savings of approximately \$68,700 per year (as of May 8, 2012 market rates), and

WHEREAS, the Board is authorized by law to delegate its authority as it deems appropriate by resolution;

NOW, THEREFORE, Be it Resolved,

The Board of Trustees hereby delegates authority to President Bruce Shepard and Richard Van Den Hul, Vice President for Business and Financial Affairs, to:

1. Sign the necessary documents for the execution and delivery of the bonds and make other determinations relative to the bond refinancing, including the method of sale;
2. Approve the selection of an underwriter for a negotiated sale of the bonds;
3. Proceed with rating agency applications as they deem necessary and appropriate; and
4. Approve a preliminary official statement with respect to the bonds and deem it final in accordance with Securities and Exchange Commission Rule 15c-2(12).

Additional terms of the Bonds are set forth in Master Resolution No. 97-90 and Series Resolution No. 2012-03, each of which is incorporated by reference herein.

DATED June 8, 2012.

MOTION 06-10-2012

Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No. 2012-03 authorizing the sale of Housing & Dining System Revenue Refunding Bonds, Series 2012/2013, including delegation of authority as outlined in the Bond Resolution.

Motion carried.

## **15. 2012-2014 INTERNAL AUDIT SCHEDULE**

Kim Herrenkohl, Director, Internal Audit Office, introduced the Internal Audit Schedule for 2012-2014. Herrenkohl said in developing the schedule, Internal Audit utilized a risk assessment process, solicited input from across campus, considered planned external audit coverage, including required follow-up audits and allowed for flexibility for contingencies that may arise during the year. The draft schedule is also discussed with the Vice Presidents, Provost, President, and the Board Audit Committee.

MOTION 06-11-2012            Ralph Munro moved, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Shepard, approve the 2012-2014 Internal Audit Schedule.

Motion carried.

## **16. ELECTION OF BOARD OFFICERS**

The Trustees elect a chair, vice chair, and secretary for two-year terms pursuant to the *WWU Board of Trustees Rules of Operation*, Section 5(.01) Officers and Terms.

MOTION 06-12-2012            Phil Sharpe moved that the Board of Trustees of Western Washington University elects the new Board officers as nominated,  
to be effective at the close of this meeting.

- Peggy Zoro, Chair
- Karen Lee, Vice Chair
- Betti Fujikado, Secretary

Motion carried. Ralph Munro seconded.

## **17. CAMPAIGN UPDATE**

Stephanie Bowers, Vice President for University Advancement and Executive Director of the WWU Foundation, reported that the campaign has raised \$10 Million to date.

Bowers updated the Board on the new staff appointments in the Foundation Office, the transitions on the Foundation Board, and development of the Campaign leadership.

There was a brief discussion on opportunities for the Board to help thank those who have donated to Western's campaign.

## **18. TUITION WAIVERS**

Eileen Coughlin, Sr. Vice President and Vice President for Enrollment & Student Services provided an overview on tuition waivers at Western. Currently 10% of the operating budget is



used for granting tuition waivers; a percentage dictated by RCW 28B.15. Of this, 65% is for Enrollment and Need-based; 18% for graduate assistants, 3% for mandated waivers for veterans, firefighters, and their families, and the remaining 14% for other waivers. Coughlin noted that tuition waiver dollars are critical to first-generation, low-income students and their ability to afford a higher education.

## 19. AUDIT COMMITTEE REPORT

Peggy Zoro, Chair, reported on the June 7, 2012 Board Audit Committee meeting. The committee:

- Approved the minutes of April 12, 2012
- Was introduced to Brian Sullivan, Assistant Vice President for Business & Financial Affairs
- Performed their Annual Review of the Internal Audit Charter, Policies and Procedures. They did not have any recommended changes.
- Heard updates from the Internal Audit Office
- Reviewed the President's Expenses from January 1, 2012 through March 31, 2012
- Finalized their Annual Audit Committee Self-Assessment
- Met in private with President Shepard as required by the Audit Committee Charter, #2
- Met in private with Kim Herrenkohl, Director of the Office of Internal Audit as required by the Audit Committee Charter, Internal Audit Program, #8

Zoro announced the new Board Audit Committee members: Dick Thompson, Chair; Betti Fujikado; and Dennis Madsen. Phil Sharpe will continue until his term expires on September 30, 2012.

## 20. INFORMATION ITEMS

- **Academic Reports:**
  - **Performance Plan**  
Provost Riordan provided information about the "Performance Plan" that Western established through negotiations with Governor Gregoire's staff and office.
  - **New Tenure Track Faculty**  
Provost Riordan provided information about newly hired tenure-track faculty for the 2012-13 Academic Year.
- **Admission and Enrollment Summary**  
Vice President Eileen Coughlin provided a general update on the university's enrollment and admissions.
- **Alumni Relations Report**  
Vice President Bowers provided a written report on the university's Alumni Relations activities.
- **Capital Program Report**  
Vice President Van Den Hul provided a written report on the university's capital projects.

- **Development Report**  
Vice President Bowers provided a written report on activities of the Western Washington University Foundation.
- **Quarter Grant/Contract Report**  
Provost Riordan provided information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2011 – March 31, 2012 and fiscal year 2011/12.
- **University Relations Report**  
Vice President Swan provided a written report on the recent activities of University Relations.

## **21. PASSING THE GAVEL**

Trustee Dennis Madsen officially passed the gavel to Trustee Peggy Zoro, Board Chair, 2012 - 2014.

## **22. MEETING EVALUATION AND FUTURE AGENDA TOPICS**

## **23. DATE FOR NEXT REGULAR MEETING: AUGUST 16, 17, 2012**

## **24. ADJOURNMENT**

The meeting adjourned at 12:00 p.m.

## **25. LUNCH**

The Trustees were introduced to the 2012 Presidential Scholars and recognized Dr. Brad Smith for his service as Dean of the Huxley College of the Environment.

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

**TO:** Members of the Board of Trustees

**FROM:** Bruce Shepard, President

**DATE:** August 17, 2012

**SUBJECT:** **Public Comment Period**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

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

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

**TO:** Members of the Board of Trustees

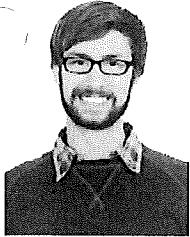
**FROM:** President Bruce Shepard

**DATE:** August 17, 2012

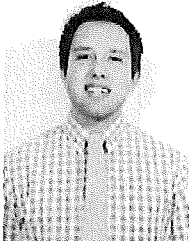
**SUBJECT:** Recognitions and Introductions

- 
- 2012-2013 Associated Students Board of Directors
  - Dana Jack, Professor, Fairhaven College of Interdisciplinary Studies

# 2012-2013 Associated Students Board of Directors



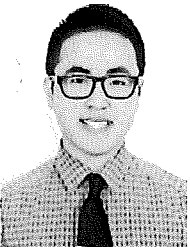
**Ethan Glemaker, President**      **x3265**      **AS.President@wwu.edu**  
**English Lit/Fairhaven– Diversity and the Cultural Creation of Identity in the classroom**  
**(Senior)** Resident Advisor, Student Senator, Hall Council, NRHH Pres hometown–Elk, WA  
 • Be a visible resource who remains attentive to student concerns for the duration of my service.  
 • Empower students as self-advocates to take initiative with their voices and their actions.  
 • Sustainability on campus.



**Victor Celis, VP Academics**      **x2941**      **ASVP.Academics@wwu.edu**  
**Political Science, Spanish, Latin American Studies (Senior)**      hometown- Auburn, WA  
 Has served on many committees including Academic Coordinating Commission, AS Student Senate  
 • Actively engage in issues that matter most to the students and work to influence policies and regulations that impact students daily  
 • Increase opportunities for students to be active in university decision making. Increase connection between the AS and university colleges and departments.



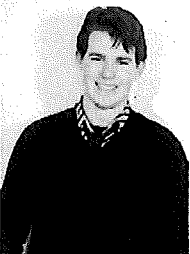
**Carly C. Roberts, VP Activities**      **x3463**      **VP.Activities@wwu.edu**  
**Human Services (Junior)**      hometown-Olympia, WA  
 2 years working in AS Productions-productions asst and Underground Coffeehouse Coordinator.  
 • I want to use the knowledge I have gained to empower clubs to reach out to our WWU community in fresh and innovative ways and connect other student leaders to the many resources the AS has to offer.  
 • If elected, I will be an advocate for these indispensable places where students find entertainment, community, and support.



**Hung Le, VP BusOps**      **x2941**      **ASVP.BusOps@wwu.edu**  
**Business (Senior)**      hometown- Kent, WA  
 Studying business and economics focusing on finance, accounting, management and marketing.  
 • My philosophy is guided by three principles: to be student focused, transparent and to produce high quality work.  
 • Use more effective marketing techniques to broaden the reach of the AS.  
 • Empower students to make the changes they seek.



