

**Western Washington University
Board of Trustees
Agenda
June 11, 2010**

Location: OM 340
Time: 8:00 a.m.

1. **CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Board of Trustees Meeting, April 15 & 16, 2010
2. **RECOGNITIONS AND INTRODUCTIONS**
8:05 – 8:10
 - Resolution No. 2010-06 Congratulating the Western Women Rowing Team
 - Angela Harwood, Woodring College of Education
 - Paul Dunn, Sr. Executive Assistant to the President
3. **BOARD CHAIR REPORT**
8:10 – 8:20
 - Resolution No. 2010-04 Recognizing the Service of Board Member Sarah Ishmael
 - Resolution No. 2010-05 Welcoming New Trustee Tod Leiweke
4. **UNIVERSITY PRESIDENT**
8:20 – 8:30
5. **ASSOCIATED STUDENTS**
8:30 – 8:40
 - Introduction of 2010-2011 Associated Student President
6. **FACULTY SENATE**
8:40 – 8:50
 - Introduction of 2010-2011 Faculty Senate President
 - Faculty Handbook Bylaw 7: Senate Library Committee Revised Charge

ACTION ITEMS

7. **CONSENT ITEMS:**
8:50 – 8:55
 - Approval of Spring Quarter Degrees
 - Construction Contract Award for Campus Safety Voice Annunciation System (PW604)
 - Delegation of Authority for Upgrade Campus Network Switches (PW605)
 - Delegation of Authority for Armory Stabilization (PW615)
 - Consultant Contract Award for Ridgeway Beta Residence Hall Improvements (PW631)

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8. **APPROVAL OF 2010-11 ANNUAL STATE OPERATING BUDGET, INCLUDING PLAN FOR ONE-TIME COST REDUCSTIONS COMMENSURATE WITH ENGROSSED SUBSTITUTE SENATE BILL 6503.**
8:55 – 9:05 Presentation: Paula Gilman, Executive Director, University Planning and Budgeting
9:05 – 9:15 Discussion
9. **APPROVAL OF 2011-2013 CAPITAL BUDGET REQUEST AND 2011-2021 TEN YEAR CAPITAL PLAN**
9:15 – 9:25 Presentation: Kathy Wetherell, Interim Vice President for Business and Financial Affairs
Rick Benner, Capital Planning and Development/University Architect
9:25 – 9:35 Discussion
10. **APPROVAL OF STUDENT FEES**
9:35 – 9:45 Presentation: Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
9:45 – 9:55 Discussion
- Services & Activity Fee
 - Student Health Service Fee
 - Student Recreation Fee
 - Student Technology Fee
 - Non-Academic Building Fee
 - Green Energy Fee
 - Transportation Fee

BREAK 9:55 – 10:05

11. **APPROVAL OF ACADEMIC SELF-SUSTAINING PROGRAM FEES (EXTENDED EDUCATION AND OTHER PROGRAMS)**
10:05 – 10:10 Presentation: Catherine Riordan, Provost and Vice President for Academic Affairs
10:10 – 10:15 Discussion
12. **ACCEPTANCE OF CLIMATE ACTION PLAN**
10:15 – 10:20 Presentation: Kathy Wetherell, Interim Vice President for Business and Financial Affairs
Tim Wynn, Director, Facilities Management
10:20 – 10:25 Discussion
13. **APPROVAL OF AMENDMENTS TO AUDIT COMMITTEE CHARTER**
10:25 – 10:27 Presentation: Peggy Zoro, Chair, Board Audit Committee
10:27 – 10:30 Discussion
14. **APPROVAL OF AMENDMENTS TO INTERNAL AUDIT CHARTER, POLICY AND PROCEDURES**
10:30 – 10:32 Presentation: Peggy Zoro, Chair, Board Audit Committee
10:32 – 10:35 Discussion

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15. **APPROVAL OF THE 2010-2012 INTERNAL AUDIT SCHEDULE**
10:35 – 10:37 Presentation: Peggy Zoro, Chair, Board Audit Committee
10:37 – 10:40 Discussion

16. **ELECTION OF BOARD OF TRUSTEE OFFICERS**
10:40 – 10:45

DISCUSSION ITEMS

17. **CAMPAIGN PRIORITIES**
10:45– 10:55 Presentation: Stephanie Bowers, Vice President for University Advancement
10:55 – 11:05 Discussion

18. **BRANDING UPDATE**
11:05 – 11:15 Presentation: Steve Swan, Vice President for University Relations
11:15 – 11:25 Discussion

19. **LEGISLATIVE UPDATE**
11:25 – 11:30 Presentation: Sherry Burkey, Associate Vice President for University Relations
11:30 – 11:35 Discussion

20. **AMENDMENTS TO 1995 AGREEMENT WITH WESTERN WASHINGTON UNIVERSITY FOUNDATION**
11:35 – 11:40 Presentation: Wendy Bohlke, Legal Counsel
11:40 – 11:45 Discussion

COMMITTEE REPORTS

21. **AUDIT COMMITTEE REPORT**
11:45 – 11:50 Presentation: Trustee Peggy Zoro, Chair
11:50 – 11:55 Discussion

22. **INFORMATION ITEMS**
11:55
Enrollment and Admissions Summary
Alumni Relations Report
Capital Program Report
Development Report
Professional Leave Report
Tenure and Promotion Report
University Relations Report

23. MEETING EVALUATION AND FUTURE AGENDA TOPICS
24. PASSING THE GAVEL
Noon
25. ADJOURNMENT
26. DATE FOR NEXT REGULAR MEETING: August 19 & 20, 2010
27. LUNCH
Introduction of Presidential Scholar Award Recipients

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: June 11, 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, April 15 & 16, 2010

Supporting Information:

Minutes of April 15 & 16, 2010

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**REGULAR MEETING
April 15, 2010**

I. CALL TO ORDER

Chair Phil Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:01 p.m. in OM 340, Western Washington University, Bellingham, WA.

Board of Trustees

Betti Fujikado
Sarah Ishmael
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
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

II. SPECIAL REPORTS

A. 2011-2013 Capital Budget Request and 2011-2021 Capital Plan

President Shepard stated that the capital planning process is one of the greater challenges to be open and transparent on the campus due to its complexity. Recommendations for approval will be brought to the June Board meeting. The capital planning process has changed from past years. Interim Vice President Wetherell briefly reviewed the new capital planning process. An e-form was created so anyone on campus could submit a capital project request, making it a bottom-up process. Submitted requests were routed through the departments to the deans and to the vice presidents. The University Planning and Resources Council (UPRC), a subcommittee of the Faculty Senate, was an added governance step. UPRC submits their

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recommendations through the Faculty Senate. Wetherell thanked key individuals for their hard work in making the plan come together with an ambitious timeline: Rick Benner, Executive Director of Capital Planning and Development/University Architect; Tim Wynn, Director of Facilities Management; Francis Halle, Manager of Space Management; and, Renée Roberts, Director of Capital Budget.

Rick Benner presented information on two specific projects in the capital budget request and capital plan:

- The Carver Academic Facility Renovation is Priority #3, a design funding request. It is the University's #1 major capital project request (it is referenced as priority #3 as Minor Works are listed as priorities #1 and #2). Predesign funding was received for this project in the 2007-2009 biennium. Carver scored high in the Design Phase in 2009-2011 but did not receive funding. The scope of the project includes about 90,000 gsf of renovation, and about 60,000 gsf of new construction. While it is called a renovation project, it is actually a combination of both renovation and new programs. Some departmental growth is provided for, as well as new classrooms. Updates include mechanical, ventilation, electrical and life safety systems, seismic stability, ADA disability issues, and installation of walls and brick veneer to fit with the campus character. The renovation will meet LEED Silver certification.
- The Armory building project is not included in the capital projects request. The facility was stabilized to prevent further destruction, and determined to be a pilot project for public/private partnership.

President Shepard stated that each of the vice presidents ranks the projects and criteria for their projects. The vice presidents meet as a group and interweave those projects, along with ongoing discussion with UPRC. Wetherell added that while prioritization for each type of project was different, it was a subjective, multi-divisional prioritization process.

Trustee Fujikado suggested additional categorization of the capital projects, such as: (a) what is required to bring the facilities up to a certain standard; (b) enhancement of education; and (c) innovation. She expressed concern that as the University moves forward that allocations will be needed for maintenance. Western must ensure it maintains an appropriate level of maintenance for education, and evaluate how those fit into the world of education. Trustee Sharpe expressed his satisfaction with seeing the categorization structure and the shared governance process.

B. Waterfront Development Update

Vice President Swan reviewed the Waterfront Development Project planning schedule. The addendum to the Environmental Impact Statement is complete, and the summary will be completed in May 2010. The Master Plan process started in January 2010 with the Waterfront Advisory Group, Port and City staff reviewing the original concepts developed by the Waterfront Futures Group. The goal is to complete the Master Plan in June, followed by the review process with the Bellingham Planning Commission, the Port Commission and the City Council review, with the goal of completing the Waterfront Master Plan by December 2010.

The waterfront site plan involves five areas of development:

- 1) Marine Trades
- 2) Downtown Waterfront (mixed use, some residential (condominiums), and the “Higher Education Institution Zone”)
- 3) Log Pond
- 4) Shipping Terminal
- 5) Cornwall Beach

The Cornwall Beach area is a high priority for the City and would include a footbridge that would run from Boulevard Park over the water up to the Cornwall Beach area. The City has funding for the project and part of the property was acquired from the Port.

The University seeks to occupy a continuous flow of land in the Higher Education Institution Zone that is not interrupted by a road. President Shepard noted that the six acres under discussion is a footprint about the size of Red Square with the buildings around it. Vice President Swan stated that some community members wish to move the space that Western would occupy up to the northwest corner of the waterfront site called the Grainery, which is the first piece of property that is planned for development. The Board agreed that siting for Western must remain in the Higher Education Institution Zone.

Vice President Swan discussed the common question of ‘what is Western going to do on the waterfront’. Western’s long-term vision has, and continues to be the Huxley facility, perhaps in combination with the College of Business and Economics and the College of Sciences and Technology. A lot of good work was done by a preliminary academic planning group that President Morse chaired. From that group a smaller committee began meeting about a year ago to look at what makes sense due to the economic times, capitalizing on the great strengths that WWU possesses as well as this region. A focus on “Green Economy” is being applied to utilize WWU’s strengths, and capitalize on our location on the Pacific Rim. A facility involving the Green Economy resonates with people on and off-campus. The current planning committee arrived at a concept of a ‘community learning center’, a generic facility that can: (a) serve multiple needs of the university, (b) meet multiple needs of other higher education entities in the area, (c) meet the needs of other not-for-profit entities, and (d) meet general community needs as a whole. Western’s extended education summer programs are excited about the possibility of a facility off-campus that is centrally located. Presidents of Whatcom Community College, Northwest Indian College and Bellingham Technical College are also interested in a facility that will bring us together with collaborative programming.

The project’s three phases are:

- Phase I – Ongoing. Western is already located on the waterfront in the Innovation Partnership Zone with its Technology Development Center, a joint endeavor with Bellingham Technical College, located in the Marine Trades area. WWU is also currently in discussions with Bellingham Technical College for a fisheries project on the Whatcom Waterway.
- Phase II – Community Learning Center
- Phase III – The development of major programming and facilities built around a focus on “Green Economy”

Vice President Swan noted that the facility that Western is anticipating, while much smaller than a convention center, would house classrooms during the day with one large lecture area that on

weekends could have multi-uses. The facility would be high-tech in nature with a friendly learning environment for all users. A white paper is drafted which discusses these plans in depth.

C. “Lessons Learned” – Preparing for the Next Legislative Session

President Shepard asked the Board to individually share their observations of the recent legislative session – lessons learned from what clear objectives should be, and strategic arguments, positions or emphasis.

Trustee Lincoln stated that much was accomplished in Olympia in positioning WWU on the same plane as the University of Washington and Washington State University.

Trustee Munro agreed with Trustee Lincoln about the accomplishments made in Olympia of bringing Western to the forefront. Western’s reputation remains very high. It seems that Western is in a different category from the past. Even though the economy is starting to recover in certain areas of the state, the state government will lag two to four years behind. The next session will be rougher than this session and it won’t make any difference which party is in power, it will be difficult to meet the needs of the state. Leadership for higher education at the state level is a real question. Higher education is losing Senator Dale Brandland, a proponent for capital construction. WWU needs to continue looking for creative new ideas, such as the learning center at the Waterfront.

Trustee Lincoln noted that the amount of time that President Shepard has spent in Olympia has made a difference. Trustee Munro said he wants every Whatcom and Skagit County legislator to look at Western as their number one priority. That will take students, faculty, unions, administration, trustees – everybody communicating with these legislators. We have several who do not look at Western as a priority. President Shepard said that the combination of students spending and the university’s payroll make close to a \$1 billion impact on this economy each year.

Trustee Ishmael said she received positive feedback from other higher education student leaders and student trustees as leadership and coalitions between the four different universities were discussed. A strong reputation was established in Olympia, especially this year, by working the different sections of the higher education constituencies. The coordination made a huge difference in how Olympia looked at WWU this year. There is a lot to be said about the respect that comes from coordination, which positions WWU next year in a better place than other universities.

Trustee Lincoln asked if tuition setting authority was discussed in Olympia. Burkey said that bold new approaches are needed for the future. Trustee Lincoln commented on a conversation he and Sherry Burkey had with Senator Kilmer and Representative Scott White, encouraging Western to convene a core group of supporters, some elected officials and a cross-section of institutions to start at the grass roots level to get the support to push the state by asking, “What are the state’s expectations of higher education?” Ask the state its beliefs and understandings of what higher education is and is not, and its impact and importance in the community. Trustee Lincoln stated that he hopes Western will follow-up on Representative White’s suggestions.

Trustee Sharpe made four legislative observations:

- 1) There is a huge void for both internal and external spokespersons for higher education. Western should step into the void as the external spokesperson and the internal should be developed. Lay the ground work with 8-10 key legislators and then, at the legislative session, advance the discussion.
- 2) Convene a symposium by gathering the 8-10 individuals and relay a deep understanding of where WWU is now and the impacts. That core group would advance the discussion internally. Western can advance the discussion externally.
- 3) Higher Education is missing an 'innovation' opportunity to address the budget cuts. Western can be the lead in Olympia developing and implementing innovative ideas and practices. Come up with several ideas, do one that makes sense for Western, and go do it. Then people will say, 'Western is doing this.'
- 4) Trustee Sharpe commended President Shepard for his efforts to pull together trustees and regents from the other four-year institutions, and encouraged this continued endeavor.

III. EXECUTIVE SESSION

At 4:35 p.m. Chair Sharpe announced that, as authorized in RCW 42.30.110, the Board convened for Executive Session to discuss legal issues for approximately 10 minutes. No action was taken.

Meeting adjourned at 4.55 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

REGULAR MEETING

April 16, 2010

1. 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. in OM 340, Western Washington University, Bellingham, WA.

Board of Trustees

Betti Fujikado
Sarah Ishmael
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
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 4-01-10

Trustee Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following as amended:

- Minutes of the February 4 and 5, 2010 Board of Trustees Meeting

Motion approved unanimously.

2. RECOGNITIONS AND INTRODUCTIONS

- **Dr. Patricia Fabiano, Woodring College of Education**

Stephanie Salzman, Dean of the Woodring College of Education, introduced Patricia Fabiano, recipient of the prestigious NASPA Outstanding Contribution to Higher Education Award. Trustee Ishmael presented a framed certificate of recognition.

- **John Thompson, Assistant Director and Marketing Manager, University Communications**

Vice President Swan introduced John Thompson, who received a CASE Bronze Award in web design for the construction of GAIA, a new site focused on telling external audiences about the research of Western's faculty, undergraduates and graduate students in the life, earth, marine and environmental sciences. Trustee Munro presented a framed certificate of recognition.

- **Deborah DeWees and Alumni Office Staff**

Vice President Bowers introduced Deborah DeWees and the Alumni Office staff, Jeniene Bengtsson, Laurie Rossman, Chris Roselli, Susan Bakse and Jen Rittenhouse. The WWU Alumni Association received the CASE District VIII 2010 Silver Award for Student Involvement Programs, for developing two innovative programs: Grad Packs and the Senior Celebration. Trustee Fujikado presented a framed certificate of recognition.

EXECUTIVE COMMENTS

3. BOARD CHAIR REPORT

Trustee Madsen reported on the Association of Governing Boards National Conference on Trusteeship held March 19-23, 2010 in Orlando, Florida. Trustee Madsen noted that every state in the Union is facing challenges similar to what WWU is working through now. An important question for Western to ask the state is, 'Why is Washington State in the higher education business?' and, 'What is Western's role in this state mandate?'. It is important for the University to know exactly what it is that Washington State expects of WWU. Trustee Madsen added that the "100 Conversations" is a marvelous way to get the kind of data that Western can turn into actionable kinds of strategies that will move us purposefully down the road.

4. UNIVERSITY PRESIDENT

President Shepard thanked Vice President Coughlin for her key role in chairing the search committee for the Vice President for Business and Financial Affairs. President Shepard introduced the newly appointed Vice President, Richard Van Den Hul, who begins his duties on July 8, 2010.

5. ASSOCIATED STUDENTS

AS President Matt Jarrell provided a written report updating the Board on recent activities of the Associated Students. The AS Board of Directors discontinued the Drug Information Center, as WWU already offers this type of programming and the students are not using the Center as a resource. Two new programming offices were created this academic year: (1) Representation and Engagement Programs, and (2) the Disability Outreach Center. An AS ballot measure renews the Green Energy Fee at a rate of up to \$.90 per academic credit per quarter not to exceed \$9 per quarter.

6. FACULTY SENATE

Faculty Senate President Dan Lerner presented an update of recent Faculty Senate activities. Dr. Lerner noted that new dimensions of collaborative governance are developing this year. The Faculty Senate is transforming itself in its role of supervising the academic programs and stewarding the academic quality of the institution.

7. CONSENT ITEMS

MOTION 4-02-10

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

- Delegation of Authority to Award Construction Contract for Performing Arts Mainstage and Concert Hall Sound and Projection System Upgrade (PW 602)
- Delegation of Authority to Award Roofing (OM, HS, FR, PA, ET) Construction Contract (PW 606)
- Delegation of Authority to Award Environmental Studies Exterior Renewal Construction Contract (PW 607)
- Construction Contract to Upgrade Performing Arts Center and College Hall Electrical Distribution Systems (PW 609)
- Motion to Approve Lease Agreement for the Center for Economic Vitality, Bellingham, WA

Motion approved unanimously.

8. RESOLUTION NO. 2010-03 AMENDING THE WWU BOARD OF TRUSTEES RULES OF OPERATION

MOTION 4-03-10

Trustee Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No. 2010-03 Amending the WWU Board of Trustees Rules of Operation effective April 30, 2010. (See Attachment A, BOT Rules of Operation.)

Motion approved unanimously.

9. APPROVAL OF HOUSING AND DINING RATES

MOTION 4-04-10

Trustee Warner moved:

That the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Housing and Dining rates for 2010-2011. The 2010-2011 proposed rates call for a 4.25 percent increase in residence hall, Birnam Wood and leased apartment rental rates.

Motion approved unanimously.

Chair Sharpe announced a change in the order of the Board agenda.

10. APPROVAL OF AMENDMENTS TO INTERNAL AUDIT CHARTER, POLICIES AND PROCEDURES

President Shepard stated that substantial progress has been made with the changes to the Internal Audit Charter, policies and procedures. Trustee Zoro provide an update to the Board. Trustee Zoro thanked Kim Herrenkohl, Director of Internal Audit, for her good work on amending the Internal Audit Charter, policies and procedures. Trustee Zoro added that it is likely that amendments will be required as efficiencies are gained.

MOTION 4-05-10

Trustee Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following motion:

That the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee, approve amendments to the Office of the Internal Auditor Charter; POL-U1500.01 Establishing Internal Audit Activities; POL-U1500.02 Distributing Internal Audit Schedule; PRO-U1500.01A Creating the Internal Audit Schedule.

Motion approved unanimously.

11. APPROVAL OF ARTWORK FOR ACADEMIC INSTRUCTIONAL CENTER

Provost Riordan introduced Dan Guyette, Dean of the College of Fine and Performing Arts. Dean Guyette and Sarah Clark-Langager, Director of the Western Gallery, provided an overview of new art work for the Academic Instructional Center. Clark-Langager noted that WWU is celebrating its 50th year of the Outdoor Sculpture Collection. Clark-Langager added that with the dramatic changes to the University's campus the sculptures will now be placed inside the buildings.

The percent-for-art law was passed in Washington State in the early 1970s to enhance public art. WWU has five works funded by the one-half of one percent legislation. With the construction of the Academic Instructional Center West building, funding became available for a new public art work. An ad hoc jury has chosen the work of Do-Ho Suh, a contemporary Korean artist. The artist has made a proposal for an interior sculpture, *Cause and Effect*, to be hung in the architectural well of Academic Instructional Center West. The sculpture is approximately 19 feet high and 8 feet across at its greatest width. As it hangs down from the ceiling, it will pass through the opening or well on the third floor and extend into the second floor's well. At the top there is a stainless steel plate from which hang the individual strands of figures connected by a stainless steel cable; each figure, made of colored acrylic resin, is approximately 5.5 inches high with a frontal view width of three inches. The artist's production schedule is approximately 8 months.

Trustee Munro asked which pieces of art from the Safeco art collection are coming to WWU. Clark-Langager advised the decision had not been finalized yet but hopefully Western would know by the last of June. WWU is a founding member of the Washington Art Consortium and stores three collections owned by the seven member consortium. The Consortium members are the Western Gallery; Whatcom Museum; Seattle Art Museum; Henry Gallery; Tacoma Art Museum; Washington State University; and, the Northwest Museum of Arts and Culture. The Consortium had initially formed a WAC/SAFECO core collection of about 100 works that will come to the Consortium and be stored at Western. The Consortium only collects works on paper due to lack of storage for large scale works. Clark-Langager noted that the Consortium's collaboration with Safeco is an important signal for the rest of the nation.

MOTION 4-06-10

Trustee Warner moved:

That the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the selection and proposed location of the *Cause and Effect* sculpture by artist Do-Ho Suh.

Motion approved unanimously.

At 9:40 a.m. Chair Sharpe announced a 20 minute break. At 10:00 a.m. the Board reconvened in OM 340.

12. EMPLOYMENT OF CYNDIE SHEPARD

President Shepard excused himself and exited the room. Provost Riordan stated that, as required by the Board of Trustees Rules of Operation, Section 070(3), employment matters related to the hiring of the President's relatives is delegated to the Provost. The Provost has responsibility for personnel matters, including salary of any such employee, subject to review by the Board of Trustees. Trustee Sharpe noted that Cyndie Shepard is strictly a University volunteer in all matters related to the Compass 2 Campus program, and an occasional member of Western's faculty as a dance instructor in the College of Fine and Performing Arts. Provost Riordan requested ratification of Cyndie Shepard's employment as a substitute teacher in academic years 2009-2009 and 2009-2010, and as a teacher for a three-hour youth course in summer 2009.

MOTION 4-07-10

Trustee Warner moved:

That the Board of Trustees of Western Washington University, upon the recommendation of the Provost, accepts and approves the Provost's report regarding the employment of Cyndie Shepard and ratifies her appointment as a substitute teacher in academic years 2008-2009 and 2009-2010, and as a teacher for a three-hour youth course in Summer 2009.

Motion unanimously approved.

President Shepard returned to the Board meeting.

13. CAMPAIGN PRIORITIES

President Shepard requested that Vice President Bowers discuss campaign priorities with the Board. Vice President Bowers stated that campaign planning conversations, aspirational goals and cross-collaboration is effectively happening across the campus between the colleges and the vice presidents. Vice President Bowers brought forward for discussion the "Naming University Policies" document, as naming of facilities is an important tool in Western's future.

In September 2009 the deans and vice presidents met and agreed upon 13 campaign themes. The deans worked with their faculty and staff from September to December on themes and ideas most relevant to their college. From those themes and ideas the deans created campaign plans for their colleges. The vice presidents and deans have continued to meet and refine the campaign concepts that will be developed into a case statement for the comprehensive campaign.

President Shepard noted that in his experience in getting campus campaigns started there are two issues Western faces as a community. A campaign has to support the strategic direction priorities of the university, such as the "100 Conversations" and the branding. It is also important that Western matches what donors are interested in supporting. Particularly a challenge is thinking beyond the problems of today and looking 10 to 20 years into the future. Provost Riordan stated she has valued the leadership of Vice President Bowers, her staff, and the other vice presidents who have joined the deans in moving forward with this process.

Chair Sharpe announced a change in the order of the Board agenda.

14. "100 CONVERSATIONS" UPDATE

President Shepard provided an update to the Board on the "100 Community Conversations" initiative. Ninety-four events have taken place since September 2009. He expects to have more than 100 Conversations completed by the end of April. The findings are important to the future of the university. President Shepard noted the importance of asking the correct research questions so that Western can move forward with branding and the capital campaign's case statement.

Trustee Sharpe asked what has been learned that we were not expecting. President Shepard invited the Board members to respond as well, and commented that in many different contexts it came out again and again that Western has big marketing and branding opportunities and challenges. People feel generally positive about Western. Without exception, comments described Western as an “undiscovered gem”. The need for marketing was strongly reinforced. Also, Western is less well understood and recognized in our immediate neighborhood than it is further away. Trustee Zoro agreed saying she was surprised by the lack of recognition in Whatcom County. Western has neglected educating our community by thinking that Whatcom County is fully aware of everything Western offers to the students.

15. LEGISLATIVE UPDATE

Vice President Swan and Associate Vice President Burkey provided an update on legislative activities. The importance of public higher education was a major topic of discussion in Olympia. Appreciation was expressed for Western’s team effort in Olympia this supplemental legislative session.

16. OUT OF STATE STUDENT GROWTH

Vice President Coughlin presented a plan to increase enrollment of high-achieving, non-resident students and generate additional revenue. Goals and plans for the 2010-11 and 2011-12 admissions cycle include: (a) strategically investing in “revenue generating” tuition waivers for high achieving non-resident freshmen in order to make progress in achieving Western’s non-resident enrollment target; (b) increasing enrollment of high-achieving, non-resident freshmen; and, (c) increasing revenue by \$150,000 in 2010-11 and \$300,000 in 2011-12. While reaching Western’s non-resident enrollment targets will be a stretch without additional investment in recruitment efforts, capitalizing on the public relations provided by participation in the WUE program will move Western in that direction more rapidly than in the past eight years.

17. BOARD AUDIT COMMITTEE REPORT

Trustee Zoro provided a Board Audit Committee Report. The Board Audit Committee met Richard Van Den Hul, the newly appointed Vice President for Business and Financial Affairs. The February 2010 minutes were approved. KPMG, the University’s external auditors, presented their plan for performing the 2009-10 financial statement audits of the University and its four auxiliary units. Kim Herrenkohl, Internal Audit Director, provided an update on the status of the consulting firm’s information technology security audit report; the Committee will receive the final audit with management’s written responses at the June Board Audit Committee meeting, which will be presented to the full Board. Kim Herrenkohl introduced new staff auditor Paul Schronen, and gave an update of internal audit projects. Planning is underway to establish external audit activities for 2010-11. Kathy Wetherell and her team provided a comprehensive report reviewing the history and future decisions for financial statement audit services. Enhancing the transparency of the Board Audit Committee meetings was discussed with Senior Counsel Wendy Bohlke. Amendments to the Board Audit Committee Charter modified and the Board Audit Committee self-assessment items were moved to June.

18. INFORMATION ITEMS

- **Enrollment and Admissions Summary**

Vice President Coughlin provided a written report for enrollment and admissions.

- **Alumni Association Report**

Vice President Bowers provided a written report of the Alumni Association activities.

- **Capital Program Report**

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

- **Development Report**

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

- **Quarterly Report on Grants and Contracts**

Provost Riordan provided a written report on Grants and Contracts.

- **University Relations Report**

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

- **Back 2 Bellingham Weekend**

Vice Presidents Coughlin and Bowers provided information on the newly created and combined alumni and family weekend, scheduled for May 13-16, 2010.

19. MEETING EVALUATION & FUTURE AGENDA TOPICS

20. ADJOURNMENT

The meeting adjourned at 11:55 a.m.

21. **DATE FOR NEXT REGULAR MEETING:** June 10 and 11, 2010

20. LUNCH PRESENTATION

Steve VanderStaay, Vice Provost for Undergraduate Education, presented “High Impact Education Practices: Service Learning at Western.” Participants are Tim Costello, Director of the Center for Service Learning; Mary Sass, Associate Professor of Management; Alex Allyne, Program Coordinator, Center for Service Learning; Marie Eaton, Professor, Fairhaven College; Rex Dudley, CEO of Big Brothers and Big Sisters; and Faith Patton, Student, Management Department.

DRAFT



BOARD OF TRUSTEES

RULES OF OPERATION

Effective April 30, 2010

Table of Contents

SECTION 1 THE BOARD AND GOVERNANCE

1.1 Board Authority Established by Law	1
1.2 Governance Development	1
1.3 Policy Development	1
1.4 Channel of Authority	1
1.4.a University Community Responsible to the President	1
1.4.b Recommendations for the Board Transmitted to the President	1
1.4.c President to Engage Discussion	1
1.4.d President’s Recommendation and Background Materials to be Provided to the Board	1
1.4.e Presidential Oversight of Governance Groups	1
1.4.f Communication to the Board by Governance Groups	1
1.5 Attorney General of Washington Provides Legal Counsel	2

SECTION 2 AUTHORITY, POWERS, AND DUTIES OF THE BOARD

2.1 Title 28B RCW Establishes Board Authority	2
2.2 Chair Spokesperson for the Board	2
2.3 Authority Reserved by the Board	2
2.3.a To Employ the President	2
2.3.b To Administer the Board	2
2.3.c To Adopt Administrative Rules	2
2.3.d To Approve Budgets	3
2.3.e To Structure the University	3
2.3.f To Award Degrees	3
2.3.g To Establish Certain Fees	3
2.3.h To Approve Collective Bargaining Agreements	3
2.3.i To Establish Retirement Programs for Employees	3
2.3.j To Retain Fiscal Responsibility	3
2.3.k To Enter into Certain Agreements	3
2.3.l To Purchase or Lease Real Estate	3
2.3.m To Select Certain Architects and Engineers	3
2.3.n To Authorize Certain Public Works Contracts	4
2.3.o To Establish Self-Supporting Facilities	4
2.3.p To Authorize Bonded Indebtedness	4
2.3.q To Approve the Settlement of Claims	4
2.3.r To Name Buildings and Facilities	4
2.3.s To Designate an Agent	4
2.3.t To Exercise Authority Reserved to the Board	4
2.3.u To Retain All Authority Hereafter Delegated to the Board	4
2.4 Conflict of Interest Standards	4
2.4.a Fiduciary Responsibilities	4
2.4.b Affirmation and Disclosure	5
2.4.c Situations Which Constitute Conflicts of Interest	5

SECTION 3 APPOINTMENT	
3.1 Appointment by the Governor	6
3.2 Oath to Discharge Duties	6
3.3 Selection of Student Trustee	6
3.4 Term and Qualification of Student Trustee	6
3.5 Student Trustee Shall Excuse Himself or Herself	6
SECTION 4 RESIGNATION AND REMOVAL	
4.1 Resignation	6
4.2 Removal Only for Misconduct	7
SECTION 5 OFFICERS AND COMMITTEES	
5.1 Officers and Terms	7
5.2 Board Chair	7
5.3 Board Secretary	7
5.4 Committees May be Established	7
5.5 Notification of Trustee Violation	7
5.6 Meetings of Board Committees	7
5.6.a Audit Committee	7
SECTION 6 UNIVERSITY SEAL	
6.1 Seal Design Approval	8
6.2 University Seal is the Official Legal Seal of the University	8
SECTION 7 MEETINGS OF THE BOARD	
7.1 Regular Meetings	8
7.2 Annual Schedule of Regular Meetings	8
7.3 Special Meetings	8
7.4 Quorum	8
7.5 Public Meetings	8
7.6 Notice of Agenda	8
7.7 President as Representative of the University	9
7.8 Faculty and Student Representatives	9
7.9 Presiding Officer of the Board	9
7.10 Order of Business	9
7.11 Appearance Before the Board	9
7.12 Rules of Procedure	9
SECTION 8 AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT	
8.1 President Responsible to the Board	9
8.2 Primary University Representative	9
8.3 Principal Administrative Officer	10
8.4 Delegation of Appointing Authority	10
8.5 Administrative Performance Review	10
8.6 Delegation as to President's Relatives	10
8.7 Appeal of Denial of Tenure	10
8.8 President Administers Board Policy	10
8.9 Banking, Credit, and Investment Authority and Further Delegation	10

8.10 Security Management Authority and Further Delegation	10
8.11 Board Delegation of Authority and Further Delegation	10
8.12 Organizational Structure	11
8.13 President at Board Meetings	11
8.14 Board and President Relationship	11
8.15 Prompt Report Required Regarding Non-Compliance	11
8.16 Emergency Contract Authority	11
8.17 Acting President in the Event of a Vacancy	11
8.18 Responsibility for Search Process	11
8.19 Presidential Service	11
SECTION 9 PRESIDENTIAL EVALUATIONS	
9.1 Annual Objectives	11
9.2 Evaluations	12
9.3 Criteria and Process for Evaluation	12
9.4 Transition Review	12
9.5 Additional Leave May be Requested	12
SECTION 10 POLICIES	
10.1 President Authorized to Adopt Interim Policies	12
10.2 Policy and Rule Development	12
10.3 Materials to be Maintained	13
SECTION 11 INDUCTION AND ORIENTATION OF TRUSTEES	13
SECTION 12 PER DIEM	13
SECTION 13 AMENDMENTS TO BOARD RULES OF OPERATION	14
SECTION 14 EFFECTIVE DATE	14
Appendix A – Washington State Laws and Western Washington University Rules	15
Appendix B – Audit Committee Charter	20

SECTION 1

THE BOARD AND GOVERNANCE

- 1.1 **Board Authority Established by Law.** The authority to govern Western Washington University is vested by law in the Board of Trustees of the University, referred to from this point forward as the “Board.” (See Appendix A for statutory references.)
- 1.2 **Governance Development.** The Board believes that the educational interests of the University are furthered by encouraging an environment of collegiality. Therefore, it has established a system of shared governance in which the various elements of the institution are encouraged to participate. Without limiting its duties or authority, the Board directs its attention to matters of general policy relating to the institution’s mission, educational program, operation, and Strategic Plan.
- 1.3 **Policy Development.** The Board delegates responsibility for the development and administration of policies and management of the institution to the President, or his or her designees, including the appropriate unit or units of internal governance.
- 1.4 **Channel of Authority.** The channel of authority from the Board to the faculty, administrative officers, staff, and students shall be through the President.
 - (a) **University Community Responsible to the President.** All faculty, administrative officers, staff, and students must, through appropriate channels, be responsible to the President, and through the President, to the Board, unless otherwise specifically directed by the Board.
 - (b) **Recommendations for the Board Transmitted to the President.** When faculty, administrative officers, staff, and students bring forward recommended changes to policies, programs, and other matters that require Board consideration, such recommendations should be transmitted to the President and by the President to the Board with his or her recommendation.
 - (c) **President to Engage Discussion.** If the President does not support the recommendations as forwarded, the President will first send it back to the recommending group with a statement of concerns and engage in discussions with the group regarding the proposal before forwarding it to the Board for consideration.
 - (d) **President’s Recommendation and Background Materials to be Provided to the Board.** Background information, perspectives of constituents, and the recommendation of the President will be provided to the Board.
 - (e) **Presidential Oversight of Governance Groups.** The Board has the responsibility for oversight of the President, but delegates authority to the President for oversight of faculty, staff, students, or others engaged in communications or by contract with the University.
 - (f) **Communication to the Board by Governance Groups.** The presidents of the Faculty Senate and Associated Students may, in exceptional circumstances,

communicate directly to the Board collectively through written communication. Copies of such communication will be provided to the President. The presidents of those groups shall serve as the representatives of their respective elected bodies at all Board meetings where they are welcome to address the Board directly.

- 1.5 **Attorney General of Washington Provides Legal Counsel.** The legal advisor to the Board is the Attorney General of Washington. The assistant attorney general assigned by the Attorney General to represent the University shall provide counsel to the University to and through the Board. The assistant attorney general provides legal counsel to the various divisions of the University through the President.

SECTION 2

AUTHORITY, POWERS, AND DUTIES OF THE BOARD

- 2.1 **Title 28B RCW Establishes Board Authority.** The Board derives its authority from the laws of the state of Washington. The Board operates under the provisions of Title 28B and other portions of the Revised Code of Washington (RCW). The powers and duties of the Board include those specifically set forth in Title 28B and all other powers and duties which are necessary or appropriate to carry out the Board's responsibilities and obligations. (See Appendix A.)
- 2.2 **Chair Spokesperson for the Board.** The Chair or his or her designee is the spokesperson for the Board. Individual Board members are encouraged to consult regularly with both the President and the Board Chair on matters of interest. Unless otherwise authorized by the Board, individual Trustees exercise no authority over the institution nor may they make or enter into contracts on behalf of the Board or University.
- 2.3 **Authority Reserved by the Board.** The Board reserves unto itself the following authority (unless specifically delegated in particular instances by definite resolution or motion duly passed by the Board), which it exercises subject to the conditions and limitations of law:
 - (a) **To Employ the President.** To employ the President under such terms and conditions as may be negotiated from time to time through a written contract, including, but not limited to, compensation, housing requirements, benefits, and tenure to an academic unit. The Board may also negotiate employment for the spouse/partner of the President upon determining that he/she has appropriate qualifications. The contract(s) shall be authorized in compliance with the Open Public Meetings Law, Chapter 42.30 RCW. (See Appendix A.)
 - (b) **To Administer the Board.** To organize, administer, and operate the Board.
 - (c) **To Adopt Administrative Rules.** To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) and any other laws providing rule-making authority – except for Chapter 516-12 WAC, Parking and traffic regulations; Chapter 516-13 WAC, Bicycle, mopeds, and other powered devices; Chapter 516-14 WAC, Appeals from parking violations; and Chapter 516-

15 WAC, Skateboards, foot scooters, skates, and other similar devices. (See Appendix A.)

- (d) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.
- (e) **To Structure the University.** To establish or abolish colleges, divisions, schools, departments, and degree programs.
- (f) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.¹
- (g) **To Establish Certain Fees.** To establish academic year tuition fees (tuition operating fee and capital building fee), summer session fees, continuing education degree program fees, student services and activities fees, housing and dining fees, and all fees that students enrolled for six (6) or more credit hours are required to pay. The Board delegates its authority to the President to approve all other fees.
- (h) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements with faculty.
- (i) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.
- (j) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- (k) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other appropriate laws. (See Appendix A.)
- (l) **To Purchase or Lease Real Estate.** To authorize the purchase or long-term lease (for more than two years) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases of real property. The Board may authorize the purchase of properties not identified in the Institutional Master Plan if it adopts by resolution the rationale for such purchase.
- (m) **To Select Certain Architects and Engineers.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works in instances where the fee for such services will exceed \$300,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.

¹ RCW 28B.35.205 states, in part: The Board of Trustees, upon recommendation of the faculty, may also confer honorary bachelor's, master's, or doctorate level degrees upon persons in recognition of their learning or devotion to education, literature, art, or science. No degree may be conferred in consideration of the payment of money or the donation of any kind of property.

- (n) **To Authorize Certain Public Works Contracts.** To authorize the execution of public works contracts for amounts in excess of \$500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.
- (o) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended. (See Appendix A.)
- (p) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.
- (q) **To Approve the Settlement of Claims.** To approve the settlement of claims against the University for amounts in excess of \$50,000.00.
- (r) **To Name Buildings and Facilities.** To name buildings and facilities in honor of a person or persons in accordance with established Board policy.
- (s) **To Designate an Agent.** To designate such agents as it deems necessary and efficient to solicit and receive gifts for the benefit of the University.
- (t) **To Exercise Authority Reserved to the Board.** To exercise all authority expressly reserved to the Board by recorded resolution or motion, or in rules which have been or are hereafter adopted or amended by the Board pursuant to the provisions of the Administrative Procedure Act, Chapter 34.05 RCW. (See Appendix A.)
- (u) **To Retain All Authority Hereafter Delegated to the Board.** To retain all authority which may be hereafter delegated to the Board by the Legislature of the state of Washington, unless such authority is expressly delegated to the President or President's designee in these rules or by duly adopted resolution.

2.4 Conflict of Interest Standards

The following standards apply to each member of the Board of Trustees of Western Washington University and are intended to serve as guidance for everyone serving on the Board.

- (a) **Fiduciary Responsibilities.** Members of the Board serve the public trust and have an obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions are to be made solely on the basis of a desire to promote the best interests of the institution and the public good. The University's integrity must be considered and advanced at all times.

Trustees are often involved in the affairs of other institutions, businesses, and organizations. An effective Board may not always consist of individuals entirely free from perceived, potential, or real conflicts of interest. Although most such conflicts are and will be deemed to be inconsequential, it is every Trustee's responsibility to ensure that the Board is made aware of situations at the University that involve personal, familial, or business relationships.

(b) **Affirmation and Disclosure.** The Board requires each Trustee to annually affirm that the following standards must be adhered to:

1. **Board disclosure of personal, familial, or business relationships.** Each Trustee will disclose to the Board any personal, familial, or business relationship that reasonably could give rise to a perceived, potential, or real conflict of interest, as any such may arise.
 - i. **Public disclosure.** Trustees are required by RCW 42.17.240 to file annual statements with the Public Disclosure Commission relating to business interests and receipt of gifts.
 - ii. **Completion of disclosure form.** Trustees must annually complete the disclosure form provided by the University. The completed forms are retained in the Office of the President.
2. **Disclosure of potential or real conflict of interest.** In the event there comes before the Board a matter for consideration or decision that raises a potential or real conflict of interest for any Trustee, the Trustee shall disclose to the Chair of the Board the existence of a potential or real conflict of interest as soon as possible.
3. **Recording of disclosure in minutes.** The disclosure shall be recorded in the minutes of the meeting where a vote by the Board will occur on the matter.
4. **Seeking counsel regarding disclosure.** In the event a Trustee is uncertain as to the need to make disclosure in a particular instance, the Trustee should seek counsel from the Chair and/or the President of the University. They, in turn, may elect to consult with legal counsel. A Trustee who is aware of potential or real conflict of interest with respect to any such matter shall not vote or participate in discussion in connection with the matter. That Trustee's presence may not be counted in determining whether there exists a quorum for purposes of validating the vote on the matter.

(c) **Situations Which Constitute Conflicts of Interest.** While it is difficult to list all circumstances which create conflicts of interest for individual Trustees, the law defines some situations as prohibited actions. These include:

1. **Assisting another person, whether or not for compensation, in any transaction with the University.** Example: Trustees cannot effect the admission of individual applicants for student status. Trustees might well be involved in admission standards through delegation, but do not make decisions on individual applications.
2. **Use of University resources for personal benefit.** Example: Trustees cannot have office space to conduct their personal business on campus.
3. **Use of official authority for personal gain.** Example: Trustees cannot vote to extend a contract to a business in which they have a significant financial interest.

4. **Receipt of gifts, gratuities, and favors.** Example: Trustees cannot accept money from businesses with which the University has contracts as an inducement from the business to execute/extend a contract; and if gifts have been received during a reporting period, the Trustee must report them to the Public Disclosure Commission.

SECTION 3

APPOINTMENT

- 3.1 **Appointment by the Governor.** The Board is composed of seven members appointed by the Governor of the state of Washington with the consent of the Senate for terms of six years, and one additional university student member, who is appointed annually by the Governor for a one-year term (RCW 28B.35.100).
- 3.2 **Oath to Discharge Duties.** Each member of the Board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities, the duties of a Trustee (RCW 28B.10.520). (See Appendix A.)²
- 3.3 **Selection of Student Trustee.** The Governor shall select the student member from a list of candidates, of at least three and not more than five, submitted by the governing body of the Associated Students.
- 3.4 **Term and Qualification of Student Trustee.** The student member will hold his or her office for a term of one year from the first day of July and until his or her successor is appointed and qualified. The student member shall be a full-time student in good standing at the University at the time of appointment.
- 3.5 **Student Trustee Shall Excuse Himself or Herself.** A student trustee shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel as required by RCW 28B.35.100(4), or as it may be amended from time to time. (See Appendix A.)

SECTION 4

RESIGNATION AND REMOVAL

- 4.1 **Resignation.** A Board member may resign from the Board at any time during his or her term by notification submitted to the Governor.

² Normally, a Trustee will serve no more than two full six year terms. Normally, a Trustee appointed to fill the remainder of a former Trustee's term shall be eligible for two full terms if the partial term was not longer than three years.

