

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
August 19 & 20, 2010**

**FRIDAY, August 20, 2010**

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

- 1. CALL TO ORDER, APPROVAL OF MINUTES**  
8:00 – 8:05
  - Board of Trustees Meeting, June 10 & 11, 2010
  
- 2. RECOGNITIONS AND INTRODUCTIONS**  
8:05 – 8:10
  - Welcoming Richard Van Den Hul, Vice President for Business & Financial Affairs
  
- 3. BOARD CHAIR**  
8:10– 8:25
  - Resolution 2010 – 07 Recognizing the Service of Board Member Howard Lincoln
  - Resolution 2010 – 08 Welcoming Student Trustee Ramiro Espinoza
  - Board of Trustees Assessment Survey
  
- 4. UNIVERSITY PRESIDENT**  
8:25 – 8:30
  - Resolution No. 2010 - 09 Recognizing the Service of Interim Vice President Kathy Wetherell, Business & Financial Affairs
  
- 5. ASSOCIATED STUDENTS**  
8:30 – 8:40
  
- 6. FACULTY SENATE**  
8:40 – 8:50

## ACTION ITEMS

### 7. CONSENT ITEMS

8:50 – 8:55

- Approval of Summer Quarter Degrees

### 8. MOTION TO RENEW DANCE PROGRAM LEASE AGREEMENT

8:55 – 9:00

Presentation: Rich Van Den Hul, Vice President of Business & Financial Affairs

9:00 – 9:05

Discussion

### 9. APPROVAL OF 2011-13 BIENNIAL OPERATING BUDGET REQUEST

9:05 – 9:15

Presentation: Bruce Shepard, President  
Paula Gilman, Exec. Director of Planning & Budgeting

9:15 – 9:25

Discussion

### 10. APPROVAL OF AGREEMENT BETWEEN WESTERN WASHINGTON UNIVERSITY AND THE WESTERN WASHINGTON UNIVERSITY FOUNDATION

9:25 – 9:35

Presentation: Wendy Bohlke, Senior Counsel  
Stephanie Bowers, Vice President for University Advancement

9:35 – 9:45

Discussion

### 11. APPROVAL OF 2011 BOARD OF TRUSTEES MEETING SCHEDULE

9:45 – 9:50

- February 10 & 11, 2011
- April 14 & 15, 2011
- June 9 & 10, 2011
- August 18 & 19, 2011
- October 13 & 14, 2011
- December 8 & 9, 2011

**BREAK 9:50 - 10:05**

## DISCUSSION ITEMS

### 12. OLYMPIA UPDATE: GOVERNOR'S HIGHER EDUCATION FUNDING TASK FORCE

10:05 – 10:15

Presentation: Sherry Burkey, Associate Vice President for University Relations

10:15 – 10:25

Discussion

13. **BANNER FINANCE AND HUMAN RESOURCES INITIATIVES PROJECT UPDATE**  
10:25 – 10:30 Presentation: Rich Van Den Hul, Vice President for Business & Financial Affairs  
10:30– 10:35 Discussion

## REPORTS

14. **NORTHWEST HIGHER EDUCATION COALITION REPORT**  
10:35 – 10:45 Presentation: Sherry Burkey, Associate Vice President for University Relations  
Paul Dunn, Senior Executive Assistant to the President  
10:45– 10:55 Discussion
15. **EDUCATIONAL CHANNEL IN BELLINGHAM**  
10:55 – 11:05 Presentation: Steve Swan, Vice President for University Relations  
11:05 – 11:15 Discussion
16. **INFORMATION ITEMS**  
11:15– 11:30
- Alumni Relations Report  
Capital Program Report  
Development Report  
Quarterly Academic Program Review  
University Relations Report
17. **MEETING EVALUATION & FUTURE AGENDA TOPICS**
18. **DATE FOR NEXT REGULAR MEETING: October 7 & 8, 2010**
19. **EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**  
11:30 – 12:00
20. **ADJOURNMENT**
21. **LUNCH**

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

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

**FROM:** President Bruce Shepard

**DATE:** August 20, 2010

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

**PURPOSE:** Action Items

---

**Purpose of Submittal:**

Approval of the Board of Trustee 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 Trustee Meeting, June 10 & 11, 2010

**Supporting Information:**

Minutes of June 10, 2010

Minutes of June 11, 2010

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**REGULAR MEETING  
June 10, 2010**

**1. CALL TO ORDER**

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:02 p.m., June 10, 2010 in Old Main 340, Western Washington University, Bellingham.

Chair Sharpe welcomed new Trustee Tod Leiweke to the Board of Trustees. Leiweke is CEO of Vulcan Sports and entertainment, Paul Allen's organization for the Seattle Seahawks and other northwest sport teams.

**Board of Trustees**

Betti Fujikado  
Tod Leiweke  
Howard Lincoln  
Dennis Madsen, Secretary  
Ralph Munro  
Phil Sharpe, Chair  
Peggy Zoro, Vice Chair

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Sherry Burkey, Associate Vice President for University Relations  
Brian Burton, Dean, College of Business and Economics  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Chris Cox, Dean of Libraries  
Moheb Ghali, Dean, Vice Provost for Research / Dean, Graduate School  
Roger Gilman, Dean, Fairhaven College  
Dan Guyette, Dean, College of Fine and Performing Arts  
Dan Lerner, President, Faculty Senate  
Bill Lyne, Faculty Associate to the President and Provost  
Arlan Norman, Dean, College of Sciences and Technology  
Jeff Newcomer, Chair, University Planning and Resource Council  
Scott Pearce, Vice President, Faculty Senate  
Nancy Phillips, Interim Secretary to the Board / Assistant to the Vice President,  
Business and Financial Affairs  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Stephanie Salzman, Dean, Woodring College of Education  
Bradley Smith, Dean, Huxley College of the Environment  
Steve Swan, Vice President for University Relations  
Kathy Wetherell, Interim Vice President for Business and Financial Affairs

## **2. SPECIAL REPORTS**

### **A. Roundtable Discussion: Strategic Planning and 2011-2016 State, Federal, Campaign and Reallocation Agendas**

President Shepard welcomed the participants to the roundtable discussion. Participants included the President, Trustees, Vice Presidents, Associate Vice President for University Relations, Deans, Faculty Senate President and Vice President, Faculty Associate to the President, University Planning and Resource Council Chair, and the outgoing and incoming A.S. Presidents.

The President said that this was an initial discussion of the university's Strategic Plan and that conversations will continue over the next academic year as proposals to revise the plan are heard. The President also said that the University will submit its 2011-2013 budget request to the Office of Financial Management in September 2010, following approval by the Board of Trustees at the August 2010 meeting.

The participants discussed a variety of potential changes to the WWU Strategic Plan. Comments included:

- Condense to one page
- Simplify to four sentences
- Forward thinking
- A sharp, narrow focus
- Time sensitive
- Aspiring
- Connected to branding

## **3. EXECUTIVE SESSION**

At 4:45 p.m. Chair Sharpe announced that the Board would convene in Executive Session to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110 for approximately 15 minutes. The Board reconvened in Open Session at 5:05 p.m. and no action was taken.

Meeting adjourned at 5:10 p.m.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**REGULAR MEETING  
June 11, 2010**

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

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:00 a.m., June 11, 2010 in Old Main 340, Western Washington University, Bellingham.

**Board of Trustees**

Betti Fujikado  
Sarah Ishmael  
Tod Leiweke  
Howard Lincoln  
Dennis Madsen  
Ralph Munro  
Phil Sharpe, Chair  
Peggy Zoro

**Western Washington University**

Bruce Shepard, President  
Wendy Bohlke, Assistant Attorney General  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocke, Director, University Communications  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Paul Dunn, Sr. Executive Assistant to the President  
Paula Gilman, Executive Director of University Planning and Budgeting  
Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity and Employment Diversity  
Matt Jarrell, Associated Students President  
Dan Lerner, President, Faculty Senate  
Nancy Phillips, Interim Secretary to the Board / Assistant to the Vice President, Business  
And Financial Affairs  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Steve Swan, Vice President for University Relations  
Kathy Wetherell, Interim Vice President for Business and Financial Affairs

**MOTION 6-1-10**

Dennis Madsen moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following:

- Minutes of the April 15 & 16, 2010 Board of Trustees Meeting

Motion passed unanimously.

### **3. RECOGNITIONS AND INTRODUCTIONS**

#### **a. Resolution No. 2010-06**

Trustee Zoro welcomed members of the Western Women's Rowing team and read Resolution No. 2010-06.

#### **A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY CONGRATULATING THE WESTERN WOMEN'S ROWING TEAM**

WHEREAS, The Western Women's Rowing Team won the program's and school's sixth straight NCAA Division II national championship; and

WHEREAS, it is the first time that a school has won six consecutive titles since the NCAA began a rowing championship in 1997; and

WHEREAS, the Vikings' varsity eight and varsity four shells both advanced to the grand finals after qualifying heats, as the Four won the grand final and the Eight finished second resulting in the NCAA DII National Rowing Championship; and

WHEREAS, the Vikings' varsity eight, second varsity eight, novice eight, varsity four and second varsity four placed first at the Northwest Collegiate Rowing Conference Championships; and won the Team title for the sixth straight year; and

WHEREAS, Western was ranked No. 1 nationally in the Collegiate Rowing Coaches Association NCAA II Coaches Poll throughout the regular season; and

WHEREAS, Varsity six seat Heather Kelly was named CRCA All-American and Madeleine Eckmann, Casey Mapes, Megan Northey, Miranda Steward, and Carson MacPherson-Krutsky were named CRCA National Scholar Athletes; and

WHEREAS, the team members distinguished themselves as students in the classroom as well as on the course throughout a rigorous schedule of events; and the entire team demonstrated fine sportsmanship and inspired youth to work hard, play well and enjoy athletic competition;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially recognizes the Western Women's Rowing Team for its unprecedented accomplishment and extends to the team the Board's gratitude and best wishes on behalf of the entire University Community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 11, 2010.



### **b. Recognition of Dr. Angela Harwood, Woodring College of Education**

Dean Salzman introduced Dr. Angela Harwood, Professor of Secondary Education at Woodring College. Dr. Harwood was recognized for her service learning contributions to Western, its students and the community. Dr. Harwood's work has been recognized nationally by the Education Commission of the States, and by the Thomas Erlich Faculty Awards, which recognize the nation's most outstanding service learning faculty.

As faculty leader for service learning in the Woodring College of Education, Dr. Harwood established the Learning in Community Office, a Woodring hub for communicating with community partners and working with faculty to ensure well coordinated, academically integrated and sustainable service-learning contributions. Altogether, Dr. Harwood's curriculum, programs and teaching efforts have resulted in direct benefits to more than 35 nonprofit or governmental agencies in the form of service of university and middle school students.

A Certificate of Recognition from the Board of Trustees was read by Trustee Ishmael and presented to Dr. Harwood.

### **c. Introduction of Dr. Paul Dunn, Senior Executive Assistant to the President**

President Shepard introduced Paul Dunn, who began his duties May 17 as senior executive assistant in the President's Office. He is responsible for a wide range of duties that include the coordinating and facilitating various responsibilities and projects of the President's Office and serving as part of the senior administrative team.

Dunn discovered a passion for learning during a high school philosophy class that carried him to the Great Books program at St. John's College. Eager to balance an education grounded in Western classics with his interests in Eastern culture and thought, Dunn traveled extensively in Southeast Asia, including Indonesia, Tibet and India.

Upon his return, Dunn enrolled in the Ph.D. program in Philosophy at the University of Wisconsin-Madison, where he wrote a dissertation about skepticism and the philosophy of language. In addition to teaching philosophy during his studies, Dunn also worked at the UW-Madison's Health Sciences IRG reviewing medical research for ethical compliance.

Most, recently, Dunn was director of Special Communications at The Children's Hospital of Philadelphia Foundation, where he wrote speeches and correspondence for the hospital's senior leadership, as well as transformational gift proposals.

**3. BOARD CHAIR REPORT**

**a. Resolution No. 2010-04**

Trustee Madsen read Resolution No. 2010-04 Recognizing the Service of Board Member Sarah Ishmael. A plaque and campus photo was presented to her.

**A RESOLUTION OF THE BOARD OF TRUSTEES  
RECOGNIZING THE SERVICE OF BOARD MEMBER  
SARAH ISHMAEL**

WHEREAS, SARAH ISHMAEL of Gig Harbor, Washington, has served as a member of the Western Washington University Board of Trustees from September 8, 2009 – June 30, 2010; and

WHEREAS, SARAH ISHMAEL has the distinction of being the twelfth student appointed by the Governor to the Board of Trustees of Western Washington University; and

WHEREAS, SARAH ISHMAEL brought to her appointment as a trustee leadership qualities developed as Vice President for Legislative and Governmental Affairs of the Western Washington University Associated Students; and

WHEREAS, SARAH ISHMAEL brought to her appointment as a trustee dedication to the campus community through her service chairing the Legislative Affairs Council, the ASWWU representation to the Washington Student Lobby, and other Bellingham city and Whatcom County organizations including the Mayor's Neighborhood Advisory Commission; and

WHEREAS, SARAH ISHMAEL has contributed her time and commitment to the University at considerable personal sacrifice while preparing to earn a Bachelor of Arts Degree with a concentration in Law Diversity and Justice: Advocacy for Equal Access to Higher Education; and

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

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees of Western Washington University that SARAH ISHMAEL 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 11, 2010.

**b. Resolution No. 2010-05**

Trustee Sharpe read Resolution No. 2010-05 welcoming new trustee Tod Leiweke.

**A RESOLUTION OF THE BOARD OF TRUSTEES  
WELCOMING TOD LEIWEKE**

WHEREAS, on May 12, 2010, Governor Christine Gregoire appointed TOD LEIWEKE of Renton, Washington to serve a term on the Western Washington University Board of Trustees through September 30, 2015; and

WHEREAS, TOD LEIWEKE brings to his appointment as a trustee a distinguished 28 year career in professional sports; and

WHEREAS, TOD LEIWEKE brings to his appointment as a trustee his experience as CEO for the Seattle Seahawks, President of First and Goal, Inc, and currently the CEO of Vulcan Sports and Entertainment, which oversees all aspects of the Seattle Seahawks, Portland Trail Blazers, and Seattle Sounders FC; and

WHEREAS, TOD LEIWEKE brings to his appointment as a trustee his experience in the formation of the "Spirit of 12" Partnerships which benefits the American Heart Association, Boys & Girls Clubs Washington State Association, Camp Fire USA, Treehouse, and YMCA of Greater Seattle; and

WHEREAS, TOD LEIWEKE brings to his appointment as a trustee his experience of service as a board member on a number of Washington-based organizations including Washington CEO Roundtable, YMCA of Greater Seattle, and The Space Needle; and

WHEREAS, TOD LEIWEKE 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 hearty congratulations and a warm welcome to TOD LEIWEKE 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 June 11, 2010.

**5. UNIVERSITY PRESIDENT**

President Shepard offered reflections on the state of the University, stating that Western has been through a difficult two years in terms of budget, and the next three years will be difficult as well. Despite this, the University is in good fiscal shape and is prepared to weather the budget difficulties ahead. President Shepard stated that while there have been serious budget consequences, the administration and staff worked together to steer the direction of the University. Western has also taken the sense of earning ownership externally with the '100 Conversations'.

President Shepard noted the strengths in making changes to Western's curriculum. As Western looks forward to the years ahead and the challenges, efforts in Olympia must be even more effective. Western is sound fiscally as preparations are made for increasingly difficult years ahead. President Shepard stated that he continues to be very excited about Western's future and to take the next step up to be the best university of its type.

## **6. ASSOCIATED STUDENTS**

A.S. President Matt Jarrell introduced Colin Watrin, the A.S. president for 2010-2011. Jarrell stated that with the increase of tuition, it was the goal of the A.S. to keep the fees low for 2010-11; therefore only two of the student fees were increased. The new A.S. Charter, a joint document between the Associated Students and Western Washington University, was reviewed and discussed.

## **7. FACULTY SENATE**

Dan Larner, Faculty Senate President, introduced the 2010-2011 Faculty Senate President, Scott Pearce. Dr. Larner reported on changes to the Faculty Handbook, Bylaw 7, Senate Library Committee Charge. The Charge requires that faculty representatives to the committee be selected by their respective colleges. Dr. Larner added that additional changes to the Faculty Handbook will be brought to the Board in coming months.

## **ACTION ITEMS**

### **8. CONSENT ITEMS**

Trustee Sharpe announced that the Delegation of Authority for Armory Stabilization (PW615) would be moved from the consent agenda and would be noted on as a separate item.