**Deng Duot, VP Diversity**      **x3463**      **ASVP.Diversity@wwu.edu**  
**Law, Diversity & Justice, International Relations (Senior)**  
 hometown– Bor, South Sudan & Federal Way, WA  
 11-12 VP Diversity, previously President African and Caribbean Club  
 • Increase participation in Viking Lobby Day.  
 • Helping Western to learn and potentially adapt their diversity practices, policies and procedures so that we can help all students regardless of their identity.  
 • Increase diversity and empowerment of more students to serve on university and AS committees.  
 • I'm committed to collaborating with any department and putting student opinions & voices 1st.



**Patrick Stickney, VP Govt Affairs**      **x3736**      **ASVP.Gov@wwu.edu**  
**Fairhaven/Political Science (Junior)**      hometown– Spokane, WA  
 Vice Chair of the Legislative Affairs Council, Club Liaison of Western Votes, and AS REP work study  
 • My priorities are: expanding work study and working towards long-term positive budget solutions.  
 • Help supervise a stellar voter registration program campaign  
 • Increase participation in Viking Lobby Day  
 • Create a Legislative Agenda that effectively speaks the needs of students to Olympia



**Katie Savinski, VP Student Life**      **x3736**      **ASVP.Life@wwu.edu**  
**English Literature with Secondary Education Interest (Junior)** hometown– Lake Stevens, WA  
 AS Board Assistant past two years, aided in establishment of AS Comm & Marketing Office  
 • Expand the relationship between the AS and campus athletics, guide improvements to campus dining services, and increase outreach to underrepresented students.  
 • Continue working on educating students about the Green Energy Fee project process.  
 • Administrator and student collaboration so we can see sustainability on a larger scale.  
 • Strengthen shared governance with AS and administration.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** August 17, 2012  
**SUBJECT:** Recognition of Faculty & Staff

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**Dana Jack, Professor, Fairhaven College of Interdisciplinary Studies**

Dana Jack, Professor, Fairhaven College, was the recipient of the Ursula Gielen Global Psychology Book Award from The American Psychological Association. Jack received the award for her latest book, "*Silencing the Self Across Cultures: Depression and Gender in the Social World.*"

The award is given for a recent book that makes the greatest contribution to psychology as an international discipline and profession, or more specifically, the degree to which the book adds to our understanding of global phenomena and problems from a psychological point of view. Jack not only supplied the research methodology used by the book's researchers and co-edited the entire book, she also wrote her own chapter, with two Nepali colleagues.

In 2002 Jack was awarded the WWU Olscamp Outstanding Researcher Award. She earned her BA at Mount Holyoke College, her MSW at University of Washington, and her Ed.D. at Harvard University.

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

**TO:** Members of the Board of Trustees  
**FROM:** Peggy Zoro, Chair, Board of Trustees  
**DATE:** August 17, 2012  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Board Chair Peggy Zoro will report to members of the Board, and the university president and his staff, topics related to the Board of Trustees:

- Resolution No. 2012-07 Welcoming Trustee Joseph Meyer
- Resolution No. 2012-08 Recognizing the Service of Trustee Philip E. Sharpe, Jr.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**RESOLUTION NO. 2012-07  
WELCOMING TRUSTEE JOSEPH MEYER**

**WHEREAS**, on August 6, 2012, Governor Christine Gregoire appointed **JOSEPH MEYER** of Seattle, Washington, to serve a one-year term on the Western Washington University Board of Trustees; and

**WHEREAS, JOSEPH MEYER** is a senior in good standing at Western Washington University pursuing a B.A. in Economics/Environmental Studies with minors in Business Administration and Energy Policy; and

**WHEREAS, JOSEPH MEYER** brings to his appointment as a trustee dedication to the campus community through his service as the Associated Students Legislative Liaison, as Chairperson of the AS Election Board, as a member of the Board for the Washington Student Association, and as an administrative aid for Western Advocates and Western Votes; and

**WHEREAS, JOSEPH MEYER** brings to his appointment as a trustee dedication to his community through his leadership experience on as an intern with the Washington Clean Technology Board, as a designer and leader of an Eagle Scout project; as a U.S. Senate Page in Washington .D.C., and as a Constituent Services Intern for Senator Maria Cantwell; and

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

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

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees of Western Washington University officially extends a warm welcome to **JOSEPH MEYER** 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 17, 2012.

\_\_\_\_\_  
Peggy Zoro, Chair

ATTEST:

\_\_\_\_\_  
Betti Fujikado, Secretary



**RESOLUTION NO. 2012-08 RECOGNIZING THE SERVICE OF  
TRUSTEE PHILIP E. SHARPE, JR. WILL BE PRESENTED AT THE  
MEETING.**

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard

**DATE:** August 17, 2012

**SUBJECT:** **President's Report**

**PURPOSE:** Recognition

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**Purpose of Submittal:**

President Shepard will present brief reflections on issues of interest to the Board.

- Recognition of Chris Cox, Dean of Libraries

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Catherine Riordan

**DATE:** August 17, 2012

**SUBJECT:** **Recognition of Chris Cox, Dean of Libraries**

**PURPOSE:** Recognition

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**Purpose of Submittal:**

Dr. Chris Cox joined Western as Dean of Libraries in June of 2008 and since then has provided leadership, planning and oversight for the university's libraries, including the main Mabel Zoe Wilson Library, the University Archives and Center for Pacific Northwest Studies, and a branch music library.

Under his leadership at Western, the Libraries have completed a number of innovative projects including a learning commons that provides cooperative and collaborative learning opportunities and consists of the student technology center (to assist students in the creation of audio and video), the writing center, the tutoring center, the teaching learning academy, and Zoe's bagel café. Dr. Cox also led efforts to strengthen partnerships and community outreach which resulted in the *Whatcom One Card* program that allows university and local community members to borrow items from any library in the county with pick-up and drop-off at the library of their choice.

Dr. Cox is leaving his position at Western effective August 15, 2012 to take the Dean of Library Services position at the University of Northern Iowa.

**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 17, 2012

**SUBJECT:** **Associated Students**

**PURPOSE:** Associated Students Report

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**Purpose of Submittal**

AS President Ethan Glemaker will provide an oral update to the Trustees regarding the Associated Students, their long-term goals as an organization and the organizational values that will affect their decision-making this coming year.

**Supporting Document**

See attached ASWWU Strategic Plan.



## **Associated Students of Western Washington University**

### **Strategic Plan**

This comprehensive plan will set a strategic direction for the organization. It will include mission, values, and objectives of the organization.

#### **Mission:**

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We, the Students of Western Washington University, have the right and responsibility to achieve a system of shared governance. For this purpose the Associated Students of Western Washington University (ASWWU) has been established. The ASWWU will:

- Foster students' rights and responsibilities
- Promote the general welfare of students
- Establish channels of communication within the University
- Represent student interests and opinions to the University Administration, Board of Trustees, and appropriate governmental agencies

#### **Objective:**

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The ASWWU exists to ensure student representation in decisions that impact students; support leadership development; provide resources, activities, and information for students; and provide opportunities for students to organize themselves around their special interests, in order to further achieve the mission of the university and complement classroom education.

#### **Values:**

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The Associated Students is a constantly changing and innovative organization that evolves to fit current student needs while following our mission. Though current student needs change through the years, the Associated Students as an organization holds core values which are central to our mission and provide a framework for collective leadership. The core values identified by the Associated Students are:

**Student Representation:**

The Associated Students believes in empowering students to represent student interests at all levels of decision-making. We encourage and provide opportunities for students to participate in decisions related to programming, budgeting, policymaking, and short-term and long-term actions. This representation occurs internally through managing a program of student activities and services and externally through communication with the University Administration, the Board of Trustees, the Faculty Senate, and appropriate governmental agencies. Through this, we empower students to take part in the shared governance of Western Washington University in all issues related to students.

**Collaboration:**

The Associated Students believes that a collaborative environment is the best way to optimize the resources and support available to students. To achieve this, we believe in building strong partnerships, both internally and externally, by practicing open communication, working toward shared goals, and addressing the needs of stakeholders equitably.

The Associated Students plays a dual role as its own organization and as a part of the Western Washington University structure. In this dual role, the Associated Students forges connections and intentionally looks for creative ways to collaborate. Collaboration between AS departments and offices allow us to explore intersectionality of identities, reach new communities, and share resources. External collaboration allows us to outreach to new student populations, creates new leadership opportunities, and improves our relationships with members of our campus community. As a part of improving strengthening partnerships across our campus, the Associated Students strives for increased communication between students, faculty, staff, and administrators.

**Student Learning and Development:**

The Associated Students affirms that the educational experience of students extends beyond the classroom. We believe this co-curricular learning is crucial for the personal and professional development of students. We encourage students to grow through developing and applying their knowledge, skills, values, as well as their sense of self and of community.