- 4.2 **Removal Only for Misconduct.** No member of the Board may be removed during the term of office for which appointed, except for misconduct or malfeasance in office (RCW 28B.10.500). (See Appendix A.)

SECTION 5

OFFICERS AND COMMITTEES

- 5.1 **Officers and Terms.** The Board shall elect a Chair, Vice Chair, and Secretary for two-year terms, as the last order of business at the June meeting of the Board every second year. In the event of an interim vacancy in any office, a successor shall be elected to fill the unexpired term.
- 5.2 **Board Chair.** The Chair of the Board shall preside at meetings of the Board and the Chair shall have the customary powers and duties associated with such office (subject to the Board's direction). The Chair shall have full right of discussion and vote. If the Chair is absent or otherwise unable to preside over a meeting of the Board, the Vice Chair shall preside. In the event of the absence of both the Chair and Vice Chair for any meeting of the Board, the Secretary shall then preside. In the absence of all officers, the Board shall designate a Chair for the meeting.
- 5.3 **Board Secretary.** The Secretary of the Board, in addition to other duties specifically imposed by the Board, shall be the second signatory (the Chair being the first) for all documents requiring two signatures from the Board. The Board may authorize other members of the Board to sign documents in the absence of either the Chair or the Secretary. The Secretary shall be responsible for reviewing draft minutes of the Board meetings, which are prepared by staff assigned to the Board.
- 5.4 **Committees May be Established.** The Board or its Chair may establish such standing or special committees as are deemed appropriate. Committees shall advise the Board and the President of the University on matters referred to such committees for consideration.
- 5.5 **Notification of Trustee Violation.** In the event that a Trustee is acting in violation of Section 2.2, the President shall advise the Chair of the activity. The Chair shall direct the Trustee to cease the inappropriate activity. If the Chair is acting in violation, the Vice Chair shall be advised of the activity and shall direct the Chair to cease the inappropriate activity.
- 5.6 **Meetings of Board Committees.** Board committee meetings may be held before regular or special meetings, or at such time and such place as a committee chair may direct from time to time. All committee meetings must be held in conformance with the laws of the state of Washington governing such meetings.
- (a) **Audit Committee.** The Audit Committee of the Board assists the Board in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Audit Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business

and financial risk as such is identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements. (See Appendix B – Board Audit Committee Charter.)

SECTION 6

UNIVERSITY SEAL

- 6.1 **Seal Design Approval.** The design of the seal of Western Washington University shall be approved by the Board.
- 6.2 **University Seal is the Official Legal Seal of the University.** The University Seal is the legal seal of the University and is to be used only for diplomas, transcripts, official certificates, and other documents as designated by the President's Office. As the official legal seal of the institution, its usage must be constrained to official applications.

SECTION 7

MEETINGS OF THE BOARD

- 7.1 **Regular Meetings.** Regular meetings of the Board shall be held on the first or second Thursday and Friday of every other month, unless such dates are changed by Board action at a meeting regularly scheduled or called for that purpose. A copy of such action shall be filed in the President's Office (WAC 516-04-010). (See Appendix A.)
- 7.2 **Annual Schedule of Regular Meetings.** The schedule of meetings shall be determined each year at the regular meeting of the Board prior to the end of each calendar year.
- 7.3 **Special Meetings.** The chair of the Board or a majority of its sitting members may call special meetings of the Board (RCW 42.30.080). (See Appendix A.)
- 7.4 **Quorum.** Five members of the Board constitute a quorum for the transaction of business by the Board. Provided, however, that action by the Board shall require the affirmative vote of at least four members. Provided, where only a quorum of five is present, and the student trustee has excused himself or herself from participation or voting when the matter relates to the hiring, discipline, or tenure of faculty members and personnel, action shall require the affirmative vote of at least three members.
- 7.5 **Public Meetings.** All regular and special meetings at which a quorum of the Board is present shall be open to the public, with the exception of those portions of regular or special meetings specifically declared to be "executive sessions" as allowed by law, or to be otherwise exempt from the provisions of Chapter 42.30 RCW. (See Appendix A.)
- 7.6 **Notice of Agenda.** The President, with concurrence of the Chair of the Board, prepares a written agenda for each regular and special meeting. Copies of the agenda and supporting materials for a meeting are provided to the President and members of the Board and made available to the public approximately one week in advance of the announced meeting. Except as otherwise provided by law, the Chair, President, or any

Board member may add additional items to the agenda for regular meetings without notice to the members of the Board or the public. However, the topics at special meetings are restricted to those for which advance notice has been given. Public notice of a special meeting must be made 24 hours in advance of the meeting.

- 7.7 **President as Representative of the University.** The President of the University speaks for the University at meetings of the Board.
- 7.8 **Faculty and Student Representatives.** Because of the unique and integral relationship that the faculty and students bear to the mission of the University, the President of the Associated Students and the President of the Faculty Senate are issued a standing invitation to participate in all of the Board's public meetings.
- 7.9 **Presiding Officer of the Board.** The presiding officer of the Board shall have the right to maintain order, recognize speakers, and to limit the length of time used by a speaker for the discussion of any subject at meetings of the Board; provided, however, that any restriction on debate to be imposed upon members of the Board shall be announced in advance, uniformly applied, and subject to nullification by majority vote.
- 7.10 **Order of Business.** The agenda for regular meetings of the Board should generally include the following:
- Consent items;
 - Major policy matters and decision options;
 - Special reports; and
 - Other items or announcements from Trustees, committees, the University President, Vice Presidents, Faculty Senate President, or Associated Students President.
- 7.11 **Appearance Before the Board.** The Chair of the Board may entertain and grant requests of persons to appear at meetings of and speak to the Board as the Chair may determine.
- 7.12 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern all meetings of the Board, except where such rules of order are superseded by the By-laws of the Board or applicable statutes or regulations.

SECTION 8

AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

- 8.1 **President Responsible to the Board.** The President of the University is directly responsible to the Board and subject to its direction.
- 8.2 **Primary University Representative.** In both internal and external affairs, the President shall be the primary representative and spokesperson for the institution to the public. In the internal operation of the University, the President shall be expected to exercise leadership and direction in the management of the University while maintaining effective working relationships with faculty, students, staff, administrators, new internal governance units, and unions representing faculty and staff.

- 8.3 **Principal Administrative Officer.** The President shall be the principal administrative officer of the University and shall have general supervision of all operations and programs of the institution.
- 8.4 **Delegation of Appointing Authority.** The Board delegates to the President the authority to appoint, in the name of the Board, all employees of the University, which include faculty, professional staff, classified staff, and others. Appointments shall be made in writing with copies retained in the individual personnel files. The President shall periodically provide an informational report to the Board concerning faculty appointments. The President is authorized to further delegate appointing authority to the Vice Presidents or other designees.
- 8.5 **Administrative Performance Review.** The President is responsible for conducting periodic performance reviews of administrative staff.
- 8.6 **Delegation as to President's Relatives.** The Board hereby excepts from such delegation of authority in this paragraph the authority to appoint any employee of the University who is related to the President either as sibling, parent, spouse, or offspring. The Board hereby delegates to the Provost the authority to make such hiring decisions, subject to Board review, action, and approval. The Provost will have responsibility pertaining to making letters of offer, evaluations, salary modification, and supervision of any such employee, subject to the review of the Board.
- 8.7 **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW). (See Appendix A.)
- 8.8 **President Administers Board Policy.** The President shall carry out all rules, regulations, orders, directives, and policies established by the Board, and shall perform all other duties necessary or appropriate to the administration of the University.
- 8.9 **Banking, Credit, and Investment Authority and Further Delegation.** The President of the University shall have the authority to negotiate banking and credit card services, to periodically open and close bank accounts, and to purchase and sell investments in accordance with the Revised Code of Washington, Washington Administrative Code, and University policy. The President may delegate this authority to other administrative officers.
- 8.10 **Security Management Authority and Further Delegation.** The President is fully authorized and empowered to sell, assign, transfer, or otherwise dispose of any and all donated types and kinds of securities, including, but not limited to, stocks, bonds, debentures, notes, rights, options, warrants, and certificates of every kind and nature whatsoever; to enter into agreements, contracts, and arrangements with respect to such security transactions, whether with securities-related individuals or agents; and to execute, sign, or endorse on behalf of Western Washington University. The President may delegate the authority to other administrative officers.
- 8.11 **Board Delegation of Authority and Further Delegation.** The President of the University shall have the authority to exercise in the name of the Board all of the powers and duties vested in or imposed upon the Board by law, except as otherwise specifically

reserved or determined by the Board. This grant of authority is general in nature and is as broad and comprehensive as is allowable by law. Except as limited by the Board, the President may delegate authority to other administrative officers or units of internal governance where necessary or appropriate for the effective administration of the University.

- 8.12 **Organizational Structure.** The organizational structure of the University will be established by the President except as otherwise specifically determined by the Board.
- 8.13 **President at Board Meetings.** The President shall be entitled to be present at all regular or special meetings of the Board. The Board may, with the knowledge of the President, hold executive sessions out of the presence of the President to discuss appropriate matters. The substance of the discussions by the Board in executive session will be transmitted to the President by the presiding officer of the Board.
- 8.14 **Board and President Relationship.** The essence of the relationship between the Board and the President shall be one of full mutual confidence, completely open communication, and close consultation.
- 8.15 **Prompt Report Required Regarding Non-Compliance.** If the President fails or refuses to implement or enforce a policy, rule, or regulation which has been adopted by the Board, the President shall promptly inform the Board in writing of the reasons for such failure or refusal.
- 8.16 **Emergency Contract Authority.** The President shall have the power to enter into emergency contracts and agreements without complying with the provisions of these rules, when essential for the protection of health, safety, or property. Such actions shall be immediately reported to the Board.
- 8.17 **Acting President in the Event of a Vacancy.** If a vacancy occurs in the Office of the President, the Provost or principal academic officer shall act as President, unless otherwise determined by the Board.
- 8.18 **Responsibility for Search Process.** When it becomes necessary to name a new President, it is the responsibility of the Board to establish criteria, organize and supervise the selection process, and name the appointee. The final selection shall be the sole responsibility of the Board.
- 8.19 **Presidential Service.** The President serves at the pleasure of the Board.

SECTION 9

PRESIDENTIAL EVALUATIONS

- 9.1 **Annual Objectives.** It is anticipated that the President will set out objectives, goals, and priorities for the next year, subject to Board approval. At the conclusion of each year, the President will report to the Board on his or her progress. The Board will seek confidential input from the Vice Presidents, Faculty Senate President, and Associated Students President.

- 9.2 **Evaluations.** A formal evaluation of the President's performance is made after four years of employment as President. Thereafter, formal evaluations will be every fourth year; provided, however, that the Board may, at its discretion, defer the formal evaluation for an additional year. The Board may also initiate a formal review if desired sooner.
- 9.3 **Criteria and Process for Evaluation.** It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. The process will include a "360 degree component," allowing for confidential input to be sought and provided regarding the effectiveness of the President in achieving annual objectives and such other performance measures to be considered. Among other standards and criteria for evaluation, the Board shall consider the following:
- Leadership, internal and external to the institution;
 - Administrative effectiveness;
 - Effectiveness at developing financial and other support for the institution;
 - Communication;
 - Physical and mental health; and
 - Accomplishments and progress toward annual objectives established by the President and the Board.
- 9.4 **Transition Review.** The Board and the President will develop a plan for evaluation of the President's performance at the end of the President's first year.
- 9.5 **Additional Leave May be Requested.** After the third year of a President's appointment, the President shall be entitled to request two months of leave time in addition to annual vacation leave.

SECTION 10

POLICIES

- 10.1 **President Authorized to Adopt Interim Policies.** The Board authorizes the President to adopt interim policies or procedures to meet legal or operational requirements as needs arise, keeping the Board informed of such action.
- 10.2 **Policy and Rule Development.** All of the rules, regulations, policies and procedures governing the operation and organization of the University should, insofar as feasible, be contained in a file system maintained by the Office of the President of the University and his or her delegates. All such written statements approved by the Board and/or the President should, insofar as feasible, be kept current and up to date with amendments, revisions, and additions. These materials shall be maintained electronically and by such other means to ensure ease of public access.

10.3 **Materials to be Maintained.** All the following shall be maintained in this manner:

- All adopted policies and procedures.
- All portions of the Revised Code of Washington and the Washington Administrative Code which apply to WWU (indexed).
- University rules adopted pursuant to the provisions of Chapter 34.05 RCW and other chapters providing rule-making authority (indexed).
- Constitution and By-laws of the Faculty Senate.
- Constitution and By-laws of the Associated Students of Western Washington University.
- Constitution and by-laws and/or regulations of all other organizations, as directed by the Board.
- The Faculty Handbook.
- The Professional Staff Handbook.
- The Board Rules of Operation, including the Charter of the Board Audit Committee.
- Collective bargaining agreements pertaining to university faculty and staff.
- The index maintained by the University Records Center.

SECTION 11

INDUCTION AND ORIENTATION OF TRUSTEES

The President, in consultation with the Chair of the Board, has the responsibility to meet with new Trustees as they are appointed. Together with members of the administration and staff, the President will provide the new Board member with information and material about the institution, its operation, and the nature of trusteeship.

SECTION 12

PER DIEM

No Trustee shall receive a salary or compensation as a Trustee. Trustees are authorized to receive per diem and mileage reimbursements as provided by law in Chapter 43.03 RCW. Unless otherwise directed by the Chair, per diem will normally be paid for each day during which a Trustee attends a Board or Committee meeting or is otherwise engaged in the conduct of duties at the request or invitation of the Chair or the President. (See Appendix A.)

SECTION 13

AMENDMENTS TO BOARD RULES OF OPERATION

These rules may be suspended for a particular meeting or for a particular matter under consideration by a two-thirds majority vote of those members present and constituting a quorum of the Board.

SECTION 14

EFFECTIVE DATE

These amended rules become effective April 30, 2010.

Board of Trustees Rules of Operation Amendment History

Board of Trustee Rules of Operation --Effective January 1, 1990

Amd 020(3)(c) October 7, 1991

Amd 070(3) July 8, 1993

Amd 020(4) October 7, 1994

Amd 070(3) December 2, 1994

Amd 010(2)(3)(4) October 11, 1996

Amd 020(1)(2) October 11, 1996

Amd 020(3)a)--u) October 11, 1996

Amd 020(4)b)c) October 11, 1996

Amd 030 October 11, 1996

Amd 050(3)(5) October 11, 1996

Amd 060(1)(6) October 11, 1996

Amd 070(2)--(9) October 11, 1996

Amd 080 October 11, 1996

Amd 090 October 11, 1996

Amd 100 October 11, 1996

Amd 110 October 11, 1996

Amd 030,060 August 7, 1998

Amd 060(1) October 4, 2002

Amd 020(3)q)-u) February 6, 2004

Amd 020(3)g) April 19, 2004

Amd 020(3)g) June 11, 2004

Amd 010(2)(3) October 8, 2004

Amd 020(2) October 8, 2004

Amd 020(3)g)l)m)n)r) October 8, 2004

Amd 050(2)(3) October 8, 2004

Amd 060(2)(10) October 8, 2004

Amd 070(3) October 8, 2004

Amd 080 October 8, 2004

Amd 090 October 8, 2004

Amd 110 October 8, 2004

Authority: RCW 28B.35.120

APPENDIX A

Washington State Laws and Western Washington University Rules Applicable to Western Washington University

1. Washington State Laws

These references are to chapters of law in the Revised Code of Washington (RCW). The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 28B.10 RCW Colleges and universities generally
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.10&full=true>
- Chapter 28B.15 RCW College and university fees
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.15&full=true>
- Chapter 28B.35 RCW Regional universities
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.35&full=true>
- Chapter 42.30 RCW Open public meetings act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.30&full=true>
- Chapter 42.52 RCW Ethics in public service
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.52&full=true>
- Chapter 42.56 RCW Public records act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 28B.76 RCW Higher education coordinating board
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.76&full=true>
- Chapter 28B.92 State student financial aid program
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.92&full=true>

- Chapter 28B.130 RCW Transportation demand management programs
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.130&full=true>
- Chapter 34.05 RCW Administrative procedure act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=34.05&full=true>
- Chapter 39.04 RCW Public works
<http://apps.leg.wa.gov/RCW/default.aspx?cite=39.04&full=true>
- Chapter 39.34 RCW Interlocal cooperation act
<http://apps.leg.wa.gov/Rcw/default.aspx?Cite=39.34&full=true>
- Chapter 40.14 RCW Preservation and destruction of public records
<http://apps.leg.wa.gov/RCW/default.aspx?cite=40.14&full=true>
- Chapter 41.06 RCW State civil service law
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.06&full=true>
- Chapter 41.58 RCW Public employment labor relations
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.58&full=true>
- Chapter 41.76 RCW Public four-year institutions of higher education – faculty labor relations
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.76&full=true>
- Chapter 42.56 RCW Public records act
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 43.03 RCW Salaries and expenses
<http://apps.leg.wa.gov/rcw/default.aspx?cite=43.03&full=true>

2. Washington State Administrative Rules

These references are to Title 516 of the rules in the Washington Administrative Code (WAC) which pertain to WWU. The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 516-04 Board of trustees
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-04&full=true>
- Chapter 516-09 Public records
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-09&full=true>
- Chapter 516-12 Parking and traffic regulations
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-12&full=true>
- Chapter 516-13 Bicycles, mopeds, and other powered devices
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-13&full=true>
- Chapter 516-15 Appeals from parking violations
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-14&full=true>
- Chapter 516-15 Skateboards, foot scooters, skates, and other similar devices
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-15&full=true>
- Chapter 516-23 Student rights and responsibilities code
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-23&full=true>
- Chapter 516-24 General conduct
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-24&full=true>
- Chapter 516-25 External affairs
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-25&full=true>
- Chapter 516-26 Student records
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-26&full=true>

- Chapter 516-28 Standards and procedures for involuntary administrative withdrawal of students at Western Washington University for behavior from mental disorders

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-28&full=true>

- Chapter 516-31 State Environmental Policy Act – Rule

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-31&full=true>

- Chapter 516-34 Leasing of university property for business purposes

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-34&full=true>

- Chapter 516-36 Use of university facilities – Scheduling

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-36&full=true>

- Chapter 516-37 Use of university facilities – Libraries

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-37&full=true>

- Chapter 516-38 Access to campus services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-38&full=true>

- Chapter 516-39 Media services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-39&full=true>

- Chapter 516-40 Course materials

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-40&full=true>

- Chapter 516-52 University housing and dining

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-56&full=true>

- Chapter 516-60 Admission and registration

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-60&full=true>

- Chapter 516-108 Practice and procedure

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-108&full=true>

- Chapter 516-133 Organization

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-133&full=true>

- Chapter 516-400 Loss of eligibility – Student athletic participation

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-400&full=true>

APPENDIX B

Western Washington University Audit Committee Charter

Role

The Audit Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business and financial risk as such is identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements. The Committee will oversee: a) the accounting and financial reporting processes of the University; b) the external audits of the University's financial statements, including recommending to the Board of Trustees the appointment, compensation, retention and oversight of the independent auditors engaged to audit the financial statements of the University; c) the effectiveness of the internal audit program; and d) interacts with state auditor, as appropriate.

The Committee's duties do not replace or duplicate established management responsibilities and delegations. Instead, the Committee serves in an advisory capacity to guide the direction of management's actions and recommends to the full Board broad policy for ensuring accurate financial reporting, sound risk management, and ethical behavior.

Membership

The membership of the Committee consists of three trustees selected by the Board.

Operations

The Committee meets at least four times a year. Additional meetings may occur as the Committee or its chair deems advisable. The Committee will cause to be kept adequate minutes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Communications

The internal auditor, independent auditors, and state auditor report directly to the Committee. The Committee is expected to maintain free and open communication with the internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

Relationship between Audit Committee, Management, Internal Auditor, Independent Auditors and State Auditor

The Committee relies on the expertise and knowledge of management, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. Management of the University is responsible for ensuring that internal controls are reasonable and determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for auditing the University's financial statements. The state auditor's responsibilities are established by law and carried out pursuant to the policies and procedures dictated by the state auditor. The internal auditor is responsible for providing an independent appraisal function which evaluates the university's activities to assist the Board of Trustees, President and University management in the discharge of their oversight, management and operating responsibilities. It is not the duty of the Committee to plan or conduct audits, to determine that the financial statements are complete and accurate and in accordance with generally accepted accounting principles, to conduct investigations, or to assure compliance with laws and regulations or the University's standards of business conduct, codes of ethics, internal policies, procedures and controls.

Audit Committee Responsibilities

In performing its audit oversight responsibilities, the Audit Committee shall:

General:

1. Review the coordination of audit efforts to ensure completeness of coverage, reduction of redundant efforts, the effective use of audit resources, and the use of independent auditors other than the state auditor.
2. Meet with management in private session to discuss any matters the Committee or management believes should be discussed privately with the Audit Committee.
3. Review policies and procedures with respect to transactions between the University and trustees, or affiliates of trustees.
4. Undertake an annual evaluation of the Committee's performance.

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of management, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.

2. Consider and review the university's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report about the University's assessment.
 - b. The adequacy of the University's internal controls including computerized information system controls and security.
 - c. Any related significant internal control findings and recommendations of the independent auditors or state auditor together with management responses.
3. Review with management and the appropriate auditors the University's critical accounting policies.
4. Review and oversee procedures for: (a) receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls and auditing matters; and (b) the confidential, anonymous submission of employee concerns regarding accounting or auditing matters.

Internal Audit Program:

1. Review the responsibilities, functions and performance of the University's internal audit program and consult with management with respect thereto.
2. Review and concur with the President's appointment, evaluation, replacement, reassignment, or dismissal of the Director of the Office of the Internal Auditor.
3. Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to enable it to effectively carry out the internal audit program's responsibilities.
4. Receive and review all audit, consultation and investigation reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
5. Approve the annual Internal Audit schedule and any significant unscheduled audits and consulting requests that arise during the year. Receive periodic updates from the Office of the Internal Auditor on the status of the annual audit schedule.
6. Annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed.
7. Inquire of the Internal Audit Director regarding any difficulties encountered in the course of audits, consultations and special investigations, including any restrictions on the scope of work or on access to required information.

8. Meet with the internal auditor in private session to discuss any matters the Committee or the internal auditor believe should be discussed privately with the Audit Committee, and report the results of such meetings to management.

External Audit Activities:

1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.
2. Evaluate the independent auditors' qualifications, performance, and independence, including that of the lead partner.
3. Resolve any disagreements between management and the independent auditors or state auditor.
4. Ensure receipt from the independent auditors of a formal written statement delineating all relationships between the auditors and the University or any other matter that may impact the objectivity and independence of the auditors.
5. Review with the independent auditor, state auditor and management the scope and plan for the various audits.
6. Upon completion of each audit performed by the independent and state auditors, conduct a detailed review of the audit report with management and the appropriate auditor and *discuss any significant findings, recommendations and management's responses.*
7. Review with management, independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
8. *Inquire of the independent and state auditors any difficulties encountered in the course of audits, including any restrictions on the scope of work or on access to required information.*
9. Meet with the independent auditors and state auditor in private sessions to discuss any matters the Committee or the auditors believe should be discussed privately with the Audit Committee, and report the results of such meetings to management. In order to assure independence, private sessions shall be held at least once a year.
10. Receive and review all outside audit, investigation and regulatory findings and reports of the university, such as those from the State Auditor's Office

Whistleblower program, Executive Ethics Board, Internal Revenue Services, etc.
Ensure that management responds appropriately to issues raised.

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-Krutzky 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.

Philip E. Sharpe, Jr., Chair

ATTEST:

Dennis Madsen, Secretary

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: June 11, 2010

SUBJECT: Recognition of Faculty & Staff

DR. ANGELA HARWOOD, WOODRING COLLEGE OF EDUCATION

Dr. Angela Harwood, Professor of Secondary Education is recognized for her service learning contributions to Western, its students, and our community. Professor Harwood's achievements in building school-university partnerships, and in using service learning practices in teacher education, have 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.

Dr. Harwood was featured in WWU's Innovative Teaching Showcase and has worked on six grants, published more than 8 articles and made more than 22 presentations related to service-learning in teacher education and faculty development. She designed Western's Service-Learning Faculty Fellows program and served for six years as the Distinguished Faculty Fellow for the Center.

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.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: June 11, 2010

SUBJECT: Introduction of Sr. Executive Assistant to the President

DR. PAUL DUNN

Paul Dunn began his duties May 17 as the senior executive assistant in the President's Office. He will be responsible for a wide range of duties, including overseeing the coordination and facilitation of 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.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**RESOLUTION NO. 2010-04
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.

Philip E. Sharpe, Jr., Chair

ATTEST:

Dennis Madsen, Secretary

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**RESOLUTION NO. 2010-05
WELCOMING TRUSTEE 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.

Philip E. Sharpe, Jr., Chair

ATTEST:

Dennis Madsen, Secretary

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: June 11, 2010

SUBJECT: **President's Report**

PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of the Associated Students

DATE: June 11, 2010

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

Matt Jarrell, AS president, will introduce Colin Watrin, the AS president for 2010-2011, and will present the new Associated Students Charter for Western Washington University. Please see the attached copy of the charter.

Western Washington University

ASSOCIATED STUDENTS CHARTER 2010

Preamble

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

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

Article I - Membership

The membership of the ASWWU shall include all full-time, part-time, graduate, and undergraduate students who are registered for a minimum of one academic credit at Western Washington University.

Article II - Recognition

The ASWWU shall be the officially recognized student government of Western Washington University with the privileges associated with this recognition provided to by the Board of Trustees and state legislature. The ASWWU shall derive its authority to participate in the University governance from the Board of Trustees of Western Washington University.

Article III - Responsibilities

Section 1. The ASWWU, as the primary representative of the students shall make every effort to meet the needs and concerns of the students.

Section 2. The ASWWU membership shall elect a Board of Directors to a one year term, each academic year.

Section 3. The Board of Directors are elected:

- a. To serve as the representatives of the ASWWU to the Board of Trustees through the President, University Administration, Faculty Senate, State of Washington and other entities as necessary

- b. To make every effort to encourage student involvement in the development of university policies
- c. To consult with and report to any university bodies on matters of concern to students
- d. To be aware of university actions concerning students
- e. To inform the university community of actions taken by the ASWWU

Article IV - Granted Authorities

Section 1. The ASWWU shall be granted the authority to fulfill its responsibilities within the provisions set forth herein and to act in any University-related matter not specified within the constraints of University regulations, policies and procedures. In addition, the ASWWU shall also have the following granted authorities:

- a. To administer and appropriate monies allocated to the ASWWU by the Services and Activities Fee Committee to ensure continuous, safe, and efficient operations
- b. To obtain and review information made available on the affairs of the University
- c. To be included in the development of recommendations for the allocation of University funds
- d. To appoint student representatives to standing University committees, and other bodies upon request
- e. To be consulted with and be given reasonable opportunity to provide recommendations regarding any increases and renewals of all mandatory and voluntary student fees
- f. To be provided by the University Administration all information pertaining to the usage of student fee dollars
- g. To have a majority of student voting membership on fee committees overseeing mandatory and voluntary student fees with exception to the operating and building fees
- h. To reserve the right to have a student chair, in consultation with the University President or designee, on all committees overseeing and appropriating mandatory and voluntary student fee dollars with exception to the operating and building fees
- i. To employ students and staff in a manner consistent with those articles, regulations, policies and procedures of the University
- j. To allow the ASWWU Board of Directors to make decisions in creating and overseeing a program of student activities and services. These decisions may be reviewed by the University President or their designee

Article V - Agreements

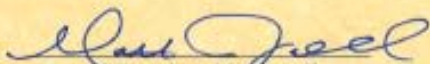
Section 1. The ASWWU acts in partnership with the administration through involvement in the development and recommendation of general policy for the bookstore in addition to managing the net operating revenues of the AS Cooperative Bookstore.

Section 2. The Viking Union shall serve as the primary facility, provided by the University, for the ASWWU and its operations. The Viking Union will, in good faith, consult with the ASWWU regarding changes to the facility and operations of the Viking Union.

Section 3. The ASWWU may only be abolished by a vote of the membership of ASWWU. In such case the powers given herein become null and void.

Article VI - Bylaws and Amendments

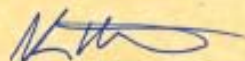
The ASWWU shall have the authority to adopt bylaws, as necessary, to govern its organization and structure in a manner consistent with this charter and the policies, regulations, and procedures of the University. All amendments to this Charter must be approved by the ASWWU Board of Directors and the University President.



AS-President, Matt Jarrell



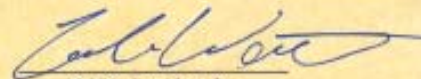
WWU President, Bruce Shepard



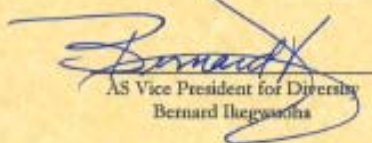
AS Vice President for Business & Operations, Virgilio Cintron



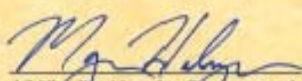
AS Vice President for Academic Affairs, Ramon Rinonos-Diaz



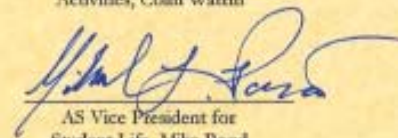
AS Vice President for Activities, Colin Warrin



AS Vice President for Diversity
Bernard Illegasolha



AS Vice President for Governmental Affairs, Morgan Holmgren



AS Vice President for Student Life, Mike Pond



**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: June 11, 2010

SUBJECT: Faculty Senate

PURPOSE: Information Item

Dan Lerner, President of the Faculty Senate, will update the Board on recent Faculty Senate activities.

- Introduction of 2010-2011 Faculty Senate President, Scott Pearce
- Faculty Handbook ByLaw 7: Senate Library Committee Charge (attached).

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

TO: University President Bruce Shepard

FROM: Faculty Senate President Daniel Lerner

DATE: June 11, 2010

SUBJECT: Faculty Handbook - ByLaw 7: Senate Library Committee Charge

PURPOSE: Information Item

RATIONALE: On May 17 the Faculty Senate approved the following revisions to the Senate Library Committee Charge which requires that faculty representatives to the committee be selected by their respective colleges.

BL7.7 Senate Library Committee.

The Library Committee's primary roles are to provide advice to the Dean of the Libraries and to provide liaison between the faculty and the university libraries. The committee will provide advice as part of the Libraries' planning process and on matters brought to it by the Dean of the Libraries. The committee meets several times each quarter and periodically reviews Library policies, including acquisition policies. The committee assesses how those policies support the University's academic programs and strategic goals.

The Library Committee shall work with the libraries to improve the levels of Information Literacy of students and faculty.

BL7.7.1 Membership.

The membership of the Library Committee shall be as follows: one library faculty member (2-yr term) nominated by the Library Faculty; one faculty representative from each of the College/Areas listed below, appointed by the respective college faculty governance body (2-year staggered terms) and confirmed by the Faculty Senate: College of Humanities & Social Services; College of Sciences & Technology; College of Business & Economics; College of Fine & Performing Arts; Huxley College of the Environment; Fairhaven College of Interdisciplinary Studies; Woodring College of Education.

Additional voting members appointed *annually* shall include: one faculty Senator, not a member of the Library Faculty; and one student appointed by the AS Board. Ex officio members (non-voting) shall include: the Dean of the Libraries; and the Director of Academic Technology and User Services.

A chairperson and vice chairperson shall be appointed by and from the membership at the first meeting Fall Quarter. Minutes of the Library Committee shall be forwarded to the Senate as soon as possible following approval by the Library Committee.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Provost Catherine Riordan
DATE: June 11, 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 Spring Quarter 2010, effective June 12, 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 Interim Vice President Kathy Wetherell

DATE: June 11, 2010

SUBJECT: **Delegation of Authority to Award
Construction Contract for Campus Safety Voice Annunciation
System, PW 604**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Campus Safety Voice Annunciation System, PW604. Contract award following Board action. Construction to start in July 2010.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Campus Safety Voice Annunciation System.

Supporting Information:

This project installs a voice annunciation system for campus-wide notification in case of an emergency. It involves the construction of an interface between a Mass Notification System and the building fire alarm system with the intent to transmit emergency notifications within each academic building on campus using the fire alarm speakers and strobes. Project bid alternates include work to upgrade some building fire alarm systems to support the voice messages; addition of amber message strobes for the hearing impaired; installing video cameras and speakers at the three designated campus emergency gathering areas; and to provide mass notification to auxiliary buildings (Student Recreation, Viking Union and Housing).

The low bid for this contract will be determined by a Bid Analysis evaluation process.

Sazan Group, Seattle, WA, prepared the plans and specifications for this project. The project construction is scheduled to be substantially complete by January 2011.

The estimated construction cost of the project is \$625,000.

Source of Funding:

WWU Capital Projects Account – Appropriated
Housing & Dining System – Non-appropriated
Campus Recreation Services – Non-appropriated

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: June 11, 2010

SUBJECT: **Delegation of Authority to Award
Construction Contract for Network Infrastructure Switches, PW 605**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Network Infrastructure Switches, PW 605.
Contract award following Board action. Construction to start in July 2010.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Network Infrastructure Switches.

Supporting Information:

This project includes the construction of electrical and mechanical infrastructure to support the installation of new (additional and replacement) network switches in each academic building on campus. Bid alternate includes work to support installation of new network switches to auxiliary buildings (Student Recreation, Viking Union and Housing); and additional uninterruptable power supplies.

The low bid for this contract will be determined by a Bid Analysis evaluation process.

Hargis Engineers, Seattle, WA, prepared the plans and specifications for this project. The project construction is scheduled to be substantially complete by February 2011.

The estimated construction cost of the project is \$1,135,000.

Source of Funding:

WWU Capital Projects Account – Appropriated
Housing & Dining System – Non-appropriated
Campus Recreation Services – Non-appropriated

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: June 11, 2010

SUBJECT: **Delegation of Authority to Award
Construction Contract for Armory Stabilization, PW 615**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Armory Stabilization project, PW615. Contract award following Board action. Construction to start in July 2010.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the construction of the Armory Stabilization project, PW615.

Supporting Information:

The purpose of this project is to stabilize the Armory building located at 214 E. Pine Street in Bellingham, Washington. The scope of work includes limited asbestos and lead abatement, mold remediation, sealing and securing exterior openings, sealing of the exterior walls, re-roofing portions of the building, re-grading the exterior adjacent ground levels to prevent further water intrusion, providing minimal heat to prevent mold growth, and providing minimal fire detection and alarms.

The low bid for this contract will be determined by a Bid Analysis evaluation process.

Zervas Group Architects, Bellingham, WA, prepared the plans and specifications. The construction is scheduled to be substantially complete by October 2010.

The estimated construction cost of the project is \$570,000.

Source of Funding:

State Building Construction Account – Appropriated

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: June 11, 2010

SUBJECT: **Delegation of Authority to Award
Consultant Contract for Ridgeway Beta Residence Hall
Improvements, PW 631**

PURPOSE: Action Item

Purpose of Submittal:

Award a consultant contract for the Ridgeway Beta Residence Hall Improvements project, PW631. Design contract award following Board action. Design to start in July 2010. Construction will occur in two phases with two discrete construction contracts, first during Summer Quarter 2011 and second during either Summer Quarter 2012 or 2013.

Proposed Motion:

MOVED, upon the recommendation of the President, that the President or his delegate is hereby authorized to award contracts and execute documents for the design of the Ridgeway Beta Residence Hall Improvements project, PW631.

Supporting Information:

This project includes the installation of a fire sprinkler system, the upgrade of the existing fire alarm and detection system, replacement of the exterior windows, structural seismic mitigation, hazardous materials mitigation, and replacement of lighting, flooring, and paint.

The consultant team for this contract will be determined by a Request for Qualification (RFQ) process. Advertisement of the RFQ occurred on April 27 and closed on May 14, 2010. Sixteen (16) proposals were submitted by design firms. The budgeted design fee is \$627,000.

Following design and competitive bidding, the construction of Phase 1 is scheduled to be complete for student occupancy in Fall 2011.

The estimated construction cost of the project is \$4,181,000.

Source of Funding:

Housing & Dining System – Non-appropriated

**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: June 11, 2010

SUBJECT: **Approval 2010-11 Annual State Operating Budget, including Plan for One-Time Cost Reductions Commensurate with Engrossed Substitute Senate Bill 6503.**

PURPOSE: Action Item

Purpose of Submittal:

Based on the supplemental conference committee budget passed by the 2010 Legislature and signed into law by the Governor, the Board is now asked to approve Western's 2010-11 Annual State Operating Budget.

Proposed Motion:

***MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2010-11 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.**

Supporting Information:

See attached report containing supporting information on the 2010-11 Annual Operating Budget, including the plan for one-time cost reductions due to Engrossed Substitute Senate Bill 6503 (aka the "Furlough" bill).

2010-11 tuition rates, including a 14% resident undergraduate tuition increase, were approved by the Board at its June 12, 2009, meeting, providing a component of the revenue necessary to support this budget plan.

Source of Funding:

Sources of funding include state appropriations (general fund-state, education legacy trust funds and education construction account); net tuition operating fee revenue; administrative services assessment revenue, and one-time fund balances.

**WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
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: June 11, 2010

SUBJECT: **Supporting Information for Board Approval of the 2010-11 Supplemental Annual Operating Budget, including One-Time Cost Reductions Commensurate with Engrossed Substitute Senate Bill 6503.**

Background on Status of 2009-11 Biennial Operating Budget

The 2009-10 or current fiscal year operating budget was approved by the Board of Trustees in June 2009. At the same meeting, the Board approved 2009-10 and 2010-11 tuition rates for all student categories, and reviewed Western's 2010-11 annual operating budget plan. Based on the outcomes of the 2010 supplemental legislative session where changes were made to the enacted biennial operating budget, the Board is requested to approve Western's 2010-11 Annual State Operating Budget for Western, including supplemental changes.

Introduction

In order to fund the basic instructional and academic support missions of the institution, Western Washington University's proposed 2010-11 budget for state funded operations reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees and the administrative services assessment. In order to help offset both the original 2010-11 \$9.5M reduction in state appropriations, and the supplemental \$3.1M reduction, it is recommended that non-recurring temporary balances be used. A detailed description of recommended budget changes is included on the University Planning and Budgeting website at the following link: [2010-11 Recommendation Prepared for Board Approval by the Deans, Vice Presidents, and President \(supplemental reductions are reflected\)](#)

"Furlough" Bill Reduction

In addition to the \$3.1M supplemental reduction just mentioned, a temporary reduction of \$1.2M in state funds was also approved by the legislature and signed into law by the Governor. Western had just been advised that a comprehensive plan must be submitted to the Governor's Office of Financial Management (OFM) by Friday, June 4, addressing how Western will address this reduction in 2010-11. Western submitted a preliminary plan to OFM by June 3, and has also provided the plan to the university community for review and discussion. After review by the Western community, a final proposal will be presented to the Board for approval at the June 11, 2010, meeting.

Comparing the original FY 2010-11 Budget Plan to the Recommended FY 2010-11 Supplemental Operating Budget

A summary of state appropriations and estimated net tuition operating fee revenue for both the 2010-11 original budget plan and the newly enacted supplemental budget is included in the Table B below. Tuition operating fee revenue is presented net of student tuition waivers and Western's student loan/grant fund contributions (\$12.3M for 2010-11). State appropriations reflect a \$1.5M increase in funding provided to cover employee benefit changes, which partially offsets the additional 5.3% permanent reduction for Western reflected in this chart.

TABLE A

2010-11 BUDGET COMPARISONS				
<i>(chart below reflects one-time furlough reduction)</i>				
Funding Source	2010-11 <i>Original Budget</i>	2010-11 Supplemental	\$ Change	% Change
General Fund-State	\$52,752,000	\$48,391,000	(\$4,361,000)	-8.3%
Education Legacy Trust Account	\$6,518,000	\$6,399,000	(\$119,000)	-1.8%
Capital Projects Account	\$1,807,000	\$4,007,000	\$2,200,000	121.7%
Total State Appropriations	\$61,077,000	\$58,797,000	(\$2,280,000)	-3.7%
Net Tuition Operating Fees	\$65,767,953	\$66,930,882	\$1,162,929	1.8%
Administrative Services Assessment	\$1,472,114	\$2,022,114	\$550,000	37.4%
One-Time Funds	\$2,326,697	\$4,000,636	\$1,673,939	71.9%
State Operating Budget	\$130,643,764	\$131,750,632	\$1,106,868	0.8%

2010-11 Tuition Rates

At its June 2009 meeting, Western's Board of Trustees approved a resident undergraduate tuition rate increase of 14% per year for each year of the 2009-11 biennium, the maximum allowed by the 2009 legislature.

Student Enrollments

The proposed 2010-11 budget is based on maintaining 2009-10 actual enrollment levels of approximately 12,419 FTE or 14,029 Fall 2009 headcount. State funded enrollment, according to the appropriations act, was set for WWU at 11,762 FTE for 2010-11. Average annual FTE enrollments are subject to variables such as average student course load and are not based on solely the numbers of students enrolled.

Percentage Share of Tuition and State Appropriations

Western's state operating expenditures have been historically supported by a combination of state appropriations and tuition operating fees. In 2008-09, state appropriations represented 60% of WWU's state operating budget compared to 40% in net tuition operating fees; however, in 2010-11, because of state budget reductions, state appropriations will represent only 47% as indicated in the chart below.

State	\$58,797,000	47%
Net Tuition	\$66,930,882	53%
<hr/> Total	<hr/> \$125,727,882	<hr/> 100%

Compensation Adjustments

Across-the-Board Salary Increases: The legislature did not provide state appropriations for across-the-board salary increases for the 2009-11 biennium for any employee category (faculty, classified staff or professional staff).

Classified Staff ; Western is required by the state to continue to provide classified staff longevity step or anniversary date salary increases in 2010-11, an unfunded mandate as part of contractual obligations. Classified staff longevity step or anniversary date increases (usually 5% on the employee's anniversary date until the employee reaches the top step of his or her salary range) will be funded by a combination of additional annual budget allocations and self-funding by the university divisions via salary differentials and/or other savings.

Faculty: As negotiated between WWU and United Faculty of Western Washington University, the following **faculty salary increases** will be provided in 2010-11: faculty promotion and tenure increases; advancement to senior instructor increases; and post-tenure review salary increases. Of special note is that the negotiated **2008-09 Faculty Special Merit** salary increase, delayed by faculty agreement from September 2008 until September 2010, will be enacted in Fall 2010. Faculty agreed to delay implementation of this fall 2008 special merit increase until Fall 2010 so that these funds – approximately \$437,000 (\$218,000 each year delayed) -- could be dedicated in the interim two years to help the university pay for limited term faculty.

Employee or Position Reductions

Approximately 38 positions will be affected: vacant positions due to attrition or retirements will be held open, some filled positions will be shifted from state funds to self-sustaining funds, and ten filled positions will be eliminated. A number of tenure-track faculty positions will be held open on a temporary basis and funds reallocated to support non tenure track faculty to promote access, quality and strategic directions.

Increased Reliance on Non Tenure Track Faculty

The proposed 2010-11 budget makes a significant shift in the way in which course demand will be met for the immediate future. There will be increased reliance on non tenure track faculty accomplished by temporarily holding open tenure-track faculty positions. This short-term approach is necessary at this time in order to maintain access and clear course backlogs. These positions will eventually be restated.

Sources and Uses

In order to free-up additional sources to cover the budget reduction and to support high priority needs, initiatives that were built into the original 2010-11 budget plan have been eliminated (related to program innovation, sustainability and graduate programs). Also to this end, the cost of renting off-campus offices for Extended Education /Summer Programs has been shifted to that operation – a self-support entity; and institutional budget lines related to mail services, property acquisition and campus utility savings have been rededicated.

Additionally, the budget proposes a variety of steps that effectively will increase tuition revenue without increasing enrollments or increasing tuition rates beyond the +14% approved by the Board in June 2009: 1) by adding more out-of-state students for Fall 2010 without increasing overall enrollments (since out-of-state tuition is higher than in-state tuition); 2) by eliminating \$500,000 in tuition waivers while continuing to protect need-based waiver; and 3) by more aggressively projecting 2010-11 tuition revenue collections based on current enrollments.

Another \$550,000 in new recurring revenue is included in the proposal to be generated by increasing the Administrative Services Assessment overhead fee charged to auxiliary operations to 4% in 2010-11. In addition to these new or increased sources, a \$1.7M increase in reliance on temporary fund balances is recommended for 2010-11.

Over \$1M in permanent base budget reallocations are included in the proposed 2010-11 budget to provide additional and permanent funding of the following high priority needs: eliminate bottlenecks in time to degree; make an investment in recruitment activities for out-of-state students; initially fund a Veterans' program initiative; energy savings initiative; and invest to increase institutional grant writing capabilities. Though not reflected at the institutional-level, additional reallocations of resources are currently under consideration by Academic Affairs.