MOTION 6-2-10      Trustee Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Approval of Spring Quarter Degrees
- Construction Contract Award for Campus Safety Voice Annunciation System (PW604)
- Delegation of Authority to Upgrade Campus Network Switches (PW605)
- Consultant Contract Award for Ridgeway Beta Residence Hall Improvements (PW631)

Motion passed unanimously.

Trustee Sharpe recused himself from the discussion of the Delegation of Authority for Armory Stabilization (PW 615) and left the room.

MOTION 6-3-10 Trustee Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:

- Delegation of Authority for Armory Stabilization (PW615)

The Motion passed.

Chair Sharpe returned to the Board meeting.

**9. APPROVAL OF THE 2010-11 ANNUAL STATE OPERATING BUDGET, INCLUDING PLAN FOR ONE-TIME COST REDUCTIONS COMMENSURATE WITH ENGROSSED SUBSTITUTE SENATE BILL 6503.**

President Shepard stated that an open and transparent budget process will continue. The budget that was adopted for the biennium will be cut further due to shortfalls in state revenues beyond what were projected. With Faculty Senate's leadership, the University Planning and Resource Council was established to improve decision making at the University.

MOTION 6-4-10 Trustee Madsen moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2010-11 Annual State Operating Budget of \$131,750,632, including State Appropriations in the amount of \$58,797,000 and net tuition operating fee revenue of \$66,930,882; FURTHERMORE, IT IS MOVED that the Board of Trustees, upon the recommendation of the President, approve a plan for \$1,172,000 in one-time cost reductions commensurate with direction in Engrossed Substitute Senate Bill 6503 Section 3(1)(c), and reflected in the 2010-11 budget.

Motion passed unanimously.

**10. APPROVAL OF THE 2011-2013 CAPITAL BUDGET REQUEST AND 2011-2021 TEN YEAR CAPITAL PLAN**

President Shepard stated that the Capital budget process and request was discussed at the April 2010 Board of Trustees meeting. Significant changes from then and now are Fraser Hall Improvement and adjustments to the Performing Arts Center façade.

MOTION 6-5-10 Trustee Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2011-2013 Capital Budget Request from state-appropriated funding sources totaling \$57,950,000.

Motion passed unanimously.

## 11. APPROVAL OF STUDENT FEES

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services, reviewed changes to the Mandatory Student Fees. Coughlin said that these fees come through, and are approved by the student government.

MOTION 6-6-10 Trustee Ishmael moved that the Board of Trustees of Western Washington University, upon the recommendation of the President and the various constituent review committees approve the 2010-11 mandatory student fee levels and distribution as proposed in the attached documents **(Att A)** for the following fees:

- Green Energy Fee (formerly Renewable Energy Fee)
- Non-Academic Building Fee
- Services & Activity (general S&A) Fee
- Student Transportation Fee
- Health Service Fee
- Technology Fee
- Student Recreation Fee

Motion passed unanimously.

At 9:45 a.m. Chair Sharpe announced a 15 minute break. The meeting resumed at 10 a.m.

## 12. APPROVAL OF ACADEMIC SELF-SUSTAINING PROGRAM FEES FOR EXTENDED EDUCATION AND OTHER PROGRAMS

Provost Riordan presented an overview of Academic Self-Sustaining Program Fees, which include tuition fees for Summer Session as well as a variety of extended education and other academic programs.

MOTION 6-7-10 Trustee Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the 2010-11 Academic Self-Sustaining Program fee schedule.

Motion passed unanimously.

## 13. ACCEPTANCE OF THE CLIMATE ACTION PLAN

Interim Vice President Kathy Wetherell provided an overview of the WWU Climate Action Plan. Tim Wynn, Director of Facilities Management, stated that this document is tied to how the University operates and how it is situated. It will involve not only the infrastructure of the campus, but how every member of the campus behaves with regards to the environment around it. This document must be flexible and responsive to the University. Seth Vidana, Coordinator for Office of Sustainability, said that the plan outlines the strategy for Western to become the first school in Washington State to achieve net zero greenhouse gas emissions and regain the leadership position as a sustainable institution.

MOTION 6-8-10 Trustee Ishmael moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, accepts the Climate Action Plan with the understanding that provisions therein will be considered as appropriate through our established open, transparent and bottom up strategic planning, budgeting and academic planning processes.

Motion passed unanimously.

#### **14. APPROVAL OF AMENDMENTS TO AUDIT COMMITTEE CHARTER**

Trustee Zoro provided an overview of the proposed amendments to the Board Audit Committee Charter.

MOTION 6-9-10 Trustee Lincoln moved that the Board of Trustees of Western Washington University, upon the recommendation of the Board of Trustees Audit Committee and President Shepard, approve amendments to the Audit Committee Charter. Further, that the Board of Trustees Rules of Operation, Appendix B, be updated to reflect the amended Audit Committee Charter.

Motion passed unanimously.

#### **15. APPROVAL OF AMENDMENTS TO INTERNAL AUDIT CHARTER, POLICY AND PROCEDURES**

Trustee Zoro requested that Kim Herrenkohl, Director of Internal Audit, provide an overview of amendments to the Board Audit Committee Charter, policy and procedures. The amendments include a change regarding adoption of the audit schedule, shifting it back from the Audit Committee to the Board of Trustees.

MOTION 6-10-10 Trustee Lincoln moved that the Board of Trustees of Western Washington University, upon the recommendation of the Board of Trustees Audit Committee and President Shepard, approve amendments to the Office of the Internal Auditor Charter; POL-U1500.01 Establishing Internal Audit Activities; PRO-U1500.01A Creating the Internal Audit Schedule; and PRO-U1500.01B Requesting Internal Audit Services During the Year.

Motion passed unanimously.

#### **16. APPROVAL OF INTERNAL AUDIT SCHEDULE**

Trustee Zoro requested that Kim Herrenkohl, Director of Internal Audit, explain the Internal Audit Schedule process. Herrenkohl said that the Internal Audit schedule is developed utilizing a risk assessment process, soliciting input from across campus, considering external audit activities and includes follow-up audits and flexibility for contingencies that may arise during the year.

Draft Internal Audit schedules were discussed with Vice Presidents, Provost, President, and Board Audit Committee.

MOTION 6-11-10 Trustee Lincoln moved that the Board of Trustees of Western Washington University, upon the recommendation of the Board of Trustees Audit Committee and President Shepard, approve the 2010-2012 Internal Audit Schedule.

Motion passed unanimously.

## **17. ELECTION OF BOARD OF TRUSTEE OFFICERS**

MOTION 6-12-10 Trustee Zoro moved that the Board of Trustees of Western Washington University elect new Board members as nominated: Dennis Madsen, Chair; Ralph Munro, Vice Chair; and Betti Fujikado, Secretary, to be effective at the close of this meeting.

Motion passed unanimously.

## **DISCUSSION ITEMS**

### **18. CAMPAIGN PRIORITIES**

President Shepard indicated there is great enthusiasm for the campaign. The University has not started a comprehensive campaign in the last 15 years or so. Vice President Bowers reviewed the campus process which involved the Provost, Deans and their faculty. A draft campaign case statement will be brought to the Board at the August Board meeting. A feasibility study will be launched this fall.

### **19. BRANDING UPDATE**

Vice President Swan provided a brief review of the WWU branding initiative. The leadership team was made up of 15 participants, a cross-section of the University including students, faculty, staff and the community. The branding strategy is directed primarily towards prospective students, students and learners of all ages. The five key points that came from the brand strategy are research driven, and are strategically laid out. President Shepard stated that Western must identify what parallel consistent messages reach other audiences as part of the integrated marketing package.

### **20. LEGISLATIVE UPDATE**

Sherry Burkey, Associate Vice President for University Relations, discussed creating advocacy on behalf of Western's legislative agenda by linking Western's campaign and the branding initiative both in Olympia and at the federal level. Western plans to develop a robust legislative support network, a core of strong higher education supporters in 10 districts who will commit to get to know their legislators and become advocates for higher education. A general advocacy



network will be composed of alumni and friends. Western currently has a campus coalition with its unions including staff, faculty and student leadership. Additionally, a group called the Northwest Higher Education Coalition is currently being formed.

## **21. AMENDMENTS TO 1995 AGREEMENT WITH WESTERN WASHINGTON UNIVERSITY FOUNDATION**

President Shepard said the amendments to the 1995 WWU Foundation Agreement are made in order to operate the endowments more efficiently. Senior Counsel Bohlke advised that the Agreement be brought back to the Board of Trustees at its August meeting for further discussion and action.

## **COMMITTEE REPORTS**

### **22. BOARD AUDIT COMMITTEE**

Trustee Zoro, Chair of the Board Audit Committee Chair, reported on the June 10, 2010 committee meeting. The final report of the Information Technology Security Audit, performed by LBL Technology Partners, and the University's written responses were presented and discussed by the committee. Interim Vice President Wetherell led a discussion about past University financial statement audit services and various potential future plans for audit services. An additional in-depth review is planned before the end of 2010.

### **23. INFORMATION ITEMS**

- **Enrollment & Admissions Summary**

Vice President Eileen Coughlin provided a written update on enrollment and admissions.

- **Alumni Relations Report**

Vice President Bowers provided a written report on the activities of the Office of Alumni Relations.

- **Capital Program Report**

Interim Vice President Wetherell provided a written update on the major capital projects.

- **Development Report**

Vice President Bowers provided a written update on WWU Foundation activities.

- **Professional Leave Report**

Provost Riordan provided a written report on the faculty professional leave proposals that have been approved for the 2010-11 academic year.

- **Tenure and Promotion Report**

Provost Riordan provided a list of faculty granted tenure and/or promotion on or before March 15, 2010, effective September 2010.

- **University Relations Report**

Steve Swan, Vice President for University Relations, provided a written update on the recent activities of External Affairs.

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

Suggested Topic:

- What higher education needs to be, given the environment and how WWU will respond

## **25. PASSING THE GAVEL**

Chair Sharpe passed the gavel to Trustee Madsen. Trustee Madsen stated that he and Trustee Sharpe have worked together for many years. Sharpe serves as a role model for the rest of the Board, gives valuable service to the University, and with extreme personal sacrifice, chaired the search for the new president.

## **26. ADJOURNMENT**

Meeting adjourned at 12:00 pm.

## **27. DATE FOR NEXT REGULAR MEETING: August 19 & 20, 2010**

## **28. LUNCH**

The Board was introduced to the 2010 Presidential Scholar Award recipients.

**DATE: March 12, 2010 11:03:24 PST**

## **Richard Van Den Hul Named WWU Vice President for Business and Financial Affairs**

Contact: University Communications, (360) 650-3350



**Richard Van Den Hul**

**BELLINGHAM** – Richard Van Den Hul has been named the vice president for Business and Financial Affairs at Western Washington University, President Bruce Shepard announced.

"I am pleased that Richard Van Den Hul will be joining our leadership team here at Western and I am confident he will be an outstanding leader for the University," Shepard said.

Van Den Hul, vice president for Finance and Administration at the University of South Dakota, will start at Western on July 8.

"I am excited about joining the Western community. I found the people at Western to be welcoming and engaged; they show a true love for their University," said Van Den Hul. "I look forward to working with everyone at the University to meet the opportunities and challenges facing Western now and those to come in the future."

Van Den Hul began his career at the University of South Dakota (USD) as director of Budget, Finance, and Institutional Research in 1996, was appointed associate vice president for Finance and Administration in 2000, and vice president in 2006. At

USD he led the development of and secured funding and approval for major capital projects, streamlined financial and purchasing systems, and established better student services through online billing.

Prior to joining USD, Van Den Hul was director of Research at the Office of the Executive Director for the South Dakota Board of Regents, the governing body for South Dakota's public universities. Van Den Hul also served as a principal fiscal analyst for the South Dakota Legislative Research Council. He was responsible for in-depth financial analysis and policy development for many legislative committees but was primarily assigned to the Appropriations Committee.

Van Den Hul received his MBA from the University of South Dakota and a B.S. (double major) in Commercial Economics and Agriculture Business from South Dakota State University. He serves on numerous committees, boards, and councils at the university, city, state and national levels.

Shepard praised and thanked Kathy Wetherell for her efforts while serving as interim vice president. Wetherell has served as interim vice president since George Pierce retired as vice president in late 2008.

Shepard also expressed appreciation to Eileen Coughlin, WWU vice president for Student Affairs and chair of the search committee, and to the entire search committee.

"The search committee brought excellent finalists to campus for interviews and public forums, clear evidence of the committee's hard work and effectiveness," Shepard said.

The vice president for Business and Financial Affairs at Western Washington University provides leadership in the development of an outcome-oriented strategic plan that addresses the business and financial needs of the WWU community. The vice president is the chief financial and business officer of the University and reports directly to the president.

Business and Financial Affairs provides a range of crucial services to Western, including oversight for construction, renovation and maintenance of university buildings and maintenance of its grounds; development and oversight of the capital budget; and campus safety, human resources and environmental health and safety.



powered by the PIER System

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**RESOLUTION NO. 2010 - 07**

**RECOGNIZING THE SERVICE OF BOARD MEMBER  
HOWARD LINCOLN**

**WHEREAS**, on January 27, 2006, Governor Christine Gregoire appointed **HOWARD LINCOLN** of Seattle, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2010, and;

**WHEREAS, HOWARD LINCOLN** brought to his appointment as a trustee over 15 years of experience in business as a key player in the formation of the ownership group and later as chairman and chief executive officer of the Seattle Mariners, and;

**WHEREAS, HOWARD LINCOLN** brought to his appointment as a trustee an extensive background in the practice of law as senior vice president and general counsel to Nintendo and later to the board of Nintendo of America, Inc., and chairman of the company, and;

**WHEREAS, HOWARD LINCOLN** brought to his appointment as a trustee his important role as a philanthropist as a supporter of the Mariners Care Foundation, former chairman of the Children's Hospital Foundation, former Campaign Chair of the United Way of King County, member of the Washington Roundtable and previously served on the boards of ArtsFund, the Bellevue Boys & Girls Club, the Pacific Science Center, and the Chief Seattle Council of the Boy Scouts of America, and;

**WHEREAS, HOWARD LINCOLN** earned his bachelor's degree from the University of California of Berkeley, and a law degree from Boalt Hall, the University of California School of Law, and;

**WHEREAS, HOWARD LINCOLN** served as a Lieutenant in the U.S. Navy Judge Advocate General's Corp, and;

**WHEREAS, HOWARD LINCOLN** as a resident of Seattle, contributed his time to the stewardship of the University above and beyond the usual expectations for board service; and

**WHEREAS, HOWARD LINCOLN** 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**, that the Board of Trustees of Western Washington University that **HOWARD LINCOLN** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on August 21, 2010.

\_\_\_\_\_  
Dennis Madsen, Chair

ATTEST:

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

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**RESOLUTION NO. 2010-08  
WELCOMING TRUSTEE RAMIRO ESPINOZA**

**WHEREAS**, on July 26, 2010, Governor Christine Gregoire appointed **RAMIRO ESPINOZA** of Bellingham, Washington, to serve a one-year term on the Western Washington University Board of Trustees; and

**WHEREAS, RAMIRO ESPINOZA** received his Bachelor of Arts degree in Political Science and Anthropology in 2008, and is a Masters' candidate in good standing at Western Washington University; and

**WHEREAS, RAMIRO ESPINOZA** brings to his appointment as a trustee leadership qualities developed as the 2007-2008 Associated Students President, as an ex-officio member of the WWU Board of Trustees and the WWU Foundation Board, as a member of the Presidential Search Advisory Committee, and as a member of several university committees; and

**WHEREAS, RAMIRO ESPINOZA** brings to his appointment as a trustee dedication to the campus community through his recent employments as a Staff Recruiter in Human Resources and as the Veteran's Outreach Coordinator in 2006-2007; and

**WHEREAS, RAMIRO ESPINOZA** brings to his appointment as a trustee, dedication to the Bellingham community as a member of the Whatcom Museum of History and Art Board of Trustees, and as a volunteer for the Fairhaven Neighborhood Association and Worksource Whatcom; and

**WHEREAS, RAMIRO ESPINOZA** brings to his appointment experience as a Sergeant in the United States Marine Corps, 1998 - 2003; and

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

**WHEREAS, RAMIRO ESPINOZA** 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 **RAMIRO ESPINOZA** as he begins his term on the Board.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on August 21, 2010.

\_\_\_\_\_  
Dennis Madsen, Chair

ATTEST:

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

**Western Washington University  
Board of Trustees Assessment Survey  
September 2010**

Dear Trustees,

In the spirit of continuous improvement and to insure we as a Board are working both efficiently and effectively as a governing body for WWU I would like to get your feedback/input to the following six questions. **If you could forward your responses to Liz Sipes by September 17 it would be appreciated.** Time has been set aside during our September Board Retreat to review and discuss what changes we may want to make to improve our performance as a Board.