The Associated Students provides development opportunities for students through employment and work-study positions, internship experience, volunteer opportunities, club involvement and other collaborative efforts. The program of student activities developed through these opportunities in turn provides services, activities, and events for the greater student population. These services, activities, and events are used to develop and nurture the lifelong learning processes of Western students.

**Inclusion:**

The Associated Students appreciates the importance of being inclusive and accessible to all Western Washington University students. Ensuring inclusion of all students allows us to develop

a community of diverse perspectives and interests. As an organization we place a high value on inclusion and strive to constantly reach out to student populations across campus.

We strive to honor the contributions of all members of the Western community by listening to varying perspectives while providing a safe space to dialogue. As an organization we have a strong commitment to diversity and non-discrimination. We are open to every student regardless of age, ethnicity, race, sex, gender identity, nationality, religious and/or ethical beliefs, sexual orientation, size, socioeconomic background, and disabilities.

### **Community and Social Engagement:**

The Associated Students believes in creating and fostering affirming spaces in which students are able to connect with peers around common interests and interests they deem important. These spaces are intended as welcoming communities which give students a place to belong, develop a sense of self, and build relationships with their peers. The growth of these communities results in an abundance of engagement opportunities being extended to the greater student body in the form of educational and entertainment events, organizational involvement, and participation in governance and various projects and initiatives.

We believe in encouraging the exploration of diverse ideas and opinions in order to broaden areas of knowledge and interest within our student population. As a part of this broad knowledge and interests, we believe in enriching our communities by supporting student initiatives that reflect the values, goals, and needs of the current student body. We believe that this intentional encouragement is the best way to empower Western students to be the change-makers of tomorrow.

### **Strategic Objectives:**

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The AS Board of Directors, as elected officials and managers of the AS organization, have identified strategic directions that will move the AS toward fulfilling the mission and upholding the values of the AS. The strategic directions identified by the AS Board of Directors are:

- ❖ Support student representation in decisions which impact students.
- ❖ Increase understanding, knowledge and a sense of ownership of the AS Organization.
- ❖ Improve the internal structure of the AS organization
- ❖ Improve collaboration with organizations and university departments outside of the Associated Students

#### **Support for student representation in decisions which impact students.**

- The AS will develop more effective methods of actively reaching out to students to identify issues of interest or concern.
- The AS will develop a method of responding to identified student interests and concerns.

- The AS will strengthen the AS committee system to be more effective decision-making bodies.
- The AS will develop training system for students to become effective committee members.
- The AS will develop a system for the AS Board of Directors to be more accountable to the student body.

#### **Increase knowledge and understanding of the AS organization.**

- Internal AS departments and offices will know they are a part of the AS and understand how they fit within the context of the organization.
- Western Students will be able to articulate the impact that the AS has had on their Western experience
- The AS will improve the accessibility of AS services, resources, activities, and opportunities for students.
- The AS will implement information-dissemination and marketing strategies that will ensure that the offerings and messages of the organization reach a broader segment of the student body.

#### **Improve the internal structure of the AS organization**

- Identify key outcomes, concepts, and trainings for the AS-wide staff development program, as well as a long-term method assessing all AS training programs.
- Improve support for AS departmental trainings and centralize information related to individual training topics.
- Maximize the effectiveness of the AS Club system by establishing infrastructural improvements that will allow for better system-wide communication, assessment, utilization tracking, and inter-club coordination.
- AS employees will have legacy documents related to job responsibilities, tasks, and other information relevant to the position.
- The AS will have updated, accessible, and consistent policies and procedures in the Peabody format.
- The AS will develop a clear methodology for the gathering and dissemination of statistics, demographic information, and information crucial to internal operations.
- The AS will intentionally support student groups which are traditionally not reached out to or included. These groups include but are not limited to: 1st year students, graduate students, transfer students and out-of-state students.
- The AS will provide programming and services that increase support and enhance student's academic experience including opportunities for faculty and staff to interact.

#### **Improve collaboration with organizations and university departments outside of the Associated Students**

- Identify and collaborate with offices and organizations on the WWU main campus regarding issues of importance to students.



- Better utilize the expertise on Western's campus to improve AS services and opportunities for students
- Develop and improve State-wide coalitions and relationships with other student organizations and student governments.

*Approved by the AS Board of Directors on March 14, 2011 by motion ASB-11-W-54.*

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard behalf of the Faculty Senate

**DATE:** August 17, 2012

**SUBJECT:** Faculty Senate

**PURPOSE:** Information Item

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Karen Stout, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** August 17, 2012  
**SUBJECT:** **Consent Items**  
**PURPOSE:** Action Items

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**Purpose of Submittal:**

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

**Proposed Motion:**

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

- Approval of Summer Quarter Degrees

**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 Catherine Riordan  
**DATE:** August 17, 2012  
**SUBJECT:** **Approval of Degrees**  
**PURPOSE:** Action Item

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**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 2012, effective August 18, 2012.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

<b><i>Students</i></b>	<b><i>August 2012</i></b>	<b><i>Comparison: August 2011</i></b>
<i>Undergraduates</i>	423	388
<i>Masters</i>	72	86

**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 17, 2012  
**SUBJECT:** **Operating Budget Request for Biennium 2013-2015**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

Board approval is required for Western's 2013-2015 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 2013-2015 biennial operating budget request of \$114,826,174 in state funds, in support of academic, administrative and departmental operations.

**Supporting Information:**

Western Washington University  
Proposed 2013-2015 Biennial Operating Budget Request  
State Appropriations and Net Tuition Operating Fee Revenue

	<u>FY 2013-14</u>	<u>FY 2014-15</u>	<u>FY 2013-15</u>
Requested State Support	\$53,587,541	\$61,328,633	\$114,826,174



Bruce Shepard, President

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## MEMORANDUM

**TO:** Members of the Board of Trustees

**FROM:** Bruce Shepard, President

**DATE:** August 17, 2012

**SUBJECT:** *Proposed Biennial Operating Budget Request for 2013-2015*

### Background

The 2013-2015 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. 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 that are critical to maintain and enhance Western's strengths. These items include compensation for faculty and staff and operations and maintenance funding necessary to operate the campus facilities and infrastructure. The request package also highlights the need to replace funds removed on a one time basis during the last biennium.

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.

#### Restoration of One Time Cuts

Two significant reductions to Western's state appropriated budget occurred in the previous biennium: (1) a 3% reduction to the overall budget and (2) a 3% cut in salaries to be administered through furloughs to classified staff. The overall budget reduction was strategically administered by Western through reviewing programmatic needs and areas that could be downsized or eliminated. For the one-time cuts to classified staff Western sought, and was granted, the ability to be strategic in handling the reductions related to salary furloughs. Western used one-time funds previously held in reserve in lieu of furloughing staff. Both of these reductions are restored in the State Appropriation carryforward base; however there is discussion in Olympia about reenacting the 3% salary cut/furlough reduction. Western will work diligently with the legislature to attempt to dissuade this from reoccurring.

#### Compensation

Higher education is a talent based industry 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. The state of Washington has disinvested in higher education by more than 50 percent over the past four years. While

the institutional cost of a four-year higher education experience has not increased over that time period, the increases in tuition for students are a result of the shifts in state funding.

Compensation should not fall on the backs of students through increased tuition, so Western will be working vigorously with the state legislature to seek funding for the following employee compensation issues:

- The last increase in compensation prior to the newly bargained agreement with the faculty union was received in 2008. The challenge regarding faculty compensation is a historical challenge for Western and has long been an unmet priority of the institution. This challenge ultimately impacts our ability to best serve the people of the state of Washington.
- Exempt (Professional) staff members have not received salary increases since 2008. Western is taking a first step in addressing compensation issues by investing in a study of current compensation levels for this group. The results of this study will position the university to strategically address this challenge.
- While classified staff members continue to receive the union contract required STEP increases, bargaining with the staff unions is currently occurring, and Western will again be working with the state legislature to address compensation needs for these members of the University workforce.

In order to maintain the excellence of Western, compensation remains our top priority. The request includes funding for the second and third years of the faculty contract and for an amount equivalent to a 3% annual increase for other employees. Budget implications for increases other than 3% can be found in Attachment 1. Actual increases will be dependent on the level of funding received and collective bargaining agreements and the Professional Staff Compensation Plan.

#### Maintenance and Operations

The 2013-2015 Biennial Operating Budget Request includes \$4.2 million in maintenance and operations funds due to the recent renovations of Frasier and Miller Halls, Carver Academic renovation and general classroom and lab upgrades. 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. Unfortunately, the \$2.9 million of maintenance and operations funds requested in 2011-2013 went unfunded, so our need continues to grow.