Supplemental Reductions

Planning Units proposed \$3.5M in possible reductions at the beginning of the supplemental budget process. After careful consideration by the campus, the President and Vice Presidents, of the impacts of reductions and the net effect of both reductions and recommended additional funding to support high priority needs, a reduction amount of \$1.6M is recommended for planning units in 2010-11. The collaborative and thoughtful process used to evaluate and recommend these reductions ensured that cuts would not be taken across-the-board, and that the colleges, library and graduate school would be spared the deepest cuts. Additionally, divisions will not be required to implement these reductions until 2011-12 due to a combination of new sources and temporary fund balance support.

A summary of proposed changes – reductions and additions -- for Academic Units is included in the Table B below. Academic units include the Library, the Provost's Office/Programs, the Graduate School and the colleges.

TABLE B

Western Washington University
 Proposed 2010-11 Supplemental Reductions and Additions
 State Operating Expenditure Budget - ACADEMIC UNITS

	A	B	C	A+B+C = D
State Operating Budget (Net Tuition and State Appropriations)	Originally Proposed 2010-11 Operating Budget Plan	2010-11 Supplemental Reductions* or Reallocations	2010-11 New or Required Investment**	Proposed 2010-11 Operating Budget for Board Approval June 2010
Academic Units	61,991,511	(1,017,211)	816,515	61,790,815
Employee Benefits Academic Units	16,005,337	-	1,171,525	17,176,862
TOTAL ACADEMIC UNITS	77,996,848	(1,017,211)	1,988,040	78,967,677

* Associated employee benefits reflected in reductions.
 ** Additions include partial coverage of classified step increases.

A summary of proposed changes – reductions and additions -- for Non-Academic Units is included in table C below.

TABLE C

Western Washington University
 Proposed 2010-11 Supplemental Reductions and Additions
 State Operating Expenditure Budget - NON-ACADEMIC UNITS

	A	B	C	A+B+C = D
State Operating Budget (Net Tuition and State Appropriations)	Originally Proposed 2010-11 Operating Budget Plan	2010-11 Supplemental Reductions* or Reallocations	2010-11 New or Required Investment**	Proposed 2010-11 Operating Budget for Board Approval June 2010
Information/Telecommunication Services	5,819,723	(232,789)	8,781	5,595,715
Business and Financial Affairs	13,047,983	(165,000)	121,126	13,004,109
Students Affairs / Academic Support Services	6,845,007	(125,000)	201,515	6,921,522
University Advancement	2,340,268	(93,495)	7,171	2,253,944
University Relations	965,231	-	6,588	971,819
President/Institutional Accounts***	11,627,906	(934,201)	100,222	10,793,927
Employee Benefits Non-Academic Units	7,074,119	-	264,060	7,338,179
TOTAL NON-ACADEMIC UNITS	47,720,237	(1,550,485)	709,463	46,879,215

* Associated employee benefits reflected in reductions.

** Additions include partial coverage of classified step increases.

*** Includes reallocation of \$450k in original institutional investments to new investments; also includes \$93.5k reallocated from University Advancement to support comprehensive campaign.

Budgeted Contingency Reserve

Within the 2009-10 approved operating budget, a permanent, recurring, and centrally budgeted contingency reserve was established. In the past, WWU has maintained an off-budget reserve to cover one-time expenses. For FY 2009-10, the Board approved a \$3.2M allocation to the budgeted contingency reserve, approximately 2% of total recurring budgeted revenue. For 2010-11 it is recommended that this reserve be increased to \$4.9M, approximately 3.7% of budgeted revenue. For FY 2011-12, it will be recommended that the reserve be increased to \$6.1M, approximately 4.8%. A 5% reserve is strongly advocated, and, when area reserves are also considered, we are at that fiscally prudent level.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: June 11, 2010

SUBJECT: **APPROVAL OF 2011-2013 CAPITAL BUDGET REQUEST &
2011-2021 TEN YEAR CAPITAL PLAN**

PURPOSE: Action item

Purpose of Submittal:

Capital Budget request requirement of the Office of Financial Management.

Proposed Motion:

Moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2011-2013 Capital Budget Request from State-appropriated funding sources totaling \$57,950,000.

Supporting Information:

Supporting information is attached.

WESTERN WASHINGTON UNIVERSITY

2011-2013 CAPITAL BUDGET REQUEST & 2011-2021 CAPITAL PLAN

Introduction

The following information is provided to the Board of Trustees as support documentation for the University's Capital Budget Request. Similar materials were presented to the Board of Trustees in April 2010. Since that time, final project priority order has been established and project cost estimates refined.

All projects being requested are designed to augment the basic core of facilities that are available to fulfill the goals and objectives of the University. In developing the 2011-2013 Capital Request and the 2011-2021 Capital Plan, every effort has been made to exercise responsible stewardship with respect to the State's past and future investments in Western's physical facilities.

For the 2011-2013 biennium, Western Washington University proposes a total capital funding level of \$57,950,000 from State-appropriated funding sources. Office of Financial Management (OFM) capital request instructions to all state agencies require a 2011-2013 Capital Budget Request presented within the context of a 2011-2021 Capital Plan.

In addition, legislation enacted in 2008 established a new process for evaluating and scoring capital project requests by the state's four-year higher education institutions. The legislation emphasized the role of strategic planning in the facility prioritization process, stating that the new process must emphasize "objective analysis, a statewide perspective, and a strategic balance among facility preservation, new construction, and innovative delivery mechanisms."

During its 2010 session, the Legislature reaffirmed the state's four-year higher education evaluation and scoring system established in 2008 (for capital project requests of two million dollars or more) and passed Engrossed Substitute Senate Bill 6355 (ESSB 6355) requiring the Higher Education Coordinating Board (HECB) to provide the Governor and Legislature with a single prioritized list of recommended 2011-2013 capital projects by November 15, 2010. In developing the list, the HECB is to be guided by the OFM project evaluation and scoring process, and identify the combination of projects that will most cost-effectively achieve the state's goals. Key dates in the new Capital Project Evaluation Process are provided on page three of this document.

Capital Project Funding Sources

There are two primary sources of funding for Western's capital projects. Major capital projects and projects of a preservation nature are typically funded from bonds supported by the State general obligation bond fund (Fund 057). Smaller projects, typically of a programmatic nature, are funded from local revenues (Fund 065) generated by Normal School timber sales combined with the Building Fee component of student tuition. The request for these smaller projects, which range in individual cost from \$25,000 to \$2,000,000, is entitled "Minor Works" on the Capital Plan.

Process for the Development of the 2011-2013 Capital Budget Request

The University community has been engaged in development of the 2011-2013 Capital Budget Request and 2011-21 Capital Plan since Fall 2009. The bottom up transparent [process](#) (Graphic Timeline Attachment) began in late September 2009 with presentations to various groups and colleges explaining the process steps, discussing the relationship of capital requests to the university's strategic plan and mission, demonstrating the new [Capital Planning & Development website](#) (Webpage Attachment), and training on completion of the [electronic submittal forms](#) (E-form Attachment).

From the first of October until the middle of December, Capital Planning and Development, in conjunction with Space Administration, offered over twenty training sessions related to this process. During that time, approximately 240 requests were created and submitted to supervisors, department chairs, and directors for consideration and recommendation to their [Planning Unit Leaders](#) (Planning Unit Leaders Attachment).

While the Planning Unit Leaders carefully considered the submittals, Capital Planning and Development, Space Administration, and Facilities Management were producing preliminary scopes and budget estimates. This information was factored into Planning Unit Leader deliberations and recommendations to the Provost and Vice Presidents.

By the latter part of January 2010, the Provost and Vice Presidents had begun the process of considering the recommendations made by the Planning Unit Leaders within their division and, based upon evaluation [criteria](#) (Criteria Attachment), started developing a draft 2011-2013 Capital Request and 2011-2021 Capital Plan. In early February, the Provost and Vice Presidents began discussing their draft plans with UPRC (University Planning and Resources Council), a standing committee of the Faculty Senate. Over the course of several meetings (which were also audio-cast to the campus community) the UPRC discussed the proposed projects/draft plan and provided their

recommendations to President Shepard. The 2011-13 Capital Request now before you was materially improved as a result of the recommendations that UPRC provided to the President. The results of these combined efforts were presented to the Board of Trustees as an informational item at the April 2010 meeting.

Since the April 2010 Board meeting, OFM has released the calendar below outlining the review process for capital project proposals totaling \$2 million dollars and greater. All four-year higher education project proposals, subject to the review process, are due to OFM no later than August 1, 2010.

KEY DATES FOR THE 2011-13 CAPITAL PROJECT EVALUATION PROCESS	
Institutions nominate panel members to assist in scoring	April 19-30
OFM recruits panel members from agencies, creates evaluation panels	April 19-May 14
Evaluation guidelines and application instructions released	May 3
Q&A period	May 3-July 23
Q&A responses, additional information posted to website (In general, responses will be posted within two working days)	May 3-July 23
Institutions submit completed predesign documents to OFM	July 1
Evaluation Panels Meeting #1: Orientation and Charge	July 19-23
Institutions submit project proposals	Aug. 1
OFM reviews project proposals for consistency and completeness	Aug. 2-6
Institutions submit revised proposals correcting identified gaps, inconsistencies (as needed)	Aug. 9-13
Panel members independently review project proposals	Aug. 16-27
Evaluation Panels Meeting #2: Discuss application of criteria to proposals, develop follow-up questions for institutions as needed.	Aug. 30-Sept. 3
Site visits as needed	Aug. 20-Sept. 10
Institutions respond to follow-up questions from Meeting #2	Sept. 6-10
Institutions submit capital budget request to OFM	Sept. 7
Evaluation Panels Meeting #3: Evaluation panels complete project scoring	Sept. 13-17
Evaluation Panel Meeting #4: OFM compiles scoring results, presents to four-year institutions	Sept. 20-24
Release results to HECB, legislative fiscal committees, four-year institutions	Oct. 1
HECB budget recommendation submitted to OFM and Legislature	Nov. 15
Debrief with institutions	Nov. 22-Dec. 3
Governor's budget proposal transmitted to Legislature	No later than Dec. 20
Process debrief and review	June 2011 (after legislative session)

2011-2013 MAJOR AND INTERMEDIATE CAPITAL PROJECT REQUESTS

(See attached 2011-2013 biennial request as part of 2011-2021 Capital Plan)

Projects identified in the 2011-2013 capital budget request reflect the need to provide additional academic facilities and renew existing facilities to address enrollment levels, building systems upgrades, and changing program needs.

The Office of Financial Management requires all major projects greater than \$5 million to include a separate and distinct predesign phase. Projects between \$2 million and \$5 million are termed Intermediate projects and do not require a predesign phase but do require line item appropriation. The proposed 2011-2013 major and intermediate projects are requested in the following **priority** order:

Carver Academic Facility Renovation (Renovation Category - Design)

Carver Academic Facility Renovation is the highest ranking major capital project requested by the University. The need to renovate the Carver facility has been long-standing and this request is a re-submission based upon the recommendation of the 2008 Carver Predesign.

The predesign recommendation included 92,749 square feet of renovated space, 18,227 square feet of demolition and 60,204 square feet of new construction. The project will:

- Renew a large building in the middle of campus.
- Help to meet the growing interest in health related professions.
- Provide critically needed lab spaces, classrooms, and lecture spaces, and place them in a central campus location.
- Allow for the consolidation and growth of the physical Education Health and Recreation department.
- Provide studio space for the Dance program.
- Relieve existing use conflicts between the departments and other users.

The original core of the Carver Academic Facility was built in 1936 to accommodate approximately 730 students. A major addition was constructed in 1960 when Western had approximately 2,950 students. Since then there have been minor additions in 1970, 1984, and 1994. This expansion has not kept up with the growth of the University and the total identified need for space is 83% greater than the existing square footage of Carver. The mechanical, electrical, and life safety systems have exceeded their useful life with some equipment dating back to the original 1936 construction. Systems are costly to maintain and parts are often unavailable or difficult to obtain. All second floor spaces are not accessible and the facility does not meet the ADA.

This renovation will begin to meet the critical needs for more instructional capacity for departmental programs and general university use. The redeveloped building, along with modest additions, will improve efficiency and accommodate the current unmet needs of students. It will also provide teaching stations and laboratories that meet the current needs of the departments and the university.

Academic Services & Performing Arts Facility (Predesign Category - Growth)

This project proposes to construct a building of approximately 80 to 100 thousand square feet on the land presently occupied by High Street Hall, Parking Lots 11G and 25G and Canada House.

The building would accommodate the following functions:

- College of Fine and Performing Arts: Programmatic needs include a medium-sized performance space to accommodate music, theater and dance performances; Dance Program Space; Instructional Support Space including a Scene Shop and a Costume Shop. Many of these functions are presently accommodated in off-campus leased space.
- General Academic Space including faculty & administrative offices to replace current offices at High Street Hall, as well as classrooms to provide approximately 240 general use classroom seats.
- Student Admissions Services to accommodate a centrally located, store-front access for students, potential students and their parents.

High Street offers an exceptional combination of central campus location, high visibility and direct access to public transportation, pedestrian & bicycle corridors. The site is challenged by the lack of high density parking in close proximity which would need to be addressed as part of this project.

Classroom & Lab Upgrades (Renovation Category - Design/Construction)

This project continues the renovation of existing general use classroom & lab space and may be expanded to consider departmental classrooms, seminar & lab space throughout campus. The benefits of this project include up-to-date, technology-enhanced teaching and learning spaces for students and faculty. It will provide attractive spaces with multiple technologies at the fingertips of both teachers and learners including classroom response systems. It will also provide opportunities for collaborative teaching and learning, as well as providing fully capable teaching technologies in the computer laboratories.

North Campus Utility Upgrade (Infrastructure Category - Design/Construction)

This project would upgrade the existing north campus 4,160 volt electrical distribution system to a looped 12,470 volt system per the 2007 Utilities Master Plan. The existing distribution system is a radial feed network. A failure in a critical location could cause an outage that lasts days instead of hours for the

affected buildings. Buildings connected to this system in this area are Old Main, Mathes Hall, Nash Hall, Higginson Hall, Edens Halls (both North and South). Completion of the new 12,470 volt distribution eliminates a major transformer at the Steam Plant, and existing high voltage switches in the "Snake Pit". Following the project these locations become available for other difficult to site utilities such as emergency generators and additional high voltage isolation switches.

Fraser Hall Renovation (Renovation Category - Design/Construction)

This project provides a comprehensive upgrade to Fraser Hall addressing building issues such as:

- Heating, ventilating, air conditioning, and building envelope improvements.
- Elevator access and ADA accessible restrooms.
- Replacement of fixed seating and technology to support learning modalities.

Fraser Hall accommodates 682 students in three of the largest general use classrooms on campus. The building is so critical to the institutions' function that it has been difficult to implement building upgrades of significant size. The project proposes to close down Fraser Hall for 2-3 quarters to complete a comprehensive renovation.

Performing Arts Exterior Renewal (Infrastructure Category - Design/Construction)

Over the years, the large stucco wall of the Concert Hall that faces Bellingham Bay and overhangs the Garden Street By-pass road has developed cracks and water staining. In addition, the soffits are in need of repair. This project includes repairing the stucco; selective tuckpointing (or replacing of damaged mortar between bricks); complete brick sealing; steel window replacement and refinishing the wood windows facing PAC Plaza.

Wireless Network Upgrade (Infrastructure Category - Design/Construction)

The use of the wireless local area network on campus, supporting portable computing and telephone devices, has moved from alternative use to commonplace in support of the University's educational mission. Its primary values are increased mobility, safety, productivity, and convenience. The current system does not cover significant portions of campus and accessibility has not kept pace with increased demand for this service.

Because of inadequate coverage and capacity in certain areas, the University is experiencing uncontrolled and exponential growth of ad hoc Wi-Fi networks by early adopters who have installed their own non-secured (rogue) Wi-Fi routers thereby seriously compromising the security and integrity of our current wired and wireless network. This trend is likely to continue without upgrading and

expanding this service by providing industry standard, ubiquitous, and secure wireless network services.

Land Acquisition - Waterfront (*Land Acquisition Category*)

Over the last several years, Western has been looking at the Bellingham waterfront as part of its long-range vision to improve access to programs, enhance its involvement with the community, and create a unique destination for learning. As an initial step in realizing that vision, Western is asking for funding to assist in acquiring property for that development.

2011-2013 Minor Works Project Requests

The Minor Works project requests for preservation and programmatic needs represents Western's continued commitment toward the correction of safety hazards, disabled access, security of physical assets, and the prevention of facility deterioration. Also included are projects addressing access/capacity, renewal of unsuitable or inoperable space/systems, technology improvements, and other program driven needs. The projects requested are essential to the economic and efficient use of campus facilities. Project categories and highlights are:

Preservation Projects

Health, Safety and Code Requirements (18%) – Upgrade fire detection and alarm systems in multiple buildings, repair and replace walkways, and improve indoor air quality. \$ 4,122,000

Facility Preservation (30%) – Replace electrical switchgear in multiple buildings, roof replacements and exterior building envelope renewal, and restroom renewals in numerous buildings. \$ 6,746,000

Infrastructure Preservation (12%) – Replace water main near Old Main, upgrade steam distribution system and steam piping. \$ 2,684,000

Total Preservation Minor Works \$ **13,552,000**

Programmatic Projects

Program Improvements (40%) – Renovate academic & academic support spaces, improve disabled access, enhance campus safety systems, and create a multi-use athletic field. \$ **9,035,000**

Grand Total Preservation & Programmatic Minor Works \$ **22,587,000**

WESTERN WASHINGTON UNIVERSITY

2011-2013 CAPITAL REQUEST & 2011-2021 CAPITAL PLAN

Color Key :
~ Predesign
~ Design
~ Construction
~ Intermediate project

As submitted for BOT action June 2010

PROJECT LISTING	FUNDING SOURCE	2011-2013		2013-2015		2015-2017		2017-2019		2019-2021	
		Bonds	Local	Bonds	Local	Bonds	Local	Bonds	Local	Bonds	Local
1	MINOR WORKS - PRESERVATION	13,552,000		12,000,000		12,000,000		12,000,000		12,000,000	
2	MINOR WORKS - PROGRAM		9,035,000	2,000,000	10,000,000	2,000,000	10,000,000	2,000,000	10,000,000	2,000,000	10,000,000
3	CARVER ACADEMIC RENOVATION	6,784,000		61,175,000							
4	ACAD. SERV. & PERFORMING ARTS FACILITY	350,000		5,056,000		48,496,000					
5	CLASSROOM & LAB UPGRADES	4,799,000									
6	NORTH CAMPUS UTILITY UPGRADE	3,529,000									
7	FRASER HALL RENOVATION	4,480,000									
8	PERFORMING ARTS EXTERIOR RENEWAL	2,877,000									
9	WIRELESS NETWORK UPGRADE	4,947,000									
10	LAND ACQUISITION - WATERFRONT	7,597,000									
11	HUMANITIES BUILDING RENOVATION			250,000		1,830,000		11,000,000			
12	WATERFRONT COMMUNITY LEARNING CTR.			400,000		4,870,000		39,900,000			
13	STEAM SYSTEM REPLACEMENT - RIDGEWAY			3,000,000							
14	ART ANNEX RENOVATION			4,900,000							
15	CAMPUS ROADWAY UPGRADES			3,000,000							
16	ENGINEERING TECH. BUILDING ADDITION					250,000		1,250,000		11,680,000	
17	FAIRHAVEN COLLEGE ANNEX					250,000		875,000		7,215,000	
18	HUXLEY RELOCATION TO WATERFRONT					400,000		7,000,000		78,195,000	
19	OLD MAIN WINDOW REPLACEMENT					4,900,000					
20	ENERGY CONSERVATION UPGRADES					3,000,000					
21	REPLACE PBX WITH ITP SYSTEM					4,900,000					
22	WILSON LIBRARY RENOVATION							400,000		11,975,000	
23	ENVIRONMENTAL STUDIES RENOVATION							400,000		4,209,000	
24	SOUTH CAMPUS ROADWAY REVISIONS							400,000		4,280,000	
25	PED/BIKE BRIDGE AT WEST COLLEGE WAY							4,900,000			
26	SO. CAMPUS ADM. FAC./PHYSICAL PLANT EXP.									350,000	
27	PARKS HALL WING									250,000	
TOTAL BY FUND SOURCE		48,915,000	9,035,000	91,781,000	10,000,000	82,896,000	10,000,000	80,125,000	10,000,000	132,154,000	10,000,000
BIENNIIUM TOTAL - ALL FUNDS			57,950,000		101,781,000		92,896,000		90,125,000		142,154,000

CAPITAL PLANNING AND DEVELOPMENT

Office of the University Architect

WELCOME

[Home](#)

[WWU Mission and Strategic Plan](#)

[WWU SCOT Analysis \(11-12-09 Initial Draft\)](#)

[Preparing Tomorrow Today: Initiatives](#)

[CPD Role and Mission](#)

[Planning Principles and Guidelines](#)

[2009-2011 Minor Works Projects](#)

[Waterfront Campus Character](#)

[Physical Planning](#)

[Master Plan \(IMP\)](#)

[Site/Floor Plans](#)

[Standards & Guidelines](#)

[Contact Executive Director Rick Benner](#)

[by Email](#) or

Ph: 360.650.3550

[PPG](#)

The Office of Capital Planning and Development was established in July 2009 to improve efficiencies and enhance transparency of the capital planning process.

Since early October 2009, the University has been engaged in developing its 2011-13 Capital Requests and Ten-Year Capital Plan. Below is a summary of the process and its related documents:

- [Summary of the new Capital Process](#)
- [Capital Project Request Form](#)
- [Process Timeline -- graphic format](#) (print on 11x17 paper)
- [Process Timeline -- text format](#)

At this time, we have completed Step 4 in the process and are working on Step 5. Approximately 240 requests have been submitted by individuals and forwarded to their supervisor, chair, or director for consideration and recommendation on to [Planning Unit Leaders](#). The Planning Unit Leaders have concluded their recommendations and have moved the requests on to the Provost and Vice Presidents.

2011-13 Submitted Capital Requests Can Be Viewed:

- [By Form Number](#)
- [By Division \(Academic Affairs, Student Affairs, etc.\)](#)
- [By Building](#)

The Provost and Vice Presidents have considered the requests and developed an initial draft Ten-Year Capital Plan and 2011-13 Minor Works List. They also shared their initial recommendations with the University Planning and Resources Council (UPRC) during February and early March. The meetings were audiocast to the campus community. The initial draft Ten-Year Capital Plan and the 2011-13 Minor Works List are available below.

- [Initial Draft 2011 - 2021 Capital Plan](#)
- [Initial Draft 2011-2013 Minor Works Request List](#)

Based upon the UPRC recommendations and other priorities, the President and Vice Presidents will be recommending a draft plan to the Board of Trustees at their April meeting.

We encourage your continued participation and invite suggestions for improvements in the process. An online discussion forum where you can share your thoughts about the Capital Process can be found in the Feedback section of the [Viking Village Forum](#). You can also call or email Executive Director Rick Benner.

Other pages related to WWU capital projects are linked below:

- [Current minor works projects](#)
 - [Facilities Management \(ongoing projects\)](#)
 - [Capital Budget Office](#)
 - [Funding history of WWU Capital Program \(coming soon\)](#)
-



Rick Benner, University Architect, is Executive Director of the Office of Capital Planning and Development. The office has connections to Space Administration and Management in Academic Affairs, and Facilities Management (Facilities Design and Construction Administration – FDCA) and Capital Budget Office in Business and Financial Affairs.

Page Updated 03.17.2010

News and Events

[Click here to view the Draft 2011-13 Capital Program Priority Criteria](#)

UPRC Audiocast available at 4:00 pm, Wed. Feb. 10, Wed. Feb. 24 and, if needed, Wed. Mar. 3.
[Click here to listen!](#)

[New Capital Planning Process Open for Comment online at Viking Village Forum Feedback](#)



Related Links

- [Facilities Management](#)
- [Capital Budget Office](#)
- [Planning Unit Leaders](#)

[Waterfront Planning](#)

[City of Bellingham](#)

[Port of Bellingham](#)

**Other university
capital project
websites:**

[Stanford University](#)

[Cal Poly](#)

[Columbia University](#)

[Website Contact](#) | [Department Home](#) | [Contact Us](#)

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Username:

Password:

Private Computer?

Universal Login

What is the Universal Login?

Your Universal Login is a gateway to an array of online resources offered by WWU. This username password combination is your ticket to a wide variety of computing services.

[Reset Password.](#)

Private Computer: We recommend using the Private Computer setting if you are the only person with access to this computer.





CAPITAL PLANNING & DEVELOPMENT
2011-13 CAPITAL PROJECT REQUEST

#New Form

[FORM ROUTING AND SUBMITTAL](#)

GENERAL INFORMATION

Physical project requests are developed to support the institutions strategic plan. [The Capital Planning Process](#) facilitates the development and evaluation of project requests in turn by the department or college, the institutional unit, the President's Cabinet and the Board of Trustees.

The process seeks to ensure the relevance of physical improvements by defining project requests in terms of cost, benefit and total impact to the University and by seeking broader input from the campus community; it does not guarantee project funding.

Please fill in all of the required information before forwarding the request in the following sequence.

STEP 1: PROJECT REQUEST, DEPARTMENTAL INFORMATION and OPERATING IMPACT

DEPARTMENTAL INFORMATION

Department:

Division:

Contact Person:

Email:

Exec. Sponsor/Co-Sponsor:

Email:

PROJECT DEFINITION

Project Request/Title:

Affected Building:

Room Numbers:

Proposed Scope of Work. What is the proposed project and what problem will it solve?

Alignment with institutional priorities: Please describe how the proposed project responds to the unit's SCOT analysis and direction, the institution's [Strategic Plan \(strategic vision, mission, values, objectives and actions\)](#); initiatives [Preparing Tomorrow Today](#); and the State's identified needs and funding priorities.

OPERATING IMPACTS

Are there additional staff required? Yes No If yes, Cost:

Is furniture or equipment required? Yes No If yes, Cost:

Critical Dependencies

Does this project have any relationship to other projects or operational impediments that might affect the scope, budget, schedule, or quality of the project. For example, if you are proposing to expand an existing lab into adjacent office space, where will these offices be relocated? Yes No

Scheduling of the Work

The summer session is the heaviest period of construction on the campus. Most divisions will insist on the physical work being completed during this time. Given an average project delivery of 8 months (4 months of design and 4 months of construction) please identify the date by which the project must be completed. Please explain why.

Thank you, step 1 is now completed!!!

Please proceed to the bottom of the form and:

- Email the form to the Capital Planning Office. This is for registration purposes only,
- Email the form to your supervisor, departmental chair or director

STEP 2: REVIEW - SUPERVISOR, CHAIR, DIRECTOR

Routing History

Project Request/Title:

Requestor:

Sup/Chair/Director:

The project request is: Rejected Recommended
 Returned for reconsideration for reconsideration

What priority would you assign to this project request within your department?

Comments:

Thank you, step 2 is now completed!!!

Please proceed to the bottom of the form and submit the form to the Planning Unit Leader.

STEP 3: REVIEW - PLANNING UNIT LEADER

Routing History

Project Request/Title:

Capital Planning Leader:

The project request is: Rejected Recommended
 Returned for reconsideration

What priority would you assign to this project request relative to all other project requests within your division or college?

Comments:

<p style="text-align: center;">Space Administration will verify the programmatic requirement and availability of space</p> <p style="text-align: center;">Capital Planning & Development will conduct a general technical review, cost estimate and schedule</p>
--

Thank you, step 3 is now completed!!!

Please proceed to the bottom of the form and submit the form to Capital.Planning@wwu.edu.
Printed Divisional Requests will be presented to the VP's to assist in their discussion.

STEP 4: REVIEW - VP, PROVOST

Vice President:

The project request is: Rejected Recommended
 Returned for reconsideration

Divisional Priority:

Comments:

THIS SECTION FOR OFFICE USE ONLY

Technical Review - feasibility, scheduling and cost:

Space Administration

Space availability and programmatic review

Capital Planning and Development/Facilities Management

Technical Review

Schedule

Cost estimate and cost assumptions including description of moving costs or other non-Capital cost impacts	1st Estimate Assumptions	Estimated moving costs
--	---------------------------------	------------------------

Costs may be revised as the project and the capital program becomes better defined	2nd Estimate Assumptions	Estimated moving costs
--	---------------------------------	------------------------

	3rd Estimate Assumptions	Estimated moving costs
--	---------------------------------	------------------------

Are there additional building operational costs associated with this work? Yes No		

Capital Budget Office

Project Title:

Project ID:

Institutional Priority:

11 - 13 Request Amount

11 - 13 Allocation

Project Category

Programmatic

Preservation
Health, Safety & Code

Preservation
Facilities Preservation

Preservation
Infrastructure Preservation

You can track your project request by following this link: <http://www.wvu.edu/wwuarchitect>

The submitter must enter the email address of the person to send the form to for further processing. Press SUBMIT to send it.

You have been automatically authenticated from MyWVU. If the information below is incorrect, please contact the Administrative Computing Helpdesk at 650-4444.

Name **Rick Benner**

ID # **W00004905**

Email To:

[Check Email](#)

*(The **Email To** field is ignored for the **SAVE** and **ATTACH** form actions.)*

Western Washington University

PLANNING UNIT LEADERS

1) Provost/Vice President for Academic Affairs	Catherine Riordan
2) Vice Provost, Undergraduate Education	Steve Vanderstaay
3) Dean, College of Humanities and Social Sciences	Brent Carbajal
4) Dean, College of Sciences and Technology	Arlan Norman
5) Dean, Huxley College of the Environment	Brad Smith
6) Dean, College of Fine and Performing Arts	Daniel Guyette
7) Dean, College of Business and Economics	Brian Burton
8) Dean, Woodring College of Education	Stephanie Salzman
9) Dean, Fairhaven College of Interdisciplinary Studies	Roger Gilman
10) Dean, Libraries	Chris Cox
11) Vice Provost, Information and Telecommunications	John Lawson
12) Vice Provost, Research; and Dean, Graduate School	Moheb Ghali
13) Vice President, Student Affairs/Academic Support Services	Eileen Coughlin
14) President	Bruce Shepard
15) Vice President, University Relations	Steve Swan
16) Vice President, University Advancement	Stephanie Bowers
17) Interim Vice President, Business and Financial Affairs	Kathy Wetherell

DRAFT 2011-13 Capital Program Priority Criteria

Major and Line-item Appropriations (greater than \$2 million)

- **Integral to Achieving Statewide Policy Goals**

Supporting information in considering these criteria taken from the most current goals listed in the 2009-11 OFM Capital Budget Instructions:

- Increases number of bachelor's degrees awarded beyond the 2011 level specified in institution's current HECB/OFM performance measures.
- Increases number of bachelor's degrees awarded in high-demand fields beyond the 2011 level specified in institution's current HECB/OFM performance measures.
- Increases number of advanced degrees awarded beyond the 2011 level specified in institution's current HECB/OFM performance measures.
- Increases economic development through theoretical or applied research.
- Promotes access for underserved regions and place-bound adults through distance learning and/or university centers.
- Promotes safety from violence for students, faculty, and staff.
- Promotes partnerships with K-12 and other public and private institutions.

- **Integral to University's Planning & Stated Goals**

Supporting information in considering these criteria:

- Consistent with goals stated in the University's Strategic Plan.
- Consistency with the goals stated in the University's Campus Master Plan.
- Consistency with the goals stated in the University's (draft) Climate Action Plan.

- **Codes, Standards, Health, Safety & Environmental Impact**

Supporting information in considering these criteria:

- Highest consideration for those projects that correct a record of citations or notices of non-compliance.
- High consideration for projects that correct deficiencies based on current use and applicable codes/standards or best practices.

- **Infrastructure, Maintenance, Operational Impacts**

Supporting information in considering these criteria:

- Highest consideration for renovation of existing space or system that will reduce maintenance and/or operational costs.
- Lowest consideration for new space or system that adds significant maintenance and/or operational costs.

- **Space Need, Functionality & Utilization**

Supporting information in considering these criteria:

- Highest consideration for projects that demonstrate both an improvement in the space's utilization and its functionality.
- Lowest consideration for projects that request new space when existing spaces are significantly under-utilized and function appropriately.

- **Leveraging Partnerships and Return on Investment**

Supporting information in considering these criteria:

- Highest consideration for projects that demonstrate a commitment of funds from non-capital sources and, based on the other criteria listed above, provide the greatest return on investment.
- Lowest consideration for projects that rely entirely on capital funds and have minimal return on investment based on the other criteria listed above.

Minor Works Omnibus Appropriations (individual projects between \$25,000 and \$2 million)

- **Mission Driven**

Supporting information in considering these criteria:

- Highest consideration for projects that best realize the goals and objectives set forth by the institution in its strategic plan.

- **Addresses Health, Safety, Code & Legal Liabilities**

Supporting information in considering these criteria:

- Highest consideration for those projects that correct a record of citations or notices of non-compliance.
- High consideration for projects that correct deficiencies based on current or projected use and applicable codes/standards or best practices.

- **Enhances Student Experience**

Supporting information in considering these criteria:

- Highest consideration for projects that deliver many programs, support student demographic trends, enable the institution to attract and retain high quality students and faculty, and/or enhance the student learning environment.

- **Operational Efficiency**

Supporting information in considering these criteria:

- Highest consideration for projects that demonstrate the most of these traits:
 - Uses human, financial, and energy resources in the most efficient and sustainable manner.
 - Reduces dependence on leased space.
 - Decreases operating and maintenance costs.
 - Reduces future capital-deferred maintenance costs.
 - Is the best use of existing space.
 - Addresses operational risk to the institution.
 - Increases the lifespan of building systems.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of Vice President Eileen Coughlin as recommended by the Associated Students and the S&A Fee Committee

DATE: June 11, 2010

SUBJECT: Mandatory Student Fees

PURPOSE: Action Item

Purpose of Submittal: To approve mandatory student fee levels for 2010-11 and Services & Activities (general S&A) Fee distributions for academic year 2010-11 and summer 2010

Motion: Moved that the Board of Trustees of Western Washington University, upon the recommendation of the university president and the various constituent review committees, approve the 2010-11 mandatory student fee levels and distribution as proposed in the attached documents for the following fees:

- Green Energy Fee (formerly Renewable Energy Fee) (75% increase)
- Non-Academic Building Fee (5.7%)
- Services & Activity (general S&A) Fee (no increase)
- Student Transportation Fee (no increase)
- Health Service Fee (no increase)
- Technology Fee (no increase)
- Student Recreation Fee (S&A) (no increase)

Supporting Information:

- Attachment A: Summary of current and proposed mandatory student fee levels showing increases for two of the seven fees (an average net increase of 1.18% over all fees)
- Attachments B-D: Justification for proposed fee levels and distributions. Information on fees proposed to remain the same is included merely as a brief program report.

**Attachment A
2010-11 Mandatory Student Fees**

Summary of Current and Proposed Mandatory Student Fee Levels

It is proposed to increase two of the seven mandatory student fees for 2010-11. (No increase is proposed for the S&A, Health, Technology, Recreation or Transportation Fees.) This proposal constitutes a net average increase of 1.18% for all existing mandatory student fees. Tuition increase for 2010-11 is scheduled to be 14% for resident undergraduates.

2010-2011 Mandatory Student Fees - Proposed Increases Effective Fall Quarter*

*Subject to Board of Trustees Approval on June 11, 2010

Fee	Notes	Current Status	Quarterly Fee				Academic Year Fee			
			Current	Proposed	\$\$	%	Current	Proposed	\$\$	%
			2009-10	2010-11	Change	Change	2009-10	2010-11	Change	Change
Service & Activity (S&A) Fee	(1) (2)	No increase proposed. The Fee Committee is recommending a change in distribution from a percentage to an actual dollar amount with any excess going into reserve.	\$169.00	\$169.00	\$0.00	0.00%	\$507.00	\$507.00	\$0.00	0.00%
Health Service Fee		No change proposed.	\$70.00	\$70.00	\$0.00	0.00%	\$210.00	\$210.00	\$0.00	0.00%
Technology Fee		Spring 2009 student initiative passed with 88% approval. \$25/qtr for 6+ credits. Students taking 1-5 credits will be charged \$12.50 (new.)	\$25.00	\$25.00	\$0.00	0.00%	\$75.00	\$75.00	\$0.00	0.00%
Non-Academic Building Fee		\$2 per qtr increase in fee for inflationary costs and long term capital needs.	\$35.00	\$37.00	\$2.00	5.71%	\$105.00	\$111.00	\$6.00	5.71%
Green Energy Fee	(3)	Spring 2010 student initiative passed with 80.6% approval (23.7% voter turnout.) Authorizes fee to be between \$4 and \$9/qtr. for purchase of renewable energy certificates (RECs) and sustainable energy projects. The year end balance at June 30, 2010 is projected to be approx. \$300,000. The AS Board recommended \$7/qtr rate at its May 19 meeting. Fee is charged as 70 cents per credit with a max of \$7 for 10 credits or more.	\$4.00	\$7.00	\$3.00	75.00%	\$12.00	\$21.00	\$9.00	75.00%
Student Recreation Fee (S&A)	(1)	No change proposed.	\$95.00	\$95.00	\$0.00	0.00%	\$285.00	\$285.00	\$0.00	0.00%
Student Transportation Fee		No change proposed. Note that summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate of \$20 covers just the bus pass.	\$25.00	\$25.00	\$0.00	0.00%	\$75.00	\$75.00	\$0.00	0.00%
Total Mandatory Fees			\$423.00	\$428.00	\$5.00	1.18%	\$1,269.00	\$1,284.00	\$15.00	1.18%

Notes:

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

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

(3) Net fee revenues (from over enrollment and/or lower than expected energy costs) are held in reserve.

**Attachment B
2010-2011 Mandatory Student Fees**

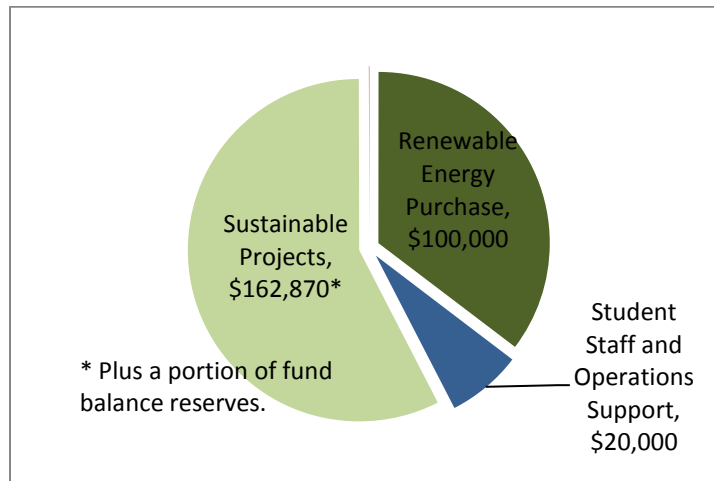
GREEN ENERGY FEE

Proposed Fee: Renew the Renewable Energy Fee as the “Green Energy Fee” at a rate of \$0.70 per academic credit (10 credit maximum, or \$7 per quarter) to purchase renewable energy and to fund projects that provide substantial environmental benefits and opportunities for student learning; effective Fall Quarter 2010. Authority is delegated to the university president to make expenditures through processes established in partnership between the Associated Students and university administration.

The 2010-2011 academic year will act as a pilot period, giving the Associated Students and the university an opportunity to evaluate and assess the new fee components and rates for future years.

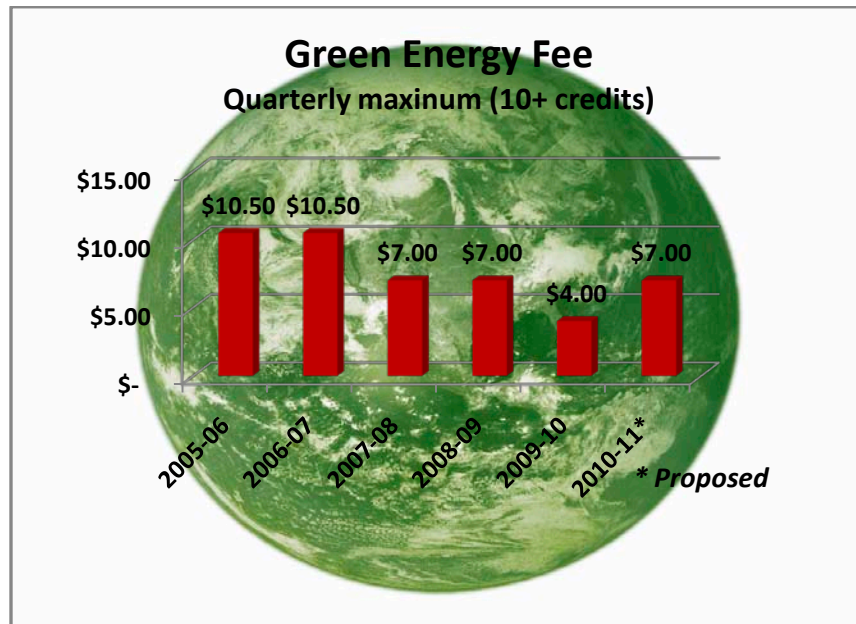
Executive Summary

- Since its inception in fall of 2005, the fee level has ranged from \$1.05 to \$0.70 to its current level of \$0.40 per credit (maximum of \$4 per quarter for 10+ credits). Fee revenues cover the purchase of 100% renewable electricity. Those costs have declined over the years, hence the associated decrease in the fee charged.
- The accumulated fund balance will be approximately \$300,000 by June 30, 2010. In June 2009, the WWU Board of Trustees approved the use of any excess funds for sustainable projects. None of the excess funds have been spent to date, awaiting student action this spring and the implementation of a formally approved process.
- In Spring 2010, 80.56% of students voted to increase the Green Energy Fee up to a maximum of \$0.90 per credit (\$9 per quarter maximum) in order to generate more funds for sustainable projects.
- A task force met to recommend the \$0.70 per credit (\$7 per quarter maximum) fee level and will work on behalf of the university and the AS Board this summer to recommend criteria and a process for sustainability projects. Peer review of similar programs will be a part of this.
- There were approximately 60 students in attendance at the Associated Students Board meeting (most showing support for a \$9 fee level). The AS Board is accepting the Task Force’s recommendation for a fee level of \$0.70 per credit (maximum of \$7 per quarter for 10+ credits) which will generate approximately \$283,000 per year (including some over enrollment) with anticipated allocations as follows: (Note: In addition to the annual fee revenue, fund balance reserves would likely be allocated toward sustainable projects over a period of time to be determined.)