Thank you for your input,

Dennis

1. How would you assess the effectiveness of the Board? What does the Board do well? What not so well?
  
2. What suggestions do you have for enhancing the relationship between the Board and the President?

3. What suggestions do you have for enhancing the performance of the Board?

4. What might be done to make the Board meetings more effective?

5. What should be the Board's priorities during 2010-11?



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**RESOLUTION NO. 2010 – 09  
RECOGNIZING THE SERVICE OF  
*Kathy Wetherell***

**WHEREAS**, in March, 2009, **KATHY WETHERELL** was appointed by President Bruce Shepard as Interim Vice President for Business and Financial Affairs; and

**WHEREAS**, **KATHY WETHERELL** brought to her appointment as Interim Vice President for Business and Financial Affairs, one year of experience as Western Washington University's Assistant Vice President for Financial Services; and

**WHEREAS**, **KATHY WETHERELL** brought to her appointment a 27 year career, including 19 years of experience in higher education having worked as the Associate Vice President for Finance and Administration at the University of Redlands in Southern California; as the Director of Finance and Administration for the Computing and Communications department, as the Associate Director of Physical Plant, and as the Principal Auditor at the University of California, Riverside; and

**WHEREAS**, **KATHY WETHERELL** earned a Bachelor of Commerce degree from the University of Alberta and achieved Chartered Accountant designation in 1982; and

**WHEREAS**, **KATHY WETHERELL** provided university-wide leadership during a period of financial uncertainty and budgetary challenges; and

**WHEREAS**, **KATHY WETHERELL** provided guidance to the Business and Financial Affairs unit during a time of significant transition; and

**WHEREAS**, under **KATHY WETHERELL'S** leadership, the university addressed a number of significant goals, including the completion of Phase I of the Banner Finance and HR Initiatives Project; the redesign of the capital planning process; and reduced the planning and construction timeline to accomplish projects faster.

**THEREFORE BE IT RESOLVED**, that the Board of Trustees of Western Washington University hereby offers thanks and commendation to Kathy Wetherell for her many achievements and for her service as Interim Vice President for Business and Financial Affairs.

Dated and signed this 20<sup>th</sup> day of August, 2010.

---

Dennis Madsen, Chair

ATTEST:

---

Betti Fujikado, Secretary

**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 20, 2010

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

**PURPOSE:** Associated Students Report

---

**Purpose of Submittal:**

Colin Watrin, AS president, will brief the Board on recent activities of the Associated Students.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard behalf of the Faculty Senate  
**DATE:** August 20, 2010  
**SUBJECT:** Faculty Senate  
**PURPOSE:** Information Item

---

Scott Pearce, 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 by Provost Catherine A. Riordan

**DATE:** August 20, 2010

**SUBJECT:** **Approval of Degrees**

**PURPOSE:** Action Item

---

**Purpose of Submittal:**

Board of Trustees responsibility to approve awarding of degrees

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Summer Quarter, effective August 21, 2010.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

**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 20, 2010

**SUBJECT:** Motion to Renew Dance Program Lease Agreement

**PURPOSE:** Action Item

**Purpose of Submittal:**

The Dance Program is renewing its leased space located at 311 Holly Street. The Dance Program has continually leased this facility since 2001.

The agreement is for continued leasing of approximately 4,359 square feet at 311 East Holly, Bellingham, WA, for the Dance Program, College of Fine and Performing Arts. The premises are used by WWU for the following purposes: Western's Dance Program for academic classroom and dance studio, public performance, and administrative use.

The term of the lease, commencing September 1, 2010 and ending June 30, 2015, is for approximately five (5) years. The rental cost for the lease will remain at \$4,000 per month for the first two years and includes all utilities, maintenance, and landlord operating cost. The rental cost will increase by 3% effective year three of the lease, the first increase in seven years.

**Proposed Motion:**

MOVED, upon the recommendation of the President, that the President or his delegate execute documents for the leasing of property at 311 Holly Street, Bellingham, Washington, 98225.

**Supporting Information:**

The College of Fine and Performing Arts began leasing auditorium and office space at 311 E. Holly for its Dance Program in 2001. Alternatives have been pursued to provide suitable space on campus. To date, suitable space has not identified and direction has been to continue to use an off-campus location. In addition, Western has researched alternative facilities which would meet the program's current and long-term needs, with closer proximity to campus. None of these facilities have provided greater options for program use or lower costs than those available at the current location.


Part of the Dance Program's space requirements includes provision of suitable electrical power to accommodate the stage lighting and sound system. Western has met this requirement and responsibility with a separate landlord-allowed panel and meter for program requirements.

**Source of Funding:** State Appropriated – Operating

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

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

**FROM:** President Bruce Shepard by *Paula M. Gilman, Executive Director for University Planning and Budgeting*



**DATE:** August 20, 2010

**SUBJECT:** **Western Washington University  
Operating Budget Request for Biennium 2011-13**

**PURPOSE:** Action Item

---

**Purpose of Submittal:**

For submittal to the Governor's Office of Financial Management (OFM) on September 12, 2010, the Board is requested to approve Western's 2011-13 Operating Budget Request.

**Proposed Motion:**

*MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2011-13 biennial operating budget request, including \$132,072,415 in state appropriations, and corresponding tuition operating fee expenditures, in support of academic, administrative and departmental operations.*

**Supporting Information:** (please see attached memo summarizing the budget)

Western Washington University			
Proposed 2011-13 Biennial Operating Budget Request			
State Appropriations and Net Tuition Operating Fee Revenue			
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>2011-13</u>
Requested State Support	\$65,253,047	\$66,819,368	\$132,072,415
Net Tuition Operating Fees	<u>63,218,000</u>	<u>64,684,000</u>	<u>127,902,000</u>
Total	\$ 128,471,047	\$ 131,503,368	\$ 259,974,415

**Source of Funding:** State appropriations and net Tuition Operating Fee revenue.

Bruce Shepard  
President

516 High Street  
Bellingham, Washington 98225  
(360) 650-3480 □ Fax (360) 650-6141

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

**FROM:** President Bruce Shepard *Bruce Shepard*

**DATE:** August 20, 2010

**SUBJECT:** **Western Washington University  
Proposed Biennial Operating Budget Request for 2011-13**

**PURPOSE:** Summary

---

### **Background**

We are recommending a 2011-13 state operating budget request that is unlike any other we have previously brought forward. The difference is not so much in the nature of specific line items as it is to be found in our proactively responding to the challenges of what we believe to be fundamentally changed circumstances: for public higher education, for Washington, and for Western.

The immediate pressures were fiscal: the state becoming, overnight, a minority stakeholder in Western's operating budget. Rather than play the passive victim of such transforming fiscal challenges, we sought to take control of our becoming no longer as much a "public" university in the sense of who is covering most of the bills but, rather, in being a proudly and continuingly premier "publicly purposed" university.

In so doing, we could not have any more precisely anticipated the fiscal leadership Governor Gregoire has provided in her approach to preparing for the next biennium's serious budget challenges. She has called upon all of State government to clearly identify the most essential functions, to challenge conventional assumptions and past practices, to look well beyond state funding sources to support functions, to support critical needs through reallocation, and to be relentlessly innovative in serving core missions. And, by example, she has said to us, "Reach out to the public for help and guidance." This all, throughout 2009-10, is how we proceeded and the results are to be found in the 2011-13 operating budget request.

Being "publicly purposed," we realized, meant asking the public what the purposes should be for public higher education in Washington and what Western's role should be in fulfilling those purposes. That step alone – asking instead of assuming we had the answers – was, obvious as it may seem, a transforming insight for too much of higher education historically and elsewhere. Through the last fiscal year, we initiated and completed "100 Conversations" with people from all walks of life.

The rich findings have been analyzed, discussed and further tested and verified through forums on campus and at a well-attended gathering of advocates and leaders in Seattle. At the June Board meeting, you joined with leadership of the university – vice presidents, deans, governance leadership – to discuss implications of what we have been learning through listening and how that might shape our 2011-13 operating budget request.

Finally, we must take note of the launch, on July 29<sup>th</sup>, of the Governor's Taskforce on Education Funding. This important initiative, we very much hope, will renew and inspire creative thinking about ways to consistently and predictably support a function that becomes all the more important to our state when times are fiscally tough. That thinking is not yet evident and will not be so until after you have acted upon the operating budget. But, we believe, in our approach to horizontal integration, vertical integration, strategic focusing, and the top priority of reinvesting in baccalaureate capacity, we have set up issues and approaches that the Taskforce can productively consider.

### **New Ways to Think about "The Budget"**

In those discussions, and as a direct result of what the public wants of Western, we realized:

1. We must integrate our budgeting processes and thinking "horizontally," across a broader continuum of possible funding sources. That is, we must look at all we have available, not just the state appropriation portion of our budget as we form a biennial budget request.
2. We must integrate our budget processes and thinking "vertically," by considering more extended time frames. That is, we must look at our budgeting and planning across multiple biennia.
3. We must focus our budgeting strategically: what one or two key goals should drive our budgeting and planning and what two or three strategies should we concentrate upon in order to attain the goals?

### **Horizontal Integration**

At Western, state general funds now cover less than half the costs of instruction. If we look at everything we do, these state funds comprise only 20% of our operating budget. This leads to one transformational realization: 4 out of every 5 dollars we have to support Western's mission come from individuals who could choose to write their checks to somebody else. And, in the context of preparing the 2011-13 budget request, we uncovered another key insight: were we to follow past practice and look just at state support, we would be seeing a very small part of the picture, and only a fraction of potential means for addressing critical strategic needs.

So, we looked at our "budget" proposal as involving not only the consideration of traditional state general fund support through decision packages but also:

- Reallocation
- Partnerships
- Changed policies and practices
- Our Federal agenda
- Our fund-raising campaign
- External foundation support
- Revenues generated including self-support programs or savings realized

The list will grow, but in August you must act on only the requests for state support. However, I encourage you to see them in the context of each of the preceding possibilities for protecting and advancing Western's critical mission nonetheless.

### **Vertical Integration**

It is ironic that while academic programming is supposed to drive capital plans, the latter extend over a decade while academic budget initiatives are annual or, at best, biennial. That would be problematic enough, but add to that the near certainty that Washington will not be in a position to fund major



initiatives in the next biennium. Does that mean we suspend thinking creatively about how Western and public baccalaureate education can and must fulfill leadership responsibilities as the single lever most clearly available to the state to secure brighter futures? Certainly not.

So, we are building a three-biennium or six-year approach to budgeting. This allows us to stage, compound, integrate, build, and maintain momentum explicitly and strategically. And, by the way, be more certain that our capital investments are on target.

Because of the need to get a budget to you in time to get it to the HEC Board, then to the Governor, and then to the Legislature, we must begin building a biennial budget almost two years before that biennium begins. So, a 6-year budget plan would seem to require looking up to 8 years into the future. Who has that kind of vision? Certainly not us. But we are reminded of the observation of that consummate planner of D-Day, General Eisenhower: “plans are nothing; planning is everything.” The exact means by which we will be able to move toward a goal some years out will be determined by circumstances then extant. We will get much of that wrong based upon today’s understandings. Knowing, though, where we are going and our best ideas for getting there in the future will help assure that the decisions we must make today are strategically sensible.

We do anticipate, then, maintaining a rolling, six-year budget plan. It is important to explicitly acknowledge that any budget request you approve is for the upcoming biennium alone; items further out are plans, subject to critical reassessment and, possibly, significant change as circumstances, the State’s needs, and understandings evolve.

### **Strategically Focused**

Here we find one of the clearest messages from the “100 Conversations,” from Governor Gregoire’s direction on preparing the 2011-13 budget request, from campus leadership and governance groups, and in your discussions at the June Board meeting. I have put it this way: “Listening is great and we must continue to do so. But, we also need to be about *doing*, and clear about what the ‘doing’ will be.”

As we did discuss in June, we have a challenge here. Our existing strategic plan is comprehensive. Most anything anyone would reasonably want to propose could be found to be provided for in that plan. That has its advantages: in good times, it was quite simple to comply with very appropriate OFM directives to show how requested decision packages tie to Western’s established strategic plan. What wouldn’t fit? In times like this, though, we do not have the focus necessary to zero in on what must take top priority.

We did agree, in June, that our next revision of the strategic plan must move toward a more strategically *focused* document: a clear and differentiating vision, several key goals that permit fulfilling that vision, and the key strategies for reaching those goals.

In a university where we do and will continue to embrace fully open, transparent, and bottom-up decision making, we then face this challenge: such a plan requires engaging the whole campus over some significant period. It cannot be done in a few weeks and over the summer. It will be done, with our University Resources and Planning Council taking a leadership role. And, once done, it will define the opportunities and constraints by which planning units develop bottom-up budget proposals. Until then, we have provided an *example* of how such a product, when available, might be incorporated in the budgeting and planning process.

To build the illustration, we draw illustrative goals and strategies from the “100 Conversations.” We heard, powerfully and repeatedly:

- Our state and its future prosperity depends most heavily on protecting and expanding high quality baccalaureate education that prepares students – and the state – for challenges not yet evident and opportunities not yet known.
- As high school graduation rates now have leveled off, that need to expand baccalaureate capacity beyond Washington’s current worst-of-class ranking must come, significantly, from populations most rapidly growing in our state – people from backgrounds where parents are unlikely to have gone to college.
- The state has 6 outstanding public baccalaureate institutions that are, by mission, highly differentiated and highly complementary, providing a full continuum of opportunities for responding to the state’s need for expanded baccalaureate capacity. Among these six publics, Western’s role as a premier destination university should continue to rest primarily upon the widely recognized excellence of its baccalaureate programs and, consequently, the graduates who are so highly sought by employers.
- Western must, therefore, build on quality. There was no clearer single message. Yes, times demand new and entrepreneurial ventures. But we should not be driven simply by the prospects for further revenues, though we should take on those that add value to, rather than draw resources from, what it is we are already known for doing so well.

From this we drew one goal of paramount importance for Western as a publicly purposed university:  
*Build a stronger State of Washington.*

What strategies are most important in achieving that goal? Listening to the public, we heard four that are key:

1. Meet the need for greater baccalaureate education, focusing on areas critical to the state and that build on Western’s strength.
2. Proactively bring baccalaureate education ever more within the grasp of growing populations critical to brighter futures for all.
3. Further focus Western’s existing strengths on economic and community development needs.
4. Protect and build institutional mission effectiveness.

This goal and these strategies can shape much of what we do that does not depend upon state funding of decision packages. But additional state investment is also necessary, so we do ask that you approve several strategically selected and generally modest budget requests.

Why, knowing the budget challenges of the state, should we entertain any such notions? One reason is obvious: to keep faith with all those in the “100 Conversations” who told us what they wanted Western to do and who also often indicated that they wanted to be there as advocates. There are other reasons, though. Public baccalaureate education is part of the solution to the state’s long-term challenges. Our elected officials must make extremely difficult choices. So that their choices may be as wise as possible, we, as public servants, must make clear what some of the opportunity costs could be if Washington’s rightly proud investment in public baccalaureate education continues to be seriously eroded.

### **What Is and Is Not Before Us in Considering the 2011-13 Budget Request**

The preceding goal and strategies do **not** constitute Western’s new, focused strategic plan. Rather, they illustrate how we can take what we hear from our stakeholders about being publicly purposed and meaningfully apply that learning to budgetary planning. We are illustrating the context by which we are proposing to approach preparation of our biennial budget request: vertical integration, horizontal integration, and strategic focus.

You are not acting upon a new strategic focus at this time, although we hope to obtain your advice, criticism, and guidance on the example provided. What you must act upon are the actual requests, in the customary format the state expects.

We must tie any budget requests to our established strategic plan as it is submitted to OFM. As has been noted, we have an established strategic plan that will make that a straightforward task. Building (and approving) a more focused revision of our strategic plan is a task for the coming academic year. Precisely for that reason, we have left blank the tables for biennia 2013-15 and 2015-17. As the one or two goals and the several key strategies are decided, planning units will then be better able, from the bottom-up, to help us fill those tables with our best shared thinking.

We also understand, lest any be concerned about being too quickly locked into a goal and strategies for 2011-13, that what we are trying out here is a new way to think about building an operating budget *request*. Our actual operating funds will likely be decided by the legislature and Governor late next spring. Then, we will need to build our actual institutional operating budget. That process will have the benefit of being able to be guided by the efforts we make this fall on revising our strategic plan.