#### **Decision Packages: Applying Western's Strengths to Critical State Needs**

The following decision packages apply Western's strengths to critical state needs. We are required by the Office of Financial Management to submit them in prioritized order. The items presented here and on the table on page 3 are in the order we recommend the Board adopt. The total cost of each item can be found on the table on page 3. Detailed budget information for each item can be found in Attachment 2.

### Engineering

The Engineering Decision package transitions three ABET-TAC accredited engineering technology programs to three ABET-EAC accredited engineering programs and increases the potential graduates 50% in each of the three programs. With approval, Western will transition 283 students to engineering majors and, with the program expansion, there will be approximately 437 engineering majors, and graduate 108 engineering students each year. This change will address the needs of the state while providing our students with a strengthened mathematical and science foundation. We have also prepared alternative less costly proposals for smaller expansion of Engineering.

### Energy

The proposed Energy program will integrate research and outreach with a unique interdisciplinary curriculum including a Bachelor of Arts degree and a Bachelor of Science degree sharing a core curriculum. The curriculum focuses on topics such as human use of energy; the business of delivering energy; the economic and environmental impacts of energy use; and a capstone course. The capstone course will provide an “applied learning” experience in which interdisciplinary teams of students collaborate to solve real-world energy related problems. Finally, courses will be developed as part of the core curriculum to provide the option to minor in science and technology; and policy, economics and business.

### Math/Science Teacher Preparation

The Math/Science Teacher Preparation proposal increases the quantity and quality of math and science teachers at all levels to address a critical leader shortage in the state of Washington by building on the existing close collaboration between the College of Sciences and Technology and the Woodring College of Education. Working across grades K-16, this proposal will expand Western’s already nationally recognized programs to: (1) double the number of high quality secondary math and science teachers graduating each year from approximately 50 to 100, (2) enhance our programs to produce a new cadre of exceptional teachers prepared to meet the needs of middle school students, and (3) increase the focus of our elementary programs on preparing teachers ready to effectively teach math and science to all students and specialists ready to lead elementary math and science instruction.

### Leveraging Leadership of Returning Veterans – A Northwest Higher Education Partnership Proposal

Western, in partnership with community colleges in the Northwest Higher Education Coalition, will increase services and educational opportunities responsive to the needs of returning veterans in this region. In order to maximize the investments made through the new G.I. bill and to ensure the success of these students given the complexity of their needs, it is imperative that our colleges and universities develop new services and enhanced opportunities for veterans pursuing a college education. This proposal builds a collaborative model designed to ensure student veterans are retained by our campuses and are supported in ways that allow them to be successful in their academic pursuits.



**Board Approval Requested**

For the Board's review, consideration and approval, a summary table of the proposed 2013-2015 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 2013-15 Biennial Operating Budget Request State Appropriations			
2013-15 Biennial Operating Budget Request	FY 13-14	FY 14-15	2013-15
State Appropriations Carryforward Base	44,390,000	44,433,000	88,823,000
Maintenance and Operations	1,224,300	2,967,300	4,191,600
Salary Increases for Faculty	2,649,066	5,489,189	8,138,255
Salary Increases for Staff - 3% Increase per Year	1,296,553	2,649,915	3,946,468
State Appropriations Carryforward Base with Maintenance Adjustments	\$49,559,919	\$55,539,404	\$105,099,323
Addressing Critical Needs in the State of Washington:			
1 - Engineering Programs (Est)	1,815,050	2,262,807	4,077,857
2 - Create/Expand Renewable Energy Degrees & Programs	468,975	1,353,781	1,822,756
3 - Teach Math Science (Est)	835,772	1,020,816	1,856,588
4 - Leveraging Leadership of Returning Veterans-NWC Partnership	907,825	1,061,825	1,969,650
Critical Needs Subtotal	4,027,622	5,699,229	9,726,851
Total Operating Budget Request for 2013-15 State Appropriations	\$53,587,541	\$61,238,633	\$114,826,174

Attachments:

Attachment 1: Staff Compensation Detail

Attachment 2: Decision Package Budget Detail

Staff Compensation Detail

Attachment 1

	2% -2%		2013-2015	3% -3%		2013-2015	4% -4%		2013-2015	5% -5%		2013-2015
	2013-2014	2014-2015		2013-2014	2014-2015		2013-2014	2014-2015		2013-2014	2014-2015	
<b>State Appropriations &amp; CPA*</b>												
Classified Staff	454,333	926,611	1,380,944	681,499	1,397,979	2,079,478	908,665	1,874,721	2,783,386	1,135,831	2,356,838	3,492,669
Professional Staff	340,709	689,479	1,030,188	511,063	1,040,264	1,551,327	681,417	1,395,079	2,076,496	851,772	1,753,926	2,605,698
Executives	<u>69,327</u>	<u>140,294</u>	<u>209,621</u>	<u>103,991</u>	<u>211,672</u>	<u>315,663</u>	<u>138,654</u>	<u>283,869</u>	<u>422,523</u>	<u>173,318</u>	<u>356,888</u>	<u>530,206</u>
<b>Total State Approp. &amp; CPA</b>	<b>864,369</b>	<b>1,756,384</b>	<b>2,620,753</b>	<b>1,296,553</b>	<b>2,649,915</b>	<b>3,946,468</b>	<b>1,728,736</b>	<b>3,553,669</b>	<b>5,282,405</b>	<b>2,160,921</b>	<b>4,467,652</b>	<b>6,628,573</b>
<b>Self-Sustaining Funds</b>												
Classified Staff	264,500	548,440	812,940	396,749	827,352	1,224,101	528,999	1,109,394	1,638,393	661,249	1,394,566	2,055,815
Professional Staff	165,753	335,428	501,181	248,630	506,084	754,714	331,507	678,701	1,010,208	414,384	853,278	1,267,662
Executives	<u>5,509</u>	<u>11,148</u>	<u>16,657</u>	<u>8,263</u>	<u>16,819</u>	<u>25,082</u>	<u>11,017</u>	<u>22,556</u>	<u>33,573</u>	<u>13,772</u>	<u>28,358</u>	<u>42,130</u>
<b>Total Self-Sustaining Funds</b>	<b>435,762</b>	<b>895,016</b>	<b>1,330,778</b>	<b>653,642</b>	<b>1,350,255</b>	<b>2,003,897</b>	<b>871,523</b>	<b>1,810,651</b>	<b>2,682,174</b>	<b>1,089,405</b>	<b>2,276,202</b>	<b>3,365,607</b>
<b>All Funding Sources</b>												
Classified Staff	718,833	1,475,051	2,193,884	1,078,248	2,225,331	3,303,579	1,437,664	2,984,115	4,421,779	1,797,080	3,751,404	5,548,484
Professional Staff	506,462	1,024,907	1,531,369	759,693	1,546,348	2,306,041	1,012,924	2,073,780	3,086,704	1,266,156	2,607,204	3,873,360
Executives	<u>74,836</u>	<u>151,442</u>	<u>226,278</u>	<u>112,254</u>	<u>228,491</u>	<u>340,745</u>	<u>149,671</u>	<u>306,425</u>	<u>456,096</u>	<u>187,090</u>	<u>385,246</u>	<u>572,336</u>
<b>Total All Funding Sources</b>	<b>1,300,131</b>	<b>2,651,400</b>	<b>3,951,531</b>	<b>1,950,195</b>	<b>4,000,170</b>	<b>5,950,365</b>	<b>2,600,259</b>	<b>5,364,320</b>	<b>7,964,579</b>	<b>3,250,326</b>	<b>6,743,854</b>	<b>9,994,180</b>

\*Capital Projects Account

WESTERN WASHINGTON UNIVERSITY  
 2013-15 Biennial Operating Budget Request (Part A)  
 Initiative Title: Engineering  
 Planning Unit: Academic Affairs

	2013-14	2014-15	2013-15
<b>RESOURCES</b>			
Fund 001, General Fund - State	1,815,050	2,262,807	4,077,857
Fund 149, Tuition Operating Fees	369,701	593,371	963,072
Fund XX, Other Sources	0	0	0
<b>Total Resources</b>	<b>2,184,751</b>	<b>2,856,178</b>	<b>5,040,929</b>
<b>USES (EXPENDITURES)</b>			
Faculty Tenure/Tenure-Track	572,452	1,036,904	1,609,356
Faculty Non Tenure-Track	62,250	62,250	124,500
Graduate Teaching/Research Assistants	0	0	0
Exempt Professional	0	0	0
Classified	282,482	282,482	564,963
Hourly	0	0	0
<b>Salaries and Wages - Total</b>	<b>917,184</b>	<b>1,381,636</b>	<b>2,298,819</b>
<b>Employee Benefits</b>	<b>284,327</b>	<b>428,307</b>	<b>712,634</b>
<b>Goods and Services</b>	<b>283,241</b>	<b>386,235</b>	<b>669,476</b>
<b>Equipment</b>	<b>700,000</b>	<b>660,000</b>	<b>1,360,000</b>
<b>Total Expenditures</b>	<b>2,184,751</b>	<b>2,856,178</b>	<b>5,040,929</b>
<b>STAFFING FTE</b>			
Faculty	9.50	16.50	
Graduate Teaching /Research Assistants	0.00	0.00	
Exempt Professional	0.00	0.00	
Classified	5.50	5.50	
<b>Total FTE</b>	<b>15.00</b>	<b>22.00</b>	