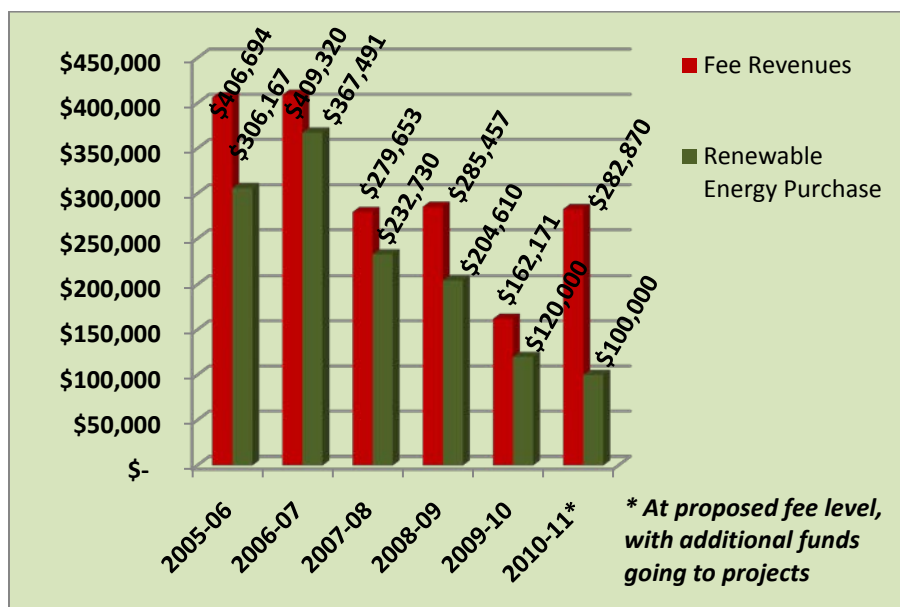


Historical Fee Levels, Revenues & Expenses

- This fee was initiated by the Board of Trustees for 2005-06 at a maximum of \$10.50 per quarter after a spring 2004 student initiative received 84.7% approval to assess a fee up to \$19 per quarter.
- Each year, the fee has been set at a level expected to cover just the purchase of 100% renewable electricity, and has steadily decreased to the current \$4 maximum given the decreasing cost of renewable energy certificates (RECs):

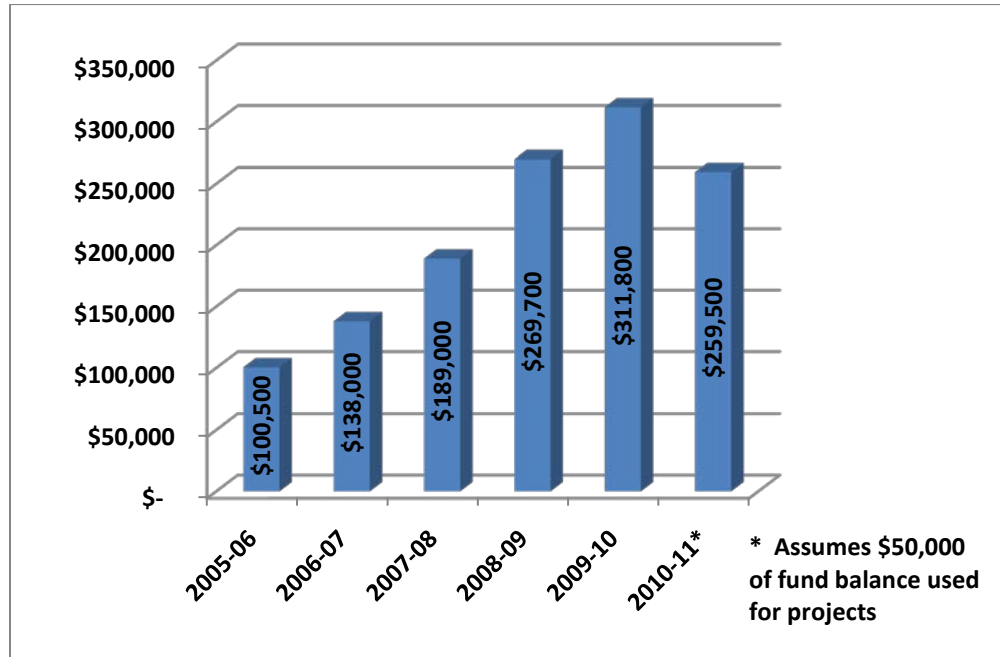


- Unanticipated reductions in market rates for renewable energy certificates along with over enrollment has resulted in revenues exceeding the level needed for REC purchases, gradually building a fund balance of approximately \$300,000:



Fund Balance Accumulation

This chart shows the Green Energy Fee fund balance which has accumulated over time from over-enrollment and the lower-than-anticipated cost of RECs. The projection for 2010-11 assumes that \$50,000 of the fund balance might be spent toward sustainable projects. The schedule for spending down the fund balance will be discussed over the summer with the Associated Students and the university as they develop a process and structure for allocation of funds for sustainable projects. The discussions will also include the determination of an appropriate ongoing fund-balance reserve level that can be maintained to accommodate potential fluctuations in the REC market and other unknowns (perhaps \$50,000 or so).



Fee Recommendation from the Students

Student Ballot Measure

In the spring 2010 AS Elections, 22.14% (3,020) of the student body participated, resulting in the highest voter turnout in 12 years. The referendum passed with 80.56% (2,433) of students voting "Yes," and 19.44% (587) of students voting "No." (Please see ballot language below.)

"Shall the students of Western Washington University recommend to the administration that the Renewable Energy Fee be renewed as the Green Energy Fee (GEF) at a rate up to \$0.90 per academic credit per quarter not to exceed \$9.00 (currently at a rate of \$0.40 per academic credit per quarter not to exceed \$4.00)?"

This fee will fund projects that provide substantial environmental benefits and opportunities for student learning. Such projects may include the following:

- 1) The purchase of renewable energy certificates (RECs) to help fund expansion of renewable power production.*
- 2) A campus-wide student grant program awarding well qualified proposals that offer innovative and practical ideas for projects that:
 - A) Increase energy efficiency*
 - B) Decrease energy consumption*
 - C) Generate renewable energy*
 - D) Reduce greenhouse gas pollution**
- 3) The creation of a student position that would be responsible for overseeing and coordinating the fee's associated programs.*

Effective Fall Quarter 2010 and expires the end of Summer Quarter 2015."

Associated Students and Task Force Discussion and Recommendations

The above student ballot measure as passed allows the Green Energy Fee to be set at any level up to \$0.90 per credit (with a \$9.00 maximum for students taking 10 or more credits). The AS Board formed a task force to make a recommendation regarding the fee level for 2010-11. After much discussion about showing responsiveness to the student voters, yet being responsible in raising fees, the task force recommended a \$0.70 per credit (\$7.00 maximum per quarter) fee level. The task force members joined the AS Board members in a work session to review a number of possible approaches, including various levels of reliance on spending down the fund balance reserve and various levels of funds available each year. There was a strong desire to have a sufficient amount of dollars available in the first year of the program in order to encourage and ensure student enthusiasm for submission of projects given the amount of interest that has been shown by students to date. Once the 2010-11 pilot year is complete, an assessment can be made as to the level of funding desired for sustainable projects on an ongoing, annual basis. Rather than spend the fund balance down aggressively in the first year and then raise the fee potentially to its maximum \$9 per quarter in the next year to maintain the same level of funds projects, it was felt that setting the fee at the maximum of \$7 per quarter would allow a more gradual spend-down of the fund balance and a more gradual increase of the fee over time (if the demand is there). This gives students more predictability over time in planning for tuition and fees. A proposal for future fee levels will be brought to the WWU Board of Trustees each year as is the practice with all student mandatory fees.

There was strong student support for raising the fee to the maximum allowed by the ballot language. Approximately 60 students attended the May 2010 Associated Students (AS) Board of Directors meeting where the Board unanimously voted 7-0-0 to: “Recommend to the President, through the Vice President for Student Affairs, a Green Energy Fee (GEF) at an amount of \$.70 per academic credit per quarter up to \$7 for fiscal year 2010-11 *with the stipulation that no funds be spent, with the exception of purchasing RECs, until the process for allocating proposal funds has been approved by both the AS Board of Directors and the Vice President for Business and Financial Affairs.*”

While most of the students who spoke at the meeting supported a \$9 fee level, there was good discussion and generally good understanding of the AS Board’s rationale for setting the fee at \$7 the first year.

Projected Budget Figures

If set at \$.70 per academic credit, the fee will generate adequate revenue (\$282,870) to continue WWU’s commitment to 100% renewable electricity offsets, and expand the program to fund projects that provide substantial environmental benefits and opportunities for student learning. The proposed fee revenue will finance the following:

- 1) Continued purchase of Renewable Energy Certificates (RECs) to offset 100% of our energy consumption, estimated at \$100,000 per year (At a rate assuming \$2.50 per REC)
- 2) The establishment of a \$20,000 Student Staff and Operations Support Budget
- 3) The remaining portion will be allocated to sustainable projects.

Annual Collections (Assumes \$2.50 per REC)	
Student Fee Level	2010-11
Projected Fee Revenues at \$7 Fee Level	\$282,870
100% REC's	\$100,000
Subtotal Available Revenues	\$182,870
Student Staff and Operations Support	\$ 20,000
Allocate Annually to Sustainable Projects (plus allocations from fund balance reserves)	\$162,870

Green Energy Fee Values Statement from the Students

Sustainability

There is still a need and desire from this campus to continue purchasing renewable energy certificates to offset 100% of our energy consumption. The Environmental Protection Agency’s “Green Power Partnership Top 20 Colleges and Universities” purchasing green power in the nation, named Western eighth in purchasing 40,000 kilowatt hours for 2009. We are leaders in the field and we are helping to develop the field, but as the field improves, we need to be able to adjust as necessary.

Education & Campus Involvement

The addition of a grant program awarding sustainable projects would provide a venue for an active on-campus learning experience where students can participate in hands-on educational opportunities that increase knowledge of the importance of sustainable energy, and will accelerate progress towards a sustainable campus starting from the bottom-up.

Examples of Potential Sustainability Projects at WWU:

Anaerobic Digester: \$100,000. This project would passively digest dining hall waste to form natural gas to power the steam plant and also provide fertilizer to grow food. This could evaluate the potential for installing several systems at each dining hall and digesting landscaping waste to offset our natural gas use.

Demonstration Solar Array: \$25,000. This would continue implementing solar energy for campus similar to the VU but this would be on South Campus building. A yearly plan to build one solar array per year could establish precedent to steer towards campus energy independence.

Compost Bins: \$25,000. Financing for additional composting bins are unavailable and the investment of these bins would divert trash away from landfills.

Resource, Assessment & Transparency

The creation of a student position would ensure campus awareness and participation in the Green Energy Fee proposal process, provide resources and educational outlets to parties interested in proposing a project, and provide the means for assessment each year.

Renewable Energy Certificate (REC) Purchase History

At WWU, fee revenues have historically purchased renewable energy certificates to offset 100% of the university's energy consumption. Each year the fee was set at a level that would cover projected expenses (but not to exceed \$1.90 per credit or \$19 per quarter for 10 credits or more, per 2004 student initiative language).

A renewable energy certificate is the equivalent of 1000 kilowatt hours. RECs have decreased in cost over time:

- \$10.00 per REC: September 2005 – March 2007 (1.5 years)
- \$6.00 per REC: April 2007 – December 2008 (1.75 years)
- \$3.50 per REC: January 2009 – December 2009 (1 year)
- \$2.50 per REC: January 2010 to present

In 2008, the Students for Renewable Energy began to re-evaluate the environmental benefit of the money spent, and used a model developed by WWU faculty to assess the cost-benefit ratio of RECs. As a result, in 2009 WWU began purchasing RECs from FPL Energy at a cost of \$3.50 per REC. This cost was significantly less than anticipated, resulting in surplus funds. The AS Board recommended and the WWU Board of Trustees approved the use of surplus funds collected to be used for sustainable energy projects, but no money has been spent because the fee was up for renewal.

Task Force

A Green Energy Fee Taskforce was created after the student referendum passed, with a majority of five students and representatives from the Office of Sustainability, Facilities Management and Student Affairs. The task force will work with the university this summer to develop a draft of operational, programmatic, and budgetary guidelines including:

- The development of an ongoing Green Energy Fee Committee including mission, membership, and processes.
- Outcomes, program elements (potential project loan fund), application procedures, criteria for selection, review process, long-term project requirements, university review and approval procedures.
- Development of student position job description, staff support and advisement, and assessment procedures.

Once a committee and process have been approved by the university and Associated Students Board, the campus will be invited to submit sustainability project proposals (anticipated during fall quarter).

Institutional Fee Level Comparisons

Per the Association for the Advancement of Sustainability in Higher Education (AASHE), the following schools have mandatory green energy fees that are designated for use as follows: *(Please note that the information below is from the AASHE website and may not be kept up-to-date with more recent actions by the schools.)*

A Hybrid of Renewable Energy Purchases and Sustainability Projects:

- The Evergreen State College (\$1 per credit, \$60/yr max) (Generates \$240,000/yr)
- **Western Washington University** (Proposed \$21/yr) (Will generate \$283,000/yr)
- Southern Illinois University (\$20/yr)
- Middle Tennessee State University (\$16/yr)
- Tennessee Technological University (\$16/yr)
- University of Wisconsin – La Crosse (\$15/yr)
- University of Illinois at Urbana-Champaign (\$14/yr) (Generates \$550,000/yr)
- Mount Allison University (\$10/yr)
- Auraria Campuses: University of Colorado at Denver, Metro State University and Community College of Denver (\$2/yr)
- University of Oregon (\$1.20/yr) (Students voted for \$4/yr)

For Sustainable Projects Only:

- Northland College (\$80/yr)
- The College of William and Mary (\$30/yr)
- University of Vermont (\$20/yr)
- University of California – Santa Barbara (\$18/yr)
- Portland State University (\$15/yr) (Generates \$500,000/yr)
- Appalachian State University (\$10/yr) (Generates \$120,000 to \$150,000/yr)
- Bemidji State University (\$10/yr)
- University of Colorado at Colorado Springs (\$10/yr)
- University of North Carolina – Chapel Hill (\$8/yr)
- Northeastern Illinois University (\$6/yr)

- University of Kentucky (approved at \$1.50/yr) (Students voted for \$12 - \$16/yr)

For Renewable Energy Purchase Only:

- University of the South (\$45/student)
- Connecticut College (\$25/yr)
- Southern Oregon University (\$24/yr)
- Warren Wilson College (\$22/yr)
- Centre College (\$20/yr)
- University of Denver (\$18/yr)
- Harvard University, Kennedy School of Government (\$10/yr) (Now discontinued; university funds instead)
- University of California - Santa Cruz (\$9/yr)
- Central Oregon Community College (\$0.25 per credit, \$6/yr max)
- University of Wisconsin – Green Bay (\$3.38/yr)
- Mesa State College (\$2/yr)
- University of Colorado at Boulder (\$2/yr)
- University of Utah (\$2/yr)

Examples of Projects at Other Institutions:

Middle Tennessee State University has spent between \$304,000 and \$426,000 per year over the past three years on renewable energy AND projects. MTSU purchases \$230,000 per year in green power. Project funding has ranged from \$127,000 to \$196,000 to \$74,000 over the last three years. Projects have included: conversion of buses and engines to run on cooking oil, sun or hydrogen, re-lamping of buildings, replacing exterior windows, sub-metering, HVAC controls, recycling containers, sediment filtering systems, golf cart conversions to solar, programmable thermostats, poster campaign & reusable bag project, etc.

Appalachian State University’s projects have included: Biodiesel collaborative solar thermal collectors, biodiesel tank for fleet vehicles, biodiesel collaborative photovoltaic array that is grid-tied, a photovoltaic array to reflect the mountain landscape, a photovoltaic array providing a hands-on learning opportunity for students in the Appropriate Technology program, and an informational kiosk for the campus community.

Examples of Projects and Project Criteria at Other Institutions:

Harvard’s projects most typically fall into the following categories: Lighting, HVAC, kitchen, behavior change, controls, insulation, renewable energy, metering, and cogeneration. Project criteria include:

- Reduce greenhouse gas emissions
- Reduce energy use
- Reduce water use
- Reduce sewage or storm water
- Reduce pollutants
- Improve operations
- Educate occupants
- Install renewable energy

The University of Utah has a Sustainable Campus Initiative that funds projects and empowers students to be the leaders in making sustainable change. Seventy percent of the funds are used in a Revolving Loan Fund (RLF) dedicated to projects that demonstrate a quantifiable monetary return earned through financial savings from energy conservation, waste reduction, operation efficiency and behavioral change programs. Thirty percent of the funds are allocated for Student Initiatives for projects that demonstrate quantifiable environmental impact reductions that retain little or no monetary savings. U of Utah states that similar RLF programs at other institutions see an average annual return on investment of 25%. Student Initiative projects are evaluated on their ability to contribute to one or more of the following areas of consideration:

- Greenhouse gas reductions
- Energy conservation
- Water conservation
- Sewage and storm water output reductions
- All types of pollution reduction: Hazardous waste, solid waste, liquid waste, gaseous emissions
- Operations improvements that decrease environmental impacts
- Environmental procurement practices
- Environmental leadership development within the University
- Number of individuals with improved environmental literacy and increased levels of participation in conservation activities
- Education of and reputation building with surrounding community
- Projects must have quantifiable payback (financial, environmental, communal)

Attachment C
2010-2011 Mandatory Student Fees

NON-ACADEMIC BUILDING FEE

Proposed Fee: Increase the Non-Academic Building Fee to \$37 per quarter (6 credits or more) to work toward a sustainable funding model for the Viking Union; effective fall quarter 2010.

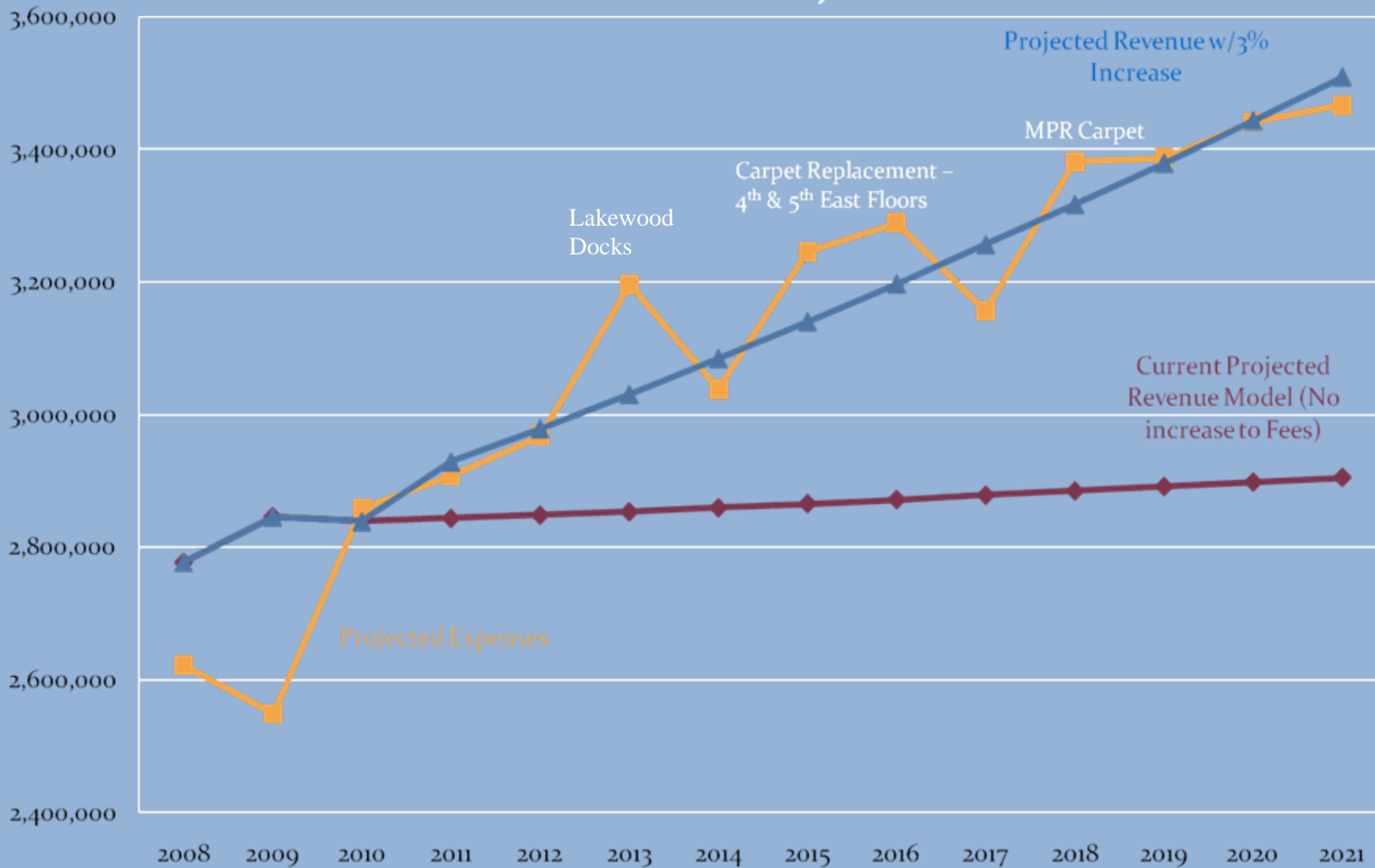
Executive Summary

- The Non-Academic Building Fee is currently \$35 per quarter (for students taking 6 credits or more) and has been at this level since 2000-2001 when the fee was pledged for the bonds associated with the Viking Union remodel.
- The proposed fee increase is \$2 per quarter (a 5.7% increase). With the fee increase, annual fee revenues will total \$1.5 million vs. \$1.42 million currently.
- During winter quarter 2010, the Associated Students Facilities and Services Council reviewed the long-term programmatic and fiscal plans for the Viking Union Facilities. This first year's increase is higher than future years to catch up for years with no increase. It is anticipated that future years' increases will average 3% per year. The AS Board supports this recommended fee increase.
- The Viking Union is part of the Housing & Dining System. However, since all students benefit from the Viking Union facility, it is appropriate that the Non-Academic Building Fee be increased to fund the long-term maintenance plan for the Viking Union rather than increasing room and board rates charged to resident students.

Long-Term Maintenance Projections vs. Fee Revenues

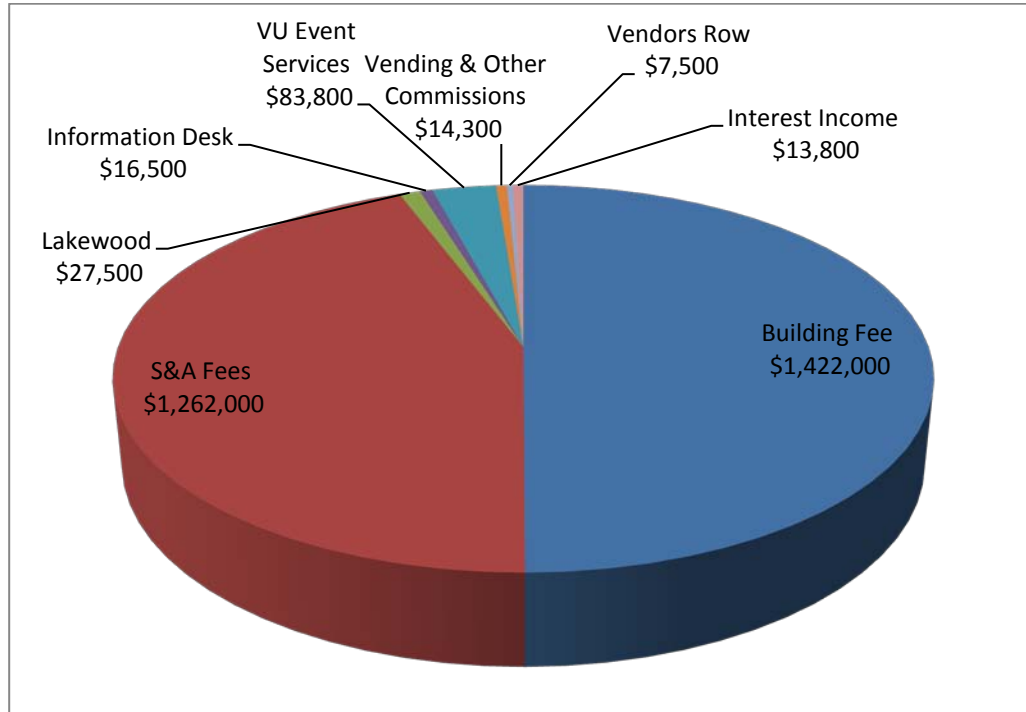
- The plan to gradually increase the Non-Academic Building Fee is necessary since revenues from the Viking Union's principal revenue sources (Services & Activities fees and the Non-Academic Building Fee) will likely not increase past 2012 due to a flattening of enrollment.
- This fee structure will allow a sustainable funding model for VU Facilities which will ensure adequate funds for on-going maintenance, equipment and furniture replacement, utilities, goods and services, and staff salaries and benefits. In addition, this model will also allow for strategic reserves for response to emergency needs and for enhancements to the current facilities to meet program and organizational needs.
- The chart on the following page shows projected long-term expenses vs. fee revenues with and without the fee increase:

10 Year Financial Projections

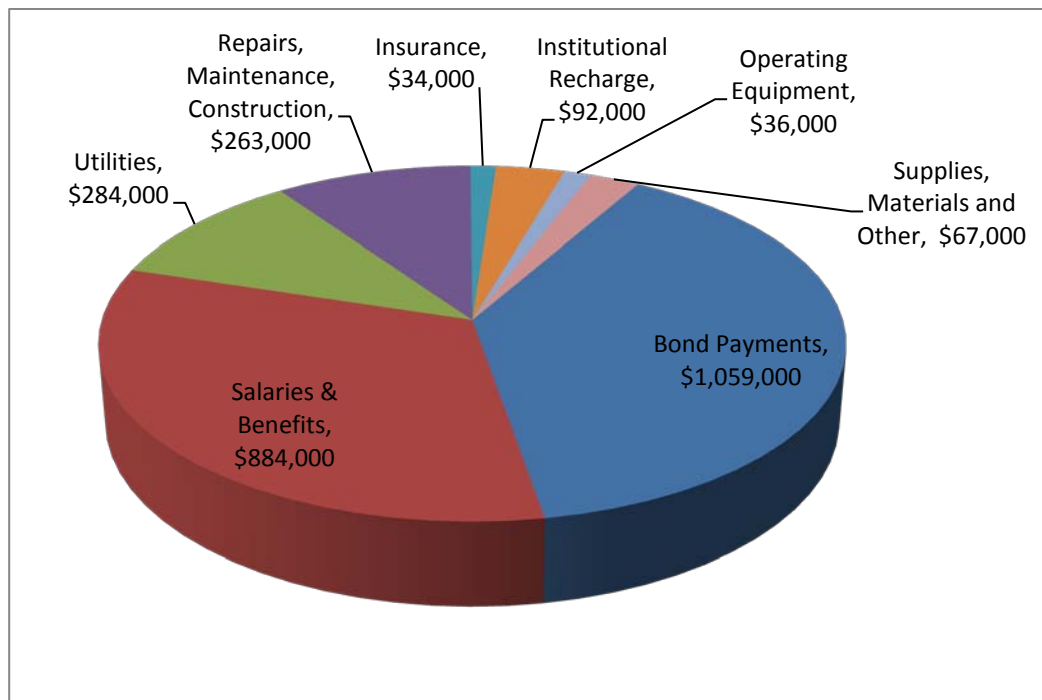


Viking Union Revenues

- The fee currently generates \$1.42 million per year, of which \$1.06 million goes to bond payments. The remainder funds long term maintenance of the Viking Union Facilities.



Viking Union Expenditures



The Viking Union provides space for the Associated Students as well as the general campus community:

- **Associated Students**
 - Program space – KUGS Radio, Publicity Center, Outdoor Center, Activities Center, Ethnic Student Center and 21 offices
 - Office space – furniture, utilities, maintenance, nightly custodial services, operational support
 - Administrative support – copy and telephone, keys, network management, mail distribution, club registration/support, program support/advisement/management, information dissemination

- **General Campus Community**
 - Programming venues – Multipurpose Room, meeting and conference rooms, university general classroom, art gallery
 - Office space – Student Life, Student Support Services, Leadership, RHA/NRHA, Wellness Outreach, Catering
 - Lounge/Study spaces
 - Information Outreach – Information desk, digital signage, VU Information Coordinator, AS Master Calendar, bulletin boards, kiosks

**Attachment D
2010-11 Mandatory Student Fees**

Fees Proposed to Remain at the Same Level

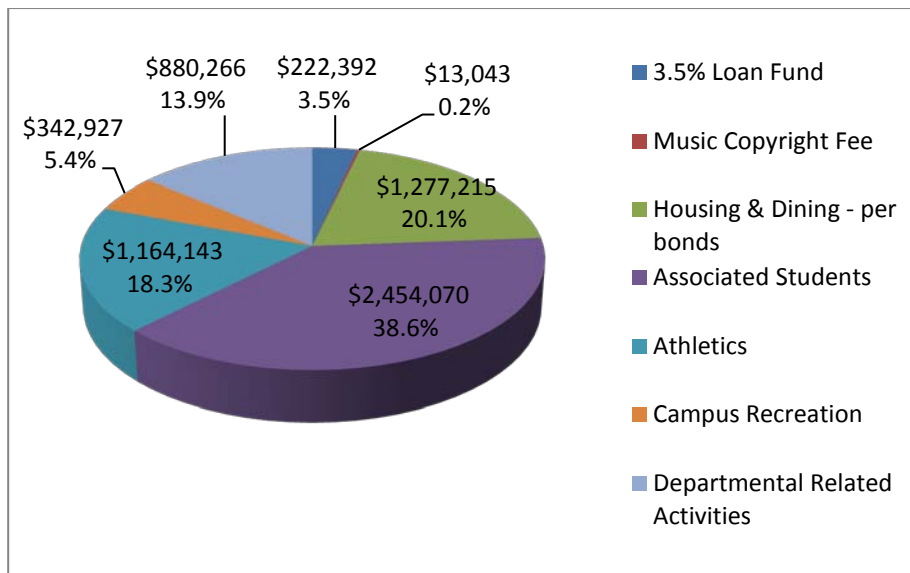
Proposed Fee Levels: The Services & Activities (S&A), Health Services, Technology, Student Recreation and Transportation Fees are proposed to remain the same for 2010-11.

Given the significant increase in undergraduate resident tuition (14%), auxiliaries have made every effort to contain costs, adjust service levels where possible, and structure for more efficiency in order to avoid fee increases. While there continue to be significant fiscal challenges within many of these budgets, those challenges are being addressed without requiring a fee increase for 2010-11.

Fiscal challenges shared by most auxiliaries include employer health care benefit cost increases and increases to shared central administrative expenses. Auxiliaries continue to focus attention on facility, personnel and operating cost control and reduction measures, including extending equipment replacement schedules where possible. In addition, as partners with state-funded areas of the university face funding cuts, auxiliaries have participated in budget reduction planning exercises and have made funding reallocations where appropriate and possible.

Services & Activities (S&A) Fee - Proposed to remain at \$169 per quarter (\$507 per year)
(prorated by credit for less than 10 credits)

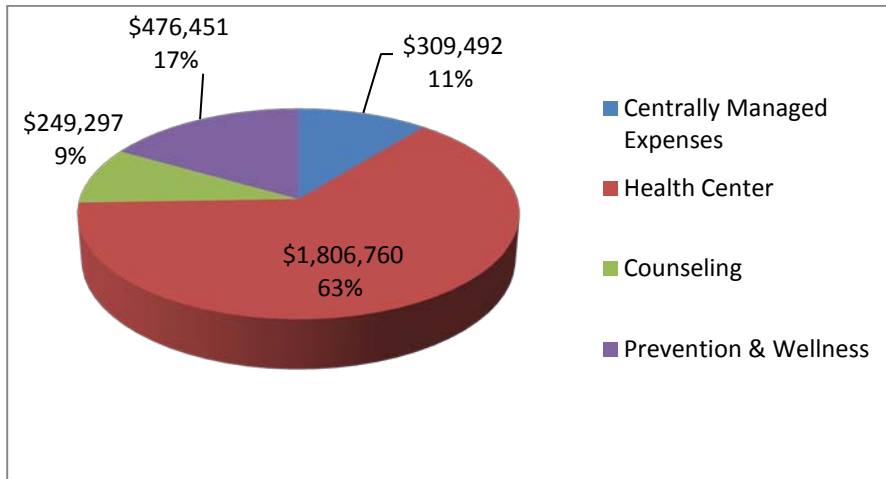
- The S&A Fee generated approximately \$6.34 million in 2009-10 (including summer quarter). As required by RCW, 3.5% (or \$222,392) is allocated to a Student Loan Fund and the remaining funds are distributed to constituents, including Housing & Dining which receives a prescribed amount per student according to bond covenant.
- Actual fee revenue distributions for 2009-10 were as follows:



- For 2010-11, the S&A Fee Committee is recommending a shift from a percentage-based distribution to a dollar distribution (after prescribed bond pledged distributions.) Any dollars in excess of proposed amounts would go to the reserve fund. See Attachment D.1 for more detail.

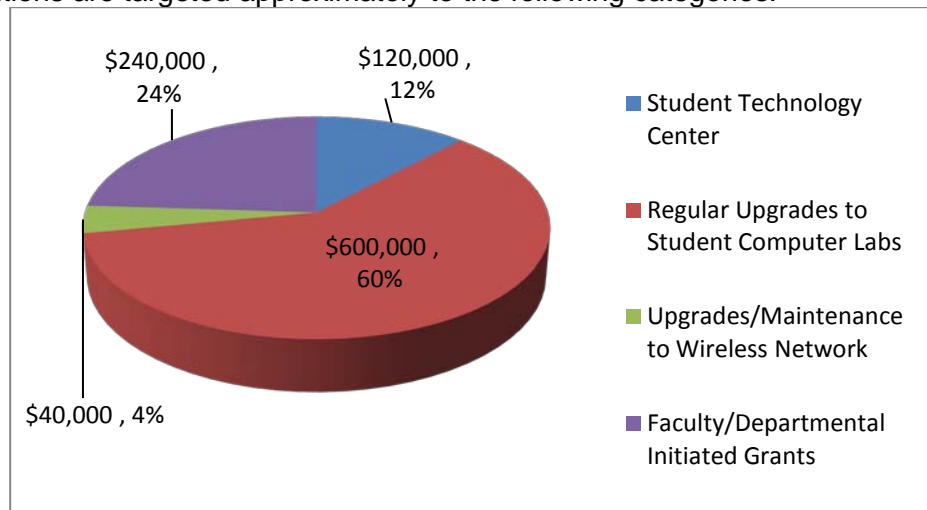
Health Service Fee – Proposed to remain at \$70 per quarter (students taking 6+ credits)

- The Health Service Fee generated approximately \$2.88 million in 2009-10. The fee supports the Health Center, Prevention and Wellness Services and some Counseling Services. *Note: Additional revenues (e.g. fees for medical and other specific services) of approximately \$472,000 assist in funding operations and supplies (not shown below).*



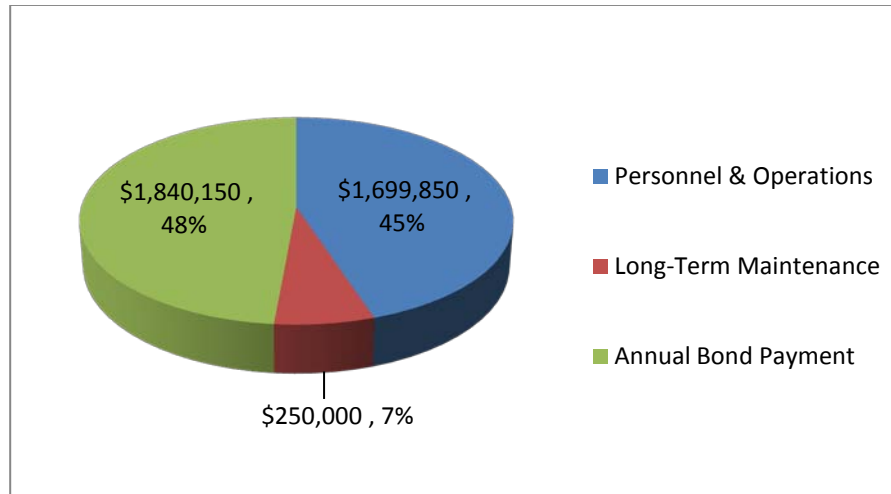
Technology Fee – Proposed to remain at \$25 per quarter (students taking 6+ credits) **and \$12.50 per quarter** (students taking 1-5 credits)

- This Technology Fee level was supported by 88% of students via a spring 2009 student initiative as an effective means of meeting the direct needs of students in accessing technology on campus. Fee collections totaled approximately \$1.3 million in 2009-10.
- The Student Technology Fee Committee submits a list of recommended projects and any implementation considerations to the university president and the Associated Students president for review and consultation. The university president makes the final decision concerning projects to be funded. The committee is comprised of four students, two faculty, and the vice provost for Information and Telecommunication Services.
- Distributions are targeted approximately to the following categories:



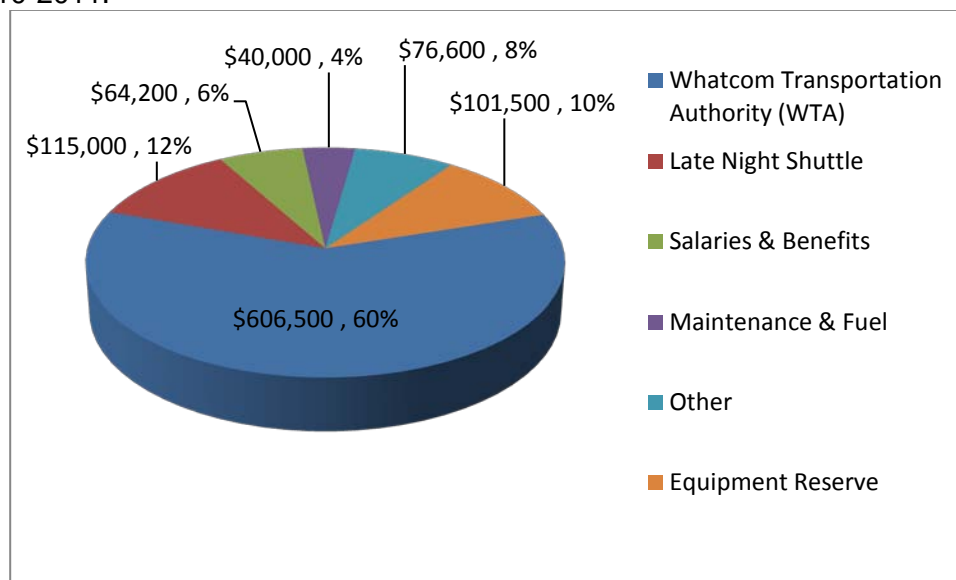
Student Recreation Fee – Proposed to remain at \$95 per quarter *(students taking 6+ credits)*

- The Student Recreation Fee generated approximately \$3.8 million in 2009-10.
- The fee funds annual bond payments, operations and long-term maintenance of the Wade King Student Recreation Center. *Note: Additional revenues (e.g. voluntary memberships, rentals, course fees) of approximately \$475,000 assist in funding operations (not shown below).*



Student Transportation Fee – Proposed to remain at \$25 per academic year quarter *(students taking 6+ credits)* **and \$20 per summer quarter** *(students taking 6+ credits)*

- The Student Transportation Fee generated approximately \$1 million in 2009-10.
- The fee funds a Whatcom Transportation Authority (WTA) bus pass for every student paying the fee, WWU Late Night Shuttle (during the academic year), staffing and operational costs of the program, and shuttle bus replacements.
- Cooperative efforts are currently supporting the student-led goal of incorporating the bus pass into the functionality of the Western ID Card, with testing and implementation planned for 2010-2011.



**Attachment D.1
2010-2011 Mandatory Student Fees**

Services & Activities (S&A) Fee

Proposed Fee and Distribution: The Services and Activities (S&A) Fee Committee recommends no increase to the Services & Activities Fee for the 2010-2011 academic year, maintaining the Summer 2011 rate at 65.15% of the academic year rate; and recommends approval of the distribution of fees for the 2010-2011 academic year and Summer 2010 as outlined.

Services & Activities Fee Committee Process and Summary

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

The S&A Fee Committee follows an established annual process to prepare its recommendations on the level and distribution of S&A Fees. This process includes the review of budget requests for each constituent group and an open hearing process to provide the opportunity for input from members of the campus community. The committee is required to maintain a \$10,000 reserve.

Maximum allowed increases for academic year S&A Fees are limited by RCW to percentages established for tuition increases.

Services & Activities (S&A) Fee

Academic Year 2010-2011

Proposed Fee

No increase to the S & A Fee for the 2010-2011 year.

2009-2010 <u>Actual</u>	2010-2011 <u>Proposed</u>
\$507/year	\$507/year

Proposed Fee Distribution

- I. 3.5% to Student Loan Fee as required by law.
- II. Music Copyright Fee to be allocated in the amount of \$13,703
- III. Housing & Dining to receive minimums as required by bond covenants for debt service. This amounts to \$32 per quarter per full-time student and \$6.40 per quarter per part-time student.
- IV. Shift from a percentage distribution to a dollar distribution with any dollars in excess of proposed amounts going into S&A Fee Reserve Fund

	2009-2010 <u>Actual Distribution</u>	2010-2011 <u>Proposed Distribution</u>
Gross Fee Revenue	\$6,052,174	\$5,982,922
3.5% Loan Fund	<u>211,826</u>	<u>209,402</u>
Net Revenue to Distribute	\$5,840,348	\$5,773,520

Distribution

Music Copyright Fee	\$ 13,043	\$ 13,703
Housing & Dining – per bonds	1,225,951	1,176,374
Associated Students	2,308,959	2,194,709
Athletics	1,164,143	1,249,477
Campus Recreation	316,113	342,978
Department Related Activities	812,139	<u>796,279</u>
TOTAL	\$5,840,348	\$5,773,520

Summer 2011

Proposed Fee Level

As approved by the Board of Trustees in June 2002, the summer rate is set at 65.15% of the academic year rate. With no increase to the rate for the 2010-2011 academic year S&A Fee, the rate for Summer 2011 would be \$11.06 per credit, the same as for Summer 2010.

Summer 2010

Proposed Fee Distribution

The Board approved the Summer 2010 rate of \$11.06 per credit in June 2009. It is proposed that Summer 2010 S&A Fee revenue be split on the following percentage basis after Housing & Dining receives \$32.00 per full-time student and \$6.40 per part-time student.

<u>Constituency</u>	<u>2009 Proposed Percentage Split</u>	<u>2010 Proposed Percentage Split</u>
Associated Students	60.45%	60.45%
Campus Recreation	11.17%	11.17%
Department Related Activities	28.38%	28.38%

<u>Constituency</u>	<u>Summer 2009 Actual Distribution</u>	<u>Summer 2010 Proposed Distribution</u>
Housing & Dining	\$ 51,264	\$ 49,568
Associated Students	145,111	142,382
Campus Recreation	26,814	26,309
Department Related Activities	<u>68,127</u>	<u>66,845</u>
TOTAL	\$291,316	\$285,104

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: June 11, 2010

SUBJECT: **Academic Self-Sustaining Program Fees (Extended Education and Other Programs)**

PURPOSE: Action Item

Purpose of Submittal:

Approval of Academic Self-Sustaining Program Fees for Extended Education Programs and Other Programs: Academic Self-Sustaining Program Fees include tuition fees for Summer Session as well as a variety of extended education and other academic programs. At its December 2009 meeting, the Board approved 2010 Summer Session Fees. Academic Self-Sustaining Program Fees for extended education and miscellaneous other programs have been developed over the past few months and are now ready for Board approval.

Academic Self-Sustaining Program Fees are fees paid by students enrolling in extended education programs primarily through Western's Extended Education and Summer Programs (EESP). Academic Self-Sustaining Program Fees may include, but are not limited to, in-state and out-of-state tuition, course and lab fees, workshop fees, service fees, materials fees, credit option fees, correspondence registration fees, enrollment fees and conference fees. Annual fee increases for all of these programs are limited to projected program costs.

These fees were reviewed by the Academic Fee Committee, the Budget Working Group and President's Council.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2010-2011 Academic Self-Sustaining Program fee schedule.