Please also understand that there are two budget-related matters that are not addressed at this time: tuition and compensation. Both loom large in importance: tuition because of its key relationship to access for those with limited means as well as access to quality for all students, and compensation because we are a talent-based enterprise in which salaries, already well below peers, have been falling further behind. (When adjustments are made for cost of living, we are near the very bottom in faculty compensation when compared to 300 peers.) These two items, however, will be addressed through separate legislative processes from those that involve preparation of the 2011-13 operating budget request for OFM and the Governor. Capital planning and budgeting is also a separate process; you determined the University's requested capital project proposals at the June meeting.

### **The Process**

Beginning as we had to almost a year ago, our initial budget request-building process began bottom-up with complete transparency: planning units engaged in participatory and consultative processes; the proposals that emerged were placed on the web for all to see; the UPRC provided guidance critical to sorting out priorities; there was a roundtable presentation by the planning units that was web cast and is archived. But, that was all done using conventional thinking about budgeting: no vertical integration, no horizontal integration, little explicit strategic focusing. Realizing the need to test the newer thinking, we then made a transition and this required some departure from the previously outlined steps in the process. The June discussion with the Board and broad university leadership (webcast and archived) was an initial step in the new approach. The deans then met with the president and provost who, drawing from insights of the vice presidents, formed the 2011-13 operating budget request that I, by this memorandum, am recommending for your consideration.

Two years ago at this time, you saw a rather long list of proposed decision packages for 2009-11 without priorities established among them. That is how you approved them, and that's where our internal process for 2011-13 started: from the bottom-up with many creative proposals. Perhaps 40. Seven, we decided, should be included in my recommendation to you for funding at least partially, through 2011-13 decision packages. They are presented in priority order and briefly described in a following section.

## **The First Attempt**

Recognizing that we are attempting, on rather short notice, to build a new way to think about budgeting while still needing to meet your obligation to adopt a budget request, we have developed several tables (attached).

### **Table 1: 2010-11**

You have already approved the annual operating budget for 2010-11. In Table 1, we illustrate how that budget might have appeared had we had in place the new approach to thinking about budgeting. There is a dramatic difference. Given the times, the decision package column is empty – there's no new money. But, last June, you were approving budget cuts. What you did not see and what is evident in Table 1 is that, when we integrate our thinking horizontally, there is much of strategic importance that we are, cuts notwithstanding, still undertaking. You see 29 important initiatives at the university level all undertaken without additional state support. Within planning units, the initiatives for 2010-11 likely number above 100.

### **Table 2: 2011-13**

Here we organize many of the budget proposals that emerged from the budget request process. By looking at the first column, you will see those that we further develop as part of the request for state funding. But, you also see how other pieces fit together in supporting strategic initiatives. This table is, then, illustrating a way to think about a broadly defined budget and planning process. The actual portion of that process that you will be asked to consider adopting is presented in a subsequent section.

### **Table 3A & B: 2013-15, 2015-17**

Here you find largely empty tables. For reasons explained earlier, we wanted to keep the doors (and minds) open so that our revisions to the strategic plan can have effect. Once that piece is in place, imagine the plan defining the one or two goals and several key strategies. That blank table then goes to planning units to begin the bottom up process of engaging wide creativity in building a biennial budget request.

### **Note on Interpreting the Tables:**

Line items are initiatives grouped under key strategies. For each initiative, the letters "P," "S," and, possibly, "T" are placed in the columns that correspond to those **Primary**, **Secondary**, and **Tertiary** sources that would be required to advance the initiative

## **The 2011-13 Biennial Operating Budget Request**

### **Introduction**

Western's budget requests all fall under one strategic goal: to build a stronger State of Washington. Four strategies were identified for pursuit of that goal. The proposals are arranged below under those strategies, with just the components of the 2011-13 state operating budget request included. However, it is important to remember, and as Table 2 illustrates, we are bringing to bear complementary efforts under each of the strategies, efforts that do not involve additional state funding. Indeed, for Strategy 3, state support would be leveraged 2 to 1 through other sources and, for Strategy 4, efforts will involve reallocation and other means – no new state funding through the 2011-13 budget request process.

### **Strategy 1: Meet the need for greater baccalaureate education, focusing on areas critical to the state and that build on Western's strength.**

#### **Fund Currently Unfunded Enrollments Critical to the State**

Western has stretched every way possible to maintain instructional capacity in the face of drops in State support of over 30%. There are two basic reasons. First, of course, is the fact that Washington needs more, not fewer, baccalaureate graduates. We rank at the bottom of the 50 states in the percentage of our citizens pursuing baccalaureate degrees. There is another reason: Universities cannot be turned off and then back on as though they were water faucets. It took decades of sustained investment for Western to evolve from a respectable regional college to the premier public comprehensive in the Pacific Northwest. Shut off that faucet, and it would again take decades to rebuild. Better to stretch to maintain the investment that our state, over so many years, should feel rightly proud of.

It is our hope that the Governor's Taskforce on Education Funding will consider and, perhaps, propose a funding floor for state baccalaureate education, perhaps pegged at achieving or maintaining a certain percentile among the other 49 states. Should that be the case, the calculations we have made would be easily adjusted. Without such a policy principle, we have used 2008-09 funding in Washington (which is well below national averages) as our basis for calculating the actual dollar implications of this priority.

As Table 1 shows, we are undertaking many critical initiatives with reduced state support that required the elimination or reduction of 175 positions. Kudos are also in order to our faculty and staff who have made extraordinary sacrifices and reallocations of effort. The adjustments include reallocating curricular investments in programs of emerging, high priority.

Ours has hardly been a static enterprise, either, assuming that what is will always be and what must be done can only be done with new dollars. For example, we have suspended admission to the following academic programs with their elimination now being reviewed through the governance processes, and expect to eliminate an additional dozen such programs before calendar year's end:

#### **Graduate**

- M.Ed. Art Education
- M.Ed. Advanced Classroom Practice
- M.A. Sociology
- M.Ed. Technology Education
- M.A. Theatre

#### **Undergraduate**

- General Science – Elementary with Biology
- General Science – Elementary with Chemistry
- General Science – Elementary with Earth Science Major

General Science – Elementary with Physics Major  
Accounting/Computer Science (combined major)  
Environmental Science – Environmental Chemistry emphasis  
Industrial Technology – General Specialization  
Health Promotion Minor  
Destination Graduation

We also have relentlessly sought efficiencies. Table 1 illustrates some of the changes we are making with no new funds. It is a pipe dream, though, to think that the serious underfunding issues can be addressed solely through changed practices and greater efficiencies. Even before the 2009-11 cuts and using nationally published reports, Washington's six publics rank as the most productive among the 50 states in cost per degree and degree productivity. In costs, we rank well below national averages in state support per student and tuition revenues per student. If there are ways to be significantly more efficient than we currently are, universities in the other 49 states have not figured it out; indeed, these data indicate they should be looking to Washington to figure out how to be most efficient.

Some of the stretching leaves us better prepared to move ahead. For example, we have eliminated between 5% and 10% of our class sections, minimizing impacts for students and time-to-degree by focusing on lowest enrollment sections and classes least critical to graduation. It is not unusual in universities with professionals dedicated to offering students all they possibly can, to grow curricula beyond our capacity to effectively support it and so periodic reviews of curricula can be healthy.

Most ways we have stretched, though, are not sustainable longer term. Our faculty and their union proposed forgoing contractually agreed-to merit raises for two years to protect instructional capacity, an agreement that was put in place. Those two years are now up. We have supported retirements by senior faculty and frozen the hiring of tenure track faculty for the last two years, using funds for budget cuts and, where funds remain, to cover classes with adjunct faculty. These and other steps are necessary to respond to the current fiscal crisis. Remember that faucet, though, for such steps will have serious long term consequences if sustained year after year. We – really, the leadership of our state – face the question of whether we provide the funding to adequately support currently unfunded baccalaureate capacity. Each month, we lose one or more of our strongest faculty who are attracted by salary offers we cannot hope to match. Do we sink to levels of mediocrity, or worse? (Before the cuts, we were well below average in state support per student and tuition support per student). Or, do we start simply trying to protect quality for those fewer and fewer able to attend? Or, do we turn more and more-to-out of state students as a way to help cover the costs of educating a necessarily diminishing number of in state students? Or, do we turn our backs on critical relationships with our two-year partners, knowing that declining dollars can be stretched further if we admit more first-year students in lieu of accepting transfer students?

So, we have not relied upon state support to serve the state's needs for baccalaureate education. But, the means we have used cannot be continued without there being very serious consequences for Washington's future. Our proposal is to restore funding for 413 undergraduate full-time students. We have used 2008-09 funding in Washington (which is well below national averages) as our basis for calculating the actual dollar implications of this priority. It is our hope that the Governor's Taskforce on Education Funding will

In times like this, we are proposing an investment, a significant addition to Western's state budget. Are we sane? These are tough times for our elected leaders, but we must help them see the effects of the choices they are making. Consequently, we believe it the University's responsibility to place the matter before those who must decide. Highly selective though we have been, we recommend including 3

decision packages in the 2011-13 budget request that pertain to the “Meet need for greater baccalaureate education” strategy. In priority order, they are:

**1. Begin restoration of state funding for undergraduate student enrollments.**

We propose restoration of funding for 413 FTE using 2008-09 budgeted funding levels. The rationale has been offered above: sustain capacity through sustainable means, without sacrificing quality.

**2. Create/expand renewable energy degrees and programs.**

Here, we build on existing quality in an area of high demand by students and employers. This is a critical and largely unmet need: only Stanford, on the West Coast, offers such undergraduate degrees as we are planning. Our plans include leveraging state funds with foundation support.

Renewable energy is a key to regional economic development and recovery, and a field employing more and more individuals in Washington and around the world. Western has been integrating environmental science and policy for forty years, attracting students whose environment and energy awareness led the U.S. Environmental Protection Agency to name Western as a leader in green energy in higher education. Washington's northwest region is known as a hub for sustainable design, with cutting edge companies building the new renewable energy economy.

Through collaboration of four of Western's colleges, four interdisciplinary degree programs in the emerging field of renewable energy could be offered: a minor (for students majoring in disciplines like Geology, Chemistry, or Engineering Technology), two majors (one leading to a Bachelor of Arts degree, and the other to a Bachelor of Science degree), and a Master's degree. Professionals with rigorous preparation and the extensive hands-on experiences that are the hallmark of a Western education would emerge from these programs, ready to contribute and sometimes to lead in this sector that will be a component of Washington's economic recovery.

In addition to degree programs, Western will continue to contribute to research and development that support a green economy. Western's showing in the recent X Prize for highly fuel efficient cars is a credit to vehicle design and light weight materials innovations over more than a decade in the Vehicle Research Institute.

**3. Establish a center for Coastal Resources and Environments of Washington (CREW).**

Here again, we propose to strategically build on an area of exceptional quality at Western that is also critical to our state. Again, state funds would be leveraged, drawing upon other sources.

Recent events in the Gulf of Mexico demonstrate what Washingtonians have known for a long time: coastal resources are fragile and environments precious. Protecting and leveraging those resources will be essential to Washington's economic recovery. The impact of a Gulf-like episode in the North Puget Sound on Washington's future is painful to even contemplate, still fresh in our minds from the Exxon Valdez spill more than two decades ago. Western scientists contributed to the impact analysis and clean up efforts in that spill and are being called in as resources by those working in the gulf.

Pooling the work of Western and regional scientists already working within the North Puget Sound on topics from biodiversity to watershed, Western could be prepared to establish a center focused on aquatic coastal environment: Coastal Resources and

Environments of Washington Center (CREW). Its research on the dynamic relationships in aquatic coastal environments would serve as the basis for an assessment of the potential threats and plans to deal with such threats. Its educational efforts would engage the public its role in protection and remediation efforts should they become necessary.

Under Strategy 1, we will also be seeking restoration of state match for private donations supporting professorships and chairs. Just when philanthropic support is ever more critical for maintaining a margin of excellence, the state zeroed-out its very effective program of matching certain kinds of philanthropically established endowments. We are undertaking a “stretch” comprehensive fundraising campaign; restoration of this effective state match program is important to the success of that campaign. If we are successful, this will be an effort involving all the public universities and will appear in the HEC Board budget requests; it is not and need not be a part of Western’s 2011-13 operating budget request.

**Strategy 2: Proactively bring baccalaureate education ever more within the grasp of growing populations critical to brighter futures for all**

Western proposes to include four items in the 2011-13 budget request that pertain most directly to Strategy 2. Rebuilding Washington's economy is a focus of each initiative. In different ways, these initiatives would expand the technical, social and cultural capacity of future professionals and citizens, thereby strengthening communities and their economic development. Chosen because they leverage the state's existing investments in Western and Western's track record for success, and because they provide major payoffs for modest investments, these initiatives would be a good investment in Washington's future, even in these hard times. These initiatives, in priority order, are:

**1. *TeachWashington* (Improve P-12 STEM Teaching)**

Like Washington's past, its vibrant future will depend on an educated citizenry, and a cadre of creative individuals working in scientific and technical fields. Opportunities in those fields depend on strong educational experiences in the K-12 sector. Today the breadth and depth of those experiences are dwindling, and the school districts' needs for highly qualified teachers are acute. Western has responded to this demand, increasing the number of graduates prepared to teach science and mathematics, providing superior training in what is recognized as one of the best teacher preparation programs in the Northwest. This type of education however is expensive and further expansion requires additional resources.

The *TeachWashington* initiative would increase the quantity and quality of science and mathematics teachers at all levels (K-16) graduating each year from Western Washington University. It would:

- a. Double the number of high quality secondary mathematics and science teachers graduating each year from approximately 50 to 100;
- b. Enhance Western’s programs to produce a new cadre of exceptional teachers prepared to meet the needs of middle school students; and
- c. Increase the focus of our elementary programs on preparing teachers to effectively teach mathematics and science to all students upon graduation.



A secondary goal of the *TeachWashington* program would be to serve as a model and proactive partner with other institutions and organizations in the state as they seek to meet statewide critical needs for mathematics and science teachers.

## **2. Compass2Campus (C2C)**

The Washington Legislature, in 2008, and on the recommendation of the HEC Board, designated Western as the state's pilot for an innovative new approach to meaningfully expanding pipelines to higher education. The pilot has been run without using state funds. We were to report back this coming legislative session on the results. The results exceed all expectations and it is now time to fund this program on a sustainable level.

When it comes to meeting the state's critical need for expanded baccalaureate graduates, the truth is that those motivated and prepared to succeed at that level are simply not out there in the numbers the state, in its master plan, knows are necessary. The populations growing in our state most likely come from families where parents have not gone to college. They can attend the very best K-12 schools in the country but if the aspirations to succeed academically and go to college are not there – and research shows that to be the case for these populations – then that investment does not pay off as our state's future requires. C2C targets aspirations and, unlike so many small-scale efforts, targets *all* students in "Title 1" schools, and starts at an early enough age to actually make a difference.

The initial success has been such that Compass2Campus must grow significantly if it is to meet expanding school districts for their students to participate. Western would like to be in a position to meet the needs of these school districts and encourage more young people to set their sights on a four year college education.

## **3. Leveraging Leadership of Returning Veterans**

Here is another example of a group rapidly growing in size at our university and who, through their further developed talent, have so much to contribute to our state, and to the education of other students. We have already made significant investments in supporting Veterans on our campus through reallocation and were very pleased to recently be nationally recognized as among a select group of "Veteran Friendly" campuses. In this initiative, we propose to go even further by leveraging partnerships with the other public higher education institutions in our region.

Western is requesting state support on behalf of seven institutions of higher education currently constituting the Northwest Higher Education Coalition (NWHEC). This request will expand each partner's opportunities to address growing issues in higher education related to rapidly growing Veteran student enrollment in higher education. NWHEC members propose a centralized and coordinated effort to meet the training, consultation, partnership development and resource sharing needs of these seven campuses in developing a coalition model to serve veteran students: to increase the number of veteran students transferring from community colleges to four-year institutions, to increase graduation rates of veteran students, and to build upon the leadership skills of veteran students and prepare veterans to utilize those skills in a civilian setting. WWU will act as the fiscal agent for the state's support of this package on behalf of Whatcom Community College, Bellingham Technical College, the Northwest Indian College, Skagit Valley College, Everett Community College, and Olympic College.

It is the existence of the coalition that makes this a particularly innovative approach. This is not a request to simply help out individual campuses. Rather, because we have a coalition in place that includes 2-year and 4-year partners unlike anything else in the state, we can pilot and perfect pathways through 2-year institutions and on to baccalaureate degrees for those who have already served our nation so meaningfully.