WESTERN WASHINGTON UNIVERSITY  
 2013-15 Biennial Operating Budget Request (Part A)  
 Initiative Title: Energy  
 Planning Unit: Academic Affairs

	2013-14	2014-15	2013-15
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$468,975	\$1,353,781	\$1,822,756
Fund 149, Tuition Operating Fees	\$0	\$0	\$0
Fund XX, Other Sources	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$468,975</b>	<b>\$1,353,781</b>	<b>\$1,822,756</b>
<b>USES (EXPENDITURES)</b>			
Faculty Tenure/Tenure-Track	\$105,000	\$504,226	\$609,226
Faculty Non Tenure-Track	\$50,000	\$50,000	\$100,000
Graduate Teaching/Research Assistants	\$0	\$0	\$0
Exempt Professional	\$0	\$0	\$0
Classified	\$92,000	\$92,000	\$184,000
Hourly	\$0	\$0	\$0
<b>Salaries and Wages - Total</b>	<b>\$247,000</b>	<b>\$646,226</b>	<b>\$893,226</b>
<b>Employee Benefits</b>	<b>\$76,570</b>	<b>\$200,330</b>	<b>\$276,900</b>
<b>Goods and Services</b>	<b>\$127,405</b>	<b>\$203,225</b>	<b>\$330,630</b>
<b>Equipment</b>	<b>\$18,000</b>	<b>\$304,000</b>	<b>\$322,000</b>
<b>Total Expenditures</b>	<b>\$468,975</b>	<b>\$1,353,781</b>	<b>\$1,822,756</b>
<b>STAFFING FTE</b>			
Faculty	1.84	7.84	
Graduate Teaching /Research Assistants	0.00	0.00	
Exempt Professional	0.00	0.00	
Classified	2.00	2.00	
Hourly			
<b>Total FTE</b>	<b>3.84</b>	<b>9.84</b>	

WESTERN WASHINGTON UNIVERSITY  
 2013-15 Biennial Operating Budget Request (Part A)  
 Initiative Title: Western Washington University Math/Science Teacher Preparation  
 Planning Unit: Academic Affairs

	2013-14	2014-15	2013-15
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$835,772	\$1,020,816	\$1,856,588
Fund 149, Tuition Operating Fees	\$0	\$0	\$0
Fund XX, Other Sources	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$835,772</b>	<b>\$1,020,816</b>	<b>\$1,856,588</b>
<b>USES (EXPENDITURES)</b>			
Faculty Tenure/Tenure-Track	\$124,226	\$186,339	\$310,565
Faculty Non Tenure-Track	\$140,000	\$140,000	\$280,000
Graduate Teaching/Research Assistants	\$41,555	\$41,555	\$83,110
Exempt Professional	\$18,750	\$18,750	\$37,500
Classified	\$89,460	\$89,460	\$178,920
Hourly	\$25,000	\$50,000	\$75,000
<b>Salaries and Wages - Total</b>	<b>\$438,991</b>	<b>\$526,104</b>	<b>\$965,095</b>
<b>Employee Benefits</b>	<b>\$136,087</b>	<b>\$163,092</b>	<b>\$299,179</b>
<b>Goods and Services</b>	<b>\$220,694</b>	<b>\$281,620</b>	<b>\$502,314</b>
<b>Equipment</b>	<b>\$40,000</b>	<b>\$50,000</b>	<b>\$90,000</b>
<b>Total Expenditures</b>	<b>\$835,772</b>	<b>\$1,020,816</b>	<b>\$1,856,588</b>
<b>STAFFING FTE</b>			
Faculty	4.00	5.00	
Graduate Teaching /Research Assistants	1.00	1.00	
Exempt Professional	0.25	0.25	
Classified	2.00	2.00	
<b>Total FTE</b>	<b>7.75</b>	<b>9.25</b>	

WESTERN WASHINGTON UNIVERSITY  
 2013-15 Biennial Operating Budget Request (Part A)  
 Initiative Title: Leveraging Leadership of Returning Veterans-NWC Partnership  
 Planning Unit: Enrollment and Student Services

	2013-14	2014-15	2013-15
<b>RESOURCES</b>			
Fund 001, General Fund - State	\$907,825	\$1,061,825	\$1,969,650
Fund 149, Tuition Operating Fees	\$0	\$0	\$0
Fund XX, Other Sources	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$907,825</b>	<b>\$1,061,825</b>	<b>\$1,969,650</b>
<b>USES (EXPENDITURES)</b>			
Faculty Tenure/Tenure-Track	\$0	\$0	\$0
Faculty Non Tenure-Track	\$0	\$0	\$0
Graduate Teaching/Research Assistants	\$0	\$0	\$0
Exempt Professional	\$30,000	\$30,000	\$60,000
Classified	\$0	\$0	\$0
Hourly	\$13,500	\$13,500	\$27,000
<b>Salaries and Wages - Total</b>	<b>\$43,500</b>	<b>\$43,500</b>	<b>\$87,000</b>
<b>Employee Benefits</b>	<b>\$11,325</b>	<b>\$11,925</b>	<b>\$23,250</b>
<b>Goods and Services</b>	<b>\$848,000</b>	<b>\$1,006,400</b>	<b>\$1,854,400</b>
<b>Equipment</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>
<b>Total Expenditures</b>	<b>\$907,825</b>	<b>\$1,061,825</b>	<b>\$1,969,650</b>
<b>STAFFING FTE</b>			
Faculty	0.00	0.00	
Graduate Teaching /Research Assistants	0.00	0.00	
Exempt Professional	0.75	0.75	
Classified	0.00	0.00	
<b>Total FTE</b>	<b>0.75</b>	<b>0.75</b>	

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Catherine Riordan

**DATE:** August 17, 2012

**SUBJECT: COLLEGE OF SCIENCES & TECHNOLOGY VIDEO: RESPONDING TO STEM CHALLENGES**  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Jeff Wright, Dean, College of Sciences and Technology

**PURPOSE:** Presentation and Discussion

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**Purpose of Submittal:**

The College of Sciences and Technology (CST) at Western Washington University provides one of the highest quality undergraduate STEM educations available. CST is producing a series of videos designed to share this message with current and potential students, parents, employers, and state decision makers. Jeff Wright, Dean of CST, is pleased to have this opportunity to share the first video in this series with members of the Board of Trustees.

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Catherine Riordan

**DATE:** August 17, 2012

**SUBJECT: Educational Collaborations**  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Francisco Rios, Dean, Woodring College of Education

**PURPOSE:** Presentation and Discussion

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**Purpose of Submittal:**

The Woodring College of Education is engaged in a variety of educational collaborations. Dean Francisco Rios will share some principles guiding the collaborative work the College enacts. Dean Rios will provide examples of collaborations within the university and with external institutions. He will also share information about promising directions for new possible collaborations, followed by an opportunity for questions and answers.



**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  
**DATE:** August 17, 2012  
**SUBJECT:** **Marketing and Branding Efforts Update**  
**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

Steve Swan, Vice President for University Relations, will give an update on Marketing and Branding Efforts.

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

**TO:** Members of the Board of Trustees

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

**DATE:** August 17, 2012

**SUBJECT:** **Campaign Update**

**PURPOSE:** Discussion Item

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**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:** Dick Thompson, Chair, Board Audit Committee  
**DATE:** August 17, 2012  
**SUBJECT:** **Audit Committee Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Trustee Thompson will report to members of the Board of Trustees, and the university president and his staff, topics related to the Board Audit Committee.

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Catherine Riordan

**DATE:** August 17, 2012

**SUBJECT:** **Academic Report: Summary of Undergraduate Student Survey**

**PURPOSE:** Information Item

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### **Purpose of Submittal:**

Western's Office of Survey Research is responsible for conducting the Western Educational Longitudinal Study (WELS) which surveys incoming students prior to their first quarter on campus, at the end of their second year at Western, the month prior to graduation and two years after graduation. This structure provides longitudinal data for each student which can be used for internal improvement, assessment and accreditation purposes.