Supporting Information

Attached fee schedule

WESTERN WASHINGTON UNIVERSITY
2010 - 2011

27-May-10

Other Academic Program Fees

Fund	Department	Course #	Title	2009-10 Fee	2010-11 Proposed Fee	Amount Change	Percent Change	Change Description	Last Date Changed
Academic Affairs									
23105	College of Fine & Performing Arts	Continuing Education Programs and Courses	Chamber Days at Western-Workshop Fee	Variable	Variable				7/1/2008
25120	Continuing Education		Graduate Course - Weekend MBA	625 per credit	625.00 per credit				7/07/2009
25120		Continuing Education Programs and Courses	Non-Resident Graduate course/workshop	226 - 244 per credit	226 - 244 per credit				7/1/2009
25120		Continuing Education Programs and Courses	Non-Resident Undergraduate course/workshop	163 - 181 per credit	196.00 per credit			Increase to Fee	7/1/2009
25120		Continuing Education Programs and Courses	Resident Graduate course/workshop	216 - 234 per credit	216 - 234 per credit				7/1/2009
25120		Continuing Education Programs and Courses	Resident Undergraduate course/workshop	153 - 171 per credit	186.00 per credit			Increase to Fee	7/1/2009
25120		Continuing Education Programs and Courses	Special Course Fee		Variable			New Fee	
25103	Extended Education & Summer Programs	Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25103		Degree Programs via EESP	Graduate Course Workshop	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25103		Degree Programs via EESP	Special Course Fee	Variable	Variable				7/1/2001
25103		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25104		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25104		Degree Programs via EESP	Graduate Course Workshop	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25104		Degree Programs via EESP	Special Course Fee	Variable	Variable				7/1/2001
25104		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25105		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit				Delete Fee	7/1/2008
25105		Degree Programs via EESP	Graduate Course/Off-Campus Program	262.00 per credit				Delete Fee	7/1/2009
25105		Degree Programs via EESP	Individual Credit Option	50.00 per credit				Delete Fee	7/1/2008

Other Academic Program Fees

Fund	Department	Course #	Title	2009-10 Fee	2010-11 Proposed Fee	Amount Change	Percent Change	Change Description	Last Date Changed
25105	Extended Education & Summer Programs	Degree Programs via EESP	Special Course Fee	Variable				Delete Fee	7/1/2001
25105		Degree Programs via EESP	Undergraduate Course/Off-Campus Program	209.00 per credit				Delete Fee	7/1/2009
25107		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25107		Degree Programs via EESP	Graduate Course Workshop	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25107		Degree Programs via EESP	Special Course Fee	Variable	Variable				7/1/2001
25107		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25109		Degree Programs via EESP	Undergraduate course/workshop	160.00 per credit	160.00 per credit				7/15/2008
25110		Degree Programs via EESP	Credit Option	50.00 per credit	50.00 per credit				7/1/2008
25110		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25110		Degree Programs via EESP	Graduate Course Workshop	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25110		Degree Programs via EESP	Special Course Fee	Variable	Variable				7/1/2001
25110		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25111		Degree Programs via EESP	Credit Option	50.00 per credit	50.00 per credit				7/1/2008
25111		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25111		Degree Programs via EESP	Graduate Course Workshops	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25111		Degree Programs via EESP	Special Course Fee	Variable	Variable				7/1/2001
25111		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25112		Degree Programs via EESP	Credit Option	50.00 per credit	50.00 per credit				7/1/2008
25112		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25112		Degree Programs via EESP	Graduate Course Workshop		270.00 per credit hour			New Fee	
25112		Degree Programs via EESP	Lab Fee	Variable	Variable				7/1/2004
25112		Degree Programs via EESP	Special Course fee	Variable	Variable				7/1/2006
25112		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25113		Continuing Education Programs and Courses	Special Course Fee	Variable	Variable				7/1/2001
25113		Continuing Education Programs and Courses	Undergraduate Course Workshop	323.00 per credit	339.00 per credit	16.00	4.95%	Increase to Fee	7/1/2009

Other Academic Program Fees

Fund	Department	Course #	Title	2009-10 Fee	2010-11 Proposed Fee	Amount Change	Percent Change	Change Description	Last Date Changed
25114	Extended Education & Summer Programs	Continuing Education Programs and Courses	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25114		Continuing Education Programs and Courses	Graduate Course Workshop	Variable	Variable				7/1/2002
25114		Continuing Education Programs and Courses	Special Course Fee	Variable	Variable				7/1/2001
25114		Continuing Education Programs and Courses	Undergraduate Course Workshop	Variable	Variable				7/1/2002
25115		Degree Programs via EESP	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008
25115		Degree Programs via EESP	Graduate Course Workshop	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25115		Degree Programs via EESP	Special Course Fee	Variable	Variable				7/1/2001
25115		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
25116		Degree Programs via EESP	Extended Student Services Fee	7.00 per credit				Delete Fee	7/1/2008
25116		Degree Programs via EESP	Graduate Course Workshop	262.00 per credit				Delete Fee	7/1/2009
25116		Degree Programs via EESP	Special Course Fee	Variable				Delete Fee	7/1/2006
25116		Degree Programs via EESP	Undergraduate Course Workshop	209.00 per credit				Delete Fee	7/1/2009
25201		Summer Session	Graduate Course Workshops-Non Resident	212.00 per credit	212.00 per credit				7/1/2009
25201		Summer Session	Graduate Course Workshops-Resident	202.00 per credit	202.00 per credit				7/1/2009
25201		Summer Session	Individual Credit Option	48.00	48.00 per credit			Fund Change	7/1/2001
25201		Summer Session	Special Course Fee	Variable	Variable			Fund Change	7/1/2001
25201		Summer Session	Undergraduate Course Workshop-Non Resident	153.00 per credit	173.00 per credit	20.00	13.07%	Increase to Fee	7/1/2009
25201		Summer Session	Undergraduate Course Workshop-Resident	143.00 per credit	163.00 per credit	20.00	13.99%	Increase to Fee	7/1/2009
25202		Summer Session	Graduate Course Workshop-Non Resident	212.00 per credit				Delete Fee	7/1/2009
25202		Summer Session	Graduate Course Workshops-Residents	202.00 per credit				Delete Fee	7/1/2009
25202		Summer Session	Undergraduate Course Workshop-Non Resident	153.00 per credit				Delete Fee	7/1/2009
25202		Summer Session	Undergraduate Course Workshop-Residents	143.00 per credit				Delete Fee	7/1/2009
25203		Summer Session	Graduate Course Workshop-Non Resident	212.00 per credit				Delete Fee	7/1/2009
25203		Summer Session	Graduate Course Workshop-Resident	202.00 per credit				Delete Fee	7/1/2009

Other Academic Program Fees

Fund	Department	Course #	Title	2009-10 Fee	2010-11 Proposed Fee	Amount Change	Percent Change	Change Description	Last Date Changed
25203	Extended Education & Summer Programs	Summer Session	Individual Credit Option	48.00				Delete Fee	7/1/2001
25203		Summer Session	Special Course Fee	Variable				Delete Fee	7/1/2001
25203		Summer Session	Undergraduate Course Workshop-Non Resident	153.00 per credit				Delete Fee	7/1/2009
25203		Summer Session	Undergraduate Course Workshop-Resident	143.00 per credit				Delete Fee	7/1/2009
25204		Summer Session	Graduate Course Workshops-Non Resident	212.00 per credit				Delete Fee	7/1/2009
25204		Summer Session	Graduate Course Workshops-Resident	202.00 per credit				Delete Fee	7/1/2009
25204		Summer Session	Individual Credit Option	48.00				Delete Fee	7/1/2001
25204		Summer Session	Special Course Fee	Variable				Delete Fee	7/1/2001
25204		Summer Session	Undergraduate Course Workshop-Non Resident	153.00 per credit				Delete Fee	7/1/2009
25204		Summer Session	Undergraduate Course Workshop-Resident	143.00 per credit				Delete Fee	7/1/2009
25205		Summer Session	Individual Credit Option	48.00				Delete Fee	7/1/2001
25205		Summer Session	Registration Fee - In-State	60.00 per student	70.00 per student	10.00	16.67%	Increase to Fee	7/1/2006
25205		Summer Session	Registration Fee - Out-of-State	60.00 per student	70.00 per student	10.00	16.67%	Increase to Fee	7/1/2006
25205		Summer Session	Special Course Fee	Variable				Delete Fee	7/1/2001
25304		Continuing Education Programs and Courses	Correspondence	100.00 per credit	100.00 per credit				7/1/2009
25304		Continuing Education Programs and Courses	Correspondence Registration Fee	25.00	25.00			Fund Change	7/1/2008
25304		Continuing Education Programs and Courses	Enrollment Renewal Fee	50.00	50.00			Fund Change	7/1/2008
25304		Continuing Education Programs and Courses	Special Course Fee	Variable	Variable				7/1/2006
25304		Continuing Education Programs and Courses	USB Replacement Fee		7.50			New Fee	
25304		Continuing Education Programs and Courses	Videotape Refundable Deposit Fee	30.00	30.00				7/1/2000
25306		Continuing Education Programs and Courses	Certificate Programs Fee	Variable	Variable				7/1/2009
25306		Continuing Education Programs and Courses	Extended Student Service Fee	7.00 per credit	7.00 per credit				7/1/2008

Other Academic Program Fees

Fund	Department	Course #	Title	2009-10 Fee	2010-11 Proposed Fee	Amount Change	Percent Change	Change Description	Last Date Changed
25306	Extended Education & Summer Programs	Continuing Education Programs and Courses	Graduate Course Workshop	262.00 per credit	270.00 per credit	8.00	3.05%	Increase to Fee	7/1/2009
25306		Continuing Education Programs and Courses	Individual Credit Option	Variable	Variable				7/1/2008
25306		Continuing Education Programs and Courses	Online Non-program Course Workshop	135.00 per credit				Delete Fee	7/1/2009
25306		Continuing Education Programs and Courses	Special Course Fee	Variable	Variable				7/1/2000
25306		Continuing Education Programs and Courses	Undergraduate Course Workshop	209.00 per credit	216.00 per credit	7.00	3.35%	Increase to Fee	7/1/2009
45604		Continuing Education Programs and Courses	Conferences	Variable	Variable				7/1/1990
45606		Continuing Education Programs and Courses	Youth Programs Fee	Variable	Variable				7/1/2001
45607		Continuing Education Programs and Courses	Annual Membership Dues - additional person at household	45.00				Delete Fee	7/1/2001
45607		Continuing Education Programs and Courses	Annual Membership Dues - Individual, 1/2 year		30.00			New Fee	
45607		Continuing Education Programs and Courses	Annual Membership Dues - Individual, full year		45.00			New Fee	
45607		Continuing Education Programs and Courses	Annual Membership Dues -1st for household	65.00				Delete Fee	7/1/2001
45608		Continuing Education Programs and Courses	ALL Course Fees	Variable	Variable				7/1/1998
20033	Provost/Other Programs		IOF Late Registration Fee		25.00 per late registration			New Fee	
20033		Continuing Education Programs and Courses	Application Fee	60.00	75.00	15.00	25.00%	Increase to Fee	7/1/2005
20033		Continuing Education Programs and Courses	Application Fee for Non-WWU Students	105.00	105.00				7/1/2002
20033		Continuing Education Programs and Courses	Concurrent Enrollment Fee	200.00	225.00	25.00	12.50%	Increase to Fee	7/1/2006
20033		Continuing Education Programs and Courses	Faculty Led Program Fee-Per Student	Variable	Variable				7/1/2007
20033		Continuing Education Programs and Courses	Incoming Student - Per Quarter	Variable	Variable				7/1/2002

Other Academic Program Fees

Fund	Department	Course #	Title	2009-10 Fee	2010-11 Proposed Fee	Amount Change	Percent Change	Change Description	Last Date Changed
20033	Provost/Other Programs	Continuing Education Programs and Courses	IPE Late Application Fee	25.00	25.00				7/1/2007
20033		Continuing Education Programs and Courses	SEVIS Compliance Fee	100.00 Annual	100.00 Annual				7/1/2003
22041		Continuing Education Programs and Courses	Application Fee	50.00	50.00				7/1/2004
22041		Continuing Education Programs and Courses	Late Fee: IEP tuition paid after Registrar's posted deadline	10.00	10.00				7/1/2009
22041		Continuing Education Programs and Courses	Student Fee Per Quarter	2,195.00 Per quarter	2,195.00 Per quarter				7/1/2009
22041		Continuing Education Programs and Courses	Summer Tuition	2,060.00 Per quarter	2,060.00 Per quarter				7/1/2009

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Interim Vice President Kathy Wetherell

DATE: June 11, 2010

SUBJECT: ACCEPTANCE OF CLIMATE ACTION PLAN

PURPOSE: Action item

Purpose of Submittal:

Present Western Washington University Climate Action Plan to the Board of Trustees.

Proposed Motion:

Moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, gratefully 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.

Supporting Information:

Supporting information is attached.



Western Washington University

Climate Action Plan

June 2010

The Western Washington University Climate Action Plan is a collaboration of faculty, administration, staff and students working to reduce greenhouse gas emissions at Western Washington University

Website: <http://www.wvu.edu/sustain/>

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	1
BACKGROUND TO THE CLIMATE ACTION PLAN (CAP)	2
ABOUT THE WESTERN WASHINGTON UNIVERSITY CAP WORKING GROUP	2
WHY WESTERN WASHINGTON UNIVERSITY SHOULD TAKE ACTION	2
WESTERN WASHINGTON UNIVERSITY CLIMATE ACTION PLAN (WWUCAP).....	4
EXECUTIVE SUMMARY	6
• COMMIT TO REDUCING NET GREENHOUSE GAS EMISSIONS	6
• COMMIT TO LONG TERM CLIMATE NEUTRALITY	6
• PROVIDE A MODEL.....	6
• SUPPORT THE CONTINUATION OF THE WWUCAP AND SUSTAINABILITY	6
NEXT STEPS.....	6
WESTERN WASHINGTON UNIVERSITY'S GREENHOUSE GAS EMISSIONS INVENTORY	7
<i>Figure 1: Western Washington University GHG Emissions by Source in Fiscal Year 2007</i>	7
WESTERN WASHINGTON UNIVERSITY EMISSIONS TREND	8
<i>Figure 2: Western Washington University GHG Emissions FY 2005-2009</i>	8
<i>Figure 3: Western Washington University Emissions Trend from 2005 to 2020</i>	9
EMISSION REDUCTION TARGETS	10
FEASIBILITY ANALYSIS.....	10
EMISSIONS TARGETS FOR WESTERN WASHINGTON UNIVERSITY	10
<i>Figure 4: WWU Gross CO2 Emissions with "Advanced State Standards" 2005-2050</i>	12
EMISSIONS REDUCTION PROJECTS	12
TYPES OF EMISSIONS REDUCTION PROJECTS	13
1. Behavior Change Projects	Error! Bookmark not defined. 13
<i>Figure 5: WWU Gross CO2 Emissions with Proposed "10x12" Program</i>	14
2. Infrastructure Projects.....	15
<i>Figure 6: WWU Gross CO2 Emissions with Proposed Biofuels at Steam Plant</i>	14
3. University-sponsored carbon-reduction projects	17
NEXT STEPS	19
INCLUDE LIFECYCLE ANALYSIS IN GHGI UPDATES	19
EMISSIONS MITIGATION PROJECT EVALUATION CRITERIA AND SELECTION PROCESS	19
1. Project and Operating Costs.....	19
2. Payback or Internal Rate of Return:	19
3. \$/MT CO ₂ e:	19
4. Annual GHG Redcution Potential:	19

OBSERVATIONS & OPPORTUNITIES	21
COMMITMENT AND TRACKING.....	21
1. <i>Make a commitment to meet the Western Washington University target</i>	21
2. <i>Make a commitment to meet the long term goal of actual Climate Neutrality.</i>	21
3. <i>Continue to identify additional cost-effective GHG mitigation opportunities.....</i>	21
4. <i>Include aggregate GHG emissions targets in long-term planning documents.....</i>	22
FUNDING.....	22
5. <i>Secure funds for energy efficiency projects.....</i>	22
IMPLEMENTATION	22
6. <i>Establish a WWUCAP Implementation Team to coordinate GHG emissions reduction.</i>	22
<i>Figure 7: Western Washington University Proposed Sustainability Committee Organizational Structure.....</i>	24
7. <i>Assign Sustainability Coordinators at Department or Building Levels</i>	25
8. <i>Create an Integrated Information Management System.....</i>	25
9. <i>Work with administrators.....</i>	26
10. <i>Increase Sustainability Education</i>	26
11. <i>Create incentives for alternative transportation</i>	26
METHODOLOGY.....	27
ORGANIZATIONAL STRUCTURE RESEARCH	27
CURRENT EFFORTS FOR SUSTAINABILITY AT WESTERN WASHINGTON UNIVERSITY RESEARCH	27
<i>Figure 7 Western Washington University Sustainability Efforts Diagram</i>	28
TIMEFRAME	29
METHODOLOGY WITHIN THE CONTEXT OF A GREATER DIRECTIVE:.....	29
<i>Campus Level:</i>	29
<i>Regional Level:.....</i>	30
<i>State Level:.....</i>	30
<i>National Level:.....</i>	30
<i>Global Level:.....</i>	30
CONCLUSION	31
APPENDICES.....	32
APPENDIX A: AASHE PRESIDENT’S CLIMATE COMMITMENT	32
APPENDIX B: WWU GROSS CO2 EMISSIONS WITH ADVANCED STATE STANDARDS 2005 TO 2050	34
APPENDIX C: CARBON NEUTRAL US UNIVERSITIES.....	36
APPENDIX D: RENEWABLE ENERGY CREDITS	37
APPENDIX E: CARBON OFFSETS ANALYSIS	37
<i>Types of Offsets.....</i>	37
<i>Why Offsets are Controversial</i>	37
APPENDIX F: SUMMARY OF THE ANALYSIS AND QUANTIFICATION OF WWU WASTE MANAGEMENT/LANDSCAPING REDUCTION-TO-CARBON-SAVED	40
APPENDIX G: WESTERN WASHINGTON UNIVERSITY GREENHOUSE GAS CALCULATIONS	41
GLOSSARY OF TERMS.....	43
ANTHROPOGENIC	43

BIOREGION	43
CACP (CLEAN AIR COOL PLANET)	43
CALCULATOR	43
CARBON NEUTRALITY.....	ERROR! BOOKMARK NOT DEFINED.43
EU ETS (EUROPEAN UNION GREENHOUSE GAS EMISSION TRADING SCHEME).....	43
GHG (GREENHOUSE GAS)	43
GWP (GLOBAL WARMING POTENTIAL).....	43
HVAC (HEATING VENTILATION AND AIR CONDITIONING)	43
IPCC (THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE).....	44
kWH (KILOWATT HOUR)	44
MTCO ₂ E (METRIC TON CARBON DIOXIDE EQUIVALENT)	44
NPV (NETPRESENT VALUE)	44
WWUOP (WESTERN WASHINGTON UNIVERSITY OFFICE OF THE PRESIDENT)	44
UNFCCC (THE UNITED NATIONS FRAMEWORK CONVENTION ON CLIMATE CHANGE)	44
REFERENCES.....	45
BIBLIOGRAPHY.....	47

ACKNOWLEDGEMENTS

Western Washington University Climate Action Plan (WWUCAP) working group is indebted to the Sustainability Committee Co-Chairs, Dean Brad Smith and Assistant to the President for Sustainability George Pierce, and to members of the committee for their guidance and their contributions to this document. WWUCAP also received valuable support from members of the various departments that reviewed this document for accuracy in their area of specialty.

The WWUCAP working group would like to thank the following organizations and individuals for their ongoing involvement with the project:

In the Greater Community

- City of Bellingham
- Washington State Department of Ecology
- The Northwest Clean Air Agency
- Recycling Services Incorporated
- Association for the Advancement of Sustainability in Higher Education
- Clean Air Cool Planet

At Western Washington University

- Office of the President: Karen Morse, Bruce Sheppard
- Business and Financial Affairs Office: Kathy Wetherell
- Facilities Management: Tim Wynn, Ron Bailey
- Assistant to the President for Sustainability: George Pierce
- Huxley Department of Environmental Studies: Gene Myers
- Woodring College of Education: Victor Nolet
- Associated Students Recycle Center: Rich Neyer
- University Residence Hall Sustainability Committee

We are grateful to graduate student researcher Joseph Hayes and undergraduate work study student Corey Havens for their contributions to this study and to the Office of Sustainability.

The WWUCAP team looks forward to working together with these and many other dedicated sustainability-minded colleagues in 2010-2011 and beyond!

Seth Vidaña, Campus Sustainability Coordinator

Irene Hinkle, Project Coordinator

Office of Sustainability

Visit us at: <http://www.wvu.edu/sustain/>

Background to the Climate Action Plan (CAP)

About the Western Washington University CAP Working Group

The WWUCAP working group was created under the auspices of the Office of Sustainability and at the behest of Facilities Management in June 2008 in response to the need to create a Climate Action Plan as part of the President's Climate Commitment endorsed by President Shepard and signed by former WWU president, Karen Morse, in January 2007.

The working group is officially composed of staff and student workers from the Office of Sustainability and personnel from Facilities Management. Unofficially, it is comprised of many constituents across campus and in the greater community.

Why Western Washington University Should Take Action

Anthropogenic climate change is the most significant problem of our time (IPCC, 2009). Recognizing this, almost all developed countries are taking action to reduce greenhouse gas emissions, with both the Kyoto Protocol increasing its influence and the European Union implementing its recent Emissions Trading Scheme.

Global warming is now recognized as one of the most important threats to ecological sustainability and human civilization. Global surface temperatures are on course to increase by between 2.5°F and 10.5°F by the year 2100, with regions in the northern parts of North America and Asia heating by 40 percent above the mean increase. Locally, rising temperatures are compromising the snow packs that supply water, increasing the incidence of floods and forest fires in the region, and threatening to cause Bellingham Bay to rise (NWF 2009). Beyond the geographic borders of our **bioregion**, studies are rolling in at an alarming rate that confirms the global nature of the threat of climate change such as the below from the Royal Society for the Protection of Birds:

“We hear a lot about climate change, but our paper shows that its effects are being felt right now. The results show the number of species being badly affected outnumbers the species that might benefit by three to one. Although we have only had a very small actual rise in global average temperature, it is staggering to realise how much change we are noticing in wildlife populations. If we don't take our foot off the gas now, our indicator shows there will be many much worse effects to come. We must keep global temperature rise below the two degree ceiling; anything above this will create global havoc.” (RSPB 2009)

A changing climate is not only an environmental threat. It also has implications on social equity, our public health, and our local economy. The World Health Organization (WHO) has this detail to add:

“Modest global warming since the 1970s was already causing over 150,000 excess deaths every year by 2000, according to a study by the World Health Organisation. This assessment was based on studies on the impact of climate-sensitive illnesses like diarrhoeal disease, which is the second leading infectious cause of childhood mortality, and accounts for a total of around 1.8 million deaths each year.” (RSPB 2009)

The goal of a sustainable future will require a paradigm shift. This is described by foremost scientists in the field of societal change as reported in the Proceedings of the National Academy of Science:

“A high and sustainable quality of life is a central goal for humanity. Our current socio-ecological regime and its set of interconnected worldviews, institutions, and technologies all support the goal of unlimited growth of material production and consumption as a proxy for quality of life. However, abundant evidence shows that, beyond a certain threshold, further material growth no longer significantly contributes to improvement in quality of life. Not only does further material growth not meet humanity’s central goal, there is mounting evidence that it creates significant roadblocks to sustainability through increasing resource constraints (i.e., peak oil, water limitations) and sink constraints (i.e., climate disruption). Overcoming these roadblocks and creating a sustainable and desirable future will require an integrated, systems level redesign of our socio-ecological regime focused explicitly and directly on the goal of sustainable quality of life rather than the proxy of unlimited material growth.” (PNAS 2009)

Reaching our goal will require significant changes in our community – in our infrastructure, in our technology, and in the decisions we make as residents, business owners, academics, educators, etc. In addition, the strategies included in Western’s Climate Action Plan must not only reduce greenhouse gas emissions, but also meet the needs of low-income communities. Part of sustainability is consideration of economic equity and social justice. Historically, we have seen poor people throughout the world and in our community suffer the most from both the impacts and the suggested mitigations of environmental threats and catastrophes. Our plan must make social justice a priority.

As such, the solutions our community proposes and implements must be sensitive to a broader set of societal concerns. Addressing climate change locally is not only an opportunity to reduce greenhouse gas emissions, but also an opportunity to build a positive, community-based movement which results in increased empowerment, civic pride and improved quality of life.

But we do not start from scratch. Bellingham is known throughout the region as a pioneering green city that is willing to lead social change through innovative and creative strategies – from free energy efficiency assistance to low income residents to record-setting participation in curbside recycling to green business programs and biodiesel production. We have active sustainable businesses and vibrant civic organizations and non-profit entities with which we have already forged long-lasting and mutually-beneficial relationships. We benefit from businesses and residents who care about solving the climate crisis and creating a sustainable, socially just bioregion. This tangible gift to Western Washington University is, in part, financial since the natural beauty of Western Washington University’s setting is part of what draws students to attend our institution. Our community is also nourished by the resources and intellectual capital at Western Washington University. The university’s commitment and action to address its own climate footprint is an inspiration and provides valuable lessons for the

community as a whole. We have already begun to extend our expertise and intellectual capital built through the work of addressing our climate footprint into the greater community as consultants to businesses wanting to emulate our example (WWU O of S 2009).

Western Washington University is already demonstrating national and regional leadership in committing to reduce its GHG emissions. On January 12, 2007, Western Washington University's then-President Karen Morse signed the President's Climate Commitment that endorses meeting the goals outlined by the Association for the Advancement of Sustainability in Higher Education (AASHE 2009).

There were three goals for compliance with the commitments inherent in the President's Climate Commitment (See Appendix A: AASHE President's Climate Commitment full text):

1. Create a carbon emissions inventory
2. Assess the feasibility of emissions reduction through campus initiatives
3. Create an institutional model for emissions reduction to move toward carbon neutrality through Climate Action Plan.

This committed Western Washington University to:

- Reduce campus energy use and costs
- Implement GHG reduction technologies developed by campus researchers
- Prepare for future climate regulations and energy price volatility
- Create demand for low-cost renewable energy technologies through purchasing power
- Appeal to a campus community that has a strong culture of environmental ethics
- Collaborate with local communities and the City of Bellingham

Western Washington University Climate Action Plan (WWUCAP)

WWUCAP was formed to develop a strategy for significantly reducing Western Washington University's GHG footprint without compromising its operations. The first of the three goals above was carried out by the Office of Sustainability in 2007-08. The WWUCAP fulfills the second two goals of the President's Climate Commitment as listed above.

~~As the State's leading public teacher preparation institution, Western Washington University is poised to play a pivotal role in Washington State's climate education strategy. The multiplier effect of teaching teachers how to teach about sustainability is incalculable in its potential for creating massive change as those teachers enter communities throughout the state and educate their students, and through them, the broader population about sustainability.~~ It is vital to the success of this mission to demonstrate strategic and financial commitment to reducing climate change and to encourage students to be conscious of their climate footprints. It is also pivotal to the effectiveness of Western Washington University as a change-agent to infuse sustainability principles into all our policies, procedures and curricula. Thus, Western Washington University itself is a model of that which it teaches and is transformed into a living classroom in its operations and affective educational offerings as a part of campus life.

How to Read this Action Plan

The primary Climate Action Plan findings and motivations for embracing them are stated in the Executive Summary on page 6. All terms that are in **bold** type are to be found in the Glossary beginning on page 41. Sources cited in the text are found in the References section beginning on page 43. All sources for information in this document are found in the Bibliography section beginning on page 45.

EXECUTIVE SUMMARY – WWU CLIMATE ACTION PLAN 2010

~~In January 2007, Western Washington University President Karen Morse signed the~~The President's Climate Commitment, ~~signed in January 2007, which committed the University to~~ establish a plan by which Western would reach climate neutrality in a self established period. "Climate neutrality" refers to reaching net zero carbon emissions through a combination of reducing our carbon output to the barest minimum possible and balancing our remaining carbon production with off-campus options such as University-sponsored carbon reduction and sequestration projects. In 2009, the state of Washington passed legislation to require annual reporting of greenhouse gas emissions and targets for reductions against a 2005 baseline. This Climate Action Plan seeks to make WWU a regional leader in the drive for a stable climate by exceeding state requirements and reaching climate neutrality by 2050.

Final Conclusions of the WWU Climate Action Plan

The Plan concludes that the University may take the following actions to reach climate neutrality:

- **Commit to reducing net greenhouse gas emissions** to 36% below 2005 levels by 2020. This report demonstrates that this target can be met through execution of identified on-campus projects and, if necessary, University-sponsored carbon reduction and sequestration projects. This goal will also allow us to meet the state mandated greenhouse gas emissions reductions targets (RCW 70.235) well within the required timelines.
- **Commit to long-term climate neutrality** by researching system-wide opportunities for energy conservation and efficiency. Through behavior change programs such as the "10 X 12" Program and potential infrastructure changes outlined in Energy Savings Company (ESCO) projects, we forecast a climate neutral campus by 2050. Student leadership in the area of renewable energy has already demonstrated a high level of support for measures to reach this goal.
- **Provide a model** to the campus to incorporate greenhouse gas reduction criteria and sustainability into the institutional decision-making process. This model behavior can help guide decision making by every member of the campus community: administrators, faculty, staff, students and contractors.
- **Support the continuation of the WWUCAP and sustainability initiatives.** Allocate resources for permanent sustainability staff roles and incorporate greenhouse gas reduction criteria and reporting into their mandates. Create CAP Implementation Team to research reduction opportunities and funding opportunities; report progress to the WWU Board of Trustees on a cyclical basis.

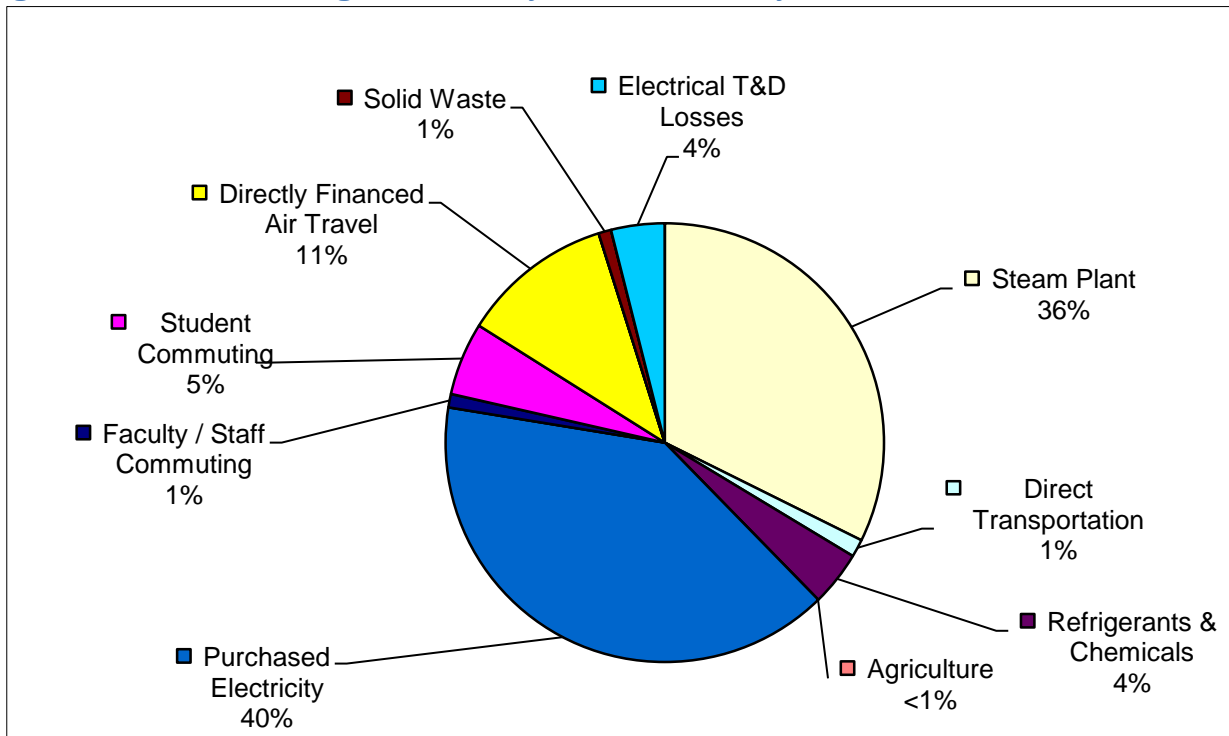
Funding

Financial investments in energy conservation and efficiency, on-campus carbon-neutral energy production and University-sponsored carbon reduction projects are contingent on current funding opportunities and will follow standard university budgeting procedures.

Western Washington University's Greenhouse Gas Emissions Inventory

The Western Washington University Green House Gas (GHG) emissions inventory includes ten emissions sources: electricity consumption; steam use/natural gas consumption (“other on-campus stationary” in the below spreadsheet); the university fleet (“direct transportation” in the pie chart); student commuting; faculty and staff commuting; faculty and staff air travel; fugitive emissions from coolants; solid waste; energy Transmission and Distribution (“Electrical T & D Losses” in pie chart).

Figure 1: Western Washington University GHG Emissions by Source in Fiscal Year 2007



FY 2007	
Sources	e CO ₂ Metric Tonnes
Other On-Campus Stationary	13301
Direct Transportation	539
Refrigerants & Chemicals	1660
Agriculture	5
Purchased Electricity	16405
Faculty / Staff Commuting	408
Student Commuting	2208
Directly Financed Air Travel	4605
Solid Waste	382
Scope 2 T&D Losses	1623
Total GHG emissions	41136

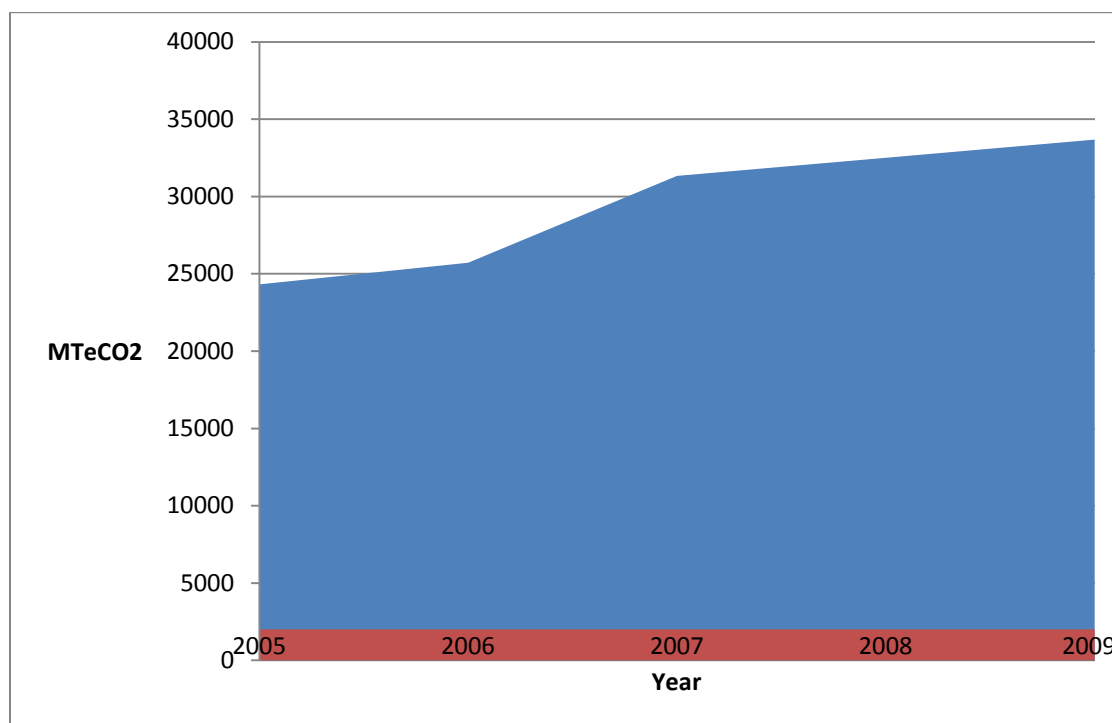
In 2007, total GHG emissions from the nine sources that register as 1% or more were approximately 41,136 metric tons of CO₂ equivalent (Figure 1). For a campus population of 15,272 (WWU Quick Facts 2007), this corresponds to almost 3 tons eCO₂/person/year or 16 lbs. eCO₂/person/day, nearly a sixth of the total average per capita emissions for Americans (UNDP 2007-08 Human Development Rpt).

The geographic boundary for the Western Washington University inventory was defined as campus buildings on the central campus, all student housing on and off campus, and in-county satellite university offices and business properties. Three notable items are the largest emissions sources, the importance of pursuing increased efficiencies in buildings and increased use of alternatives to fossil fuel-based travel. It is clear that with our current green energy credits purchase, the preponderance of our greenhouse gas production is a result of burning natural gas in our steam plant at 36%, followed by air travel and commuters, giving transportation a total responsibility for 18% of Western Washington University's 2007 greenhouse gas emissions even with changes due to the student bus pass increase in use of mass transit.

Western Washington University Emissions Trend

Western Washington University has some data for Fiscal Year (FY) 2004-2005 through 2009, but not all the same categories of data for each year. Figure 2 displays WWU's GHG aggregate emissions over the last five-year period.

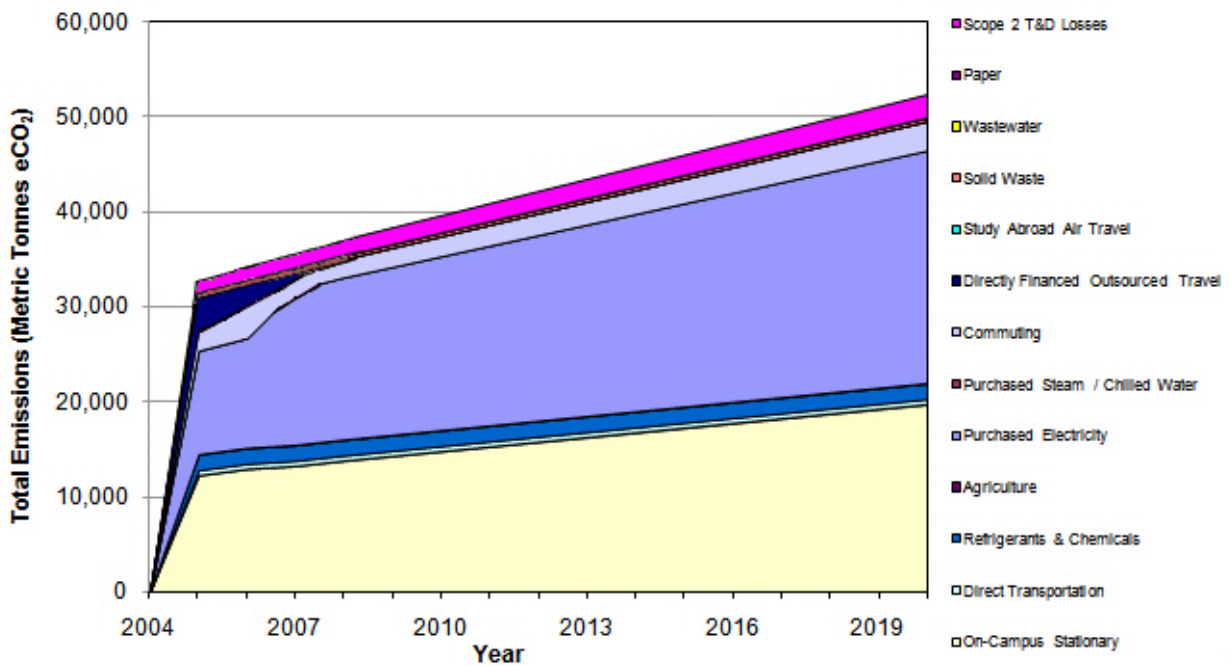
Figure 2: Western Washington University GHG Emissions FY 2005-2009



The Clean Air Cool Planet (CACP) calculator extrapolates this data of Greenhouse Gas production projections to the year 2020. There is a dip in that trajectory caused by a lack of

specific projection data from 2007 onward for air travel (labeled in Figure 3 below as “directly financed outsourced travel”). In spite of the interruption of the trajectory, we can see below what our projection to the year 2020 looks as it rises steadily to over 50,000 MTCO₂ e. From 2007 onwards, growth was projected using the standard CACP multiplier for population increases on campus. The annual gross square footage increase estimate was applied to electricity, steam, gas, waste, water supply, and refrigerant, while the annual population increase estimate was applied to commute and air travel calculations. The “on-campus stationary” source of GHGs is the Steam Plant burning natural gas on Western Washington University’s campus (light yellow in Figure 3 below).

Figure 3: Western Washington University Emissions Trend from 2005 to 2020



Emission Reduction Targets

The WWUCAP study identified a range of mitigation strategies available to Western Washington University that fall into three main categories.

1. Behavioral change projects
2. Infrastructure projects
3. University-Sponsored Carbon Reduction Projects

At present, WWUCAP implementation is focused on projects in the first and second categories due to desire on the part of WWU to make local changes and produce monetary savings that can be recycled to fund more projects. However, we expect the third category of mitigation to be necessary to completely reach climate neutrality as no alternatives exist for actions such as air travel. These project lists are by no means exhaustive and the energy savings calculations are fairly conservative by design. It is essential for this program to identify more intensive and additional reduction opportunities as they evolve.

Feasibility Analysis

This study drew heavily from the experiences and lessons learned at Western Washington University during the Greenhouse Gas Emissions Inventory process in how to effectively engage with the campus and community stakeholders. The feasibility study was conducted based on the following actions:

- Engaged with campus decision makers and stakeholders
- Inventoried GHG emissions
- Evaluated projects to meet targets
- Analyzed GHG emission targets
- Evaluated financial feasibility for some portions of the plan enough to determine eligibility for consideration. Further transparent and open financial feasibility study and budgeting would need to take place for specific recommendations to be implemented. All financial investments would follow standard university budgeting procedures.

Emissions Targets for Western Washington University

There are several ways to set emissions targets. The boldest approach would be to set a target based on the carbon emissions levels that climate change science suggests must be achieved to stop the effects of global warming. Other approaches would be to set no target, or to set a target that closely follows business as usual. In recent Washington State legislation (RCW 70.235), Western Washington University will be held to an emissions target shared by all state institutions: by 2020 reduce emissions by 15% from 2005 emission levels; by 2035, reduce

emissions to 36% below 2005 levels; and by 2050, reduce emissions to 57.5% below 2005 levels

The CAP Working Group supported the State's mandated emission reduction targets, but saw an opportunity to seize a leadership position by meeting the State requirements on an advanced schedule. The WWUCAP Working Group saw the opportunity to be the first University in Washington State to meet the 2035 standard (36% below 2005 emission levels) and the first University in Washington State to become climate neutral by 2050. (Appendix B: WWU Gross CO₂ Emissions with Advanced State Standards 2005 to 2050) The CAP study based its recommendation of minimizing campus emissions and investing in University-sponsored carbon reduction project to reach climate neutrality, on a calculation of what it would take to honor the goal of President's Climate Commitment and honor the voice of the students expressed through their leadership in the area of renewable energy. (Appendix B: WWU Gross CO₂ Emissions with Advanced State Standards 2005 to 2050).

We analyzed an emissions target appropriate for Western Washington University based on the identified projects and their projected financial feasibility. This goal to reach 36% below 2005 levels by 2020 will reverse our current trend of increasing emissions and will bring well beyond the state's mandated target for that year. WWU will exceed the requirements of the State RCW and set the bar high for other institutions to follow. This should be followed closely by an in-depth emissions reduction feasibility study and assessment in 2012 to focus on setting a target for actual carbon neutrality. Reaching it will be a challenge, but the process has started and an implementation team can make it a reality.

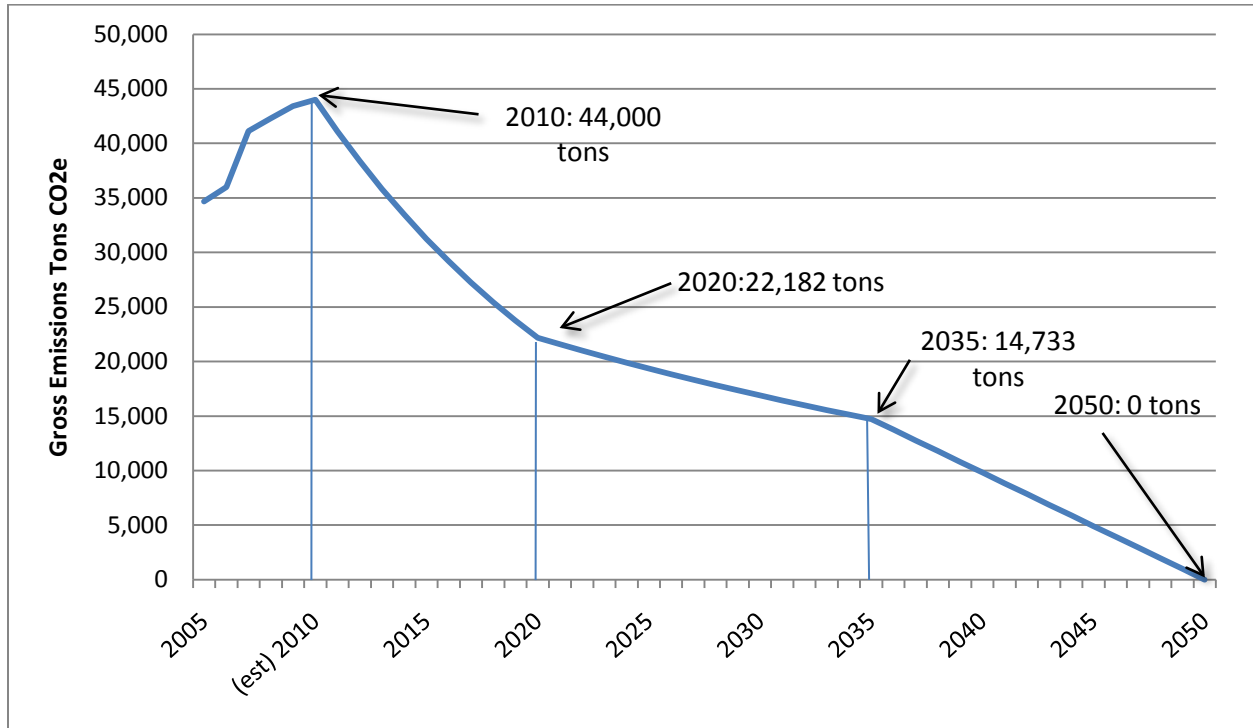
With consideration of the GHG inventory and evaluation of various emissions reduction efforts, the WWUCAP findings show that Western Washington University can make a firm commitment to reach 36% below 2005 emissions levels by the year 2020. At Western Washington University, 80% of the calculations data is verifiable through electrical and natural gas records. The first year for which records exist for the remaining 20% of our GHG emissions is 2005. To reach this 2005 emissions goal, Western Washington University would:

- Use aggregate emissions targets as a metric in campus communication and planning
- First focus on identifying additional cost effective GHG mitigation opportunities on campus, such as energy efficiency
- Implement infrastructure-related emissions reduction projects, starting with the most cost effective (i.e., highest \$/MTCO₂e) projects, and then use the savings from those projects to invest in additional projects or University-sponsored carbon reduction projects.