#### **4. English Language Learners - Bilingual Education**

Latino populations are the fastest growing demographic group in Washington. Latino communities in the areas include a significant number of children who need assistance learning the English language to be successful in school. Unfortunately, many districts in Washington report difficulties recruiting teachers qualified to teach students with limited English proficiency. According to the most recent *Washington Educator Supply and Demand Report* issued by the Professional Educator Standards Board, bilingual education and teachers of English Language Learners (ELL) top the list of teaching areas with a shortage of qualified teachers. Of the total number of school districts in the state, 83 percent report they are unable to recruit and hire qualified ELL and bilingual teachers.

Western Washington University is among the top two producers of P-12 teachers in the state of Washington, but our program to prepare bilingual and ELL teachers has reached capacity. Western Washington University could increase enrollments in our TESOL program (Teaching English to Speakers of Other Languages) by 40.00 FTE for 2011-2012 and an additional 5.00 FTE in 2012-2013.

#### **Strategy 3: Further focus Western's existing strengths on economic and community development needs**

While much is underway in support of Strategy 3, we have sought ways to advance this strategy without having to depend upon additional state support. Western has ongoing and evolving commitments involving economic and community development needs, and several proposals under the preceding strategies are directly relevant: e.g., those involving a renewable energy degree and the coastal environments initiative. A number are underway that do not require state support through the 2011-13 operating budget request. These are shown in Table 2. One, land acquisition for the Waterfront Initiatives, was a component of the previously approved capital planning and budgeting request.

#### **Strategy 4: Protect and build institutional mission effectiveness**

Again, while there are critical infrastructure needs and we reviewed a number of proposals in this area, we decided that, in terms of priorities for state funding, we must seek ways other than additional state support to address the needs. Table 2 illustrates this point.

#### **Board Approval Requested**

For the Board's review, consideration and approval, a summary table of the proposed 2011-13 biennial operating budget request for state appropriations is included in the chart below.

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 (OFM).

Western Washington University			
Proposed 2011-13 Biennial Operating Budget Request			
State Appropriations			
2011-13 Biennial Operating Budget Request	FY 11-12	FY 12-13	2011-13
2009-10 & 2010-11 State Appropriations Base (includes carry forward and maintenance adjustments)	\$59,808,300	\$59,624,000	\$119,432,300
NEW INITIATIVES (Decision Packages)			
<b><u>Strategy 1 - Meet the Need to Expand Baccalaureate Education</u></b>			
1 - Fund Currently Unfunded Enrollments Critical to the State (413 Undergraduate FTE/yr)	2,777,425	2,796,836	5,574,261
2 - Create/Expand Renewable Energy Degrees & Programs	344,306	893,443	1,237,749
3 - Establish a Center for Coastal Resources and Environments of Washington (CREW)	455,020	1,201,302	1,656,322
<b><u>Strategy 2 - Proactively Bring Baccalaureate Education to Growing Populations</u></b>			
1 - TeachWashington (Improve P-12 STEM Teaching)	604,480	729,728	1,334,208
2 - Compass2Campus (C2C)	187,563	185,886	373,449
3 - Leveraging Leadership of Returning Veterans	872,700	1,097,500	1,970,200
4 - English Language Learners - Bilingual Education	<u>203,253</u>	<u>290,673</u>	<u>493,926</u>
Total - NEW INITIATIVES (Decision Packages)	\$5,444,747	\$7,195,368	\$12,640,115
Total Operating Budget Request for 2011-13 State Appropriations	\$65,253,047	\$66,819,368	\$132,072,415

BS:pmg

Attachments:

- Table 1: 2010-11 (see page 6 of this document for an explanation)
- Table 2: 2011-13 (see page 6 of this document for an explanation)
- Table 3a: 2013-15 (see page 6 of this document for an explanation)
- Table 3b: 2015-17 (see page 6 of this document for an explanation)

**TABLE 1: 2010-11**

Goals and Initiatives	Primary (P), Secondary (S), Tertiary (T) Support Strategies								
	Decision Package	Campaign/ Foundation	Federal Agenda	Reallocate		Non-State Funds	Adopt/Improve / Change Policy/ Practice	Partner -ships	Revenue/ Savings Generated
				1 Time	Base				
<b>Goal: Build a Stronger State of Washington</b>									
Strategy 1: Meet need for greater baccalaureate education, focusing on areas critical to the state and that build on Western strengths									
Eliminate Bottlenecks, Protect time to degree				P	P		S	T	S
Review curricula							P		
Block schedule courses							P		
Increase revenues from out-of-state enrollment							P		S
Expand study abroad, Fulbright's, international students				P	P			P	S
Expand honors program to accommodate increases in academically outstanding out-of-state students					P				
Expand summer school and self-sustaining off-campus degree programs on peninsula				P		P	S	P	P
Strategy 2: Proactively bring baccalaureate education ever more within the grasp of the growing populations critical to brighter futures for all									
Fund C2C for 2010-11						S		P	
Fund Phase 1 Veteran's Initiative					P				
Expand first year success programs				P		P			S
Expand advising for at-risk students				P			P		S
Establish Northwest Higher Education Coalition							P	S	
Launch Diversity Recruitment/Retention initiatives					P				
Strategy 3: Further focus Western's strengths on economic and community development needs									
Establish WWU's Engaged Campus Designation				S					
Clean Oceans Research Innovation Initiative			P					P	
Plan Waterfront phase 2							P		
Border studies initiative			P						
Strategy 4: Protect, build institutional mission effectiveness									
Enhance campus sustainability (student approved "Green Fee")						P			
Support Comprehensive Campaign 2010-17						P			S
Launch 10x12 Sustainability campaign					P		S		T
Reorg and redirect institutional research function				P	P		P		
Implement data warehouses				P	P		P	S	

Goals and Initiatives	Primary (P), Secondary (S), Tertiary (T) Support Strategies								
	Decision Package	Campaign/ Foundation	Federal Agenda	Reallocate		Non-State Funds	Adopt/Improve / Change Policy/ Practice	Partner -ships	Revenue/ Savings Generated
				1 Time	Base				
Implement Banner Budget				P	P				
Hire Web developer for WWU web redesign					P				
Fully Utilize Banner for Class Scheduling				P	P		P		P
Strengthen support for Class Management System					P				
Implement critical recommendations from IT security audit including funding recommended position					P		S		
Add capacity for institutional grant writing					P				S
Match Murdock Foundation for equipment purchase		P		P					
Faculty Development				P			S		

**Table 2: 2011-13**

Goals and Initiatives	Primary (P), Secondary (S), Tertiary (T) Support Strategies								
	Decision Package	Campaign/ Foundation	Federal Agenda	Reallocate		Non-State Funds	Adopt/Improve / Change Policy/ Practice	Partner -ships	Revenue/ Savings Generated
				1 Time	Base				
<b>Goal: Build a Stronger State of Washington</b>									
Strategy 1: Meet need for greater baccalaureate education, focusing on areas critical to the state and that build on Western strengths									
Restore per student funding to 2008-09 levels	P								
Eliminate Bottlenecks, Protect time to degree					P		S	T	S
Create/expand renewable energy degrees & programs	P					P		S	
Establish center: Coastal Resources and Environments	P					P		S	
Restore state match for private donations								P	
Expand Study Abroad through Regional Alliance							S	P	
Host visiting international professors						P		P	
Strategy 2: Proactively bring baccalaureate education ever more within the grasp of the growing populations critical to brighter futures for all									
TeachWashington (Improve P-12 STEM teaching)	P							P	
Sustain Compass to Campus (C2C)	P					S		P	
Veteran's Initiative – phase 2, 3	P		P					P	
Prepare effective Bilingual P-12 Teachers (TESOL)	P							P	
Expand first year success programs					P	P		P	
Strategy 3: Further focus Western's strengths on economic and community development needs									
Waterfront land acquisition		1/3rd							Land swap
Ashoka Partnership for Social Entrepreneurship		P		P	P			P	
Expand service learning support and capacity		S	P	P					
Degree authorization/Plan for Audiology Doctorate				S			P		
Strategy 4: Protect, build institutional mission effectiveness									
Implement recommendations of IT Security Audit				P	P				
Set up Public Information Emergency Response (PIER)					P				
Fund Federal Govt Relations Officer					P				
Standardize Building Access Control				capital					
Enhance research incentives							P		S
Establish video film production center				P					

Goals and Initiatives	Primary (P), Secondary (S), Tertiary (T) Support Strategies								
	Decision Package	Campaign/ Foundation	Federal Agenda	Reallocate		Non-State Funds	Adopt/Improve / Change Policy/ Practice	Partner -ships	Revenue/ Savings Generated
				1 Time	Base				
Create Voice Annunciation				P	P				
Update Core Network				P	P				
Expand digital library in collab with other WA U's		S		P				P	







## **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 Wendy Bohlke, Senior Counsel

**DATE:** August 20, 2010

**SUBJECT:** Approval of Agreement Between Western Washington University and the Western Washington University Foundation

**PURPOSE:** Action Item

---

### **Purpose of Submittal:**

Since 1966, Western Washington University has had a relationship with the Foundation to garner support for Western's mission. The Foundation was established as an Internal Revenue Code 501 (c)(3) fund-raising entity and has its own Board of Directors. In 1995, Western's Board of Trustees and the Foundation's Board of Directors entered into a formal agreement using a template recommended by the Office of Attorney General to formalize the relationship and establish in a public agreement the parameters for their development activities.

This item was brought to the Board in June as a draft. No comments have been received from Board members since then.

### **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Agreement Between Western Washington University and the Western Washington University Foundation. Further that the Board of Trustees of Western Washington University authorize the Chair of the Board of Trustees to execute the Agreement on behalf of the Board of Trustees.

### **Supporting Information:**

- Agreement Between Western Washington University and the Western Washington University Foundation – in final format

**AGREEMENT**  
**between**  
**WESTERN WASHINGTON UNIVERSITY**  
**and**  
**WESTERN WASHINGTON UNIVERSITY FOUNDATION**

**August 2010**

THIS AGREEMENT is entered into by and between WESTERN WASHINGTON UNIVERSITY (the University), a public institution of higher education located in Bellingham, Washington, and WESTERN WASHINGTON UNIVERSITY FOUNDATION (the Foundation), a nonprofit corporation headquartered at the University in Bellingham, Washington.

WHEREAS, the University, pursuant to RCW 28B.35.120(10) may receive such gifts, grants, conveyances, devises, and bequests of real or personal property from whatsoever sources, as may be made from time to time, in trust or otherwise, whenever the terms and conditions thereof will aid in carrying out University programs; and

WHEREAS, the University has, from its express power to receive such gifts, the implied power to solicit the same pursuant to an agreement such as this; and

WHEREAS, the University has authority pursuant to RCW 28B.35.120(1) to carry out such other activities consistent with Chapter 28B.35 RCW and the authority pursuant to RCW 28B.35.120(9) to enter into contracts essential to the purposes of the University; and

WHEREAS, the Foundation is a nonprofit corporation duly organized for such purposes as maintaining, developing, increasing, and extending the facilities and services of the University; and

WHEREAS, the Foundation is empowered to solicit and receive property and to make contributions, grants, gifts, and transfers of property to the University; and

WHEREAS, the University and the Foundation first entered into a similar agreement in 1995, which has been reviewed and is now amended to reflect changes in the name of the Foundation and to update other aspects of the relationship between the University and the Foundation,

NOW, THEREFORE, the parties hereby agree as follows:

## **I. Pledge of Mutual Support and Cooperation**

The Board of Trustees of the University and the Board of Directors of the Foundation pledge their mutual support and cooperation in furtherance of the respective purposes of the University and the Foundation. The Board of Trustees of the University recognizes and respects the authority of the Board of Directors of the Foundation to govern and manage its affairs, as set forth in its Articles of Incorporation. The Board of Directors of the Foundation recognizes and respects the authority of the Board of Trustees to govern the University, to define its policies and purposes, and to determine program emphasis.

## **II. Obligations of the Foundation**

The Foundation, its Board of Directors, officers, and agents agree to:

1. Design and implement such programs and procedures so as to persuade continuous and special philanthropic support and benefactions to further the purposes of the Foundation for the benefit of the University. This support shall include financial support for the University President and other designated University officials to engage in University development activity, including, but not limited to, expenses for travel, vehicle provision, certain memberships, and entertainment expenses, as may need to be incurred. For this purpose, the Foundation will comply with all applicable federal and state laws, and will establish rules and procedures for the management of all affairs of the Foundation in accordance with:

a. the requirements for tax-exempt entities under the federal laws described in Section 501(c)(3) of the Internal Revenue Code of 1954 and 1986, or acts amendatory thereof or supplementary thereto; and

b. the laws of the state of Washington applicable to the Foundation, including, but not limited to, those governing charitable solicitations (Chapter 19.09 RCW), nonprofit corporations (Chapter 24.03 RCW), trusts holding property for charitable purposes (Chapter 11.110 RCW), and the authority of state agencies (Chapter 43.09).

2. Apply for and aid in the processing of applications for patents and copyrights; receive or purchase patents and copyrights, inventions, processes, and

discoveries; hold, manage, use, and develop the same; sell, license, or otherwise dispose of the same; and collect royalties thereon.

3. Accept, hold, administer, invest, and disburse such funds and properties of any kind or character as from time to time may be given to it by persons or foundations absolutely or in trust, as the case may be; retain proper agents, experts, consultants, accountants, counselors, advisers, and investment advisers for the proper accepting, holding, administering, investing, and disbursing of such funds and properties of any kind or character; and in general do all things that may appear necessary and useful in accomplishing these purposes.

4. Acknowledge that the Foundation ~~has no authority to hire employees to work on campus, but~~ can provide financial support for the University to hire employees for various program or development activities.

5. Use all assets and earnings of the Foundation exclusively for University purposes, including the payment of expenses necessarily incident thereto; and no part of such assets and earnings shall benefit any officer or member of the Board of the Foundation or any other individual, except in payment of reasonable compensation for services actually rendered or expenses necessarily incurred.

6. Have the authority, and it shall be its duty, to hold and apply the corpus and income of any donation, grant, devise, or bequest, or any part thereof in such manner as may have been stipulated or provided in the instrument creating such donation, grant, devise, or bequest.

7. Have the authority to sell, mortgage, pledge, lease, or exchange all or any part of the real or personal property or funds of the Foundation, unless otherwise specifically provided in the Foundation's creating instrument, at such prices and upon such terms and conditions as the Foundation may deem best; and the Foundation may prudently invest and reinvest Foundation funds, although such investments are not approved as investments for University trustees under the laws of the state of Washington.

8. Have full power and authority to purchase, lease, accept as a gift, devise, or bequest, or otherwise acquire such real or personal property for University purposes,

contingent upon University approval by the President or his designee, and to establish title of such property in the University upon acknowledgement of receipt.

9. Have full power and authority to purchase, lease, accept as a gift, devise, or bequest, or otherwise acquire such real or personal property, to be held, administered, or used in any way whatsoever for the benefit of the University, or to assist the University in the fulfillment of its educational purposes; and to that end, the Foundation shall have full power and authority to hold, own, control, handle, administer, or operate any such real or personal property, including the operation of any business connected with or incident to the ownership or control of such property, and to sell, lease, pledge, mortgage, exchange, or otherwise dispose of any such property at such prices and upon such terms and conditions as it may deem best.

10. Borrow money and make and issue bonds, notes, contracts, and other evidence of indebtedness therefore, and by the proper resolution duly adopted by a majority vote of the members of the Foundation's Board of Directors, to secure payment thereof by authority provided above.

11. Engage in and disburse any part or all of its funds, both income and principal, for any and all lawful activities permitted by the laws and regulations governing tax-exempt charitable corporations at that time, and which may be necessary or incidental to the furtherance of the purposes of this Foundation, including disbursements for scholarships or grants for students at the University pursuant to such terms and conditions as might be lawfully established by donors or the University.

12. Hold, invest, and manage University endowment funds established through donation, grant, devise, or bequest from any public or private source as agent of the University; and apply the corpus and income, or any part thereof in such manner as may have been stipulated or provided in the instrument creating the endowment.

13. Use reasonable portions of its funds and income thereto to pay the administrative expenses of the operation of the Foundation not provided by the University under this Agreement.

14. Not change its stated purpose for existence as set forth in Article IV of its Articles of Incorporation during the lifetime of this Agreement without first obtaining written consent from the University.

15. Agrees to be responsible and account for in its own records all donations wherein the donor names the Foundation or the University as recipient. The Foundation agrees to accept, acknowledge, and timely tender to the University all donations it receives from donors who expressly direct that the donation be made to the University and not the Foundation. Funds will be timely tendered to the University in accordance with donor intent and University policy.