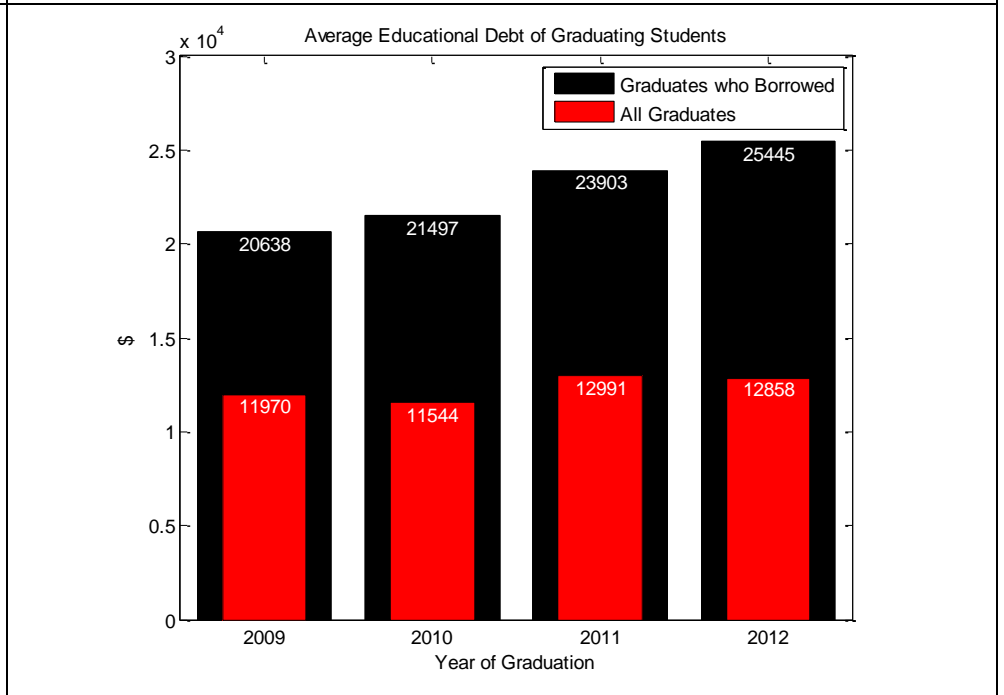
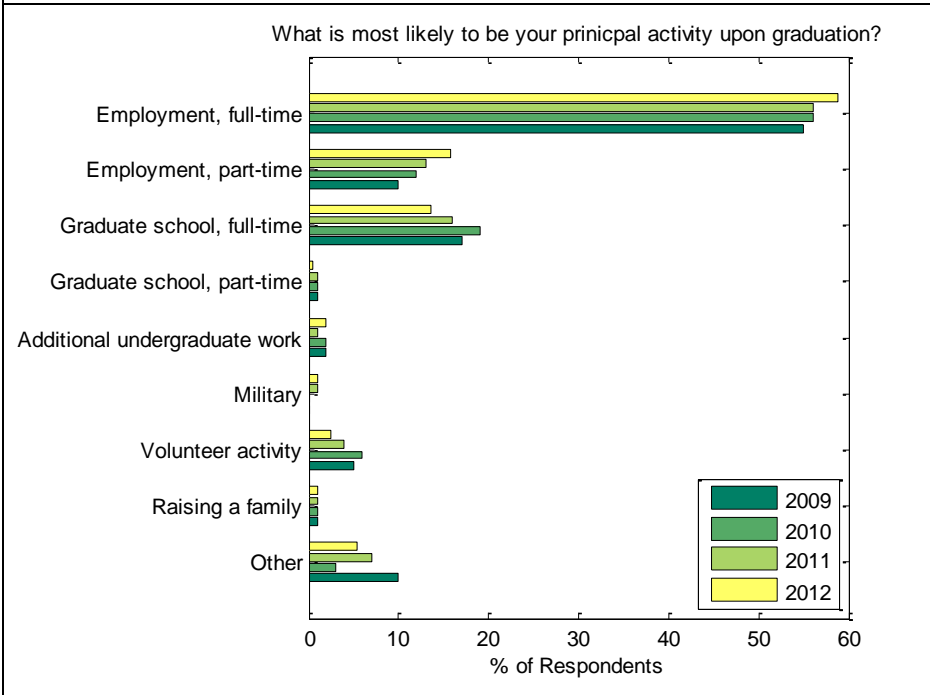
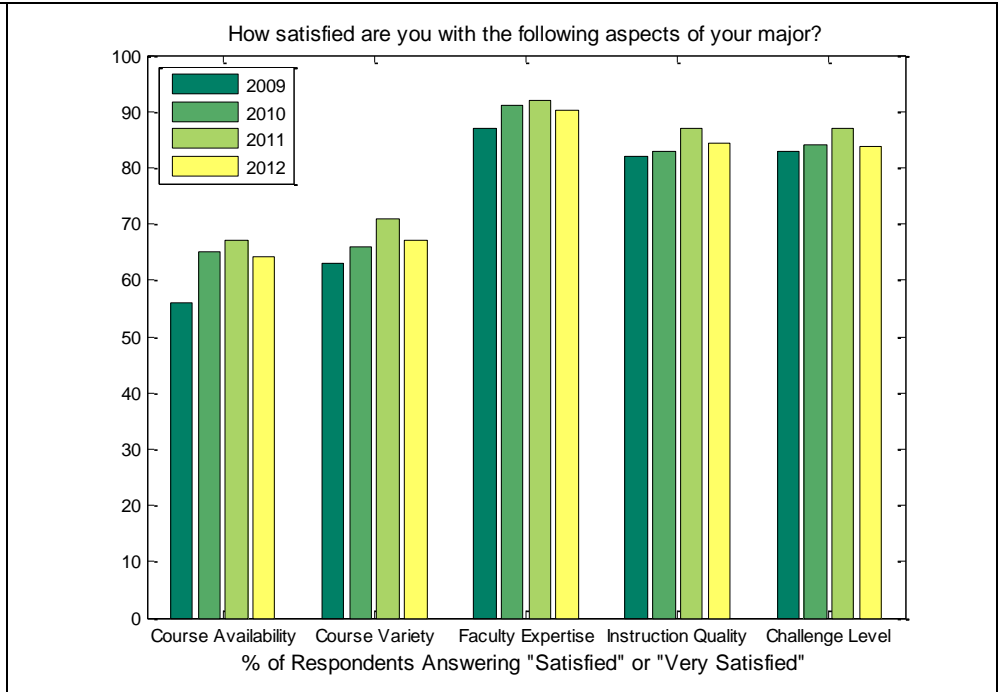
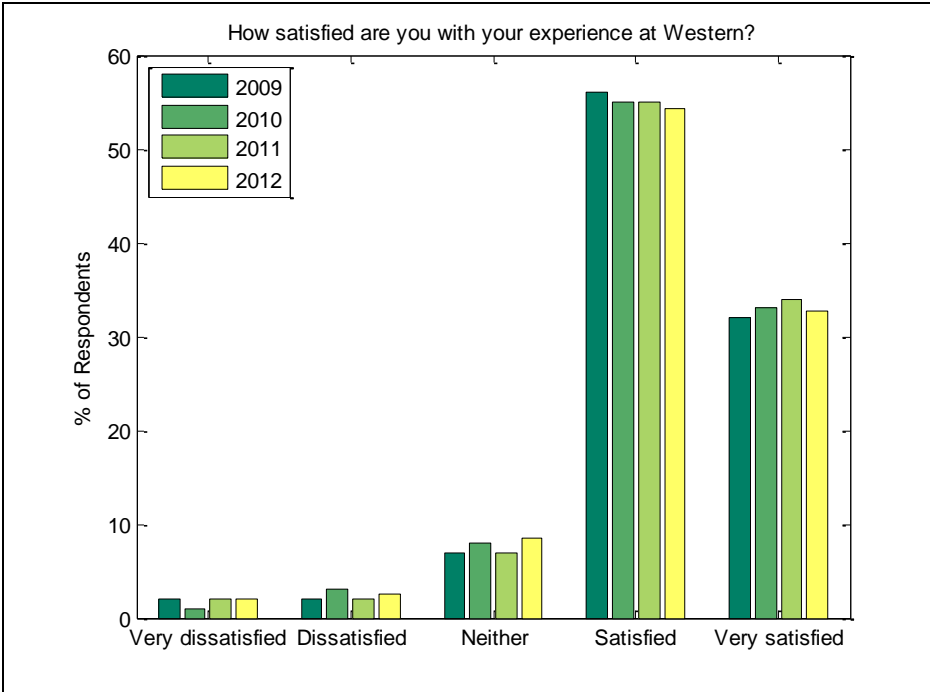
The WELS undergraduate exit surveys typically contain about 50 questions. Here we highlight four questions of potential interest to the BOT. Full reports of all WELS surveys conducted by OSR can be viewed at <http://www.wvu.edu/osr/>.

The first question, "How satisfied are you with your experience at Western?" is designed to gauge long-term changes in satisfaction with the Western Experience. In 2012, one-third of students said they were "very satisfied" and 54% claimed to be "satisfied" with Western. These numbers are in-line with those recorded by students graduating in the prior three years.