The Western Washington University target is more aggressive than is required by Washington State law (15% below 2005 levels by 2020), or by the President's Climate Commitment (eventual technical carbon neutrality with no target date). This Climate Action Plan puts

Western Washington University on a fast trajectory toward carbon neutrality and to be the first University in Washington State and one of the first in the nation to achieve this goal (Appendix C: Carbon Neutral U.S. Universities 2009).

Figure 4: WWU Gross CO2 Emissions with “Advanced State Standards” 2005 to 2050



Emissions Reduction Projects

There are a wide variety of reduction options available for organizations attempting to reduce net GHG emissions, such as procurement of renewable energy, funding of alternative transportation programs, investments in energy efficiency and the purchase of university-sponsored carbon reduction projects. In some cases, the smaller required investment is focused on institutional and educational shifts, while capital projects can run in the millions of dollars. Mitigation options can make decisions about the best path overwhelming, especially since the options appear difficult to compare. However, the encouraging results of our study show that significant emissions reductions can be achieved in areas that result in significant cost savings over the long run.

The WWUCAP study first conducted a broad survey across Western Washington University to identify projects that would result in GHG emissions reductions, and then estimated the emissions reductions from those projects. Further evaluation of those projects can use the most

common metrics extant for investment decisions: capital cost and payback. This future study could then combine the results into a comprehensive dual metric, \$/ MTCO₂e, which reflects the net present value of the project (including upfront costs and energy savings over time) and the quantity of GHG emissions reduced by the mechanism. This is a common metric used in cost benefit analysis for GHG reduction project effectiveness. It is beyond the scope of this study to make those detailed fiscal analyses but they should be part of the scheduled two-year update of this plan in 2012.

As economic metrics and models evolve to include triple-bottom-line accounting for everything from purchased products to waste, we will see an increasing return on conservation investments. When products and services begin to cost what their lifecycle expenses truly are, avoided costs will increase and in turn, save the University money.

Types of Emissions Reduction Projects

WWUCAP broke down the range of mitigation strategies available to Western Washington University into three main categories: Behavior Change Projects, Infrastructure Projects, and University-Sponsored Carbon Reduction Projects. Listed below are the descriptions of each category along with the types of projects for which the study collected and analyzed data. Campus academic and business units were consulted to ensure implementation feasibility, and conservative estimates were used throughout the assessment process. Many of the projects were already in some stage of conception or implementation, although they had never been explicitly compared for their relative GHG reduction effectiveness.

At present, WWUCAP implementation is focused on projects in the first two categories, namely Behavior Change and Infrastructure Projects. It is expected that these will cost money but are expected to produce monetary savings that can be recycled to fund more projects. The third category is seen as an option once emissions have been minimized through behavior change and infrastructure projects.

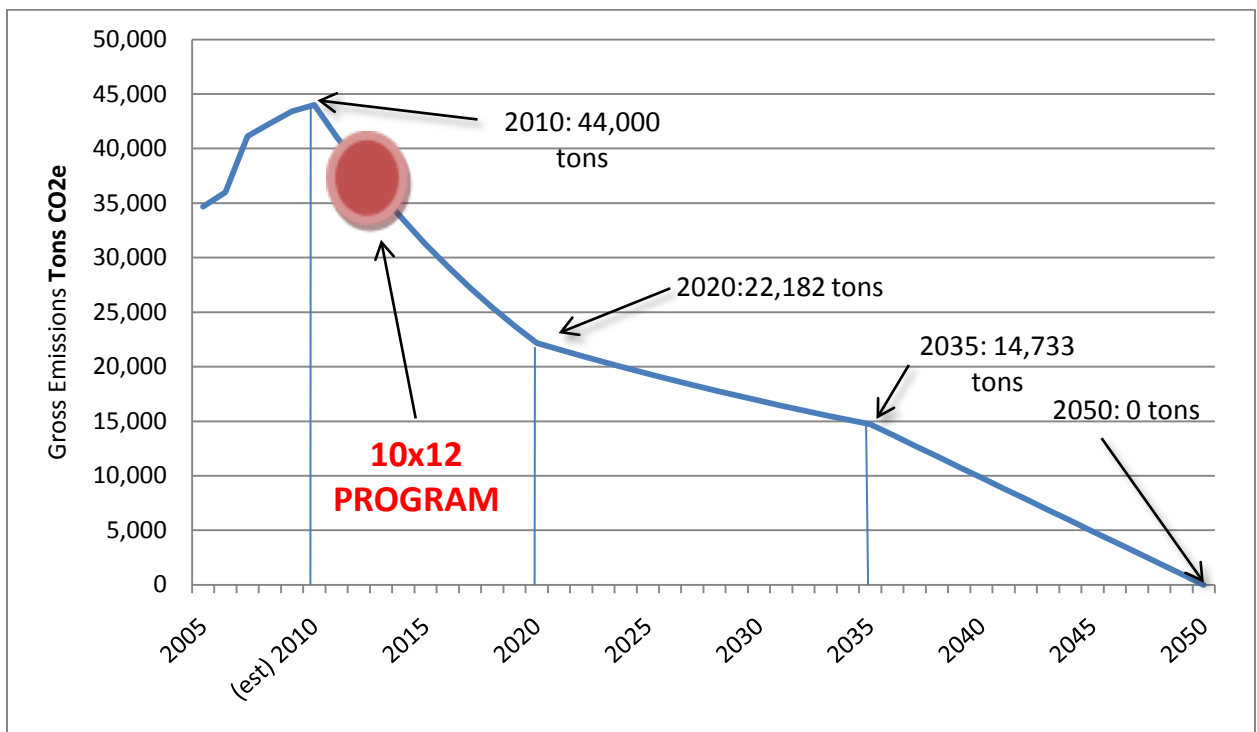
It is important to note that the WWUCAP working group finds that this initial effort represents the tip of the iceberg of the campus's potential for GHG emissions reductions. To realize the greatest potential, the project identification and assessment process must be an ongoing effort that engages the entire Western Washington University community to adjust its institutional approach to business operations and its educational mission.

- 1. Behavior Change Projects** – These are Western Washington University initiatives that will allow and encourage individuals to conserve more energy. These projects require some capital investment and a significant dedication to coordination and planning and can only be considered after financial feasibility studies and open and transparent budgeting processes have been pursued for each initiative. They also have a quick

payback and an ability to establish a culture of environmentally sustainable practices. These projects include:

- **10 X 12 Program:** Consider the pilot interdepartmental Departmental Sustainability Coordinator program to reduce energy resource usage in participating buildings by 10% by the end of 2012. This program would build infrastructure to create a system of decentralized, building-based coordinators within Western Washington University eventually, realizing energy savings and other resource conservation benefits. If the pilot year proves successful, consider expanding the program each year until the whole campus is operating with ongoing conservation measures in every building and increasing efficiency over time, leveraging utility savings to increase participation and expansion to other buildings.

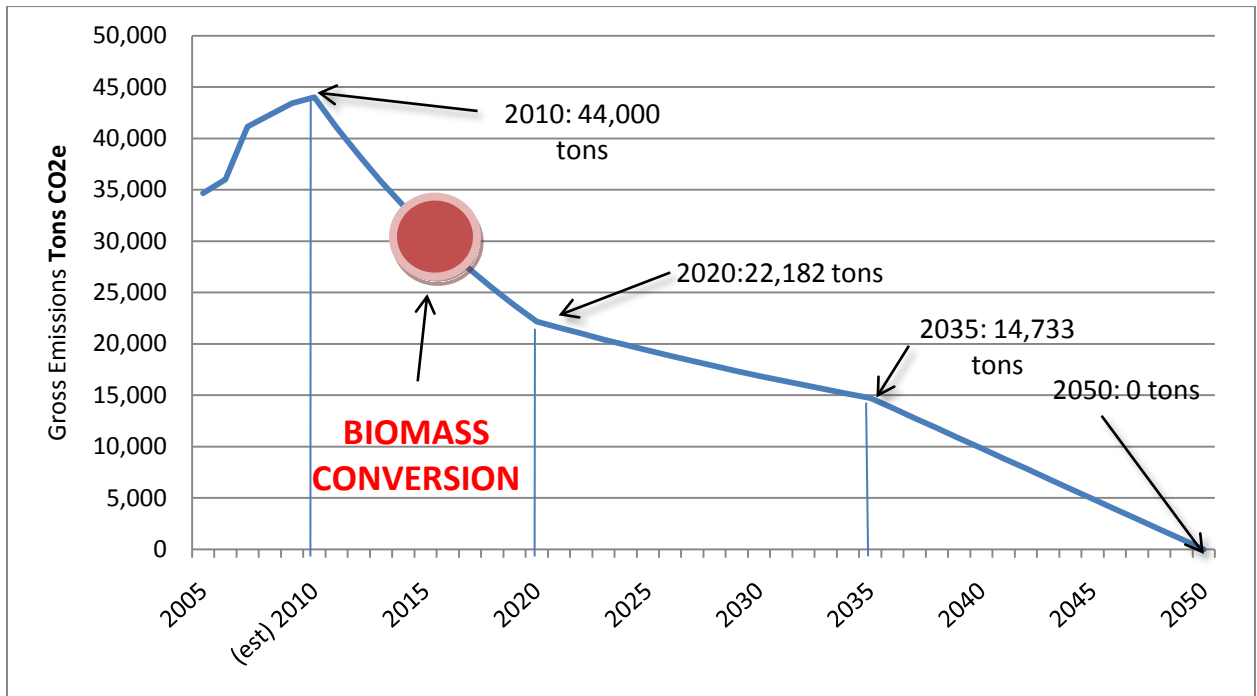
Figure 5: WWU Gross CO2 Emissions Reduction with Proposed “10x12” Program



- **Introduce Western Washington University fleet biking:** Reduce the amount of motorized vehicle driving by preferentially using bikes for transport on campus and for short distances when transporting only one person and no significant equipment/materials for work.
- **Implement high priority bicycle plan projects & programs:** Implement Western Washington University bicycle programs and projects aimed at increased bicycle commuting over the next 15 years, as outlined in the 2020 Long Range Development Plan.

- Increase utilization of videoconference room(s): Investigate how much air travel could be reduced by increasing the use of remote meeting technologies and publish that data with faculty and staff in charge of setting meetings with remote colleagues.
 - Increasing occupant awareness and electricity curtailment: increase building occupant awareness by publishing building data, baseline awards, outreach campaigns, and efficient use of an energy management system.
 - Consider expanding food service composting to include an all-campus composting program. Also consider siting an on-campus composting operation at the Outback Outdoor Experiential Learning Program site with targeted education and tours of the closed-loop of food to food again. Compostable wastes are generated in kitchens, bathrooms, from grounds operations, and dining halls as well as staff and faculty lounges. Consider providing expanded composting collection to divert these wastes to compost systems and how to create an on-site facility (see Appendix F: Summary of the analysis and quantification of Western Washington University waste management/landscaping reduction-to-carbon-saved).
 - Consider conducting clothing modification workshops: as part of the Sustainable Art theme in the annual Faculty and Staff Art show, to help Western Washington University members repurpose old clothing and create usable items to keep warm without resorting to personal heaters in the winter.
 - Create a campus culture of collaboration and success in sustainability through celebratory events such as sustainability-themed art shows (e.g. April 2010 Western Gallery “Northwest Artists Speak: Environmental Issues” show, student “Trashion Show” in 2010), collaborative inter-departmental art projects with used materials, etc.
2. **Infrastructure Projects** – Aim to enhance efficiency of Western Washington University energy systems. Some have a significant upfront cost, but many have a short payback time (less than 5 years) and generate savings that can be further invested. Projects on which we have gathered information include:
- Steam plant biofuels: Consider conducting a study of the viability of switching to biofuels to power the steam plant for a potential 80% to 100% reduction in greenhouse gases (NexTerra 2009, MWCC 1996) from that facility through the use of renewable fuel resources that are by some calculations net carbon neutral.

Figure 6: WWU Gross CO2 Emissions Reduction with Proposed Biofuels at Steam Plant



- Monitor-based commissioning: Consider expanding the existing program that analyzes operation of building Heating Ventilation and Air Conditioning (**HVAC**) systems and lighting to locate and correct inefficiencies.
- Steam plant cogeneration: Consider conducting an update of the 2002 study that examined whether installing equipment at the steam plant to cogenerate steam and electricity was feasible and decide if it would be a better investment now with changing market forces. A preliminary study of the natural gas costs at the time of the 2002 study and now show a fourfold increase in gas cost, whereas the electrical costs have doubled in that time.
- Steam plant steam flue gas heat capture increase: Investigate promising new technologies that may allow capture of more waste heat from flue gas than is now possible.
- Expand electric vehicle fleet: The study investigated purchasing a group of electric vehicles (Chrysler GEM) through existing/new vendor contracts to replace a subset of Western Washington University fleet. Consider this study's findings when making any fleet purchases.
- Automated lighting controls: Consider installing a variety of lighting controls to reduce operating hours of lighting systems, such as motion sensing, light sensing and wireless-based control technologies.

- Fluorescent lighting retrofits: Consider installing high frequency efficient ballast in remaining 50% of Western Washington University fluorescent lighting fixtures that have not already been switched to save energy.
- Onsite photovoltaic system: Consider installing solar panels on available roof space of campus buildings to generate solar energy. Investigate emerging solar technologies such as the electricity-generating solar motor and consider them for feasibility on this campus and/or at extended campus locations.
- Efficient capture of reusables and recyclables at residence halls move-out time: consider support for best practices from peer institutions (WSU Move Out/Pitch In, 2009) to collect reusables from residence hall students through moving the collection inside to avoid rain spoilage and garbage contamination.
- Efficient computer settings: where possible, expand the use of the Environmental Protection Agency's Energy Star Setting and active sleep/standby mode management (free software available from EPA).
- Efficient workstation electricity use: study use of workstation space heaters, foot warmers, and fans to determine viable non-electric alternatives and consider installation of power strips to reduce phantom loads by monitors and other electronics when turned off. (Wattstopper, 2009; CAL Berkley 2009).
- Set all Western Washington University printers to default two-side printing mode and to reduced margins. Add a footer where feasible that explains this non-standard paper use as part of Western Washington University's commitment to reducing waste and its climate footprint.
- Consider Requiring deconstruction over demolition in bids for remodel jobs.
- Request that all 1% for the Arts State monies be required to include a sustainability theme either in materials or concept and execution.
- Consider Residence Halls for paper recycling baseline studies and education efforts.

3. **University-Sponsored Carbon Reduction Projects**

Though the CAP Working Group saw much potential in the ability of behavior change and infrastructure projects, the group acknowledged that there currently exists no way to eliminate all of GHG's emitted as a result of university-related operations.

University-sponsored air-travel is a prime example; connections with organizations nationally and globally will likely require WWU employees to use air-travel to arrive at locations in a timely manner, however there currently no carbon-neutral travel options available, nor do we forecast their emergence in the next decades. In order to balance all of the University's carbon emissions to a net-zero state, investment in University-Sponsored Carbon Reduction Projects of some type will be necessary. In the coming years, Western Washington University will investigate local and regional

opportunities that offer tangible environmental, social and economic benefits to the local, regional and global community. Investment in these types of projects are available through many nationally-recognized organizations, and are now accepted as valid tools for encouraging infrastructure investments in carbon removal systems. These opportunities, can be grouped under three categories; Renewable Energy Credits, Energy Efficiency Projects, and Carbon Sequestration Projects.

Renewable Energy Credits (RECs) – In many jurisdictions, the markets for energy and the environmental attributes of energy production are separate. Western Washington University can green its electricity supply by making an investment in green power credits, also known as Renewable Energy Credits. One REC covers the technological and environmental attributes of one megawatt hour of electricity generated from renewable sources (see Appendix E: Renewable Energy Credits). RECs are third-party certified, increase the demand for renewable energy in the utilities markets, and are recognized as a sound method for compensating for carbon emissions from essential energy consumption. Western Washington University itself may invest in more RECs once possible funding infrastructures have been fully examined and collaboratively agreed to by all stakeholders. (Appendix G: Western Washington University Greenhouse Gas Calculations).

Energy Efficiency Projects (EEPs)– The funding of off-campus energy efficiency projects (EEPs) may provide a low-cost/high carbon avoidance option given the economies of scale employed in many of the large energy efficiency projects available to potential investors. EEPs are routinely calculated for carbon-avoidance per dollar invested, which investing organizations can claim to balance their GHGs. EEPs are now recognized as valid tools for encouraging infrastructure investments in carbon removal systems.

Carbon Sequestration Projects (CSPs) – The funding of off-campus projects which capture or retire carbon from the atmosphere may also provide low-cost/high carbon avoidance, with potential local environmental and economic benefit (see Appendix E: Carbon Offsets Analysis).

If Western Washington University continues with the present REC purchases, total net emissions from electrical use may flat-line, but no progress toward either the interim goal of technical carbon neutral, nor toward the ultimate goal of actual carbon neutral status will be made since other sources of GHG emissions will continue to grow.

Calculations using the Clean Air Cool Planet (CACP) model show that to achieve 36% below 2005 levels of GHG emissions, Western Washington University will need to reduce its carbon output ~6.6% per year until 2020.

Next Steps

Include Lifecycle Analysis in GHGI Updates

During the course of the greenhouse gas inventory process, the WWUCAP team recognized that the emissions inventory does not fully reflect the complete climate footprint of this institution. The Western Washington University emissions inventory is only a subset of our campus's total climate footprint, as it excludes the full lifecycle carbon emissions associated with some of Western Washington University's activities. The next step is that Western Washington University should take a leadership role in documenting and reporting additional optional sources of emissions such as procurement (university purchases including office supplies, furniture, food) and construction. A lifecycle analysis includes greenhouse gas emissions from all stages of a product or service's lifecycle, including mining, manufacturing, transportation, retail, use, and disposal.

Emissions Mitigation Project Evaluation Criteria and Selection Process

WWUCAP identified and collected data for approximately 20 emissions mitigation projects. In order to select the projects with a noticeable GHG emissions reduction potential and a quick payback, the next step is to rank each of the projects based on four criteria:

- 1. Project and Operating Costs:** The total investment needed to complete a project, including staff time, and the annual operations and maintenance costs.
- 2. Payback or Internal Rate of Return:** The length of time before the accumulated cost savings from a project equals the original investment.
- 3. \$/MT CO₂e:** Estimated dollar amount per Metric Ton CO₂ equivalent Western Washington University could recoup at a net present savings over the lifetime of the project

$$\text{Capital cost Payback (years)} = \frac{\text{Annual savings (Total NPV)} - 1}{\text{\$/ MTCO}_2\text{e} \cdot (\text{Total years of project}) \text{ Annual MTCO}_2\text{e avoided} (1+r)^n - 1}$$
$$\text{Total NPV} = -(\text{Capital cost}) + (\text{Annual savings}) \cdot \frac{r(1+r)^n}{r}$$

Where r = discount rate, and n = total years of project

- 4. Annual GHG Reduction Potential:** This is calculated by multiplying the amount of energy avoided annually (electricity, natural gas or other fossil fuels) by its emissions factor of combustion.

Knowing that public perception of many of these projects may vary regardless of their cost effectiveness (e.g., solar installation remains expensive in the short term but projects a visible image of proactive action towards renewable energy), the WWUCAP Implementation Team should also rank the projects based on their perception value. After ranking, the projects that are most consistently at the top in their individual category will be chosen for the final list of projects for the feasibility study. The chosen projects must then be subjected to actual mitigation potential and financial feasibility analyses in the context of rapidly changing budget constraints and greenhouse gas reduction opportunities.

Observations & Opportunities

The WWUCAP study was focused on determining an emissions reduction target for Western Washington University. Much of its research and campus interaction was geared to fulfill that goal, but in the process of the study, some critical implementation steps were identified. Below we outline them as final WWUCAP observations.

Commitment and Tracking

1. Make a commitment to meet the Western Washington University 2020 target

Through a combination of infrastructure improvements, behavior change, and University-sponsored carbon reduction projects, it is possible for Western Washington University to reduce net carbon emissions to 36% below 2005 levels by 2020. This level of reductions in emissions would exceed new State requirements to stop or slow Global Climate Change. It would also place Western Washington University at the top of institutions of higher education that are taking responsibility for their carbon footprints, perhaps even priming Western Washington University to be first in the State of Washington to reach climate neutrality.

2. Make a commitment to meet the long term goal of Climate Neutrality by 2050.

The university should make a long-term commitment to climate neutrality, defined as net zero emissions and impact on the Earth's climate achieved by minimizing GHG emissions as much as possible, and using University-sponsored carbon reduction projects or other measures to mitigate the remaining GHG emissions. This long-range target for the year 2050 will allow for the motivation and planning needed to make the significant emissions reduction needed over the next 40 years. The financial feasibility of this goal is not calculable, given that the technology and implementation planning will all change in scope. We will need to identify additional energy efficiency and conservation projects as new opportunities emerge.

3. Continue to identify additional cost-effective GHG mitigation opportunities.

The projects evaluated in our research are by no means exhaustive. There are many other opportunities for energy conservation at Western Washington University. The university should continue developing energy efficiency and energy conservation projects, since these types of projects tend to be very cost-effective. They can also be used to leverage the energy and creativity of our campus community of students, faculty and staff to come up with new ideas and collaborative, real-world solutions as yet unidentified. We did not get a chance to explore some projects with tremendous energy savings potential, for example:

- Building-level conservation competition
- Best energy conservation and implementation idea/competition (all campus)
- Lifecycle analysis for the complete GHG footprint of purchased products
- Green procurement study
- Automated and Western Washington University-wide GHG information management system a visible dashboard in Western Washington University website/dashboard.

4. Include aggregate GHG emissions targets in long-term planning documents.

Western Washington University is committed to inventorying its GHG emissions on a cyclical basis. Aggregate GHG emission targets should be included in long-term campus planning documents such as a campus Sustainability, the Strategic Action Plan or the Institutional Master Plan to ensure the commitment of the university to climate change mitigation. Additionally, aggregate GHG emissions can also be used as metrics for broader environmental performance that would be relevant to university stakeholders in judging the desirability of Western Washington University growth.

Funding

5. Secure funds for energy efficiency projects.

Western Washington University should complete grant funding requests for Federal monies in the recently passed American Resource and Recovery Act (The White House, 2009). As reported in the Fact Sheet released April 27, 2009:

“The White House today announced that the U.S. Department of Energy Office of Science will invest \$777 million in Energy Frontier Research Centers (EFRCs) over the next five years. In a major effort to accelerate the scientific breakthroughs needed to build a new 21st-century energy economy, [46 new multi-million-dollar EFRCs](#) will be established at universities, national laboratories, nonprofit organizations, and private firms across the nation.”

Implementation

6. Establish a WWUCAP Implementation Team to coordinate GHG emissions reduction.

Existing Sustainability Committee Completes Mandate

Western Washington University’s Sustainability Committee comprises dedicated staff and faculty who work on a diversity of sustainability issues and are active and visible at Western Washington University. This Committee was tasked with carrying out the mandates inherent in the signing of the President’s Climate Commitment. Due to the complexities and demands of the Climate Action Plan, it will be necessary to formulate a new committee to focus on implementation of this plan.

WWUCAP Implementation

To effectively implement this Climate Action Plan, it will be necessary to establish a WWUCAP Implementation Team to oversee the work of moving to carbon neutrality and to coordinate events and efforts as a clearinghouse for sustainability work at Western Washington University.

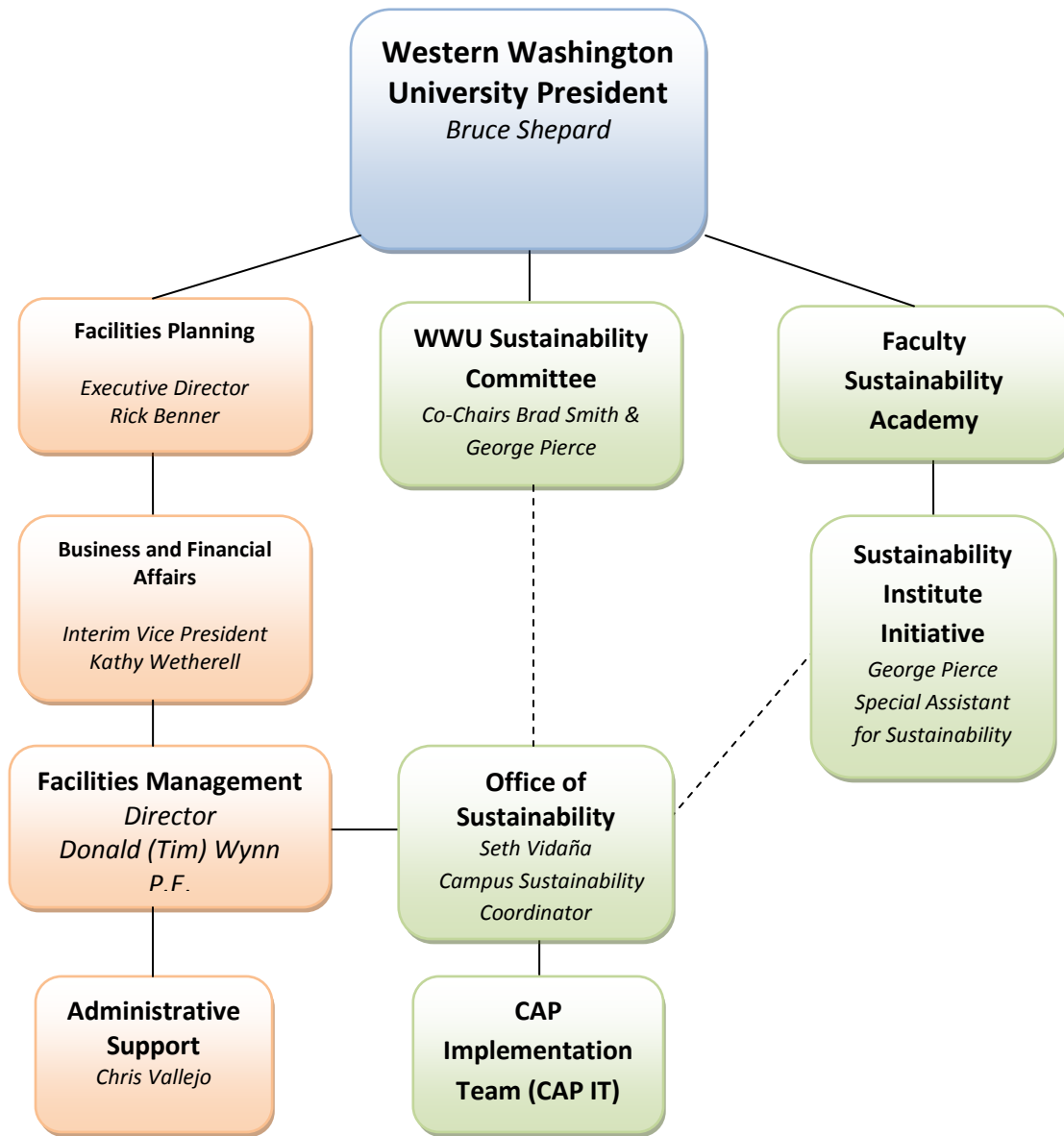
WWU Sustainability Committee

This committee can be further increased to have staff, administrators, students, and faculty members, as well as community and business representatives to represent all the stakeholder groups affected by implementation of the CAP. Members of this committee should be people who are knowledgeable about different aspects of the CAP and are motivated to both coordinate existing sustainability efforts and to build on what has already been done (WWU Sustainability Efforts, 2009). This is a committee focused on action, willing and able to mobilize diverse populations at Western Washington University and in the greater community to maximize effect and minimize redundancy. The mission of this committee could be expanded to realize the University's goal of achieving carbon neutrality.

WWUCAP Implementation Team

In addition to a WWUCAP Sustainability Committee, Western Washington University has already hired a Sustainability Coordinator to implement WWUCAP recommendations as endorsed by the Board of Trustees. This Sustainability Coordinator will need an implementation team of staff to support action on the CAP findings and to carry out the increase in duties this Action Plan requires. With staff, volunteers, student interns, faculty advisors, and overall direction from the WWUCAP Sustainability Committee, the Sustainability Coordinator and the CAP Implementation Team (CAP IT) would perform implementation through planning, tracking, monitoring, assessing and reporting GHG reduction to an actual carbon neutral stance for the whole University (Figure 5: Western Washington University Proposed Sustainability Committee Organizational Structure below).

Figure 7: Western Washington University Proposed Sustainability Committee Organizational Structure



7. Assign Sustainability Coordinators at Department or Building Levels

In addition to an overarching Office of Sustainability and Sustainability Coordinator, awareness and coordination at the academic departmental level would be vital to create a culture of energy conservation among faculty and students that leads to reduced emissions. The existing successful EcoRep program and the pilot Departmental Sustainability Coordinator at Woodring College of Education are evidence of this fact within Western Washington University. Over the border, the University of British Columbia sports ample evidence of the efficacy and effectiveness of establishing a decentralized, hands-on, peer-based network of building-based sustainability advocates (UBC, 2008).

Smart building design is often only as smart as the users of it, especially as sustainable design models such as the LEED certification program move toward user-control of ventilation and heating systems. In combination with auto controls where those make the most sense, building coordinators provide essential peer-mentoring for maximum efficiency and are a feedback liaison between the building occupants and the WWUCAP implementation team, and vice versa. Every department needs a sustainability coordinator who is trained in principles of energy savings and can manage and communicate sustainability and GHG reduction data on a departmental level. These coordinators can disseminate information from the Sustainability Coordinator and help implement mandates and policies created by administration and governing student bodies; they can also assess what types of policies are most effective and be a conduit for feedback from building users to decision-making bodies.

8. Create an Integrated Information Management System

The university does not have an integrated system to manage information relevant to GHG emissions generated by Western Washington University activities. Data collection from some potentially important sources (e.g., campus fleet, commute, air travel) is manual and often inefficient. This is particularly true for air travel, where there is no single system that tracks all air travel trips, mileage or carbon emissions. Also, information on different GHG emissions sources is not integrated. Before we performed the inventory, we did not realize the relative size of the different sources of emissions at Western Washington University. This is typical of most institutions, given that climate change mitigation is a fairly recent interest.

Information about Western Washington University GHG emissions sources needs to be better managed, analyzed and communicated across the Western Washington University campus. WWUCAP recommends (dependent on financial feasibility) the creation of an Energy Management System, an integrated energy information system that manages and analyzes greenhouse gas data along with energy indicators. This could be a new technological (software) tool that the university invests in and that can pay for itself in avoided utilities costs. A complete and integrated GHG management system needs to be user friendly and have a web-based computing interface that can be used by staff, students and faculty for transparency and wide accessibility to Western Washington University GHG data. This technological tool can help decision makers manage and analyze energy use, and easily compare how disparate energy projects (e.g., fleet versus electricity efficiency) can yield the greatest emissions and cost reductions. Such a system would include:

- Emissions calculator – to instantly calculate cost and GHG emissions comparisons given certain inputs (e.g., electricity use, fuel consumption)
- Implementation schedule – to generate a project implementation schedule, based on different targets and projected Western Washington University growth data

- Financial impacts – to calculate cash flow analysis of project implementation schedule.

9. Work with administrators at other schools and Western Washington University Office of the President to lobby the state legislature to address energy-efficiency funding obstacles. Although this may be the most difficult recommendation to implement, it may also be one of the most important since funding is probably the most important institutional barrier to emission reduction projects. Western Washington University should work with other Washington schools to push funding reform on two fronts:

- Increase initial funding for energy efficiency projects (i.e. upper-tier LEED buildings) based on long-term reductions in operating costs.
- Ensure savings resulting from change in project scope stay with Western Washington University to fund energy efficiency components that may have been removed during value engineering.

10. Increase Sustainability Education

The university's academic curriculum needs to demonstrate a more serious commitment to addressing climate change. Initiatives taken by the AS Sustainability groups (WWU Sustainability Efforts, 2009) can help jumpstart student-led courses at the grassroots level. Support for faculty initiatives for sustainability education such as the Sustainability Academy and the Sustainability Education for New Teachers programs should continue. Support for administration initiatives for sustainability education such as the Sustainability Institute should continue and grow. Additionally, the Academic Coordinating Council, the representative body of the university faculty with influence over academic matters, can create a core curriculum focused on climate change. At the least, it should create a "flexible course module" on climate change that all faculty could integrate into relevant existing course offerings.

11. Create incentives for alternative transportation

Developing new policies to reduce single occupancy vehicle commuters, and consequently emissions, would cause a heated debate on this campus. Yet the benefits of discouraging single drivers are significant, ranging from extensive cost savings related to parking infrastructure, to reduced traffic congestion in the local community. The following strategies can help:

- Assign a "carbon fee" to parking permits. Funds from this fee collection would go to GHG reduction projects at Western Washington University.
- Reduce parking permit costs to drivers of alternative fuel or high MPG vehicles.
- Install small electric shuttles or "yellow bike" programs to allow off-campus parking commuters to travel to the campus core.
- Create further incentives for the faculty and staff to purchase and use a WTA Bus Pass using the "carbon fee" concept to subsidize low or no-cost sustainable transport to and from Western Washington University.

Methodology

Organizational Structure Research

The research methodology for this document included engagement with campus decision makers. A portion of the research included current Western Washington University's decision making process and organizational structure. This was in order to understand how sustainability-related decisions are presently reached and where improvements to the existing system can be made to streamline and expedite what can often be time-sensitive decisions. It will sometimes be important in making rapid response decisions that can address the present accelerated pace of economic and ecological change. To do that, efforts may have to focus on important leverage points within University system. This would be done to create institutional resiliency and an emergency-responder decision tree for sustainability issues. Western Washington University's organizational structure as published was compared to the actual power and decision making processes, to see how those two differ. Personnel interviews were extensive to determine how decisions are reached and who has authority to make or take action. Researchers participated in departmental meetings, college-level sustainability group meetings, sustainability pilot projects, operational meetings, sustainability academy discussions, student-led sustainability initiatives, and community-based sustainability discussions and networking. The CAP working group also attended conferences and researched via web and phone with peer institutions to determine Western Washington University's place within a matrix of sustainability efforts beyond the confines of campus that affect decisions here on campus. All of this informed and infused this work with authenticity and cross-campus and larger community co-creation.

Current Efforts for Sustainability at Western Washington University Research

Efforts toward sustainability on campus currently extant were researched and included in a visual diagram (Figure 7 below) to better understand how these efforts and entities fit together. This research was used to ensure that representation by all the major stakeholder groups was included in the investigation of WWUCAP and strategies for moving toward climate neutral status. This is by definition a moving target, as was most of the work in this report because of the constantly-evolving and emerging groups and efforts that relate to sustainability. However difficult it has been to try to freeze-frame such a dynamic system of interconnected and overlapping groups, it was necessary to both document the activity as baseline information from which to measure future progress, and to ensure some level of accurate representation in this report. It is certain that some level of detail in this diagram was missed and also that by the time this report goes to print, some of the information such as student groups will have changed. In supporting documents for this report, the figure below is linked to a table of detailed information about each stakeholder group and interrelated spheres of influence. This table was omitted in this report due to stakeholder feedback that the report needed to be shorter. The complete document can be requested at sustain@wwu.edu.

Figure 7 Western Washington University Sustainability Efforts Diagram

Western Washington University Sustainability Efforts



Timeframe

Below is a tentative timeline for this years-long project. Note that most activities do not have a definite start or end point, but moved in parallel as the project progresses.

Goals	Tasks	Timeline
Assess and document GHG emissions at WWU	Create GHG Inventory	May 2007 – Dec. 2008
Initial CAP Research	Research WWU environmental decision making hierarchy	April 2007
	Establish Campus Contacts	January – April 2007
	Policy Data Research	July 2008 – July 2009
	Literature Review	Ongoing
Identify and Evaluate Emission Reduction Policies	Identify policy mechanisms and costs	September – November 2009
Implement Strategies	ACUPCC Registry	GHGI: Jan 2007, CAP: June 2010
	Evaluation with decision makers	Ongoing
	Involve stakeholders	Ongoing
	Trends and target analysis	Ongoing
	Implement GHG reductions	Ongoing

Methodology within the Context of a Greater Directive:

Ultimately, this work is within a broader national movement to encourage behavioral change in society and mobilize communities to be accountable for the climate impact of their actions. This work has helped to move Western Washington University to commit to GHG emissions reductions and create the tools necessary to continue to monitor GHG emissions. This research group became a part of a social movement at Western Washington University that defines how local actions can be connected and transformed into a broader movement. The multiplier effect of how this commitment to sustainability practice and principals will contribute to the effective and affective education of students can only be guessed, as they leave Western Washington University and carry this ethic with them into the greater community.

Campus Level: The working group participated in sustainability initiatives and departmental-level meetings as well as student-led sustainability research and activities here on our own campus. The research group networked with other campuses to extend our understanding of what Western Washington University can improve upon here. The working group attended several major conferences on climate change policy and student-led initiatives to exchange information and ideas on institutional change, energy efficiency, emissions reduction, and emissions offsets. The working group networked through conferences such as those put on by the Society for Human Ecology, the Environmental Education Association of Washington and by the Association for the Advancement of Sustainability in Higher Education. By sharing lessons and experiences, the working group joined forces with others who are working with campuses, business and organizations to reduce their emissions of anthropogenic greenhouse gases.

Regional Level: Through participation in county-wide dialogues on issues of sustainability and how Western Washington University will contribute to a growing web of activity for a sustainable future, WWU is positioned to affect and be affected by local land-use decisions, development and demographics. The working group coordinated with our bioregional neighbors in British Columbia, sending staff for sustainability coordination training to the University of British Columbia and engaging in bioregional research for sustaining our shared rich natural heritage.

State Level: Participation to help to set State Teacher Certification Standards that include sustainability (Standard V). We also house the premier State teacher preparation college, Woodring College of Education, which is engaged in a two-year grant-funded study to infuse sustainability curriculum into the preparation of teachers as well as into P-12 education statewide.

National Level: Through the 2007 signing of the President's Climate Challenge, Western Washington University stood in solidarity with others in the climate change movement, contributing our voices towards effecting change, and ultimately contributing to the literature of experiences in mobilizing organizations to reduce greenhouse gas emissions. Woodring College of Education has also hosted a national conference on infusing sustainability education into all P-12 schools in July 2009 that supported and highlighted national efforts toward sustainability literacy and education (SESI 2009).

Global Level: Western Washington University joins the global community in taking responsibility for the consequences of actions and committing to not only halting the advance of global climate change, but investing in infrastructure to reverse current levels of GHG to earlier sustainable levels. Just as the problem of climate change is global, so too must be the solutions.

Conclusion

The climate neutral goal of the ACUPCC President's Climate Commitment is a part of the Western Washington University's larger sustainability goals. Specific recommendations for emissions reductions strategies were channeled through the Sustainability Committee because that would ensure implementation and continuity of this important initiative. Analysis yielded a financially compelling finding (profit in committing to an emissions reduction target), but financial incentives are not enough. To ensure implementation, Western Washington University decision makers will need to continue to portray the shared vision that greenhouse gas reduction is important and attainable. To help maintain the momentum, the Sustainability Committee and WWUCAP Implementation Team will continue this work.

The CAP IT makes these four final recommendations:

- **Commit to reducing net greenhouse gas emissions** to 36% below 2005 levels by 2020.
- **Commit to long-term climate neutrality** by 2050.
- **Provide a model** to the campus to incorporate greenhouse gas reduction criteria and sustainability into the institutional decision-making process.
- **Support the continuation of the WWUCAP and sustainability initiatives** creation of a CAP Implementation Team and resources for sustainability staff. Report progress to the WWU Board of Trustees on a cyclical basis.

Appendices

Appendix A: AASHE President's Climate Commitment

American College & University Presidents Climate Commitment

We, the undersigned presidents and chancellors of colleges and universities, are deeply concerned about the unprecedented scale and speed of global warming and its potential for large-scale, adverse health, social, economic and ecological effects. We recognize the scientific consensus that global warming is real and is largely being caused by humans. We further recognize the need to reduce the global emission of greenhouse gases by 80% by mid-century at the latest, in order to avert the worst impacts of global warming and to reestablish the more stable climatic conditions that have made human progress over the last 10,000 years possible.

While we understand that there might be short-term challenges associated with this effort, we believe that there will be great short-, medium-, and long-term economic, health, social and environmental benefits, including achieving energy independence for the U.S. as quickly as possible.

We believe colleges and universities must exercise leadership in their communities and throughout society by modeling ways to minimize global warming emissions, and by providing the knowledge and the educated graduates to achieve climate neutrality. Campuses that address the climate challenge by reducing global warming emissions and by integrating sustainability into their curriculum will better serve their students and meet their social mandate to help create a thriving, ethical and civil society. These colleges and universities will be providing students with the knowledge and skills needed to address the critical, systemic challenges faced by the world in this new century and enable them to benefit from the economic opportunities that will arise as a result of solutions they develop. We further believe that colleges and universities that exert leadership in addressing climate change will stabilize and reduce their long-term energy costs, attract excellent students and faculty, attract new sources of funding, and increase the support of alumni and local communities.

Accordingly, we commit our institutions to taking the following steps in pursuit of climate neutrality:

1. Initiate the development of a comprehensive plan to achieve climate neutrality as soon as possible.
 - a. Within two months of signing this document, create institutional structures to guide the development and implementation of the plan.
 - b. Within one year of signing this document, complete a comprehensive inventory of all greenhouse gas emissions (including emissions from electricity, heating, commuting, and air travel) and update the inventory every other year thereafter.
 - c. Within two years of signing this document, develop an institutional action plan for becoming climate neutral, which will include:
 - i. A target date for achieving climate neutrality as soon as possible.
 - ii. Interim targets for goals and actions that will lead to climate neutrality.
 - iii. Actions to make climate neutrality and sustainability a part of the curriculum and other educational experience for all students.
 - iv. Actions to expand research or other efforts necessary to achieve climate neutrality.
 - v. Mechanisms for tracking progress on goals and actions.
2. Initiate two or more of the following tangible actions to reduce greenhouse gases while the more comprehensive plan is being developed.
 - a. Establish a policy that all new campus construction will be built to at least the U.S. Green Building Council's LEED Silver standard or equivalent.
 - b. Adopt an energy-efficient appliance purchasing policy requiring purchase of ENERGY STAR certified products in all areas for which such ratings exist.
 - c. Establish a policy of offsetting all greenhouse gas emissions generated by air travel paid for by our institution.
 - d. Encourage use of and provide access to public transportation for all faculty, staff, students and visitors at our institution.
 - e. Within one year of signing this document, begin purchasing or producing at least 15% of our

institution's electricity consumption from renewable sources.

f. Establish a policy or a committee that supports climate and sustainability shareholder proposals at companies where our institution's endowment is invested.

g. Participate in the Waste Minimization component of the national RecycleMania competition, and adopt 3 or more associated measures to reduce waste.

3. Make the action plan, inventory, and periodic progress reports publicly available by providing them to the Association for the Advancement of Sustainability in Higher Education (AASHE) for posting and dissemination.

In recognition of the need to build support for this effort among college and university administrations across America, we will encourage other presidents to join this effort and become signatories to this commitment.

Appendix B: WWU Gross CO2 Emissions with Advanced State Standards 2005 to 2050

Year	Gross CO2 Emissions	Percent change in gross emissions each year	Change in gross tons CO2 each year	Net Emissions Due to REC purchases
2005	34,663	-		34,663
2006	35,998	3.9%	1,335	27,268
2007	41,136	14.3%	5,138	25,363
2008	42,305	2.8%	1,169	18,420
2009	43,421	2.6%	1,116	15,807
(est) 2010	44,000	1.3%	579	-
2011	41,087	-6.6%	2,913	-
2012	38,367	-6.6%	2,720	-
2013	35,827	-6.6%	2,540	-
2014	33,456	-6.6%	2,372	-
2015	31,241	-6.6%	2,215	-
2016	29,173	-6.6%	2,068	-
2017	27,241	-6.6%	1,931	-
2018	25,438	-6.6%	1,803	-
2019	23,754	-6.6%	1,684	-
2020	22,182	-6.6%	1,573	-
2021	21,585	-2.7%	597	-
2022	21,004	-2.7%	581	-
2023	20,439	-2.7%	565	-
2024	19,889	-2.7%	550	-
2025	19,353	-2.7%	535	-
2026	18,833	-2.7%	521	-
2027	18,326	-2.7%	507	-
2028	17,833	-2.7%	493	-
2029	17,353	-2.7%	480	-
2030	16,886	-2.7%	467	-
2031	16,431	-2.7%	454	-
2032	15,989	-2.7%	442	-
2033	15,559	-2.7%	430	-
2034	15,140	-2.7%	419	-
2035	14,733	-2.7%	407	-

2036	13,751	-6.7%	982	-
2037	12,768	-7.1%	982	-
2038	11,786	-7.7%	982	-
2039	10,804	-8.3%	982	-
2040	9,822	-9.1%	982	-
2041	8,840	-10.0%	982	-
2042	7,858	-11.1%	982	-
2043	6,875	-12.5%	982	-
2044	5,893	-14.3%	982	-
2045	4,911	-16.7%	982	-
2046	3,929	-20.0%	982	-
2047	2,947	-25.0%	982	-
2048	1,964	-33.3%	982	-
2049	982	-50.0%	982	-
2050	0	-100.0%	982	-

Conversion Factors	
CF/Therm	100

Unit of Measure	CO ₂ (lb.)	BTU	Metric Tons
per MCF (1000 CF)	115	1,000,000	
per CF	0.115	1,000	
per therm (CCF)	11.5	100,000	
Therms	2,750,000		
CO ₂ (lbs.)	31,625,000		
CO ₂ (tons)	14,345		
MWh	40,000		
lbs CO ₂ /REC	2,153		
lbs CO ₂ /MWh	1,453	58,120,000	26,363
net/MWh	700		
Mtons/REC	0.97658553		

Appendix C: Carbon Neutral US Universities

May 2009

The following is a partial listing of American Universities that have achieved Carbon Neutral Status according to an informal survey of internet data.