16. Agrees to transmit to the University's Vice President for Business and Financial Affairs a copy of its annual audited financial statement and management letter, if any, prepared by an independent certified public accountant, by October 15 of each year. The Foundation agrees to makes its books and records available to audit by such individual as designated by the University's Board of Trustees or its designee.

### **III. Obligations of the University**

For and in consideration of the Foundation promising to operate solely for the benefit of the University and to carry out the aforementioned activities, the University agrees to:

1. Provide the Foundation with office space, utilities, office equipment, furnishings, and access to space for development activities. The fair rental market value for the use of such space and equipment shall be deemed to be a partial payment by the University for the Foundation's services as described in Article II above.

2. Provide the Foundation with support services, such as consumable office supplies, telephone service, software and data services, postage, the use of audio-visual equipment and services, errors and omissions insurance coverage for its directors, workers' compensation insurance coverage for its volunteers, and duplicating, printing, and publication services, all as partial payment for the Foundation's services to the University as described in Article II above.

3. Provide for the operation of the Foundation, professional staff services in the form of a person to function as executive director of the Foundation and such other professional and classified staff as may be needed to carry out Foundation activities within the confines of support budgeted by the University. The University also agrees to provide accounting, fiscal, information, and such other services as may be necessary to carry out Foundation activities. The services provided to the Foundation by the

University pursuant to this section shall be services rendered by employees of the University.

4. Provide parking passes to Foundation donors for special events and other limited uses as specified annually by the Foundation.

5. Annually determine the level of services to be provided to the Foundation, in consultation with the Foundation. The services anticipated to be provided may include the provisions of memberships, a vehicle for use by the President, reimbursement for entertainment expenses connected to development activities, and the like, to be incurred by the President and other designated University staff. The President's expenses will be reviewed quarterly by the Chair of the Board of Trustees of the University, or his designee, including those submitted for reimbursement to the Foundation, to insure that the President's expenses have been properly submitted, reviewed, and approved.

6. Submit an annual statement of accounting to the Foundation summarizing the value of items 1, 2, and 3 above, and referencing salary and benefits. This submission can be in the form of the portion of the annual operating budget adopted by the University which relates to University advancement and development activity. The University shall submit its annual statement of accounting to the Foundation by September 1 of each year.

#### **IV. Services Acknowledged**

The services as described in Article III above shall constitute payment in full by the University for Foundation services. The Foundation will in turn acknowledge to the University that it has fully complied with its obligation to expend its best efforts to seek to accrue gifts, grants, donations, and endowments for the benefit of the University.

#### **V. Other Agreements**

The Foundation and the University further agree as follows:

1. At all times and for all purposes of this Agreement, except for the provisions in paragraph II. 12, the Foundation shall act as an independent contractor and not as an agent of the University. The Foundation, when acting as an agent of the University, shall abide by the terms set forth in Western Washington University Board of Trustees rules of operations.



2. That Foundation books, accounts, and records are not public records as defined in Chapter 42.17 RCW and Chapter 42.56 RCW; and that the University's public records that pertain to donations to the University are non-disclosable under RCW 42.56.320(4) or otherwise non-disclosable under RCW 42.56.230(4) or .420(4), or such other provisions as may be enacted into law.

3. Foundation accounts and records pertaining to the management of University endowments are deemed public records and the Foundation shall provide, upon request of the University, reports thereon in a timely manner.

#### **VI. Not Assignable**

This Agreement is not assignable by the Foundation either in whole or in part.

#### **VII. Variations and Amendments in Writing**

No amendment, alteration, or variation of the terms of this Agreement shall be valid unless made in writing and signed by the parties hereto, and no oral understanding or agreements not incorporated herein, and no amendments, alterations, or variations of the terms hereof unless made in writing between the parties, shall be binding on any of the parties hereto.

#### **VIII. Parties Responsible for Own Acts**

The Foundation and the University shall each be responsible for their own acts and responsible to each other for any negligent acts which cause damage to the other.

#### **IX. Termination of Agreement**

This Agreement may be terminated by either party effective at the end of any State of Washington fiscal year upon written notice to the other party at least thirty (30) days in advance thereof.

#### **X. Choice of Laws**

This agreement shall be construed in accordance with the laws of the state of Washington.

#### **XI. Effective Date**

This Agreement shall be effective immediately and replaces any and all earlier agreements between the parties.

**WESTERN WASHINGTON UNIVERSITY**

By: \_\_\_\_\_  
Chair, Board of Trustees

Date: \_\_\_\_\_

Attest: \_\_\_\_\_  
Secretary, Board of Trustees

Date: \_\_\_\_\_

Approved as to legal form:

By: \_\_\_\_\_  
WENDY K. BOHLKE, Senior Counsel  
Office of Attorney General

Date: \_\_\_\_\_

**WESTERN WASHINGTON UNIVERSITY FOUNDATION**

By: \_\_\_\_\_  
Chair, Board of Directors

Date: \_\_\_\_\_

Attest: \_\_\_\_\_  
Secretary, Board of Directors

Date: \_\_\_\_\_

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** August 20, 2010  
**SUBJECT:** **2011 Board of Trustees Meeting Schedule**  
**PURPOSE:** Action Item

---

**Purpose of Submittal:**

To establish the 2011 meeting schedule for the Board of Trustees of Western Washington University.

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

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University establish the following meeting schedule for the year 2011:

February 10 & 11, 2011

April 14 & 15, 2011

June 9 & 10, 2011

August 18 & 19, 2011

October 13 & 14, 2011

December 8 & 9, 2011

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

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

**FROM:** President Bruce Shepard by Sherry Burkey, Associate Vice President for University Relations

**DATE:** August 20, 2010

**SUBJECT:** **Olympia Update: Governor's Higher Education Funding Task Force**

**PURPOSE:** Discussion Item

---

**Purpose of Submittal:**

Sherry Burkey, Associate Vice President for University Relations will brief the Board on the Governor's Higher Education Funding Task Force.

CHRISTINE O. GREGOIRE  
Governor



STATE OF WASHINGTON

## OFFICE OF THE GOVERNOR

P.O. Box 40002 • Olympia, Washington 98504-0002 • (360) 902-4111

---

**For Release:** Immediate  
**Office**  
**Date:** July 28, 2010

**Media Contact:** Governor's Communications  
**Phone:** 360-902-4136

---

### **Gregoire forms Higher Education Funding Task Force**

*New group to focus on reforms to four-year universities to provide long-term stable funding and improve performance and accountability*

**OLYMPIA** - Gov. Chris Gregoire today announced the formation of a Higher Education Funding Task Force to help create a sustainable funding model and develop strategies that increase accountability to ensure taxpayers get the best value for the state's and student's investment at our four-year universities.

"Our state's four year universities are an incredibly valuable economic asset and as a changing economy becomes more demanding, we must continue to be able to provide Washington's employers with a skilled workforce," said Gregoire. "This means having a higher education system that is more transparent, performing better and serving our students in the most efficient way possible."

To meet the demand of skilled workers needed by Washington's economy over the next decade, Washington state's public four-year universities must increase annual baccalaureate degree production by 30%. At the same time, Washington has faced significant shortfalls in the state budget the last two years and an expected \$3 billion deficit for the next biennium.

Gregoire asked the task force to focus on three tasks:

- Develop a realistic and viable long-range funding strategy that provides Washington's students with affordable higher education opportunities.
- Recommend ways to improve accountability and performance in our public four-year higher education institutions to ensure we get the very highest value for the state's and student's investment.
- Consider whether the higher education system's current governance model should be modified to improve system-wide performance and accountability.

The task force will be chaired by Brad Smith, general counsel and senior vice president of Legal and Corporate Affairs at Microsoft.

“Brad is someone who has demonstrated a great commitment to improving our public education system,” said Gregoire. “I am pleased that Brad has agreed to serve as the chair of the task force. He brings to the table skills and experiences which I believe will help us achieve our goal of a world class higher education system.”

“If we want the children who grow up in our state to have a full opportunity to acquire the skills needed in the 21<sup>st</sup> century economy, we need to ensure that our public universities remain healthy,” said Smith. “I want to thank the governor for bringing together a group of talented people from a wide range of perspectives to address this issue in a non-traditional way, as well as to thank everyone who has agreed to join us in this important effort.”

The Higher Education Funding Task Force will meet several times this summer and make recommendations to Gregoire in the fall, with proposals to eventually be incorporated into her 2011 legislative agenda.

Members of the governor’s Higher Education Funding Task Force are:

**Brad Smith**, Chair, Senior VP and General Counsel, Microsoft Corporation

**Judith Runstad**, Foster Pepper LLC

**Charlie Earl**, Director, State Board for Community and Technical Colleges

**Jesus Hernandez**, Chair, Higher Education Coordinating Board

**Thomas L. “Les” Purce**, President, Evergreen State College

**Pat Shanahan**, Vice President & General Manager, Airplane Programs, Boeing Company

**David Tang**, Managing Partner, K&L Gates LLP

**Paula Reynolds**, CEO, Preferwest LLC

**Dean Allen**, CEO, McKinstry Company

**Bill Ayer**, Chair and CEO, Alaska Air

**Michael Kluse**, Senior VP, Battelle

**Maud Daudon**, President & CEO, Seattle Northwest Securities

**Chris Rivera**, President, Washington Biotechnology and Biomedical Association

**Ray Stephanson**, Mayor of Everett

**Paul Rosier**, Executive Director, Washington Association of School Administrators

**Alex McGregor**, President & CEO, The McGregor Company

###

**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 20, 2010

**SUBJECT:** **Banner Finance and Human Resources Initiatives Project Update**

**PURPOSE:** Informational Item

***Introduction/Background***

Western Washington University is currently using SunGard Higher Education's Banner Enterprise Resource Planning (ERP) system as the official record for Finance, Student, Payroll, Human Resources (HR) and Advancement. In 1991, the University served as a beta (test) site for the implementation of the Banner Finance module. At that time, a chart of accounts structure was developed by mirroring the old home-grown system, rather than being redesigned to fit the intended functionality of all Banner modules. The Banner HR module was implemented in 1997.

Since 1991, various changes were made to customize the Banner Finance module to fit existing business processes, and a suite of reports was developed to meet some of the more common user information needs. However, resources dedicated to ensure that systems development, report development, user training and documents remained current and relevant were insufficient to meet the demands for new information, resulting in a high level of user dissatisfaction with Banner finance reporting. In June 2008, Business and Financial Affairs performed an on-line survey asking for feedback on financial querying and reporting. Sixty-two surveys were completed by campus users, a majority of whom responded that report options needed to be expanded, additional training was required on the query tools and reports, and that a finance data warehouse solution should be investigated.

In the current system configuration, the lack of data integration causes difficulties in reconciling reports from different data sources and between systems, modules and databases. If all SunGard Banner modules are used as designed and integrated, management believes that unnecessary duplication of data will be reduced or eliminated. Simplifying the chart of accounts and removing unnecessary customization will make data collection and reporting easier, will facilitate business process analysis, and improve customer services.

The Banner Finance and Human Resources Initiatives Project was launched in the Winter of 2010, with a modest investment of funds by utilizing existing software and leveraging the knowledge of Western staff. A highly collaborative structure and process was defined for the project, involving multiple constituencies from across the campus, including Academic Affairs, Business and Financial Affairs, Information Technology Services/Administrative Computing, and University Planning and Budgeting.

## **Scope**

This three-phase project (a link to the project charter is included at the end of this document) is designed to utilize the functionality of all existing Banner systems within the Finance, Human Resources and Budget Development suite of Banner products. Phase 1 involves updating and revising the University's Chart of Accounts, implementing the Governmental Accounting Standards Board (GASB) automated financial statement preparation, and implementing the Banner Budget Development module. This will allow the University to move away from manual input of annual budget data, and coordinate budget and HR data, including position control, through the use of Salary Planner. In parallel, we are implementing Finance/HR data warehouse software to improve our query and reporting capabilities, reduce dependencies on redundant shadow systems, and improve forecasting for budget, finance and human resource data.

In Phases 2 and 3, the Grants & Projects and Fixed Assets modules will be implemented to achieve efficiencies and data integration with Banner Finance. Business processes for all related modules will also be analyzed, evaluated and redesigned to eliminate redundancy and maximize efficiencies. Additionally, a review and analysis of how Human Resources uses the Banner HR module is expected to improve the effectiveness and efficiency of that system, and ensure cross-module data integrity. (Total budget: \$360,000 one-time (consulting, server and software acquisition); \$25,000 annual software maintenance.)

## **Goals, Objectives and Deliverables**

- Update and simplify university chart of accounts to facilitate use of Budget Development module, including Salary Planner starting with the fiscal 2010-11 budget process.
- Reduce manual input of initial annual operating budget data and allow for earlier input of the annual budget.
- Improve data integrity for budget, finance and HR systems.
- Improve business processes for budget, finance and HR activities. Investigate ancillary process improvements related to finance initiatives, such as full integration of the procure-to-pay cycle, travel and expense management, and document management.
- Purchase, install and implement a data warehouse system that is easy to use and allows end-users to produce standard and accurate ad hoc reports in a timely manner. Develop central library of standard reports.
- Improve management decisions by providing more timely and accurate information.
- Remove customizations to Banner Finance program code.
- Install updates to Banner modules and data warehouse software on time and on budget.
- Build flexibility into chart of accounts for multi-level cost measurement.
- Achieve more seamless integration of finance, budget and payroll data through reporting or systems means.
- Integrate functionality into Banner Finance for tracking grants, capital projects and fixed assets through implementation of Banner Grants/Projects and Fixed Assets modules.
- Automate financial statement preparation through use of GASB reporting module.
- Explore possible coordination between Banner Finance and FAMIS (facilities management information system) to improve capital project and facilities maintenance financial tracking.



## **Status Update**

Phase 1 of the Banner Finance and HR project was completed on time and under budget. Fiscal 2010 year-end closed with no major chart of account conversion issues. Automated financial statement preparation using the GASB module will be run in parallel with the normal manual, spreadsheet-based process for fiscal 2010. Changes to the state reporting matrix and reporting processes were made to reflect the revised chart of accounts.

Finance data warehouse software (Millennium FAST) is currently in the implementation phase, with "Train-the-Trainer" training scheduled in August. Testing and validation of reports for both Finance and HR modules are set for September with a planned go-live date in October 2010.

The Budget Development/Salary Planner tool for the fiscal 2011 budget was installed in July; training and implementation is estimated for August and September 2010.

In advance of Phase 2, the grants and projects module overview was completed at the request of Research and Sponsored Programs staff.