"How satisfied are you with the following aspects of your major," our second highlighted question, asks students to provide approval information regarding specific academic program qualities. Students routinely express high levels of satisfaction with faculty expertise, instruction quality, and the challenge level of courses within their major. Indeed, over 90% of graduating students are either "satisfied" or "very satisfied" with the expertise of their faculty. On the opposite end of the spectrum, two-thirds of students are "satisfied" or "very satisfied" with course availability and course variety. However, students are more satisfied with course availability and variety than they were four years ago perhaps a result of Western's specific attempts to reduce course bottlenecks.

Upon graduating, 74% of 2012 graduates indicate that their immediate plans are to join the labor force. This is nearly 10% higher than the class of 2009, possibly a result of the economic downturn. As our students are more likely to join the labor force in 2012 relative to 2009, they are less likely to attend full-time graduate school or to pursue a volunteer activity like the Peace Corp or Teach for America. Approximately 14% of 2012 graduates planned to attend a graduate program the year after leaving Western.

The final question we highlight asks “When you graduate, how much will be owed for your education?” Because students can borrow for their education via credit cards and private loans, responses on surveys typically produce different levels of debt than those estimated using official financial aid information. Here we present two measures: the average debt of all graduating students and the average debt of students who incurred educational debt. These averages differ considerably because roughly two-in-five respondents claim to have no educational debt. The average debt reported by the class of 2012 is \$12,858, a reduction of \$133 from the prior year and an increase of about 7% over the past four years. However, among students who borrowed for their education, the 2012 average amount owed is \$25,445, an increase of \$1,542 from the prior year and 23.2% higher than the class of 2009.



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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard by Vice President Eileen Coughlin  
**DATE:** August 17, 2012  
**SUBJECT:** **Admissions and Enrollment Summary**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

To provide a general update on enrollment and admissions

**August 2012 Enrollment and Admissions Report**

Prepared by Clara Capron, Executive Director of Admissions and Financial Aid

As of early August, fall quarter 2012 enrollment is projected as planned to be about the same as fall quarter 2011.

Efforts to recruit students for 2013-2014 have begun. On July 12-14, Western's Office of Admissions hosted the sixth annual Western Scholars Invitational. This event welcomed 143 top prospective high school students from across the state and country for an in-depth campus visit experience. This year marked the highest number of attendees in the event's history, which has progressively grown by approximately 20 new participants each year. Out of the 143 attendees, non-resident students made up 15% of the total participants. This year's cohort included students from 10 different states, representing some of our largest out-of-state populations like California, Oregon and Colorado, and as far away as Wisconsin and Minnesota. This was also a group of highly competitive students with an average GPA of 3.7, and a diverse mix of academic and extracurricular accomplishments.

The primary goals of Western Scholars Invitational are for the attendees to experience college life on Western's campus, to explore different academic interests, to learn about the college admission and scholarship processes, and to have the opportunity to interact with faculty, students and admissions staff. Throughout the program, students had the opportunity to sample university classes on topics including marketing, plant

biology, neuroscience, art, and mathematics. Students attended open houses hosted by all seven colleges, the Honors Program, International Programs & Exchanges, and the Associated Students. In addition to the academic side of things, students had the chance to participate in some of the classic Western experiences like staying the night in residence halls, hiking the Arboretum, visiting the Wade King Recreation Center, and exploring Boulevard Park.

While credit can never be solely allocated to one variable, historical trends show that students who attend Western Scholars Invitational have a higher confirmation rate than other admitted freshmen. For the incoming class of 2011, WSI participants had a 59% confirmation rate versus the class average of 38%.

The Office of Admissions is moving forward with two new initiatives aimed at broadening and modernizing its marketing to prospective students. Western will be partnering with CollegeWeekLive, a company that coordinates online college fairs during which prospective students will be able to visit Western's virtual booth and learn about Western through photographs, documents and even "chatting" with our Admissions Counselors. In addition, Western will be working with YouVisit to create a virtual campus tour that students can take on their laptops, tablets or mobile devices featuring video, 360-degree panoramic photographs and information conveyed by our student tour guides' own voices.

Both of these initiatives will allow students across the country and world to see and experience Western at their convenience. Both show strong evidence of enhanced student engagement and broader reach in terms of Western's marketing. With these initiatives, Western will be connecting with students literally where they live, offering convenience and technology that research has shown students appreciate.



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

**TO:** Members of the Board of Trustees

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

**DATE:** August 17, 2012

**SUBJECT:** **Alumni Association Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Provide an update to the Board on Alumni Relations activities.

**Supporting Information:**

Report Attached

## **OFFICE OF ALUMNI RELATIONS**

**ASK!**, the alumni-student online mentoring program continues to grow as students, faculty and staff utilize this career networking/mentoring tool. Over the past five months, searches of Ask! mentors by students has grown from 3,100 to more than 4,200—a 36% increase. Alumni mentors represent 29 states and 9 countries.

The 2012 Golden Viking Reunion welcomed more than 65 alumni and their family members to campus to celebrate 50 or more years since graduation. Over the two day event, alumni chose from numerous educational, recreational and social activities across campus. In addition, eight new Alumni Life Memberships and multiple scholarship donations were secured from Golden Vikings Reunion attendees.

Alumni Association memberships continue to be a key indicator in engagement with and support of the University. Over the past year, we have seen an 11% increase in membership and a 2% increase in members who have made a gift to the University. Additionally, in an effort to increase participation among faculty and staff, the option to purchase membership through payroll deduction is now available.

Benefits of Alumni Association membership encourage enrollment. The recent “member only” opportunity to purchase tickets to the WWU vs. Duke University basketball game resulted in 153 new/renewed memberships.

Ongoing broad-based engagement opportunities continue to be a focus. Since July 2012, we have planned and executed 10 events and programs with an additional 10 through September.



## **Capital Program Report**

**Board of Trustees**

**August 17, 2012**

### **MAJOR/INTERMEDIATE CAPITAL PROJECTS**

#### **Miller Hall Renovation**

As we wrap up the Miller Hall Renovation project, the Office of Financial Management has approved the transfer of remaining uncommitted funds in the amount of \$650,000 to two other Western capital projects.

Carver Academic Renovation will receive \$190,000 to supplement the design phase funding and Fraser Hall Renovation project will receive \$460,000 in additional project funds to address items related to: Building Envelope; Acoustical Treatment; Floor/Riser Modifications; and, Audio-Visual Presentation Modifications.

#### **Carver Academic Renovation**

LMN Architects and their sub-consultants, along with Mortenson Construction (Carver's General Contractor/Construction Manager or GC/CM) continue to meet with the University's project representatives to complete the design of the Carver Academic Renovation. Western received schematic design documents on July 30 and after University review of the documents, are scheduled to proceed into the design development phase in August 2012.

Concurrently, Mortenson Construction has begun the process of procuring Electrical and Mechanical Contractor/Construction Managers (EC/CM and MC/CM) to assist with Preconstruction Services during the design phase of the project. The EC/CM and MC/CM are scheduled to be under contract and providing preconstruction services in October 2012. Pending funding approval, construction is planned to start in fall 2013 and be completed spring of 2016.

#### **Fraser Hall Renovation**

Design is approximately 50% complete on the renovation project for Fraser Hall. Bidding design documents are in development by Mahlum Architects and their design team and will be ready for bidding by early fall of 2012. Construction is scheduled to begin winter quarter 2013 with final completion by fall quarter 2013.

The renovation of Fraser Hall is intended to upgrade all building systems. The project will address current building issues such as HVAC, indoor air quality, building exterior envelope issues, access and code problems. Included will be a new elevator providing access to all levels of the building and constructing efficient and modern accessible restroom facilities. Programmatic needs will also be addressed by the replacement of some fixed seating and the addition of technology to support a variety of learning modalities.

## **Classroom and Lab Upgrades – Phase 1**

Construction is underway and includes hazardous materials abatement; new lecture podium systems with computer, video and projection equipment; projection screens; whiteboards; modifications to doors, walls and ceilings; new flooring, ceilings and acoustical wall treatments; modifications to mechanical and electrical systems; and updated furnishings in some rooms.

Work has been progressing and the 18 classrooms under construction this summer will be completed by the end of August. Two additional classrooms are intended to be complete by early December.