For the purposes of this survey, “Actual Carbon Neutrality” is defined as balancing all carbon production with equivalents of carbon dioxide removal from the atmosphere directly as a result of the University’s actions such as reforestation projects that are independently verified.

“Technical Carbon Neutrality” is defined as balancing all carbon production with a mix of direct University action (including buying electricity from carbon-neutral production sources such as is done through Renewable Energy Credits) and the purchase of Carbon Offsets.

University	Actual Carbon Neutrality (Net Zero Carbon Emissions)	Technical Carbon Neutrality (with Offsets)	Date of Achievement of Carbon Neutrality	Website source
Southern New Hampshire University		X	Saturday, May 19, 2007	http://www.snhu.edu/6886.asp
College of the Atlantic		X	December, 2007	http://www.treehugger.com/files/2007/12/and_the_first_carbon_neutral_college_us.php

Appendix D: Renewable Energy Credits

“Renewable energy certificates (RECs), also known as “green tags,” “green certificates,” and “renewable energy credits,” are a relatively new but increasingly popular method of supporting green power. Renewable energy generates two products: electricity and the technology and environmental benefits associated with renewable energy generation ...These benefits are generally referred to as environmental “attributes” and may include a reduction in the air pollution and particulate matter that would have been generated by burning fossil fuels as well as a reduction of greenhouse gas emissions. The electricity and attributes can be sold together, in retail green power programs, or they can be sold separately. RECs represent the technology and environmental attributes of renewable energy and allow customers greater flexibility in “greening” their electricity. That is, customers can continue to purchase their electricity from their existing suppliers and “green” it by supporting a renewable energy source of their choosing” (WRI, 2006).

“Renewable power facilities sell the electricity they generate into the wholesale power market, where it is then bought by retail electricity providers and sold to customers. RECs are sold either directly to retail electricity providers or to third party REC suppliers. When retail electricity providers sell electricity plus RECs to a customer, the product being sold is green power. If RECs are not sold along with the electricity, the product being sold is conventional electricity. In other words, the “greenness” of renewable power follows the REC. If a company can claim ownership of the REC, it also can claim the environmental benefits of the associated green power” (WRI, 2006).

Special note: As of 2006, virtually 100% of Western Washington University’s electrical energy is offset using RECs.

(Source: The above excerpts are taken directly from a report by World Resources Institute, SWITCHING TO GREEN: A RENEWABLE ENERGY GUIDE FOR OFFICE AND RETAIL COMPANIES, published in October 2006.)

Appendix E: Carbon Offsets Analysis

Offsets are described as the process of reducing the net carbon emissions through arrangements with a carbon offset provider specializing in projects that retire or capture carbon from the atmosphere.

Types of Offsets

- *Renewable energy projects*
- *Energy efficiency projects*
- *Biosequestration projects*, such as forestation. Vendors sell offsets in specific units, provide onsite emission calculators, or allow you to enter in the amount of carbon to offset.

Why Offsets are Controversial

Voluntary offsets can be purchased from many organizations, but the lack of formal regulation

of this market means that all voluntary offsets are not equal. Purchasing voluntary offsets requires due diligence to ensure:

- ***Additionality*** – offset credits are only awarded to projects that would not have otherwise happened.
- ***Permanence*** – offsets cannot be reversed, this consideration is especially important for sequestration projects.
- ***Ownership*** – offsets are only counted and sold once, they should receive credit under multiple accounting schemes.
- ***Verification*** – offset projects can be monitored and their quality verified by independent parties.

Some different vendors who use different standards to guarantee the quality of their offsets are:

- Clean Development Mechanism (CDM)
- Voluntary Gold Standard
- Greene

All Offsets are not Made Equal

Since climate change is a global issue, the geographic location of an offset does not affect its efficacy to offset emissions leaving quality the most important factor for adjudicating offsets. Differences among offset vendors complicate generalizations.

Comparison of Offset Vendors

Two recent reports, from the Tufts Climate Initiative and Clean Air Cool Planet have examined a number of offset vendors. While these comparisons included different vendors (the latter being more inclusive because it was not limited to air travel offsets) and ranked the vendors on somewhat different criteria, including quality of offsets and price per ton of carbon offset, their findings offer some useful information for choosing vendors.

Tufts Climate Initiative

- Atmosfair*† Better World Club CarbonCounter.org
- Carbonfund CarbonNeutral Company
- Cleanairpass
- Climate Care
- Climate Friendly Myclimate/Sustainable Travel NativeEnergy
- Atmosclear
- Offsetters SELF Solar Electric Light Fund Terrapass

* Italics indicate evaluation by both reports.

† Bold indicates the vendor received the report's highest ranking.

Clean Air Cool Planet

- AgCert/DrivingGreen

- Atmosfair
- Bonneville Environmental Foundation Carbon Clear
- Carbon Neutral Company
- Carbon Planet
- Carbonfund
- Certified Clean Car
- Climate Care
- Climate Friendly
- Climate Neutral Group
- Climate Trust
- ClimateSAVE
- CO₂balance
- Myclimate/Sustainable Travel NativeEnergy
- Conservation Fund: Go Zero DriveNeutral eBlueHorizons Envirotrade/Plan Vivo Greenfleet Leonardo Academy
- Natsource/Dupont/BlueSource
- Offsetters SELF – Solar Electric Light Fund Terrapass
- TIST – Int’l Small Group & Tree Planting Service World Land Trust

Of the 4 vendors that received the Tufts Climate Initiative’s recommendation without reservation and the 8 best vendors identified by the Clean Air Cool Planet report, 3 received the support of both: Atmosfair, Myclimate/Sustainable Travel, and NativeEnergy.

- Atmosfair – www.atmosfair.de – \$55.64/ton CO₂ (2.120 tons of CO₂)¹² A German non-profit that focuses on air travel offsets. Projects comply with CDM and meet the Gold Standard. Projects include both renewable energy and energy efficiency. This website is the least user friendly and has a few translation errors.
- Myclimate/Sustainable Travel – www.sustainabletravelinternational.org – \$15.25/ton CO₂ (1.51 tons of CO₂) Myclimate is based in Switzerland, Sustainable Travel is the North American distributor; information here pertains to Sustainable Travel where the two differ. Projects comply with CDM and meet the Gold Standard. The Tufts Climate Institute notes that the Swiss site provides a better calculator and has more expensive offsets.
- NativeEnergy – www.nativeenergy.com – \$14.25/ton CO₂ (2.526 tons of CO₂) NativeEnergy is a forprofit, Native American energy company that supports Native American, farmerowned, and communityrun renewable energy projects. NativeEnergy offers both Renewable Energy Credits and offsets. Projects have Greene certification.

Additional Useful References

Voluntary Offsets for AirTravel Carbon Emissions: Evaluations and Recommendations of Voluntary Offset Companies, a report from the Tufts Climate Initiative that provides a more extensive examination of air travel offsets, available at

www.tufts.edu/tie/tci/pdf/TCI_Carbon_Offsets_Paper_Jan07.pdf.

A Consumer’s Guide to Retail Carbon Offset Providers, a report from Clean AirCool Planet that examines the quality of specific voluntary offset vendors, available at www.cleanair-

coolplanet.org/ConsumersGuidetoCarbonOffsets.pdf.

¹² All values are based on a roundtrip flight between San Francisco (SFO) and Washington, DC (DCA) based on the calculators provided by the website. The values are given to show the variability in online calculators. Price for atmosfair converted from Euros.

Appendix F: Summary of the Analysis and Quantification of WWU Waste Management/Landscaping Reduction-to-Carbon-Saved

Practices	GHG Emissions Reductions	WWU-Specific CO ₂ Reductions	Potential Reductions
I. Waste Management Practices			
1. Increase the reuse/recycling of cardboard boxes	3.87 tons CO ₂ e per ton of cardboard reused/recycled	3.87 tons CO ₂ e per ton x 137.79 tons recycled cardboard = 533.24 tons CO ₂	Virtually all cardboard is recycled
2. Increase the recycling of plastic film (LDPE)	1.9 tons CO ₂ e per ton of LDPE (plastic film) recycled	Plastic film not recycled at Western	Recycling is not viable, Recycling Center runs education programs on reduction
3. Increase the recycling of paper	4.3 tons CO ₂ e per ton of general paper recycled	4.3 tons CO ₂ e per ton x 224.58 tons paper recycled = 965.7 tons CO ₂	Clearly marked classroom and office bins would help capture more paper, the potential is not known. Targeting dorms is biggest issue
4. Increase the reutilization of reusable plastic pallets instead of wood pallets	800 lbs CO ₂ e per reusable plastic pallet	Western is not shipped reusable plastic pallets, we recycle all wooden pallets, 7.5 tons of wooden pallets, 4.5 tons of other wood	We aren't shipped plastic pallets, and don't use them for shipping. Manufacturers would have to develop program, including taking them back after use.
5. Duplex copying	1.9 tons CO ₂ e for every 2000 reams of paper double sided	There are no numbers on the amount of double-sided printing on	All computer labs have this feature, transitioning all offices would make all 20 million sheets double-sided
6. Reduce margins default setting on all campus printers to .5 inches	Saves roughly 5% of paper use, and 5% of CO ₂ E	A pilot project is currently underway	If all margins on campus were reduced, we would save 1 million sheets of paper yearly, or 2,000 reams and 1.9 tons of CO ₂
7. Increase commercial food waste composting instead of landfilling it as garbage	1.01 tons of CO ₂ e per ton of food waste	Food waste is measured in volume, not weight, 225,720 gallons of food compost	This represents a majority of food waste on campus
II. Landscape Practices			
1. CO ₂ -Absorbent Landscaping -bamboo	35% more CO ₂ e removed from air than comparable planting of trees	No bamboo	For every acre of bamboo planted, we could save an additional 1 ton of CO ₂ per year, based on the 2.6 tons an acre of trees absorbs per year
2. Keep green waste out of landfill	2.5 tons of CO ₂ e per acre per year	2.5 tons of CO ₂ e per acre x 33.3 acres green recycling = 83.25 tons CO ₂ e	We compost all green waste, the only potential is in converting more grass to shrub and wild areas
3. Avoid use of trimming and mowing equipment.	315 lbs of CO ₂ e per acre per year	315 lbs of CO ₂ e per acre x 38.7 acres unmown = 6.1 tons CO ₂ e	Converting more lawn to shrub and wild areas would continue to reduce CO ₂ emissions and other resource use.

Appendix G: Western Washington University Greenhouse Gas Calculations

Fiscal Year	Green Power (kWh)	Green Power Cost	All University Electricity (kWh)	All University Electricity Cost	All University Nat. Gas (therms)	All University Nat. Gas Cost
04-05			36,247,331	\$ 1,898,312	2,326,450	\$ 1,698,626
05-06	28,965,658	\$ 306,167	38,435,045	\$ 2,162,473	2,454,126	\$ 1,900,583
06-07	37,700,000	\$ 357,401	39,211,066	\$ 2,375,808	2,514,030	\$ 2,462,976
07-08	38,058,800	\$ 241,369	39,273,366	\$ 2,432,426	2,729,989	\$ 2,732,449
08-09	42,401,600	\$ 212,071	40,107,833	\$ 2,618,169	2,738,032	\$ 2,697,930

Emissions Source	04-05	05-06	06-07	07-08	08-09
Solid Waste	381.55	381.55	381.55	381.55	381.55
Scope 2 T&D Losses	1,622.49	1,622.49	1,622.49	1,622.49	1,622.49
Other on-Campus Stationary	12,308.90	12,984.40	13,301.30	14,443.90	14,940.10
Direct Transportation	539.10	539.10	539.10	539.10	539.10
Refrigerants & Chemicals	1,660.37	1,660.37	1,660.37	1,660.37	1,660.37
Agriculture	4.53	4.53	4.53	4.53	4.53
Purchased Electricity	10,924.50	11,583.80	16,405.17	16,431.20	17,051.20
Faculty/Staff Commuting	408.76	408.76	408.76	408.76	408.76
Student Commuting	2,208.73	2,208.73	2,208.73	2,208.73	2,208.73
Directly Financed Air Travel	4,604.14	4,604.14	4,604.14	4,604.14	4,604.14
Total GHG Emissions	34,663.08	35,997.88	41,136.15	42,304.78	43,420.98

CO ₂ Offset	04-05	05-06	06-07	07-08	08-09
GP Purchase (kWh)	0	28,965,658	37,700,000	38,058,800	42,401,600
eCO ₂ via CA-CP Calculator	0	(8,730)	(15,773)	(15,923)	(18,409)
Adjusted eCO ₂ based on Location	0	(8,730)	(15,773)	(23,885)	(27,614)
GHG Emissions w/Offsets	34,663.08	27,267.98	25,363.15	18,420.13	15,807.03

NW RECs
Iowa
RECs
Remaining
CO₂

Western Washington University Greenhouse Gas Calculations continued

	Total Emissions	CO₂ Offset	Net Emissions	Offset Cost	Student Contrbtn	% Chng Emsns
2005	34,663	0	34,663	\$ -		
2006	35,998	(8,730)	27,268	\$ 306,167	\$ 306,167	3.9%
2007	41,136	(15,773)	25,363	\$ 357,401	\$ 357,401	14.3%
2008	42,305	(23,885)	18,420	\$ 241,369	\$ 241,369	2.8%
2009	43,421	(27,614)	15,807	\$ 212,071	\$ 212,071	2.6%

GLOSSARY OF TERMS

Anthropogenic

Effects, processes or materials are those that are derived from [human](#) activities, as opposed to those occurring in [natural environments](#) without human influence (Wikipedia, 2009).

Bioregion

A political, cultural, and environmental system based on naturally-defined areas that are delineated through physical and environmental features, including [watershed](#) boundaries and [soil](#) and [terrain](#) characteristics (Wikipedia, 2009).

CACP (Clean Air Cool Planet)

Clean Air Cool Planet creates partnerships in the United State to implement solutions to climate change and build constituencies for effective climate policies and actions (CACP, 2009).

Calculator

The database tool that measures Western Washington University emissions and can be used to help create a climate action plan, analyzing viable long-term strategies to reduce a Western Washington University's climate footprint.

Carbon Neutrality

"Carbon neutrality" refers to reaching net zero carbon emissions through reduction of our carbon output to the barest minimum possible and then to balance our remaining carbon production with University-sponsored carbon removal and sequestration projects.

EU ETS (European Union Greenhouse Gas Emission Trading Scheme)

European Union Greenhouse Gas Emission Trading Scheme is the largest multi-country, multi-sector Greenhouse Gas emission trading scheme worldwide (EU, 2009).

GHG (Greenhouse Gas)

Greenhouse Gas. Specifically the 6 gases recognized by the Kyoto Protocol: Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur hexafluoride (SF₆) (IPCC, 2009).

GWP (Global Warming Potential)

Global warming potential is a measure of how much a given mass of greenhouse gas is estimated to contribute to global warming. It is a relative scale which compares the gas in question to that of the same mass of carbon dioxide (whose GWP is by definition 1). A GWP is calculated over a specific time interval and the value of this must be stated whenever a GWP is quoted or else the value is meaningless (Wikipedia GWP, 2009).

HVAC (Heating Ventilation and Air Conditioning)

Heating Ventilation and Air Conditioning is a system that provides heating, ventilating, and/or cooling within or associated with a building. (EERE, 2006).

IPCC (The Intergovernmental Panel on Climate Change)

The Intergovernmental Panel on Climate Change. “The role of the IPCC is to assess on a comprehensive, objective, open and transparent basis the scientific, technical and socio-economic information relevant to understanding the scientific basis of risk of human-induced climate change, its potential impacts and options for adaptation and mitigation” (IPCC, 2009).

kWh (kilowatt hour)

kilowatt hour is equivalent to 1000 watt hours: “One watt hour is equivalent to one watt of power used for one hour. This is equivalent to 3,600 joules. For example, a sixty watt light bulb uses 60 watt hours of energy every hour. Similarly, a 100 watt light bulb uses 50 watt hours in thirty minutes” (Wikipedia Watt Hour, 2009).

MTCO₂e (Metric Ton Carbon Dioxide Equivalent)

Metric Ton Carbon Dioxide Equivalent is equal to 1000 kilograms or 2204 pounds of Carbon Dioxide (IPCC, 2009).

NPV (NetPresent Value)

NetPresent Value. An economic term that is “the difference between the present value of cash inflows and the present value of cash outflows. NPV is used in capital budgeting to analyze the profitability of an investment or project” (Investopedia, 2009).

WWUOP (Western Washington University Office of the President)

Western Washington University Office of the President is the system-wide headquarters of Western Washington University (WWUOP, 2009).

UNFCCC (The United Nations Framework Convention on Climate Change)

The United Nations Framework Convention on Climate Change (UNFCCC or FCCC) is an international environmental treaty produced at the United Nations Conference on Environment and Development (UNCED), informally known as the Earth Summit, held in Rio de Janeiro in 1992. The treaty aimed at reducing emissions of greenhouse gas in order to combat global warming” (Wikipedia UNFCCC, 2009).

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WWU Climate Action Plan

Supporting Materials

WWU Office of Sustainability

5/24/10

Contents

American College and University President’s Climate Commitment with signature	1-2
Climate Action Plan Executive Summary	3
Greenhouse Gas Inventory	4
Climate Action Plan Reviewers and Contributors.....	5-6
WWU Climate Action Plan Outreach and Timeline	7
Climate Neutrality at WWU	8-11



AMERICAN COLLEGE & UNIVERSITY
PRESIDENTS CLIMATE COMMITMENT

We, the undersigned presidents and chancellors of colleges and universities, are deeply concerned about the unprecedented scale and speed of global warming and its potential for large-scale, adverse health, social, economic and ecological effects. We recognize the scientific consensus that global warming is real and is largely being caused by humans. We further recognize the need to reduce the global emission of greenhouse gases by 80% by mid-century at the latest, in order to avert the worst impacts of global warming and to reestablish the more stable climatic conditions that have made human progress over the last 10,000 years possible.

While we understand that there might be short-term challenges associated with this effort, we believe that there will be great short-, medium-, and long-term economic, health, social and environmental benefits, including achieving energy independence for the U.S. as quickly as possible.

We believe colleges and universities must exercise leadership in their communities and throughout society by modeling ways to minimize global warming emissions, and by providing the knowledge and the educated graduates to achieve climate neutrality. Campuses that address the climate challenge by reducing global warming emissions and by integrating sustainability into their curriculum will better serve their students and meet their social mandate to help create a thriving, ethical and civil society. These colleges and universities will be providing students with the knowledge and skills needed to address the critical, systemic challenges faced by the world in this new century and enable them to benefit from the economic opportunities that will arise as a result of solutions they develop.

We further believe that colleges and universities that exert leadership in addressing climate change will stabilize and reduce their long-term energy costs, attract excellent students and faculty, attract new sources of funding, and increase the support of alumni and local communities.

Accordingly, we commit our institutions to taking the following steps in pursuit of climate neutrality:

1. Initiate the development of a comprehensive plan to achieve climate neutrality as soon as possible.
 - a. Within two months of signing this document, create institutional structures to guide the development and implementation of the plan.
 - b. Within one year of signing this document, complete a comprehensive inventory of all greenhouse gas emissions (including emissions from electricity, heating, commuting, and air travel) and update the inventory every other year thereafter.

(continued...)

c. Within two years of signing this document, develop an institutional action plan for becoming climate neutral, which will include:

- i. A target date for achieving climate neutrality as soon as possible.
- ii. Interim targets for goals and actions that will lead to climate neutrality.
- iii. Actions to make climate neutrality and sustainability a part of the curriculum and other educational experience for all students.
- iv. Actions to expand research or other efforts necessary to achieve climate neutrality.
- v. Mechanisms for tracking progress on goals and actions.

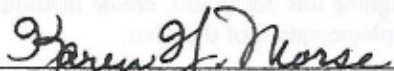
2. Initiate two or more of the following tangible actions to reduce greenhouse gases while the more comprehensive plan is being developed.

- a. Establish a policy that all new campus construction will be built to at least the U.S. Green Building Council's LEED Silver standard or equivalent.
- b. Adopt an energy-efficient appliance purchasing policy requiring purchase of ENERGY STAR certified products in all areas for which such ratings exist.
- c. Establish a policy of offsetting all greenhouse gas emissions generated by air travel paid for by our institution.
- d. Encourage use of and provide access to public transportation for all faculty, staff, students and visitors at our institution
- e. Within one year of signing this document, begin purchasing or producing at least 15% of our institution's electricity consumption from renewable sources.

3. Make the action plan, inventory, and periodic progress reports publicly available by providing them to the Association for the Advancement of Sustainability in Higher Education (AASHE) for posting and dissemination.

In recognition of the need to build support for this effort among college and university administrations across America, we will encourage other presidents to join this effort and become signatories to this commitment.

Signed,


President / Chancellor Signature

Karen W. Morse
President / Chancellor Name

Western Washington Univ.
College or University

Date 1/12/07

EXECUTIVE SUMMARY – WWU CLIMATE ACTION PLAN 2010

~~The President's Climate Commitment, signed in January 2007, establishes a plan by which Western would reach climate neutrality in a self established period. In January 2007, Western Washington University President Karen Morse signed the President's Climate Commitment which committed the University to establishing a plan by which Western would reach climate neutrality in a self established period.~~ "Climate neutrality" refers to reaching net zero carbon emissions through a combination of reducing our carbon output to the barest minimum possible and balancing our remaining carbon production with off-campus options such as University-sponsored carbon reduction and sequestration projects. In 2009, the state of Washington passed legislation to require annual reporting of greenhouse gas emissions and targets for reductions against a 2005 baseline. This Climate Action Plan seeks to make WWU a regional leader in the drive for a stable climate by exceeding state requirements and reaching climate neutrality by 2050.

Final Conclusions of the WWU Climate Action Plan

The Plan concludes that the University may take the following actions to reach climate neutrality:

- **Commit to reducing net greenhouse gas emissions** to 36% below 2005 levels by 2020. This report demonstrates that this target can be met through execution of identified on-campus projects and, if necessary, University-sponsored carbon reduction and sequestration projects. This goal will also allow us to meet the state mandated greenhouse gas emissions reductions targets (RCW 70.235) well within the required timelines.
- **Commit to long-term climate neutrality** by researching system-wide opportunities for energy conservation and efficiency. Through behavior change programs such as the "10 X 12" Program and potential infrastructure changes outlined in Energy Savings Company (ESCO) projects, we forecast a climate neutral campus by 2050. Student leadership in the area of renewable energy has already demonstrated a high level of support for measures to reach this goal.
- **Provide a model** to the campus to incorporate greenhouse gas reduction criteria and sustainability into the institutional decision-making process. This model behavior can help guide decision making by every member of the campus community: administrators, faculty, staff, students and contractors.
- **Support the continuation of the WWUCAP and sustainability initiatives.** Allocate resources for permanent sustainability staff roles and incorporate greenhouse gas reduction criteria and reporting into their mandates. Create CAP Implementation Team to research reduction opportunities and funding opportunities; report progress to the WWU Board of Trustees on a cyclical basis.

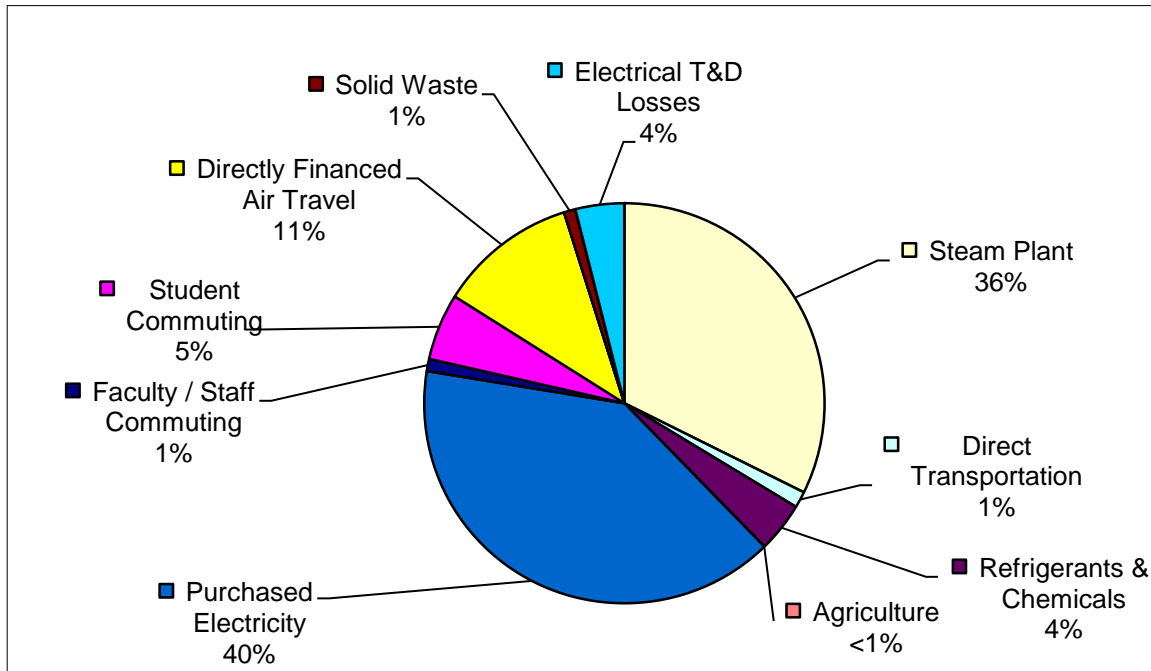
Funding

Financial investments in energy conservation and efficiency, on-campus carbon-neutral energy production and University-sponsored carbon reduction projects are contingent on current funding opportunities and will follow standard university budgeting procedures.

Western Washington University's Greenhouse Gas Emissions Inventory

The Western Washington University Green House Gas (GHG) emissions inventory includes ten emissions sources: electricity consumption; steam use/natural gas consumption (“other on-campus stationary” in the below spreadsheet); the university fleet (“direct transportation” in the below chart); student commuting; faculty and staff commuting; faculty and staff air travel; fugitive emissions from coolants; solid waste; energy Transmission and Distribution (“Electrical T & D Losses” in below chart).

Figure 1: Western Washington University GHG Emissions by Source in Fiscal Year 2007



2007	
Sources	e CO ₂ Metric Tonnes
Other On-Campus Stationary	13301
Direct Transportation	539
Refrigerants & Chemicals	1660
Agriculture	5
Purchased Electricity	16405
Faculty / Staff Commuting	408
Student Commuting	2208
Directly Financed Air Travel	4605
Solid Waste	382
Scope 2 T&D Losses	1623
Total GHG emissions	41136

In 2007, total GHG emissions from the nine sources that register as 1% or more were approximately 41,136 metric tons of CO₂ equivalent (Figure 1). For a campus population of 15,272 (WWU Quick Facts 2007), this corresponds to almost 3 tons eCO₂/person/year or 16 lbs. eCO₂/person/day, nearly a sixth of the total average per capita emissions for Americans (UNDP 2007-08 Human Development Rpt).

Western Washington University Climate Action Plan Reviewers and Contributors

WWUCAP Reviewers

The following people at Western Washington University have received draft copies of portions relevant to their area of expertise or the entirety of the Climate Action Plan and reviewed it to provide commentary and corrections:

University Relations	Business and Financial Affairs	Student Affairs and Academic Support Services	University Advancement	Academic Affairs	Other WWU Reviewers
Paul Cocke, Director University Communication*	Tim Wynn, Director of Facilities Management*	Willy Hart, Director University Residences & Food Services*	David Brown, WWU Foundation	Fred Ramage, Fine and Performing Arts*	George Pierce, Special Assistant to the President on Sustainability*
	Ron Bailey, Utility Manager, Facilities Management*	Richard Neyer, AS Recycle Center, Student Activities		Hart Hodges, College of Business and Economics*	Greg Hoffenbacher, IT Woodring College of Education
	Paul Hughes, Chief Steam Plant Engineer, Utilities Management			Nicholas Zaferatos, Huxley College of the Environment*	Joseph Hayes, Graduate Work Study Student
	Carol Berry, Sustainable Trans., Public Safety*			Victor Nolet, Woodring College of Education*	Corey Havens, Undergraduate Work Study Student
	Gayle Shipley, Director of Environmental Health and Safety*			Dan Hagen, College of Business and Economics*	
	Cathy Cameron, Director of Division Budgets, Business and Financial Affairs			Daniel Warner, College of Business and Economics*	
	Seth Vidaña, Office of Sustainability*				

* Denotes member of WWU Sustainability Committee

WWUCAP Contributors

The following people at Western Washington University provided input relevant to their area of expertise for the Climate Action Plan:

University Relations	Business and Financial Affairs	Student Affairs and Academic Support Services	University Advancement	Academic Affairs	Other WWU Reviewers
Jack Daines, Web Designer, Publicity Center	Gary Hodge, Grounds Maintenance Manager, Facilities Management	University Residence Hall Sustainability Committee: Chat Pettay; Kelley Flaherty; Kim Cunningham; Deborah Frost; Sheryl Jensen; Jadon Berry; David Ruble		Gary Bornzin, Fairhaven College*	Elizabeth (Buff) Schoenfeld , Executive Assistant to the President
	Lloyd Hungate, Maintenance Specialist, Facilities Management	Wendy Crandall, Sustainable Trans., Public Safety		Stefan Freelan, GIS Specialist, Environmental Studies	Jeff Shearer, Students for Renewable Energy
		Kay McMurren, Sustainable Trans., Public Safety		Rebekah Green, Research Associate, Environmental Studies	WWU Sustainability Academy: Gene Myers; John Miles; Bradley Smith*; Wendy Walker; Nicholas Zaferatos*; David Rossiter; Rebekah Green; John Mc Laughlin; Victor Nolet*; Michael Henniger; Kate Wayne; George Pierce*; Seth Vidana*; Arunas Oslapas*; Julie Lockhart*; Dan Hagen*; Randall Burtz; Keith Russell; John Tuxill; Shirley Osterhaus; James Loucky; Michael Karlberg; Gary Bornzin*; Linda Smeins*; Sara Singleton*; Thomas Terich; Leo Bodensteiner
				Martin Osborne, Computer Science	Delany Cunningham, University Residences

* Denotes member of WWU Sustainability Committee

Timeline for All-Campus Input on Climate Action Plan

July '09

-Draft CAP to Provost's Council

August '09

-Revise CAP based on Provost's Council Input

September & October '09

- CAP presentations to Sustainability Committee, University Residence Hall Sustainability Committee, AS Board, University Planning and Resource Committee, and Student Groups

-Revise CAP based on above input

-Draft CAP to the Board of Trustees as information item

November '09

-Draft CAP to President's Cabinet and revise based on President Cabinet's input

-Send revised Draft CAP to campus governance forums for final review.

December '09

-Final CAP to Board of Trustees as an action item

Feb '10

-Revise CAP based on Board of Trustees input

May '10

-Revised CAP to Sustainability Committee

June '10

-CAP Presentation to the BoT

Climate Neutrality at WWU: An Overview

-WWU Office of Sustainability-

Goals

President's Climate Commitment

~~President Morse's signature on~~[Signing of](#) the President's Climate Commitment sets WWU on a path to climate-neutrality. In 2007, the Office of Sustainability and Facilities Management conducted a Greenhouse Gas Inventory, and in 2008-2009, began developing a climate-neutral action plan for the university. WWU is one of only a handful of schools nationally to both sign the President's Climate Commitment and purchase 100% green energy.

WWU Associated Students Climate-Neutral Travel Resolution

In February of 2007, the Associated Students (AS) Board of Directors adopted a resolution to offset all of the carbon dioxide generated from AS sponsored travel through purchase of carbon-offsets from the non-profit organization, *NativeEnergy*. The offset projects, wind and bio-methane, will effectively neutralize all AS travel-related carbon dioxide emissions.

Governance

Sustainability Committee

The WWU Sustainability Committee made "Climate-Neutrality" the Committee's theme and focus of efforts for 2007. The Committee reviews and shapes many aspects of the university's climate policy, including the Greenhouse Gas Inventory and Climate Action Plan.

Support

Campus Sustainability Coordinator

A pilot Campus Sustainability Coordinator position was established in April, 2006 to further WWU's pursuit of national leadership in campus sustainability. The Coordinator advances university sustainability goals through project coordination, integrating sustainability into WWU's culture, academics and student life, facilitating faculty staff and students to research campus sustainability and acting as a liaison on sustainability initiatives between campuses regionally and nationally. Climate neutrality is a primary focus of the Coordinator for 2009-2010.

Office of Sustainability

In June 2006, the Office of Sustainability (OS) was created to give a home to campus sustainability efforts and house OS staff. The OS currently holds the Campus Sustainability Coordinator, the Climate Action Plan Coordinator, the Resident Resource Awareness Coordinator and four student employees.

Sustainability Institute Initiative

An initiative to create a WWU Sustainability Institute to focus on sustainability in academics at WWU will help fulfill WWU's mission to become a sustainable university. To this end, the Institute will engage faculty and students across campus, including the WWU Sustainability Academy; a group of 50-plus academics who desire to bring WWU into the leading edge of sustainability academics.

Energy Source

100% Green Power

As a result of the 2005, student-led “Green Power Initiative” Western Washington University is powered 100% by alternative energy sources. Florida Power and Light annually provides WWU with 40 million kilowatt hours of domestically-produced, alternative energy via Renewable Energy Credits. Through this program, WWU is one of the nation’s largest buyer of green energy among academic institutions nationally, and largest buyer within the Great Northwest Athletic Conference.

Energy Efficiency

Building Assessment Study

In order to meet the challenge of the President’s Climate Initiative, the Office of Sustainability and Facilities Management are coordinating student efforts for building energy efficiency assessment. Through collaboration with Puget Sound Energy, the Building Assessment Study (BAS) will enlist Energy Efficiency Associates from key student organizations. A BAS pilot began in May of 2008 with lighting retrofit studies for Wade King Recreational Center and will work on other campus buildings to produce reports on potential routes to energy efficiency.

Retrofits

In 2001, the state Energy Savings Company Program (ESCO) was initiated. Energy audits and upgrades were performed in the Performing Arts Center, Wilson Library, Steam Plant and Old Main buildings. Heating and lighting upgrades are projected to save a total of \$250K over the next five years.

Computer Networks

WWU is currently testing power-management software for campus computer networks. It is estimated that the University will achieve significant energy savings through automated shut-down of computers that are not being used. Currently, an Office of Sustainability “Energy Conservation Intern” is working with Academic Computing Services to this end.

Products

Dining Services Local Sourcing

Dining Services sources high-use foods locally and regionally, including milk products and apples from Whatcom County and as bread made from grain grown in Eastern Washington and processed in Portland, Oregon. Local procurement decreases the “food-miles,” and thus the carbon foot-print of our food. In 2008, a joint position between Dining Services and the Office of Sustainability was piloted. The “Sustainable Food Systems Coordinator” position will continue throughout the 2009-2010 school year.

Grays Harbor Paper

Printing Services and the Associated Students currently use Gray’s Harbor Paper for the majority of their printing. The 100% post-consumer recycled, chlorine-free paper is processed using 100% on-site biomass-derived energy.

Transportation

Student Bus Pass

In April of 2007, WWU students voted to approve a Student Transportation fee initiative which will provide all WWU students with a regional transit pass and extended night transit service, intended to significantly decrease student commuter car trips and carbon dioxide emissions.

Employee CTR Program

The WWU Commute Trip Reduction program, including discounted transit passes for Faculty and Staff has succeeded in reducing employee single-occupant vehicle commute trips to 60%. In 2007, WWU began the Campus Commuter Challenge. The program is designed to reduce employee commuter trips by the equivalent of an additional 150 year-round car-free commuters. WWU Sustainable Transportation employs a student Sustainable Transportation Coordinator position who collaborates on trip reduction projects to reduce community traffic impacts, water quality impacts and carbon dioxide emissions.

Lincoln Creek Transportation Center

The LCTC serves as the only park-and-ride location along the Interstate 5 service corridor connecting 3 transit systems in Whatcom, Skagit and Island Counties. There are approximately 300 weekday inter-county bus trips currently using this facility. Success of this project is measured by the reduction of vehicle miles driven and corresponding reduction in greenhouse gases.

Academics

Teaching For a Positive Future

Teaching for a Positive Future is a pilot project designed to infuse information about sustainability into the preparation of teachers and other education and human services professionals. The project provides a variety of professional development activities for teacher education faculty and pre-service teachers and develops the knowledge, skills, and dispositions that contribute to development of *sustainability literate* education professionals.

Vehicle Research Institute

In 1972, the Vehicle Research Institute was created to provide sustainable vehicle design, prototype construction and consulting for government and private industry. A student-designed car that runs on bio-diesel – derived from waste vegetable oil – placed third in the national 2003 Tour de Sol competition, outperforming 21 vehicles nationwide including Toyota's Prius.

Research Awards

In fall 2003, a \$40K grant was awarded to WWU from the Whatcom Council of Governments, allowing two Huxley graduate students to study transportation systems in Whatcom, Skagit, Snohomish and Island counties.

Student/Staff/Faculty Collaboration

SEEDS Program

Under the SEEDS (Social, Economic and Environmental Development Studies) banner, students, staff and faculty come together to work on ground-breaking, progressive and often visionary projects. Modeled after UBC's successful program, WWU SEEDS coordinates class projects, internships and applied research opportunities relating to sustainability. WWU students earn academic credit for their work.

Instructors become more fully involved in the community. Staff gains research supporting sustainability in their area of operation. This Office of Sustainability effort will be enhanced through future collaboration with the Sustainability Institute Initiative.

Example SEEDS Projects addressing energy use and climate neutrality:

- *Building Monitoring System:* Two Western seniors in the electronics engineering department are building an energy monitoring system that will measure energy use on a floor-by-floor basis in buildings on campus and send the data to a student-accessible Web site.
- *Energy Conservation Media Campaign:* A product of Professor Wendy Walker's environmental education class, students created student-centered energy conservation media in order to raise awareness of energy issues and promote conservation.
- *Residence Hall Energy Conservation Project:* An Environmental Education Master's project designed to assess current energy use in specific residence halls, identify barriers to decreasing energy use and provide tools to help residents meet conservation targets.
- *Elevator Education Project:* Exercise Science students have created an information campaign and event to promote the use of stairs as a route to health and climate-neutrality.

Multi-department Strategies

10x10 Campaign

The "10 x10 Campaign" is a university-wide, department-focused effort to reduce utility use across campus and conserve university funds through sustainability education, utility monitoring, improved building performance and monetary incentives. The 10x10 campaign will implement conservation measures to embark the university on a path to realize a 10% reduction in utility consumption by the end of 2010. Four core strategies for achieving this goal are sustainability education, improved building performance, utility monitoring, and monetary incentives. The campaign will make use of Departmental Sustainability Coordinators who will infuse sustainability into departments across campus. Departmental Sustainability Coordinators are individuals identified by their department who work to:

- Inspire colleagues to make positive changes in energy use, waste generation and transportation.
- Provide information about the environmental impacts of daily activities.
- Help individuals identify more sustainable ways to work, teach and learn.
- Act as a liaison between their department and the Office of Sustainability.

This Office of Sustainability program will enter the pilot phase in fall of 2009.

Community Leadership and Collaboration

Community Green Power Challenge & Whatcom Community Energy Challenge

After the WWU Green Power Initiative was passed, Sustainable Connections created the Community Green Power Challenge which helped the City of Bellingham and Whatcom County to purchase 100% green energy for their operations. On April 21, the City of Bellingham was recognized by the U.S. Environmental Protection Agency (EPA) as the first Green Power Community in Washington State – one of only seven in the nation. Now, Sustainable Connections is developing a Community Energy Challenge to encourage energy efficiency throughout the city and county. Sustainable Connections has requested collaboration with WWU on the Challenge with the WWU "10x10 Campaign" working toward this end.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: Board Audit Committee and President Bruce Shepard
DATE: June 11, 2010
SUBJECT: Approval of Amendments to Audit Committee Charter
PURPOSE: Action Item

Purpose of Submittal:

The Board of Trustees Audit Committee, as part of its oversight responsibilities, undertook a comprehensive review of the WWU Audit Committee Charter. For review and guidance, the Audit Committee consulted with President Shepard, Kathy Wetherell, Vice President for Business and Financial Affairs, and Kim Herrenkohl, Internal Audit Director.

Amendments to the Audit Committee Charter include:

- Moving the responsibility of approving the Internal Audit Schedule from the Audit Committee to the Board of Trustees.
- Changes to acknowledge current best practices.
- Housekeeping edits.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon 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.

Documents Attached:

- Audit Committee Charter in strike-through format
- Audit Committee Charter with edits incorporated

Western Washington University Audit Committee Charter

Role

The Audit Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business and financial risk as such is identified in any audit process, and to comply with significant applicable legal, ethical, and regulatory requirements. The Committee will oversee: a) matters related to the financial statements of the university and other official financial information provided to the public; b) the system of internal controls, including compliance with applicable policies and procedures and risk management; c) the annual independent audit process, including recommending to the Board of Trustees the appointment, compensation, retention and oversight of the independent auditors engaged to audit the financial statements of the University; d) the effectiveness of the internal audit program; and e) the interactions with the state auditor, as appropriate.

The Committee serves in an advisory capacity to assure the demonstrable integrity, accountability, completeness, and effectiveness of university policies and their implementation, guided by analytical consideration of the magnitude of potential institutional risks and vulnerabilities. The Committee further recommends to the full Board broad policy for ensuring accurate financial reporting, sound risk management, and ethical behavior. The Committee's duties do not replace or duplicate established responsibilities and delegations for university leadership and management. Further, the Audit Committee does not act on behalf of the Western Washington University Board of Trustees, conduct hearings, or take testimony or public comment.

Membership

The membership of the Committee consists of three trustees selected by the Board. The Audit Committee shall include or have access to a financial expert.

Operations

The Committee meets at least four times a year. Additional meetings may occur as the Committee or its chair deems advisable. The Committee will cause to be kept adequate minutes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Communications

The internal auditor, independent auditors and state auditor report directly to the Committee. The Committee maintains free and open communication with the

Approved by the Board of Trustees April 22, 2005

Revision Approved by the Board of Trustees August 3, 2007

Revision – Draft for June 11, 2010 Board of Trustees Meeting

internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

Relationship between Audit Committee, University Leadership, Internal Auditor, Independent Auditors and State Auditor

The Committee relies on the expertise and knowledge of the university's leadership team, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. The President of the University is responsible to the Board and with the counsel of the Audit Committee for ensuring that internal controls are reasonable and determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for auditing the University's financial statements. The state auditor's responsibilities are established by law and carried out pursuant to the policies and procedures dictated by the Washington State Auditor's Office. The internal auditor is responsible for providing an independent appraisal function which evaluates the university's activities to assist the Board of Trustees, President and University leadership team in the discharge of their oversight, management and operating responsibilities.

Audit Committee Responsibilities

In performing its audit oversight responsibilities, the Audit Committee shall:

General:

1. Review the coordination of audit efforts to ensure completeness of coverage, reduction of redundant efforts, the effective use of audit resources, and the use of independent auditors other than the state auditor.
2. Meet with the President in private session to discuss any matters the Committee or the President believes should be discussed privately with the Audit Committee.
3. Review policies and procedures with respect to transactions between the University and trustees, or affiliates of trustees.
4. Review with management and the independent auditor the effect of any regulatory and accounting initiatives, as well as off-balance-sheet structures, if any.
5. Undertake an annual evaluation of the Committee's performance.