## **Next Steps**

- Training for "Train-The-Trainer" program for finance data warehouse in August 2010, with users training scheduled prior and after finance data warehouse go-live date. Develop training materials.
- Develop data warehouse policies and procedures.
- Produce 2009-10 financial statements using GASB reporting module.
- Human Resources Information Systems (HRIS) Review – Fall 2010
- Chart of Accounts review – further simplification and analysis of requirements for other cost tracking functionality – FY 2010-11
- Grant Module – proposed implementation January to June 2011
- Implement fully functional Fixed Asset module, including on-line departmental purchasing requisitions and receiving, and recommendations for additional opportunities to fully utilize Banner functionality – FY 2011-12 and ongoing
- Develop library of standard reports – FY 2010-11 and ongoing
- Business process reviews – Budget, HR & Finance processes – FY 2010-11 and ongoing

## **Links to Relevant Documents**

Project Charter – Banner Finance and HR Initiatives

<http://www.wvu.edu/depts/fs/GeneralAcctg/BannerInitiative/Documents/ProjectCharter.pdf>

Project Charter – Finance and HR Data Warehouse Initiatives

[http://www.wvu.edu/depts/fs/BannerFinance/Documents/Project\\_Definition\\_Data\\_Warehouse.pdf](http://www.wvu.edu/depts/fs/BannerFinance/Documents/Project_Definition_Data_Warehouse.pdf)

# Banner Finance and HR Initiatives Implementation Committee Structure – Phase 1

**Executive Policy & Advisory Committee**  
President & Vice Presidents

**Planning & Leadership Team**

Kathy Wetherell  
Paula Gilman  
Diana Cline  
Shonda Shipman  
Linda Beckman  
Barbara Fasser  
John Lawson  
Chyerl Wolfe-Lee  
Wanna VanCuren  
Angela Andreassen

**Project Implementation Team**

Bob Schneider  
Steve Weinberg  
Shonda Shipman  
Wanna VanCuren  
Sharon Colman  
Diana Cline  
Kathy Wetherell  
Vic Kiel

Co- Project Managers  
Shonda Shipman/Bob  
Latyak (SCT)

**Chart of Accounts Revision Implementation Team**

Shonda Shipman, Lead  
Diana Cline  
Linda Beckman  
Randy Senf  
Adam Leonard  
Angela Andreassen  
Becky Kellow  
Loa Semrau

**Testing:**  
MaryAnn Merrill  
Gary Jordan  
Lise Fitzpatrick  
Sandra Mottner  
Diane Boyer  
Ichi Penci

**Training Team**

Vic Kiel, Lead  
Wanna VanCuren  
Sharon Colman  
Mike Ulrich  
Ichi Pencil  
Janet McLeod

**GASB Reporting Team**

Mike Ulrich, Lead  
Teresa Mroczkiewicz  
Diane Fuller

**State Reporting Team**

Mike Ulrich, Lead  
Diana Cline  
Sharon Hurt  
David Weiss

**Banner Budget Development**

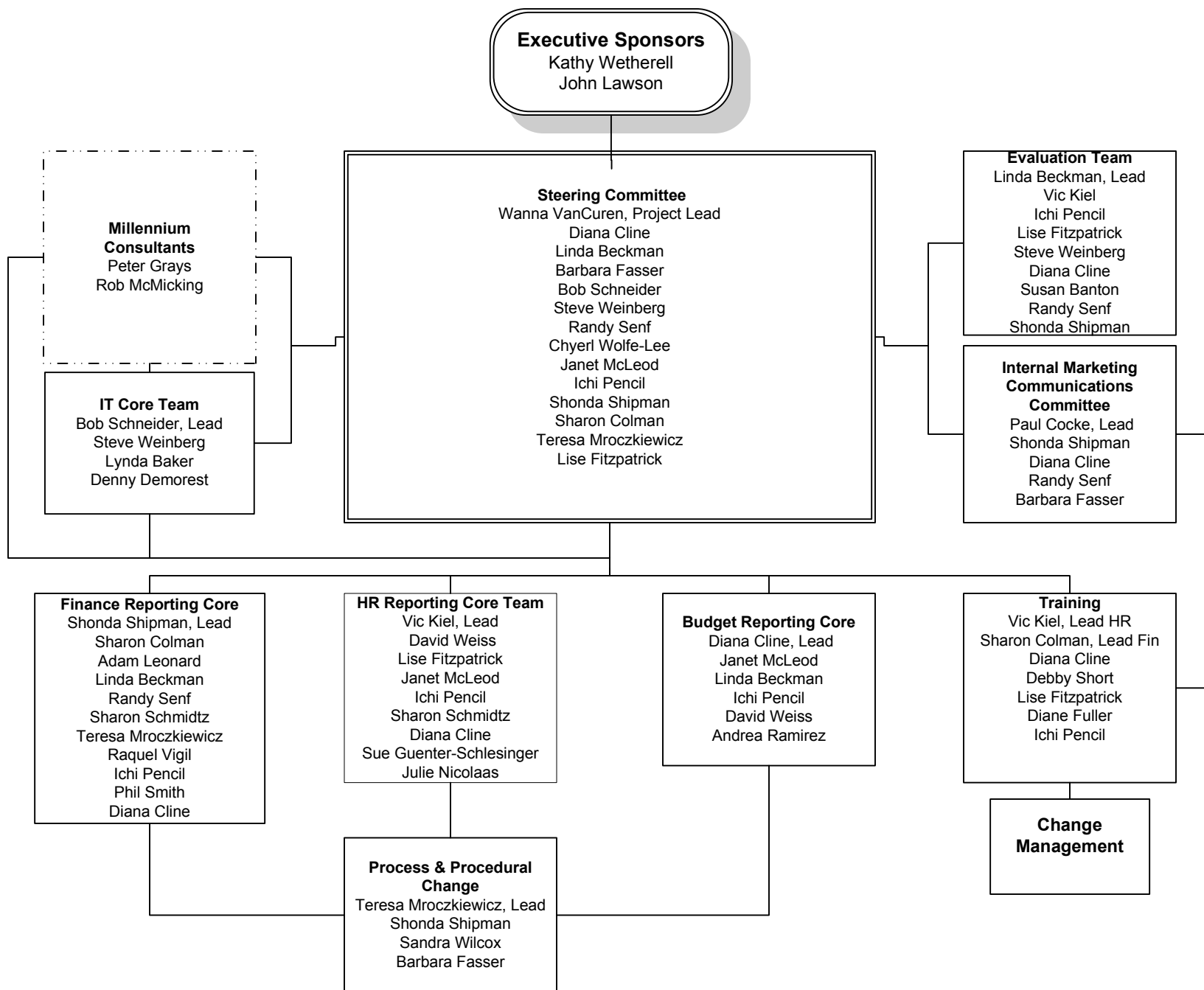
Diana Cline, Lead  
Phil Smith  
Kirk England  
Carrie Thurman  
Andrea Ramirez  
Chyerl Wolfe-Lee  
David Weiss  
Sharon Colman

**Process/Testing:**  
Janet McLeod  
Randy Senf  
Ichi Pencil  
Angela Andreassen  
Gary Jordan  
Sue Hoidal

**Internal Marketing Communications Committee**

Paul Cocke, Lead  
Shonda Shipman  
Diana Cline  
Randy Senf

# FINANCE/HR DATA WAREHOUSE IMPLEMENTATION TEAMS



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

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

**FROM:** President Bruce Shepard by Sherry Burkey, Associate Vice President for University Relations and Paul Dunn, Senior Executive Assistant to the President

**DATE:** August 20, 2010

**SUBJECT:** Northwest Higher Education Coalition Report

**PURPOSE:** Discussion Item

---

**Northwest Higher Education Coalition Report to WWU Board of Trustees  
August 20, 2010**

**Background:**

The Northwest Higher Education Coalition (NWHEC) was formed in the Fall of 2009 to address a growing set of issues in higher education that are best served through a collaborative approach. NWHEC is comprised of 7 institutions, including Western Washington University, Whatcom Community College, Bellingham Technical College, the Northwest Indian College, Skagit Valley College, Everett Community College, and Olympic College. WWU President Bruce Shepard was a founding member of a similar regional coalition during his tenure as chancellor of the University of Wisconsin-Green Bay, the Northeast Wisconsin Educational Resource Alliance (NEW ERA). Given the success of NEW ERA in Wisconsin, and the benefits in efficiency, mission service, and political good will to be realized through the collaboration of four-year and two-year state universities and colleges, President Shepard proposed a similar effort in the north Puget Sound region. While WWU is in a unique position to include NWHEC initiatives among its budget request items—e.g., “Leveraging Leadership of Returning Veterans” in the 2011-13 biennial budget request before the Board at this meeting—NWHEC is intended to be a consortium of equals, with leadership and responsibilities to be shared by all partners.

The consortium has met three times to date, most recently on June 25<sup>th</sup>, to identify areas of possible collaboration. Three topics have been identified for further development: services to Veterans, international initiatives, and marine/water conservation.

**Mission Statement:** The Northwest Higher Education Coalition is a consortium of public colleges and universities in the Kitsap, Whatcom, Skagit and Snohomish counties that fosters regional partnerships to better serve the educational needs of the region and the people of Washington State.

**Vision Statement:** The Northwest Higher Education Coalition will be a leader in collaborating to:

- Serve our region with quality, seamless education
- Provide essential educational resources for communities, businesses and government
- Drive economic, cultural and community vitality throughout the region and the state

**Partners:**

- David Beyer, President, Everett Community College
- Cheryl Crazy Bull, President, Northwest Indian College
- Tom Eckert, President, Bellingham Technical College (outgoing)
- Kathi Hiyane-Brown, President, Whatcom Community College
- Bruce Shepard, President, WWU
- Gary Tollefson, President, Skagit Valley College
- David Mitchell, President, Olympic College

**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 20, 2010  
**SUBJECT:** Educational Channel in Bellingham  
**PURPOSE:** Discussion Item

---

**Purpose of Submittal:**

Steve Swan, Vice President for University Relations, will brief the Board on the proposed Educational Channel in Bellingham.

**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 20, 2010

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

**PURPOSE:** Information Item

---

**Purpose of Submittal:**

Provide an update to the Board on Alumni Relations activities.

**Supporting Information:**

Report attached

## **OFFICE OF ALUMNI RELATIONS**

### **News**

Kay Hovde '84 was honored at the June board meeting as the first Emeritus member of the Alumni Association Board of Directors. This is an honorific title in recognition of her meritorious service and continuing strong interest in the organization.

The 2010 Golden Viking Reunion exceeded expectations with more than 110 alumni and 50 family members returning to campus to celebrate 50 or more years since graduation. Over the two-day event, alumni chose from many educational, recreational and social activities across campus.

To communicate important University and Alumni Association news, the spring issue of the spring eNewsletter **Western Wire** was sent to more than 50,000 alumni, parents and donors boasting a 22.4% open rate.

Additionally, two college-based eNewsletter issues for the College of Sciences and Technologies (CST) and College of Humanities and Social Sciences were sent successfully to their respective alumni and supporters in June. The eNewsletter saw an average open rate of 25% and a 0% unsubscribe rate.

To encourage visibility and pride for Western while increasing scholarship dollars for students, a focused effort to increase the number of Western specialty vehicle license plates has resulted in a net growth of 4.4% in 12 months totaling \$19,000 in scholarship dollar revenue annually.

The Western Alumni on-line communities continue to grow and includes MySpace with 2,800 members, Facebook with 3,100 members, Twitter with 560 members; the fastest growing community is Linked-in with 3,400 members.

The first all-alumni survey in two decades will conclude in September and to date has resulted in an 8.5% response as compared to the 5% response rate of the recent University of Washington alumni survey. A full report will be ready for distribution in October.

### **Alumni Events**

Ongoing broad-based engagement opportunities that provide opportunities for alumni to engage with Western continue to be a focus.

#### **Recent Programs include:**

##### **STUDENT PROGRAMMING**

June 9-10	Senior Celebration, Campus
June 11	Outstanding Grad Celebration
June 12	Commencement
August 20	Senior Celebration, Campus

##### **GOLDEN VIKING PROGRAMS**

July 14-15	Golden Viking Reunion, Campus
July 16	Grandparents U BBQ, Campus



**Upcoming Programs:**

**STUDENT PROGRAMMING**

August 21	Commencement
August 30	Student Send Off, Vancouver
September 12	Student Send Off, Olympia
January 29, 2011	Alumni Scholarship Dinner, Campus

**BROAD-BASED ALUMNI PROGRAMS**

August 30	Alumni Family Night & Student Send Off, Vancouver
September 8	Get Your Blue On BBQ & Blue Grass Concert, Campus
September 12	Alumni BBQ & Student Send Off, Olympia
September 24-26	Tour to Eastern WA Wine Country
October 29–November 4	Alumni Campus Abroad - Tour of Italy

# WESTERN WASHINGTON UNIVERSITY

## Capital Program Report

Board of Trustees

August 20, 2010

### **MAJOR CAPITAL PROJECTS** *(Updated August 9, 2010)*

- **Miller Hall Renovation**

The Miller Hall Renovation project is currently approximately 90% through the construction of Phase I, renovation of the 1960's wing. The General Contractor/Construction Manager (GC/CM), Dawson Construction, and the A/E team led by Mahlum Architects are working with university staff as the construction work progresses. Substantial completion of Phase I is scheduled for August 18<sup>th</sup> with furniture starting to arrive on August 19<sup>th</sup>. Twice weekly construction meetings have been held since June 16<sup>th</sup>, as we get closer to substantial completion of Phase I. Commissioning meetings for the mechanical/controls/plumbing/fire alarm and other related systems are held weekly. Meetings with City of Bellingham code authorities are ongoing in order to address any issues they may have regarding the certificate of occupancy needed by the university.

Tracking of the LEED (Leadership in Energy and Environmental Design) status for the project is done weekly in meetings with the GC/CM, Owner and consultants. The project is still tracking well for LEED silver status.

The university and consultants are finalizing the plans to move Woodring College of Education staff out of the 1940's building and into their new permanent offices in the 1960's wing starting in late August and running through early September. The office of the Dean, as well as the office of Student Services, will be housed in temporary offices within the Phase I building. The permanent offices for these two areas are located in the 1940's building which will not be ready for occupancy until late 2011. A Town Hall Meeting for the building occupants was held on July 27<sup>th</sup> and a full update on the project status was shared. Tours of the construction work are scheduled nearly weekly and many of the future occupants have taken advantage of this opportunity to view the newly remodeled building.

While Dawson Construction is indicating that the renovation is on schedule for substantial completion to be achieved on August 18<sup>th</sup>, a list of a few items that will not be complete is being prepared along with a plan to address them after occupancy. The final sub-contractor bid package covering demolition of the interior of the 1940's building, along with selected demolition of exterior elements, was opened by the University on July 29<sup>th</sup>. Dawson anticipates that demolition in the 1940's building could begin as early as September 10<sup>th</sup>.

- **Buchanan Towers Addition**

The exterior brickwork is substantially complete. The windows for the three towers have been installed and the installation of windows on the corridor sky bridges and new café has begun. The installation of interior building systems rough-in and gypsum wallboard has occurred in all three towers. Architectural finishes are underway in all areas of the towers. Mechanical and electrical rough-in is substantially complete in the café area. Site utility work is ongoing as well as exterior walkways and stairways.

The work continues to be behind schedule. The university has been working to assure that any delay will not impact occupancy for the existing building.

## **OTHER CAPITAL ITEMS AND PROJECTS OF INTEREST**

- **Chemistry Building Addition**

Construction for this project is complete. Faculty and staff were moved into office areas. The general university classroom is being utilized. Lab equipment is being delivered to the research labs in anticipation of Fall Quarter research projects.

- **Haggard Hall/Wilson Library Renovation for ATUS**

Construction for this project is substantially complete. Select rooms in Haggard Hall and Wilson Library were renovated to accommodate the remaining relocation of Academic Technology and User Services (ATUS) from Miller Hall, along with the relocation of university broadcast equipment. A new computer lab in HH 233 was completed early and was operational for Summer Quarter.

- **Classroom Mediation**

Colacurcio Brothers have completed work in four of the classrooms between March and June. These classrooms were in Parks Hall, Chemistry Building, Arntzen Hall, and Bond Hall. They are currently working on the remaining eleven classrooms, in Arntzen Hall, Environmental Studies, Fine Arts, Haggard Hall, Humanities and Parks Hall. They are scheduled to complete all work before the start of Fall Quarter 2010.

- **Other Construction Projects for Summer 2010**

Currently, there are 27 other public works projects under construction this spring/summer (all fund sources). These projects have been awarded to 14 construction firms not including all of the subcontractors also working on the projects. In addition, a large number of in-house construction projects are taking place.

Communication is ongoing to the campus occupants including emails, web updates, press releases, building meetings and project signage. The campus map with links to project descriptions and project management contacts has been successful. The map is available at <http://www.wvu.edu/depts/fm/ConstructionMap/index.html> along with a video regarding summer construction, put together by a volunteer from Facilities Management.

- **2011-13 Capital Planning Process**

The 2011-13 Capital Planning process is nearly complete. Based upon the Board's approval of the 2011-2021 Ten-Year Capital Plan at the June 2010 Board meeting, the university has submitted (August 1<sup>st</sup> deadline) its eight line-item and major capital project requests from the 2011-13 biennia to the Office of Financial Management (OFM) for scoring. Those eight submittals are as follows:

- Carver Academic Renovation (Design funding request)
- Academic Services and Performing Arts Facility (Predesign funding request)
- Classroom and Lab Upgrades (Design and Construction funding request)
- North Campus Utility Upgrade (Design and Construction funding request)
- Fraser Hall Renovation (Design and Construction funding request)
- Performing Arts Exterior Renewal (Design and Construction funding request)
- Wireless Network Upgrade (Design and Construction funding request)
- Land Acquisition – Waterfront (Land Acquisition funding request)

The university is also in the process of completing its 2011-2021 Capital Plan and 2011-2013 Capital Budget Request documents that are due to the State by September.

For more information about the major projects, please visit our Facilities Management website at <http://www.wvu.edu/depts/fm/Services/FDCA/index.html>.

For more information about the Capital Program and the 2011-13 Capital Planning Process see <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 20, 2010

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

**PURPOSE:** Information Item

---

**Purpose of Submittal:**

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

**Supporting Information:**

Report attached

## **OFFICE OF DEVELOPMENT**

The 2009-2010 fiscal year (ended June 30) saw an increase in dollars raised for Western. In total, nearly \$5.4 million was raised, an increase from \$4.7 million in FY 09.

The Foundation Board and Campaign Planning Committee continue to work diligently on preparations for a fundraising campaign. The Collins Group of Seattle has been retained to conduct a readiness audit, write campaign components and prepare for a feasibility study.