## **OTHER SMALLER PUBLIC WORKS PROJECTS IN CONSTRUCTION THIS SUMMER**

In addition to the three larger public works projects identified above, there are approximately a dozen smaller projects being executed across campus and at Shannon Point Marine Center at Anacortes this summer. They are listed below and additional detail about the projects can be found on the Office of Facilities Development and Capital Budget website using the interactive campus map:

[http://www.wvu.edu/map/index.html?config=config\\_construction.xml](http://www.wvu.edu/map/index.html?config=config_construction.xml)

- Ridgeway Beta Renovation – Phase 2
- Multi-Building Wireless Implementation – Phase 2
- Mathes Hall Sprinkler Renovation – Phase 1
- College Hall Roof Tile Replacement
- Administrative Services Building Machine Room Upgrade
- Engineering Technology 3<sup>rd</sup> Floor Ventilation Improvements and Exterior Renewal
- Shannon Point Marine Center Main Lab Roof Replacement
- College Hall and Environmental Studies Center Fire Alarm Upgrade
- Replacement of Brick Pavers at Several Locations Throughout Campus
- Water Main Replacement Near Old Main
- Steam Distribution System Upgrade
- Stormwater Treatment Facility Restoration
- ESCO Energy Savings Projects

## **2013-15 CAPITAL PLANNING PROCESS**

Since June Board approval of the 2013-2023 Ten Year Plan and 2013-2015 Capital Budget Request, the University has been completing its 2013-2015 major and intermediate project proposals for submission to the Office of Financial Management by the August 1<sup>st</sup> deadline. Concurrently, we have been developing the full 2013-2023 Capital Plan including the 2013-2015 Capital Budget Request 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 Stephanie Bowers, Vice President for University Advancement and Executive Director, WWU Foundation

**DATE:** August 17, 2012

**SUBJECT:** **Development Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Provide an update to the Board on Western Washington University Foundation activities.

**Supporting Information:**

Report Attached

## **OFFICE OF DEVELOPMENT**

The *Western Stands for Washington* campaign reached its one year milestone on June 30<sup>th</sup> with more than \$11 Million in gifts, pledges and gift commitments. Cash gifts during that time increased by 10%, or nearly \$400,000 over the previous year. We are pleased with this successful start, and we are continuing in exciting conversations with potential donors for the upcoming years.

Our staff configuration for Advancement is nearly complete. New hires: Matt Hammatt has joined the Foundation staff as the Planned Giving Coordinator, and DeNel Stoltz as the Director of Development for the College of Sciences and Technology. Mackenzie Boetes has taken on a new role as Stewardship Program Director, and alumnus Renee Reynolds has been hired as the new Assistant Director of Special Events.

### **Gifts of Note**

A distribution from the estate of Robert Swaile of \$100,000 to fund projects within the College of Fine and Performing Arts (CFPA) and Woodring College of Education

A gift of \$50,000 towards their campaign commitment of \$250,000 from the Dreier Family to support CFPA

A gift in excess of \$30,000 from Frank and Mary King to support athletic scholarships

\$15,000 from Charles Ross for graduate and undergraduate scholarships

An estate gift in excess of \$425,000 from Eugene Williams to support the Campus Enrichment Fund

An additional and final distribution of \$40,000 from the estate of Ada Walter to support the Walter Scholarship within CFPA

A gift of \$50,000 from John and Mimi Ferlin to support the Frank C. Brooks Family Scholarship within the College of Business and Economics

\$10,000 each from Midge Loser and Fran Frazier to fund a scholarship endowment in support of PEHR majors

\$25,000 from the Muckleshoot Tribe in support of scholarships for entering students

### **Upcoming Events**

September 13<sup>th</sup>—Viking Night Auction

September 27<sup>th</sup>—Foundation Board Quarterly Meeting

October 10<sup>th</sup>—Athletics Scholarship Dinner

**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  
**DATE:** August 17, 2012  
**SUBJECT:** **University Relations Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

Report Attached

**WESTERN WASHINGTON UNIVERSITY  
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS**

**REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES**

**GOVERNMENT RELATIONS**

State Relations

Government Relations and University Relations have been working on finalizing WWU's 2013-15 Decision Package requests and developing strategies to seek support for these proposals. We are planning statewide visits with legislators and other interested supporters to help people understand the benefits to the state and students of investing in these proposals. In June we hosted the Munro Institute Seminar programs that brought legislators, political reporters, budget leaders, political insiders, political activists and lobbyists together for a series of in depth panel discussions in Seattle as part of Western in Seattle at North Seattle Community College the week of June 18<sup>th</sup> and at Western's campus in Bellingham the week of June 25<sup>th</sup>. We continue to work with the other baccalaureate institutions and the community colleges to coordinate our approach to the 2013-15 legislative session.

**UNIVERSITY RELATIONS**

Economic Development

Over the past year Western has played a leadership role in the reorganization of economic development planning and practicing in Whatcom County. That reorganization has led to the elimination of duplication of services and to operational efficiencies that result in better services and cost savings for funding providers.

Western offers small businesses in Whatcom County general counseling services through its Small Business Development Center and export assistance through the Center for Economic Vitality. Both the SBDC and the CEV operate through WWU's College of Business and Economics.

CBE Dean Brian Burton and VP Steve Swan have been engaged in a series of listening sessions about economic development in the region with representatives of various private and public sector entities. Specifically, they are seeking evaluation feedback on the roles Western currently plays in economic development and opinions on the potential ways it can improve and potentially increase its efforts in the future.

The process will conclude with a report back to those who were interviewed, and to the government agencies that provide funding for economic development in Whatcom County. An assessment report and proposal for future Western involvement in economic development related activities operations will also be made to the Western administration. The report will focus on the needs of the community and propose a plan in which WWU's intellectual and programmatic strengths can be applied to stimulate economic development.



### Munro Seminar

Western hosted the annual Ralph Munro Seminar in Seattle June 19-21 and in Bellingham June 26-28. All six days of the event are being televised on a delayed basis by TVW to a statewide audience.

Under the leadership of Associate Vice President Sherry Burkey and Munro Chair Sara Weir, an outstanding slate of keynote speakers and panelists was assembled. Keynote addresses were delivered by Western President Bruce Shepard, Trustee Dick Thompson and Attorney General and Republican candidate for governor Rob McKenna. Democratic candidate for governor Jay Inslee was also invited to speak but a scheduling conflict prevented him from attending.

The panelists included legislators, journalists, lobbyists and representatives of special interest groups. The title of the Seminar was “Governing in Challenging Economic Times” and the panel topics were: Initiative and Referendum process – Good for Washington State, Political Reporting, Political Influence, Budgeting in Challenging Times, Higher Education Legislative Challenges and Lobbying – It’s Role in the State Capitol.

### Waterfront Development

Western continues to engage in discussions with representatives of the Port of Bellingham (POB) about a developer financed facility for Western at the Bellingham waterfront. The POB has contracted with Heartland Development LLC of Seattle to provide strategic guidance on the writing of specifications for an RFP for the selection of a developer for the site.

Heartland is working with all entities involved in the waterfront development to explore potential programmatic and operational partnerships that would provide added synergy to stimulate development. The firm is also providing guidance to the Port and Western on land ownership and acquisition.

## **OFFICE OF UNIVERSITY COMMUNICATIONS**

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

- University Communications staff helped with the extremely successful **Ralph Munro Institute** in a number of ways, including writing news releases, helping write panelist biographies and assisting with set-up and coordination of TVW coverage of the panels.
- The fall 2012 edition of **Window magazine**, edited by **Mary Gallagher**, is under way, with stories that will demonstrate Vikings’ expertise in topics ranging from military forensics to planning a wedding. Our back-to-school **Soundings** edition will also come online soon, providing families with useful information about how to support their students at Western. We’re also putting the finishing touches on our online **Annual Report** as well as a brochure illuminating some impressive highlights from 2011-12.
- University Communications successfully placed a number of Western stories in the media, including: the [Pacific Northwest Moths](#) website launched by Biology Professor Merrill Peterson, which led to stories on KUOW public radio in Seattle, the Seattle Times, Tacoma News Tribune and the front page of the Bellingham Herald; and [Brad Snowden](#), WWU astronomer and planetarium manager, who

was selected by NASA to join a team to create social media buzz on the Mars rover mission, with stories on KUOW, Bellingham Herald and Tacoma News Tribune.

- New Media Coordinator **Matthew Anderson** continues to build cohesion in **Western's social media efforts** by educating entities throughout campus on voice, content and the importance of customer service. He is beginning a student social media internship this fall to give students experience and training while also allowing them to share their love of the university with their fellow students.
- University Communications assistant director **John Thompson** is working on various branding projects, including placing a print ad run in the Alaska and Horizon airline magazines for the upcoming school year, as well helping re-brand university vehicles with Western's new logo.
- Booking **faculty speakers** by **Pam Smith** through [Western's Speakers Bureau](#).
- Completion of **graphic design projects** by **Chris Baker** and **Derek Bryson** with many campus offices, including design templates for college and department websites as part of the new website and rebranding, the Western Reads program, Compass 2 Campus website update, various academic departments, Athletics media guides, Canadian-American Studies, an update of the university parking map, and logos, certificates and poster designs for the Sustainability Office certification program.

## **MEETING EVALUATION & FUTURE AGENDA TOPICS**

## **DATE FOR NEXT REGULAR MEETING**

- October 11, 12, 2012

# **ADJOURNMENT**