The Foundation hosted two successful summer BBQs for members of the President's Club. The Seattle event on August 3 had the largest attendance of any Seattle summer event and the Bellingham event on August 10 was enjoyed by more than 300 guests.

### **Gifts of Note**

A gift of \$20,000 from Don Gerould to support the Avis Stewart Scholarship in Woodring College.

A gift of \$20,000 to support the Elyse Alper Memorial Scholarship from Sylvester Alper.

A final payout of \$250,000 from the estate of Ada Walter to the Don C. Walter Scholarship Endowment.

A gift of \$25,000 from Russell Investments to support the CBE Investment Management and Scholarship Fund.

A gift in excess of \$930,000 from the estate of Earl Settlemyer to benefit programs and scholarships in Woodring College of Education, College of Fine and Performing Arts and the College of Business and Economics.

A grant of \$10,000 from the Verizon Foundation to support the Woodring College Community Language and Literacy Center.

A gift of \$10,000 from Accelitic to support scholarships.

A gift of \$20,000 from Dean and Sandra Blinn to establish a scholarship endowment for Huxley College students.

\$75,000 from Anne and Wayne Gittinger to support campus enrichment.

### **Upcoming Events**

September 16 – Annual Viking Night Auction and Dinner

September 21 – Foundation Board Quarterly meeting

**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 20, 2010

**SUBJECT:** **Quarterly Academic Program Review**

**PURPOSE:** Informational Item

---

**Purpose of Submittal:**

This short report is the first of a series of regular updates we intend to provide the Board of Trustees as an overview of activities within the Academic Affairs division.

**Supporting Information:**

- Number of undergraduate degrees awarded annually for the university's largest 20 majors
- Number of master's degrees awarded by college
- Number of Woodring College of Education (WCE) students earning teaching certificates

**Table 1: Number of Undergraduate Degrees Awarded for Largest 20 Majors**

Department	FY 2007	FY 2008	FY 2009
English	221	220	213
Psychology	195	199	191
Finance & Marketing	163	186	189
Physical Education, Health & Recreation	159	167	177
General Studies	143	152	163
Management	113	135	154
Human Services & Rehabilitation	150	142	147
Art/Art History	99	124	128
Communication	105	106	128
Modern & Classical Languages	102	103	125
Sociology	130	108	122
Biology	88	114	110
Political Science	114	113	103
Engineering Technology	99	82	102
History	104	77	97
Economics	99	92	92
Environmental Science	93	86	90
Anthropology	72	99	80
Special Education	55	29	75
Fairhaven College	89	69	71

**Table 2: Number of Master's Degrees Awarded – July 1, 2009 through June 30, 2010**

College:	MA	MS	MED	MIT	MBA	MPAC	MMUS	Totals	% Female
CBE	-	-	-	-	41	11	-	52	33%
CFPA	-	-	-	-	-	-	5	5	20%
WCE	13	-	62	51	-	-	-	126	67%
Huxley	-	12	11	-	-	-	-	23	83%
CST	-	34	7	-	-	-	-	41	44%
CHSS	64	15	6	-	-	-	-	85	67%
<b>Totals</b>	<b>77</b>	<b>61</b>	<b>86</b>	<b>51</b>	<b>41</b>	<b>11</b>	<b>5</b>	<b>332</b>	<b>59%*</b>

\*This percentage (59%) is in line with master's degrees awarded nationwide and continues the trend here at WWU for the past several years.

**Table 3: Number of WCE Students Earning Teaching Certificates**

	Secondary Education	Elementary Education
2009-2010 (estimated)	131	148
2008-2009	118	132
2007-2008	137	189
2006-2007	156	225



**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 20, 2010  
**SUBJECT:** **University Relations Report**  
**PURPOSE:** Information Item

---

**Purpose of Submittal:**

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

**Supporting Information:**

Report Attached

**WESTERN WASHINGTON UNIVERSITY  
OFFICE OF UNIVERSITY RELATIONS**

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

**University Branding Initiative**

The implementation of Western's Brand Strategy began in late July when 36 members of the Brand Implementation Team convened met for the third time. The first meeting of the group was a presentation on Branding 101 which was conducted by Lyric, Inc. to provide a foundation of understanding about branding, brand strategy development and implementation. The second meeting was interactive as team members reviewed and provided feedback on the then draft Brand Strategy documents. This exercise was conducted as a part of the campus-wide review process and to get critical feedback from the people who are charged with bringing the WWU brand to life in their respective areas. At the most recent meeting the Brand Implementation Team was presented with the official WWU Brand Strategy and asked to begin the implementation process in a number of basic ways. The meeting also included interactive discussion as members strategized on various unique ways they desire to bring the brand to life in their areas. The team will continue to meet on a regular schedule.

The development of a new WWU logo has not been completed as concepts developed to date have not met with the approval of the Branding Leadership Team. This work with Lyric, Inc. is continuing with the development and review of new logo concepts. The lack of a logo has also caused a delay in the production of the Graphic Style Guide which will include specific direction on use of the WWU logo. It is also causing delay in the production of materials such as printed materials and banners which will be used in the official rollout of the WWU brand.

The Branding Leadership Team is very pleased by the strong response the new WWU Brand Strategy and the new tagline "Active Minds Changing Lives" has received from various on-campus and off-campus stakeholders.

**Educational Access Channel and TVW**

Western is currently pursuing the creation of an Educational Access Channel as a part of the cable television offerings in Bellingham and Whatcom County. As the franchising authority, the City of Bellingham has the opportunity to include in its negotiations for the renewal of the cable franchise for Bellingham the request for an Educational Access Channel, a Public Access Channel, or both.

The Educational Access Channel that Western is pursuing would be an operational partnership between WWU and the University of Washington. WWU has also been working with Bellingham Technical College, Northwest Indian College and Whatcom Community College on this proposal as those entities would be programming content partners.

Educational channels are available in many communities through our country, providing a valuable service to viewers of all ages and backgrounds. Programming developed by institutions of higher education are valued by communities, including prospective students, families, alumni and professionals who watch to strengthen their skills and broaden their understanding and horizons. Educational programming that occurs on each of our campuses and through our respective outreach in our community directly benefits our environment, our economy and the quality of life here in Bellingham and around our state.

WWU, UW and it partners envision and Educational Access Channel that will provide a public forum for each of the partners to share the research, scholarship and artistic endeavors of

respective talented faculty and students with the larger community. It would also provide forums for discussion on civic issues of the day that affect our community, region, state and country.

Western is also pursuing programming opportunities with TVW to extend its statewide outreach. Thanks to the efforts of Trustee Ralph Munro who also serves on the TVW Board of Directors, WWU leadership had a meeting with TVW leadership in Seattle on July 6<sup>th</sup> to begin partnership discussions. President Bruce Shepard, Trustee Munro, Vice-President Steve Swan and Associate Vice-President Sherry Burkey engaged in fruitful discussions with TVW President and CEO Greg Lane and Director of Programming David Johnson.

### **Government Relations**

U.S. Senator Patty Murray, a senior member of the Senate Appropriations Committee, announced on July 27<sup>th</sup> that she has included funding for Western's proposed National Center for Economic Vitality as a part of the Fiscal Year 2011 Financial Services and General Government Appropriations bill.

While WWU's request has been trimmed from \$2.2 million to \$300,000, it nonetheless would position Western to begin activities with this operation. The NCEV would provide a centralized source of resources, tools, training, and certification of economic gardening efforts that will result in creating and saving jobs in Washington state and beyond. Economic gardening, which is a key component in this enterprise, is an economic development strategy that uses sophisticated business research tools and technical assistance to support entrepreneurial activities resulting in the retention and expansion of businesses and creation of jobs. WWU's current Center for Economic Vitality would serve as the model for this initiative.

An important piece of legislation for Washington state and all of its tax supported entities passed the U.S. Senate on August 4<sup>th</sup>. The Murray-Harkin amendment to H.R. 1586 provides \$10 billion for education jobs and \$16.1 billion for Federal Medical Assistance Percentage (FMAP). It is important to note that our own Senator Patty Murray is one of the two authors of this amendment. Senator Murray submitted amendments to a number of other bills before achieving success with this amendment to H.R. 1586. Almost 30 states, including Washington, have factored FMAP funding into their state budgets. It is this action that will provide the funds needed to fill the potential gap in our state budget that would have occurred if the Medicaid funding did not come through. The U.S. House of Representatives is voting on the bill this week.

The Government Relations office is busy planning and working with our colleagues as we prepare our legislative agenda for the upcoming legislative session.

We have been working closely with the representatives of the other four year baccalaureate institutions meeting regularly and conferring in weekly conference calls to share information and compare notes and develop strategy for what appears to be a very challenging 2011 fiscal environment.

We have been working closely with our newly elected AS student leadership and the newly appointed student legislative liaison and with the faculty leadership and legislative representative.

We have been working to develop common messaging and strategies so that as much as possible we can speak with one voice about the value and contributions of four year higher education.

We are also continuing our work on developing a Legislative Advocacy Network of parents, alums, Board members and friends of Western. We are busy identifying people who are willing to help with this effort, beginning to contact those people and developing a communication plan.

President Shepard has continued to meet with legislators both on and off campus and will continue those meetings throughout the summer and fall.

The Governor has recently announced the formation of a Governor's Higher Education Funding Task Force and Bruce will be working with the other Presidents and meeting with members of that Task Force to familiarize them with four year higher education, Western and some of our ideas on higher education funding. The Task Force will meet several times this summer and make recommendations to the Governor in the fall to eventually be incorporated into her 2011 legislative agenda.

We are also preparing for the presentation of our 2011-13 Operating and Capital Budget request to the Higher Education Coordinating Board on Sept 16<sup>th</sup>.

## **OFFICE OF UNIVERSITY COMMUNICATIONS**

The Office of University Communications continued to work on a wide array of projects, including developing an increased ability to provide information via various online and new media methods.

### **Online/Publications**

The university's daily online news blog, **Western Today**, continues to see improvement and it was used heavily to showcase through videos, photos, and related media stories about the Western Vehicle Research Institute (VRI) team's run to the finals of the X Prize competition.

Our marketing efforts in **social media** continue to improve, and we're seeing good returns on our time investment in the amount of interest we've generated. New Media Coordinator **Matthew Anderson**, in addition to his duties as editor of Western Today, is working to constantly improve the university's **Facebook**, **YouTube** and **Twitter** sites. He also is working on a comprehensive **social media plan** for the university. In that role he has been able to greatly increase visibility for Western, as shown by the **recent X Prize competition**. Matthew also has assisted in development of a new website for the Compass 2 Campus program, which is now online at <http://www.wce.wvu.edu/C2C/>. He created the website with input from Cyndie Shepard and Shar Sarte Prince to give the site a new look .

Editor **Mary Gallagher** orchestrated Western's **Window** magazine Spring edition, which was sent out to about 100,000 alumni and friends of Western. Major stories included a profile of Shannon Point Marine Center; a feature story on alumnus Doug Dreier, who curates his family's enormous private collection of pop culture Americana; a preview of Western's Back 2 Bellingham celebration; and a profile of Alumni Lifetime Achievement Award winner Don Alcott Jr.

To better understand readers' interests Mary is planning a **readership survey for Window magazine after the fall edition** as part of a free readership survey of university magazines across the country. Mary also is gathering story ideas for the next Window magazine, scheduled for release in mid-October, and thinking about how to improve the **Window website**.

Meanwhile, we're also producing a special back-to-school edition of **Soundings for families of new WWU students**. The six-page edition will be mailed to homes soon after Labor Day, timed to coincide with families' excitement about this next step in their students' lives. And we're also producing a substantial annual report for University Relations, chronicling all the year's big news into one volume.

This summer **John Thompson**, assistant director and manager of marketing, is working on a project to build a **user-friendly web portal with a central focus on research at WWU**. Through this process, this office will contact virtually every professor and researcher on campus (and at off-campus locations such as Shannon Point Marine Center and our affiliated faculty at locations such as Huxley College on the Peninsula, etc.) and find their areas of research expertise. This will be put into a web database that can then be searched by department, by name, and, of course, by research area. This will be a valuable tool for the university's work with the legislature and with the media, as well as for our own use internally when looking for story ideas for our own publications.

Our two **graphic artists Chris Baker** and **Shona Fahland** completed a large volume of complex graphics work for the campus, including fliers, brochures, newsletters, online graphic arts work, posters, cards, and various materials for many colleges, departments and offices on campus, including a number of publications and materials geared toward new and returning students.

We also continued to reach out to the community as part of the **university's Speakers' Bureau**, although with many faculty gone for the summer activity does slow down. **Pam Smith**, program assistant in the Office of University Communications, facilitated the following speakers for upcoming events – Arunas Oslapas for an event in November and Karen Bradley for an event in February 2011.

### **Media Highlights**

Over the summer we have had two outstanding stories that brought strong international, national, regional, statewide and local media attention to Western. They were:

- Coverage of the VRI team from Western that completed a dramatic run all the way to the last days of competition in the finals of the **\$10 Million Progressive Automotive X-Prize**. The Viking 45 team advanced to the second-to-last day of trials and events at the Automotive X-Prize competition – a quest to design and build a 100-mpg automobile that could be easily mass-manufactured – making it further into the events than any other university worldwide. More than 140 teams started the competition and Viking 45 made it through test after test, from range tests to safety trials to technical inspections – until there were less than a dozen teams left, before finally being eliminated.

Matthew Anderson covered the team at the finals in Michigan. Our coverage from the event is online at <http://onlinefast.org/wwutoday/category/topics/piaxp>. There's also a bunch of other coverage, including media hits for the university, at <http://onlinefast.org/wwutoday/category/topics/x-prize>. Matthew was able to shoot a lot of video and photographs that will be useful for years to come in promoting the VRI and the university as a whole, and he's writing a major story for Window Magazine on the VRI run to the finals. Our office also helped coordinate a very successful initial **welcome-back celebration**, attended by more than 100 people, Aug. 5 at the PAC Plaza.

On Aug. 10, a **PBS film crew led by host and senior PBS editor David Brancaccio** is planning to travel to Western and shoot a segment at the VRI for a national documentary on sustainability slated to run in the fall.

A partial listing of other media stories that refer to Western include: multiple stories in **Consumer Reports; Forbes Magazine;** multiple stories in **MSNBC; Oregon Public Broadcasting; the Seattle Times, Tacoma News Tribune, Olympian, KING 5 TV, Fox 13 TV,** the **Charlottesville (Va.) Daily Progress; Associated Press, Autoblog Green; Ann Arbor. Com; Gizmag; EV World; the London Telegraph;** multiple stories in the **Bellingham Herald; KUOW Radio; KGMI Radio and KAPs Radio.** Western also was featured prominently on the **Progressive Automotive X Prize web site** and in other marketing by Progressive.

- The other major story, assisted greatly by assistant director John Thompson, concerned the **recent discovery by geologists from Western of a fossilized footprint of a Diatryma, a giant flightless bird that existed 50 million years ago. The fossilized track,** found in Whatcom County and brought to Western, is the world's only known track of the giant extinct bird.

In response to the news release written by Thompson, there was tremendous media interest. Media stories included in **the Bellingham Herald, The Chinook Observer, The Sun Valley Chronicle, The Tacoma News Tribune, Kitsap Sun, Seattle Times, (Longview) Daily Times, The Olympian, Associated Press, Lewiston (Idaho) Tribune, Stamford (Conn.) Advocate, Tri-Cities Herald, The Nevada Union, Danbury (Conn.) News Times, Red Orbit (science site), Seattle PI.com, USAToday.com, KWQ-TV (Coeur d'Alene), MSNBC, Experiencenw.com (KVOS TV), The India Times, Asia America News, Allvoices.com world news, Topix.com, Greenwichtime.com, Friendfeed.com, Birdcinema.com, Rejecttheherd.net, Myballard.com, Goodyduk.biz, Bellinghamgrapevine.com, Onenewspage.com, Daffodilvalleytimes.com, KGMI and KUOW Radio and KAMU (Portland) TV.**

A more extensive listing of media stories – grouped by category – that reference Western is now available via the [Knowledge Bank](#) at Western Today.

### **Waterfront Project**

The City and Port of Bellingham have reached a milestone as they have issued the final draft of the addendum to the Environmental Impact Statement. In addition, the Waterfront Advisory Group (WAG) is holding a public hearing on August 11th on the Master Plan that has been drafted by the City and Port of Bellingham for the waterfront project. The draft has been critically reviewed over the past four months by the WAG and final public input is being sought before the documents move on for review and approval by the Commissioners of the Port of Bellingham and the Bellingham City Council. It is the goal of the City/Port work team to have the master plan documents approved by the Port Commission and City Council by December of 2010.