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of the university leadership team, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.
2. Consider and review the university's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report about the University's assessment.
 - b. The adequacy of the University's internal controls including computerized information system controls and security.
 - c. Any related significant internal control findings and recommendations of the independent auditors or state auditor together with management responses.
3. Periodically, review with the President and the appropriate auditors the University's critical accounting policies.
4. Review and oversee procedures for: (a) receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls and auditing matters; and (b) the confidential, anonymous submission of employee concerns regarding accounting or auditing matters.

Internal Audit Program:

1. Review the responsibilities, functions and performance of the University's internal audit program and consult with management with respect thereto.
2. Review and concur with the President's appointment, evaluation, replacement, reassignment, or dismissal of the Director of the Office of the Internal Auditor.
3. Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to enable it to effectively carry out the internal audit program's responsibilities.

4. Receive and review all audit, consultation and investigation reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
5. Review and make recommendation to the Board of Trustees regarding the Internal Audit schedule. Receive periodic updates from the Office of the Internal Auditor on the status of the audit schedule.
6. Annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed.
7. Inquire of the Internal Audit Director regarding any difficulties encountered in the course of audits, consultations and special investigations, including any restrictions on the scope of work or on access to required information.
8. Meet with the internal auditor in private session to discuss any matters the Committee or the internal auditor believe should be discussed privately with the Audit Committee, and report the results of such meetings to management.

External Audit Activities:

1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.
2. Evaluate the independent auditors' qualifications, performance, and independence, including that of the lead partner.
3. Pre-approve any non-audit services provided by the independent auditors, including tax services.
4. Ensure the periodic rotation of lead or concurring partner for independent auditor and establish appropriate interval for rotation.
5. Resolve any disagreements between management and the independent and/or state auditors.
6. Ensure receipt from the independent auditors of a formal written statement delineating all relationships between the auditors and the University or any other matter that may impact the objectivity and independence of the auditors.
7. Review with the independent auditor, state auditor and university President the scope and plan for the various audits.

8. Upon completion of each audit performed by the independent and state auditors, conduct a detailed review of the audit report with management and the appropriate auditor and discuss any significant findings, recommendations and management's responses.
9. Review with management, independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
10. Inquire of the independent and state auditors any difficulties encountered in the course of audits, including any restrictions on the scope of work or on access to required information.
11. Meet with the independent auditors and state auditor in private sessions to discuss any matters the Committee or the auditors believe should be discussed privately with the Audit Committee, and report the results of such meetings to management. In order to assure independence, private sessions shall be held at least once a year.
12. Receive and review all outside audit, investigation and regulatory findings and reports of the university including, but not limited to, those from the State Auditor's Office Whistleblower Program, Executive Ethics Board, and Internal Revenue Service. Ensure that management responds appropriately to issues raised.

Western Washington University Audit Committee Charter

Role

The Audit Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business and financial risk as such is identified in any audit process, and to compliance^[A1] with significant applicable legal, ethical, and regulatory requirements. The Committee will oversee: a) matters related to the financial statements of the university and other official financial information provided to the public; b) the system of internal controls, including compliance with applicable policies and procedures and risk management; c) the annual independent audit process, the accounting and financial reporting processes of the University; b) the external audits of the University's financial statements, including recommending to the Board of Trustees the appointment, compensation, retention and oversight of the independent auditors engaged to audit the financial statements of the University; de) the effectiveness of the internal audit program; and ed) the interactions^[A2] with the state auditor, as appropriate.

~~The Committee's duties do not replace or duplicate established management responsibilities and delegations.~~^[A3] Instead, the The Committee serves in an advisory capacity to guide the direction of management's actions to assure the demonstrable integrity, accountability, completeness, and effectiveness of university policies and their implementation, guided by analytical consideration of the magnitude of potential institutional risks and vulnerabilities.^[A4] The Committee further^[A5] and recommends to the full Board broad policy for ensuring accurate financial reporting, sound risk management, and ethical behavior. The Committee's duties do not replace or duplicate established responsibilities and delegations^[A6] for university leadership and management.^[A7] Further, the Audit Committee does not act on behalf of the Western Washington University Board of Trustees, conduct hearings, or take testimony or public comment.

Membership

The membership of the Committee consists of three trustees selected by the Board. The Audit Committee shall include or have access to a financial expert.

Operations

The Committee meets at least four times a year. Additional meetings may occur as the Committee or its chair deems advisable. The Committee will cause to be

Approved by the Board of Trustees April 22, 2005

Revision Approved by the Board of Trustees August 3, 2007

Revision – Draft for June 11 April 15, 2010 Audit Committee Board of Trustees meeting

kept adequate minutes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Communications

The internal auditor, independent auditors and state auditor report directly to the Committee. The ~~Committee is expected to maintain~~^[A8] free and open communication with the internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

Relationship between Audit Committee, Management University Leadership, Internal Auditor, Independent Auditors and State Auditor

The Committee relies on the expertise and knowledge of the university's leadership team^[A9] management, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. ~~Management~~^[A10] The pPresident of the University is responsible to the Board and with the counsel of the Audit Committee^[A11] for ensuring that internal controls are reasonable and determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for auditing the University's financial statements. The state auditor's responsibilities are established by law and carried out pursuant to the policies and procedures dictated by the Washington State Auditor's Office state-auditor. The internal auditor is responsible for providing an independent appraisal function which evaluates the university's activities to assist the Board of Trustees, President and University management leadership team in the discharge of their oversight, management and operating responsibilities. ~~It is not the duty of the Committee to plan or conduct audits, to determine that the financial statements are complete and accurate and in accordance with generally accepted accounting principles, to conduct investigations, or to assure compliance with laws and regulations or the University's standards of business conduct, codes of ethics, internal policies, procedures and controls.~~

Audit Committee Responsibilities

In performing its audit oversight responsibilities, the Audit Committee shall:

General:

1. Review the coordination of and audit efforts to ensure completeness of coverage, reduction of redundant efforts, the effective use of audit resources, and the use of independent auditors other than the state auditor.

2. Meet with ~~management the P~~resident in private session to discuss any matters the Committee or ~~management the P~~resident believes should be discussed privately with the Audit Committee.
 3. Review policies and procedures with respect to transactions between the University and trustees, or affiliates of trustees.
 4. Review with management and the independent auditor the effect of any regulatory and accounting initiatives, as well as off-balance-sheet structures, if any.
54. Undertake an annual evaluation of the Committee's performance.

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of ~~management the university leadership team~~, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.
2. Consider and review the university's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report about the University's assessment.
 - b. The adequacy of the University's internal controls including computerized information system controls and security.
 - c. Any related significant internal control findings and recommendations of the independent auditors or state auditor together with management responses.
3. Periodically, rReview with ~~management the p~~President and the appropriate auditors the University's critical accounting policies.
4. Review and oversee procedures for: (a) receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls and auditing matters; and (b) the confidential, anonymous submission of employee concerns regarding accounting or auditing matters.

Internal Audit Program:

1. Review the responsibilities, functions and performance of the University's internal audit program and consult with management with respect thereto.
2. Review and concur with the President's appointment, evaluation, replacement, reassignment, or dismissal of the Director of the Office of the Internal Auditor.
3. Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to enable it to effectively carry out the internal audit program's responsibilities.
4. Receive and review all audit, consultation and investigation reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
5. ~~Approve~~ Review and make recommendation to the Board of Trustees regarding the ~~annual~~ Internal Audit schedule ~~and any significant unscheduled audits and consulting requests that arise during the year.~~ Receive periodic updates from the Office of the Internal Auditor on the status of the ~~annual~~ audit schedule.
6. Annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed.
7. Inquire of the Internal Audit Director regarding any difficulties encountered in the course of audits, consultations and special investigations, including any restrictions on the scope of work or on access to required information.
8. Meet with the internal auditor in private session to discuss any matters the Committee or the internal auditor believe should be discussed privately with the Audit Committee, and report the results of such meetings to management.

External Audit Activities:

1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.
2. Evaluate the independent auditors' qualifications, performance, and independence, including that of the lead partner.

3. Pre-approve any non-audit services provided by the independent auditors, including tax services.
4. Ensure the periodic rotation of lead or concurring partner for independent auditor and establish appropriate interval for rotation.
5. Resolve any disagreements between management and the independent auditors and/or state auditors.
64. Ensure receipt from the independent auditors of a formal written statement delineating all relationships between the auditors and the University or any other matter that may impact the objectivity and independence of the auditors.
75. Review with the independent auditor, state auditor and **management university pPresident** the scope and plan for the various audits.
86. Upon completion of each audit performed by the independent and state auditors, conduct a detailed review of the audit report with management and the appropriate auditor and discuss any significant findings, recommendations and management's responses.
97. Review with management, independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
108. Inquire of the independent and state auditors any difficulties encountered in the course of audits, including any restrictions on the scope of work or on access to required information.
119. Meet with the independent auditors and state auditor in private sessions to discuss any matters the Committee or the auditors believe should be discussed privately with the Audit Committee, and report the results of such meetings to management. In order to assure independence, private sessions shall be held at least once a year.
1240. Receive and review all outside audit, investigation and regulatory findings and reports of the university, such as including, but not limited to, those from the State Auditor's Office Whistleblower pProgram, Executive Ethics Board, and Internal Revenue Services, etc. Ensure that management responds appropriately to issues raised.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: Board Audit Committee and President Bruce Shepard

DATE: June 11, 2010

SUBJECT: **Approval of Amendments to Internal Audit Charter, Policies and Procedures**

PURPOSE: Action Item

Purpose of Submittal:

In a recent review of the WWU Audit Committee Charter, the Audit Committee recommends amendments to its Charter that moves the responsibility of approving the Internal Audit Schedule from the Audit Committee to the Board of Trustees (presented at today's June 11, 2010 Board meeting). The Office of the Internal Auditor Charter, policies and procedures were amended recently on April 16, 2010; however, due to changes in the Audit Committee Charter, changes to the Office of the Internal Auditor Charter, policy and procedures are required for consistency.

The Audit Committee with President Shepard, requests the Board's approval of the following amended Internal Audit documents:

- Office of the Internal Auditor Charter
- POL-U1500.01 Establishing Internal Audit Activities
- PRO-U1500.01A Creating the Internal Audit Schedule
- PRO-U1500.01B Requesting Internal Audit Services During the Year

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon 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.

Documents Attached:

The following documents are attached, first in strike-through format and then with edits incorporated:

- Office of the Internal Auditor Charter
- POL-U1500.01 Establishing Internal Audit Activities
- PRO-U1500.01A Creating the Internal Audit Schedule
- PRO-U1500.01B Requesting Internal Audit Services During the Year

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE INTERNAL AUDITOR**

CHARTER

PURPOSE:

The purpose of this charter is to define the authority and responsibilities of the Western Washington University Office of the Internal Auditor. This charter is approved by the University Board of Trustees of Western Washington University.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The internal audit review and appraisal process does not in any way relieve other University personnel of the responsibilities assigned to them.

Western Washington University is committed to the professional practice of internal auditing. The Office of the Internal Auditor will uphold the principles of integrity, objectivity, confidentiality, and competency as defined in the Institute of Internal Auditors Code of Ethics and will adhere to the *International Standards for the Professional Practice of Internal Auditing (Standards)*.

ORGANIZATION AND AUTHORITY:

The Office of the Internal Auditor reports functionally to the Audit Committee of the Board of Trustees and administratively to the President's Office to permit independent and unbiased judgments essential to the proper conduct of audits.

Internal Audit participates in Audit Committee meetings and has free and open communication with the Audit Committee of the Board of Trustees. Internal Audit presents an annual report of its operations to the Board of Trustees.

The Office of the Internal Auditor is authorized to have access to information including computer files, records, property and personnel of the University excluding individual user's computer passwords. University units will submit information and records in a timely manner and in the form specified by the Office of the Internal Auditor.

INDEPENDENCE:

Internal Audit management and staff will be independent of the activities that they review. In performing the audit function, the Office of the Internal Auditor has no direct responsibility for, or authority over, any of the activities reviewed. Independence requires that the Internal Auditor carry out work freely and objectively. The Internal Auditors are not to subordinate their judgment on audit matters to the opinions of others.

RESPONSIBILITIES:

A biennial, risk based audit schedule is created each year which allows for contingencies that develop during the year. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management. The Audit Committee reviews and makes recommendations regarding the audit schedule and the Board of Trustees approves the audit schedule. Audit services are coordinated with external auditors to reduce duplication of efforts and increase audit coverage of the University.

The Office of the Internal Auditor performs internal operational, compliance, and financial related audits of programs, services, departments and accounts that come under the budget authority of the University. Internal Audit performs four types of audit services:

1. Assurance Services: Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. Consulting Services: Consulting services are advisory and other service activities include counsel, advice, facilitation, process design and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence.
3. Special Investigations: Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.
4. Follow-up Engagements: Follow-up engagements evaluate plans and actions taken to correct reported conditions.

AUDIT REPORTS:

Prior to the creation of the draft audit report, the results of the audit engagement are communicated to the appropriate, designated members of management. The Office of the Internal Auditor creates written audit reports which are submitted in draft form first to the President and then to the Provost, Vice President, Dean and department under review, depending on the audit engagement. The Office of the Internal Auditor will meet with appropriate university personnel to discuss the draft report, make agreed upon changes and submit a final draft report to appropriate management requesting written responses that include corrective action plans directed toward addressing each of the recommendations. Management's responses are incorporated into the final audit report. Copies of the final audit reports are distributed to the Audit Committee of the Board of Trustees, President and Provost, Vice President or Dean whose areas were reviewed. Persons receiving final audit reports from the Office of the Internal Auditor may distribute copies of the report to appropriate staff.

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE INTERNAL AUDITOR**

CHARTER

PURPOSE:

The purpose of this charter is to define the authority and responsibilities of the Western Washington University Office of the Internal Auditor. This charter is approved by the University Board of Trustees of Western Washington University.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The internal audit review and appraisal process does not in any way relieve other University personnel of the responsibilities assigned to them.

Western Washington University is committed to the professional practice of internal auditing. The Office of the Internal Auditor will uphold the principles of integrity, objectivity, confidentiality, and competency as defined in the Institute of Internal Auditors Code of Ethics and will adhere to the *International Standards for the Professional Practice of Internal Auditing (Standards)*.

ORGANIZATION AND AUTHORITY:

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Internal Audit participates in Audit Committee meetings and has free and open communication with the Audit Committee of the Board of Trustees. Internal Audit presents an annual report of its operations to the Board of Trustees.

The Office of the Internal Auditor is authorized to have access to information including computer files, records, property and personnel of the University excluding individual user's computer passwords. University units will submit information and records in a timely manner and in the form specified by the Office of the Internal Auditor.

INDEPENDENCE:

Internal Audit management and staff will be independent of the activities that they review. In performing the audit function, the Office of the Internal Auditor has no direct responsibility for, or authority over, any of the activities reviewed. Independence requires that the Internal Auditor carry out work freely and objectively. The Internal Auditors are not to subordinate their judgment on audit matters to the opinions of others.

RESPONSIBILITIES:

A biennial, risk based audit schedule is created each year which allows for contingencies that develop during the year. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management. The Audit Committee reviews and makes recommendations regarding the audit schedule and approved by the Audit Committee of the Board of Trustees approves the audit schedule. Audit services are coordinated with external auditors to reduce duplication of efforts and increase audit coverage of the University.

The Office of the Internal Auditor performs internal operational, compliance, and financial related audits of programs, services, departments and accounts that come under the budget authority of the University. Internal Audit performs four types of audit services:

1. Assurance Services: Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. Consulting Services: Consulting services are advisory and other service activities include counsel, advice, facilitation, process design and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence.
3. Special Investigations: Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.
4. Follow-up Engagements: Follow-up engagements evaluate plans and actions taken to correct reported conditions.

AUDIT REPORTS:

Prior to the creation of the draft audit report, the results of the audit engagement are communicated to the appropriate, designated members of management. The Office of the Internal Auditor creates written audit reports which are submitted in draft form first to the President and then to the Provost, Vice President, Dean and department under review, depending on the audit engagement. The Office of the Internal Auditor will meet with appropriate university personnel to discuss the draft report, make agreed upon changes and submit a final draft report to appropriate management requesting written responses that include corrective action plans directed toward addressing each of the recommendations. Management's responses are incorporated into the final audit report. Copies of the final audit reports are distributed to the Audit Committee of the Board of Trustees, President and Provost, Vice President or Dean whose areas were reviewed. Persons receiving final audit reports from the Office of the Internal Auditor may distribute copies of the report to appropriate staff.

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

TO: Members of the Board of Trustees

FROM: Board Audit Committee and President Bruce Shepard

DATE: June 11, 2010

SUBJECT: **Approval of 2010-2012 Internal Audit Schedule**

PURPOSE: Action Item

Purpose of Submittal:

In a recent review of the WWU Audit Committee Charter, the Audit Committee recommends moving the responsibility of approving the Internal Audit Schedule from the Audit Committee to the Board of Trustees.

As outlined in Internal Audit's charter, policy and procedures, the Office of the Internal Auditor creates a risk-based audit schedule to maximize the effective use of Western's Internal Audit resources. In developing the 2010-2012 Internal Audit Schedule, Internal Audit utilized a risk assessment process, solicited input from across campus, considered planned external audit coverage, included required follow up audits and allowed for flexibility for contingencies that may arise during the year. Draft Internal Audit Schedules were discussed with the Vice Presidents, Provost, President, and Audit Committee.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Shepard, approve the 2010-2012 Internal Audit Schedule.

Documents Attached:

- 2010-2012 Internal Audit Schedule

**Western Washington University
Office of the Internal Auditor
2010-2012 Internal Audit Schedule**

2010-2011

2011-2012

OPERATIONAL/FINANCIAL AUDITS	OPERATIONAL/FINANCIAL AUDITS
<p>Decentralized Accounts Payable Processes</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s non-centralized accounts payable processes.</p> <p>Registrar’s Office</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s registration, transcript, and grade reporting processes and maintenance of sensitive information.</p> <p>Services and Activities Fee Process</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s processes for administering services and activities fees.</p> <p>Athletics Department – Financial Operations</p> <p>To review and evaluate the efficiency, effectiveness and compliance of the Athletic Department’s financial operations.</p> <p>Student Travel Abroad Oversight Compliance</p> <p>To review and evaluate if all events or programs where Western Washington University students travel and study outside of the United States are administered under the direction of the Center for International Studies in compliance with university policies.</p>	<p>Admissions Office</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s student admission processes, maintenance of sensitive data, and processing of admissions revenues.</p> <p>Grant Administration Process</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s grant processes.</p> <p>Associated Students Bookstore</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the A. S. Bookstore’s purchasing, payables, receiving, service, and book buy-back processes and programs.</p> <p>Human Resources – Recruitment and Hiring Processes</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s recruitment and hiring processes.</p> <p>Student Sports Clubs</p> <p>To review and evaluate the administration of the university’s Student Sports Clubs for operational efficiency, effectiveness and compliance.</p>

2010-2011

2011-2012

<p>Ethics Program</p> <p>To review and evaluate the design and implementation of the University's ethics-related objectives, programs, and activities for efficiency, effectiveness and compliance.</p> <p>Fraud Risk Management Program - Assessment</p> <p>To evaluate the university's fraud risk management practices and controls to determine if the potential risk of fraud is reasonably managed.</p> <p>Cash Audits</p> <p>This on-going project monitors the efficiency, effectiveness and compliance of the University's cash handling processes.</p> <p>Quarterly President Expense Reviews</p> <p>To review the President's state-funded travel and entertainment expenses for compliance with state rules and university policies.</p>	<p>Laboratory Chemicals Audit</p> <p>To review and evaluate the administration and handling of the university's laboratory chemicals for safety and compliance.</p> <p>Department Purchasing Card Audit</p> <p>To review and evaluate department's compliance with state law and University purchasing card policies and procedures.</p> <p>Cash Audits</p> <p>This on-going project monitors the efficiency, effectiveness and compliance of the University's cash handling processes.</p> <p>Quarterly President Expense Reviews</p> <p>To review the President's state-funded travel and entertainment expenses for compliance with state rules and university policies.</p>
<p style="text-align: center;">FOLLOW UP AUDITS</p> <ul style="list-style-type: none">• Payroll Time Keeping Audit• Extended Education & Summer Programs - Conflict of Interest and Food Services Investigation• Purchasing Card Audit• Student Form I-9 Audit• Center for International Studies Investigation• Public Safety Ethical Use of Resources Investigation• Facilities Management Ethical Use of Cell Phone Investigation• Outside Consulting and Employment Audit	<p style="text-align: center;">FOLLOW UP AUDITS</p> <ul style="list-style-type: none">• Payments and Reimbursements to Board of Trustees Audit• Accounts Receivable and Collections Audit• Property Management Contract Consultation• Computer Science Department Payroll Overpayment Investigation

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

TO: Members of the Board of Trustees
FROM: Bruce Shepard, President
DATE: June 11, 2010
SUBJECT: Election of Board Officers
PURPOSE: Action Item

Purpose of Submittal:

Chair Sharpe will hear discussion and nominate Board officers pursuant to the *WWU Board of Trustees Rules of Operation*, Section 5(.01)Officers and Terms. This section in the Rules of Operation states that the Board will elect a chair, vice chair, and secretary for two-year terms.

Proposed Motion:

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.

Publicity: Office of University Communications

**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: June 11, 2010

SUBJECT: **Campaign Priorities**

PURPOSE: Discussion Item

Purpose of Submittal:

Provide an update to the Board on Campaign Priorities.

**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: June 11, 2010

SUBJECT: **Branding and Marketing Update**

PURPOSE: Discussion Item

Purpose of Submittal:

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

**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: June 11, 2010

SUBJECT: **Legislative Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Sherry Burkey, Associate Vice President for University Relations will give an update on legislative activities.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Wendy Bohlke, Senior Counsel

DATE: June 11, 2010

SUBJECT: Amendments to 1995 Agreement with Western Washington University Foundation

PURPOSE: Discussion 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.

Attached is a revised form of the agreement in 'legislative format,' which incorporates an existing amendment recommended by the State Auditor in 1997 regarding occasional parking for donors, expands on the relationship in connection with management of other University endowment funds, and otherwise 'cleans up' the agreement. Compliance with and exemption from public records law is squarely addressed.

This draft has been reviewed by the Foundation's Board of Directors, President Shepard, Vice President Wetherell, Vice President Bowers, and staff from the Development Office and Business and Financial Affairs, as well as Wendy Bohlke, Senior Counsel. The Board is asked to review this draft, forwarding questions to President Shepard or Wendy Bohlke. The Agreement will be brought back to the Board of Trustees at its August meeting for further discussion and action.

Supporting Information:

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

D R A F T 5 28 2010 Legislative Format

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

THIS AGREEMENT is entered into by and between WESTERN WASHINGTON UNIVERSITY (the University), a public institution of higher education located in Bellingham, Washington, and ~~the~~ 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 ~~and~~ 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 ~~the~~ 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(10) 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;

~~WHEREAS, the Articles of Incorporation of the Foundation set forth in Article IV declare the purpose of the Foundation to be as follows:~~

- ~~1. Purposes.— The corporation is organized exclusively for educational, charitable, scientific and literary purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended or any successor provision or code (the “Code”).— The primary purposes of the corporation shall be to solicit private contributions to, or for the benefit of, Western Washington University; to receive, hold, invest and administer contributions and other property; to make expenditures to, or for the benefit of, Western Washington University; and to others promote and support, directly or indirectly, the purposes of western Washington University.~~
- ~~2. Limitations.~~
 - ~~a. The corporation shall have no capital stock, and no part of its net earnings shall insure to the benefit of any director or officer of the corporation, or of any private individual.~~
 - ~~b. No director, officer, or any private individual shall be entitled to share in the distribution of any of the corporate assets upon dissolution of the corporation, dissolution or winding up, all the remaining assets of the corporation shall be distributed by the board of directors to Western Washington University for the purposes designated by the donors.~~
 - ~~c. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation except as may be permitted to Section 501(c)(3) organizations by the Internal Revenue Code, and the corporation shall not participate in, or intervene in the (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.~~
 - ~~d. Notwithstanding any other provisions of these Articles, the corporation shall not conduct or carry on activities not permitted to be conducted or carried on by an organization exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code (as now stated or as hereafter amended, or any successor code), or by an organization contributions to which are deductible under Section 170(e)(2) of such Code.~~
- ~~3. Powers.— In general, and subject to such limitations and conditions as are or may be prescribed by law, or in the corporation’s Articles of Incorporation or Bylaws, the corporation shall have all powers which now or hereafter are conferred by law upon a corporation organized for the purpose set forth above, or are necessary or incidental to the powers so conferred, or are conducive to the attainment of the corporation’s purpose.~~

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 ~~through strategic planning objectives.~~

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) Establish rules, regulations and procedures for the necessary management of all affairs of the Foundation in consonance with the laws and regulations described in Section 501(c)(3) of the Internal Revenue Code of 1954, or acts amendatory thereof or supplementary thereto.~~

2. ~~(3)~~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. ~~(4)~~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. ~~(5)~~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. ~~(6)~~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. ~~(7)~~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. ~~(8)~~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. ~~(9)~~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. ~~(10)~~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. ~~(11)~~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. ~~(12)~~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 ~~of~~ 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. Tender to the University immediately all donations it receives from donors who expressly direct that the donation be made to Western Washington University and not The Western Foundation. The Foundation agrees to be responsible for an account for its own records all donations wherein the donor names the Foundation as recipient. 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 ~~exempt~~ 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 ~~services~~, 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. ~~(4)~~ Annually determine the level of services to be provided to the Foundation, in consultation with the Foundation. This will be done in consultation with The Western 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. ~~(5)~~ 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 ~~mutually agree that~~ 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, ~~in the performance of this Agreement,~~ 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 the terms set forth in Western Washington University Board of Trustees rules of operations.

2. ~~The parties agree and acknowledge~~ 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

~~It is mutually understood and agreed that~~ 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. ~~The Foundation's obligation to submit its annual audited financial statement shall be effective October 15, 1995, and thereafter October 15 of each year.~~

~~The University shall submit its annual statement of accounting as defined in Article III by September 1 of each year.~~

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: Peggy Zoro, Chair, Board Audit Committee
DATE: June 11, 2010
SUBJECT: **Board Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

To report to members of the Board of Trustees and the university president and his staff topics related to the Board Audit Committee.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard on behalf of Vice President Eileen V. Coughlin
DATE: June 11, 2010
SUBJECT: Enrollment and Admissions Summary
PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment and admissions

Supporting Information:

See attached.

June 2010 Enrollment and Admissions Report

Prepared by Karen Copetas, Director of Admissions and Enrollment Planning

Fall 2010 Admissions

With the Admissions cycle for Fall 2010 complete, the academic profile and composition promises to be similar to last year, with the only notable differences being slight increases in admitted students of color and admitted non-residents. Enrollment numbers in each of those groups are expected to increase slightly as well, but will not be available until October 2010. These differences reflect changing demographics in the state of Washington, including an increase in ethnic and racial diversity at Washington high schools and community colleges, and an overall decrease in the number of high school graduates. A comparison of Fall 2010 and Fall 2009 admission statistics is attached.

Fall 2010 On-Campus Enrollment Projection

Total on-campus enrollment is projected at 13,800 to 13,900 compared with fall 2010 actual enrollment of 13,785. Registration trends of current students continuing fall quarter are similar to Fall 2009 registration patterns. University Residences and Financial Aid have experienced an increase in applications from continuing students.

Spring 2010 Graduation Statistics

A snapshot of the graduating class includes the following statistics:

Undergraduates:

- 59% started as freshmen, 41% as transfers
- 10% studied abroad
- 63% transferred in credits from a WA community college
- 23% came in with AP credits
- 37% have at least one minor
- 47% have taken a WWU PE course
- 40% took at least one foreign language course

Graduates:

- 48% were WWU undergraduate students at one time

Admission Trends			
	Fall 2009		Fall 2010
	final #s		
Freshmen			
Applications	9619		9333
Admits	6989		6892
% overall % admitted	72.7%		73.8%
% non-resident	15.8%		16.7%
% students of color	25.7%		26.9%
% male	39.2%		39.2%
middle 50% GPA range	3.38 - 3.81		3.35 - 3.80
mean SAT (verbal+math+writing) (national average is 1500)	1691		1698
Enrollment target	2688		2700
Transfers			
Applications	2226		2298
Admits	1290		1283
% overall % admitted	57.9%		55.8%
% non-resident	10.2%		12.3%
% students of color	18.6%		22.9%
% male	45.3%		43.4%
middle 50% GPA range	2.98 - 3.58		2.99 - 3.57
% from a WA community college	73.2%		75.8%
Enrollment target	791		800

**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: June 11, 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

The inaugural Back2Bellingham Alumni & Family Reunion exceeded expectations with more than 600 alumni returning to campus from 20 states and three countries. Over the four-day event, alumni were joined by more than 200 faculty and staff who chose from 121 educational, recreational and social activities organized by 55 campus departments and programs. Additionally, numerous local retailers joined the celebration and offered discounts to our guests throughout the weekend. Planning is underway for the second Back2Bellingham Alumni & Family Reunion Weekend which is scheduled for May 17-20, 2012.

The 2010 Alumni Awards Celebration kicked off the Back2Bellingham Alumni & Family Reunion weekend with 250 alumni, family and community leaders attending a formal dinner to honor the eleven alumni and legacy family awardees.

Four alumni have been nominated and confirmed to join the Alumni Association Board of Directors. They bring great depth of skill and diversity through their college affiliation, profession, ethnicity, gender, age and geographic location.

We continue the quarterly distribution of eCommunications to alumni in our effort to keep them involved in the story of Western and their colleges. Recently, we distributed two individual college eNewsletters with an average open rate of 25% and a 0% unsubscribe rate.

The Grad Pack for graduating seniors has seen a steady increase in purchases among our graduates with 21% of those who are participating in the June commencement purchasing a Pack. The Packs include Western gear and a membership in the Alumni Association.

Alumni Events

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

Recent Programs include:

YOUNG ALUMNI AND BROAD-BASED PROGRAMS

May 13 - Alumni Awards Celebration, Campus

May 14 – 16 – All Alumni Reunion: Back2Bellingham Weekend

June 9 – 10 – Senior Celebration, Campus

June 11 – Outstanding Grad Celebration

Upcoming Programs:

STUDENT PROGRAMMING

June 12 - Commencement

January 29, 2011 – Alumni Scholarship Dinner, Campus

BROAD-BASED ALUMNI PROGRAMS

September 8 – Get Your Blue On BBQ & Blue Grass Concert, Campus

September 24 to 26 - Tour to Eastern WA Wine Country

October 29 – November 4 - Alumni Campus Abroad - Tour of Italy

GOLDEN VIKING PROGRAMS

July 14-15 - Golden Viking Reunion, Campus

July 16 - Grandparents U BBQ, Campus

WESTERN WASHINGTON UNIVERSITY

Capital Program Report

Board of Trustees

June 11, 2010

MAJOR CAPITAL PROJECTS

- **Miller Hall Renovation**

The Miller Hall Renovation project is approximately 60% through the construction of the Phase 1 - 1960's wing work. The GC/CM contractor, Dawson Construction, and the A/E team led by Mahlum are working with University staff as the construction work progresses. Tracking of the LEED status for the project is done weekly in meetings with Dawson, WWU and Mahlum and the project is on track for LEED silver certification.

Dawson Construction has stated that the renovation is on schedule with work continuing in the 1960's wing, as well as, the new electrical room in the basement in the 1940's building. This phase of the work will continue until substantial completion is reached on August 18, 2010. Current occupants of the 1940's wing will then be relocated into new and temporary offices in the renovated 1960's building prior to the start of fall quarter. Renovation of the 1940's building follows immediately after that building is empty with renovation scheduled to be complete by the fall of 2011.

The University, along with consultants, have begun the necessary planning to facilitate the moving of Woodring College of Education staff out of the 1940's building and into their new permanent offices in the 1960's, Phase I, building starting in late August 2010. The office of the Dean and Student Services will be housed in the Phase I building but in temporary offices. Their permanent offices are located in the 1940's building, which will not be ready for occupancy until late in 2011.

- **Buchanan Towers Addition**

The building exterior dampproofing wrap is in place for all three towers, windows have been set and brick work is nearly finished on the most eastern tower. The rough-in of interior building systems is nearing completion in all towers. The gypsum wallboard has been installed in the eastern tower and is starting in the middle tower.

The framing for the café addition on the front of Buchanan Towers is nearly complete and the partitions are being placed in the first floor renovations to the existing building.

The work is behind schedule. The University has informed the contractor of our concern and has requested that they provide a plan to ensure that the August 2010 scheduled date of Substantial Completion is met.

OTHER CAPITAL ITEMS AND PROJECTS OF INTEREST

- **Chemistry Building Addition**

Construction for this project has reached substantial completion and the final corrections/touch-up "punchlist" related work is underway. Final laboratory exhaust ductwork and fixed equipment connections are being accomplished. Building commissioning is in progress with the testing and calibration of building systems and lab equipment.

The construction and consulting teams have continued to work well together on this project and the facility is anticipated to be open for Summer Quarter.

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

Construction for this project is in progress. Select rooms in Haggard Hall and Wilson Library are being renovated to accommodate the relocation of ATUS services from Miller Hall. Most of the mechanical and electrical rough-in work is complete. Interior partition acoustic insulation and gypsum wallboard installation is currently underway.

The new computer lab in Haggard Hall 233 will be operational for Summer Quarter. The remainder of the project is anticipated to be substantially complete, according to schedule, in early August 2010.

- **Classroom Mediation**

Construction began during Spring Quarter 2010 to provide media upgrades to classrooms in fourteen buildings on the main campus including Arntzen Hall, Bond Hall, Parks Hall, Chemistry Building, Environmental Studies, Haggard Hall, and Humanities. The scope of work includes hazardous materials abatement, new lecture podium systems with computer, video and projection equipment; projection screen; whiteboards; modifications to doors, walls, and ceilings; new flooring, ceilings and acoustical wall treatments; and modifications to mechanical and electrical systems.

Colacurcio Brothers mobilized and started work in three of the classrooms immediately after Winter Commencement in March 2010. They will be substantially complete in the three rooms in early June 2010. Work will commence on the remaining eleven classrooms immediately after June Commencement. All work is scheduled to be completed before the start of Fall Quarter 2010.

- **Construction Projects for Summer 2010**

This will be a busy summer on campus with over 30 public works construction contracts (all sizes and fund sources) and a large number of in-house construction projects. At the end of May, 21 public works projects have been designed and bids received, compared with 15 projects at the same time last year. An equal number of in-house projects are also in the queue to begin work after Commencement.

Part of the preparation for this work includes the communication to the campus community regarding the projects and possible impacts from the construction. Communications to the campus occupants includes emails, web site information, press releases, building meetings, and project signage. New this summer will be a campus map with links to project descriptions and project management contacts. The map is available at: <http://www.wvu.edu/depts/fm/ConstructionMap/index.html> (The map and some examples of the information provided are included as attachments to this report.)

- **2011-13 Capital Planning Process**

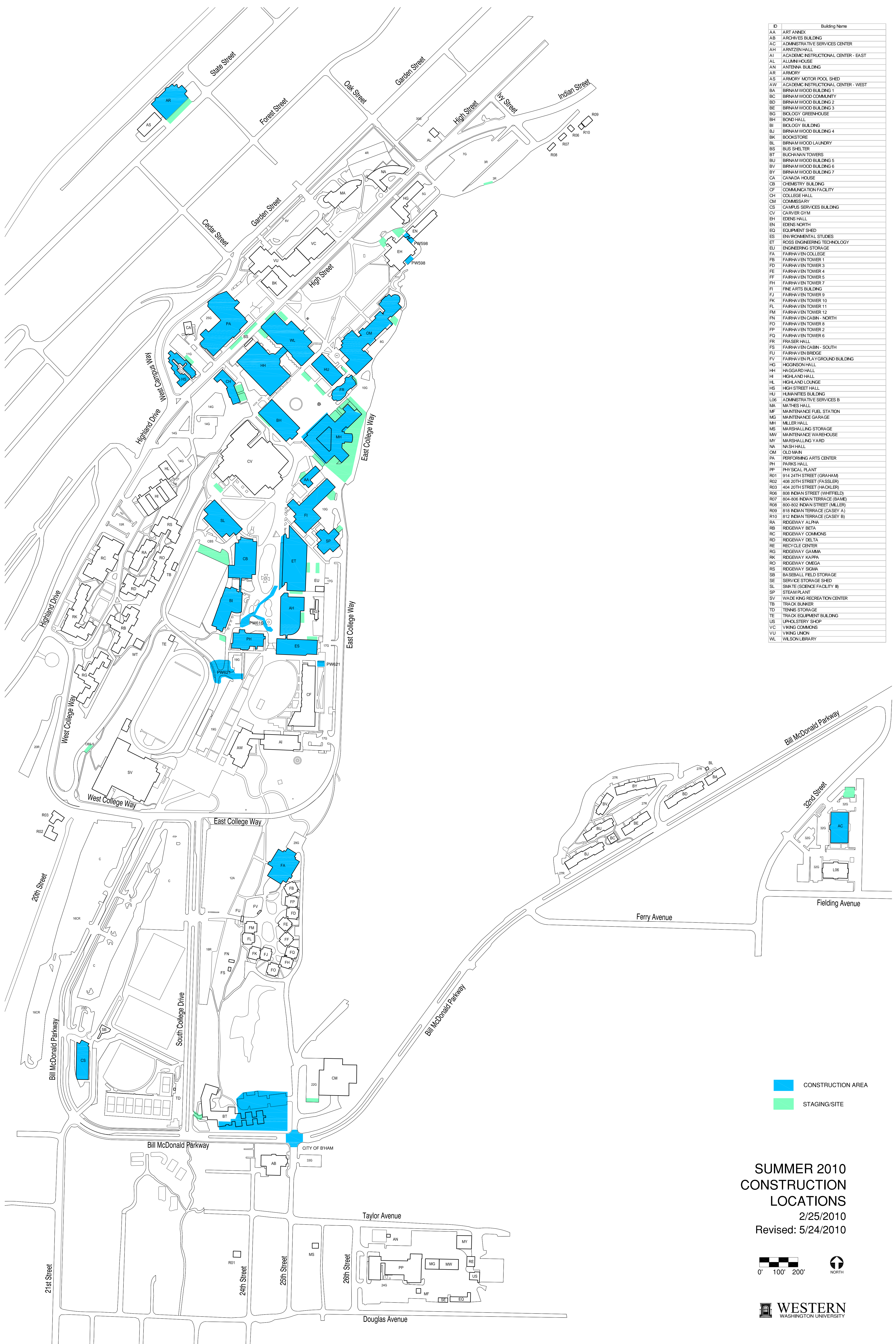
We are halfway through the final step (Step 5 in attachment) in the 2011-13 Capital Planning process. Based upon the Board's approval of the University's 2011-2013 Capital Budget Request at the June 2010 Board meeting, staff will be working to complete our eight major and intermediate separate project proposals for submittal to the Office of Financial Management by August 1, 2010. The eight projects will be scored within the seven categories of predesign, growth, renovation, replacement, research, infrastructure, and land acquisition. The categories of Pre-design and Land Acquisition are new to the process this biennium. Each project proposal

should be categorized exclusively within one category, based on the institution's assessment of the project's primary purpose.

The submittals will be scored and the information shared with the Higher Education Coordinating Board, legislative fiscal committees and the institutions by October 1, 2010. At that time, the Higher Education Coordinating Board begins their deliberations and has until November 15, 2010 to complete a process of creating a single prioritized combined list of proposals from all of the institutions and share their recommendations with the Office of Financial Management. The Governor has until December 20, 2010 to complete her Capital budget to the legislature.

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

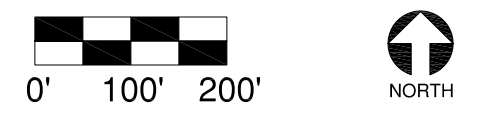
For more information about the Capital Program and the 2011-13 Capital Planning Process see <http://www.wvu.edu/wwuarchitect/>.



ID	Building Name
AA	ART ANNEX
AB	ARCHIVES BUILDING
AC	ADMINISTRATIVE SERVICES CENTER
AH	ARNITZEN HALL
AI	ACADEMIC INSTRUCTIONAL CENTER - EAST
AL	ALUMNI HOUSE
AN	ANTENNA BUILDING
AR	ARMORY
AS	ARMORY MOTOR POOL SHED
AW	ACADEMIC INSTRUCTIONAL CENTER - WEST
BA	BRNAM WOOD BUILDING 1
BC	BRNAM WOOD COMMUNITY
BD	BRNAM WOOD BUILDING 2
BE	BRNAM WOOD BUILDING 3
BG	BIOLOGY GREENHOUSE
BH	BOND HALL
BI	BIOLOGY BUILDING
BJ	BRNAM WOOD BUILDING 4
BK	BOOKSTORE
BL	BRNAM WOOD LAUNDRY
BS	BUS SHELTER
BT	BUCHANAN TOWERS
BU	BRNAM WOOD BUILDING 5
BV	BRNAM WOOD BUILDING 6
BY	BRNAM WOOD BUILDING 7
CA	CANADA HOUSE
CB	CHEMISTRY BUILDING
CF	COMMUNICATION FACILITY
CH	COLLEGE HALL
CM	COMMISSARY
CS	CAMPUS SERVICES BUILDING
CV	CARVER GYM
EH	EDENS HALL
EN	EDENS NORTH
EQ	EQUIPMENT SHED
ES	ENVIRONMENTAL STUDIES
ET	ROSS ENGINEERING TECHNOLOGY
EU	ENGINEERING STORAGE
FA	FARHAVEN COLLEGE
FB	FARHAVEN TOWER 1
FD	FARHAVEN TOWER 3
FE	FARHAVEN TOWER 4
FF	FARHAVEN TOWER 5
FH	FARHAVEN TOWER 7
FI	FINE ARTS BUILDING
FJ	FARHAVEN TOWER 9
FK	FARHAVEN TOWER 10
FL	FARHAVEN TOWER 11
FM	FARHAVEN TOWER 12
FN	FARHAVEN CABIN - NORTH
FO	FARHAVEN TOWER 8
FP	FARHAVEN TOWER 2
FQ	FARHAVEN TOWER 6
FR	FRASER HALL
FS	FARHAVEN CABIN - SOUTH
FU	FARHAVEN BRIDGE
FV	FARHAVEN PLAYGROUND BUILDING
HG	HIGGSON HALL
HH	HAGGARD HALL
HL	HIGHLAND HALL
HL	HIGHLAND LOUNGE
HS	HIGH STREET HALL
HU	HUMANITIES BUILDING
L06	ADMINISTRATIVE SERVICES B
MA	MATHES HALL
MF	MAINTENANCE FUEL STATION
MG	MAINTENANCE GARAGE
MH	MILLER HALL
MS	MARSHALLING STORAGE
MW	MAINTENANCE WAREHOUSE
MY	MARSHALLING YARD
NA	NASH HALL
OM	OLD MAIN
PA	PERFORMING ARTS CENTER
PH	PARKS HALL
PP	PHYSICAL PLANT
R01	914 24TH STREET (GRAHAM)
R02	408 20TH STREET (FASLER)
R03	404 20TH STREET (HACKLER)
R06	808 INDIAN STREET (WHITFIELD)
R07	804-806 INDIAN TERRACE (BAME)
R08	800-802 INDIAN STREET (MILLER)
R09	818 INDIAN TERRACE (CASEY A)
R10	812 INDIAN TERRACE (CASEY B)
RA	RIDGEWAY ALPHA
RB	RIDGEWAY BETA
RC	RIDGEWAY COMMONS
RD	RIDGEWAY DELTA
RE	RECYCLE CENTER
RG	RIDGEWAY GAMMA
RK	RIDGEWAY KAPPA
RO	RIDGEWAY OMEGA
RS	RIDGEWAY SIGMA
SB	BASEBALL FIELD STORAGE
SE	SERVICE STORAGE SHED
SL	SLMATE (SCIENCE FACILITY II)
SP	STEAM PLANT
SV	WADE KING RECREATION CENTER
TB	TRACK BUNKER
TD	TENNIS STORAGE
TE	TRACK EQUIPMENT BUILDING
US	UNIFORMS STORE SHOP
VC	VIKING COMMONS
VU	VIKING UNION
WL	WILSON LIBRARY

CONSTRUCTION AREA
 STAGING/SITE

**SUMMER 2010
 CONSTRUCTION
 LOCATIONS**
 2/25/2010
 Revised: 5/24/2010



FM HOME**How can we help you?****Reporting Emergencies****[Construction Alerts and the "Shape of Things to Come" Construction Newsletter](#)****Utility Shutdowns****Guide to Services**

- **Work Control Center**
- **Organizational Chart**
- **Administration**
- **Operations**
- **Facilities Design & Construction Admin.**
- **Renovation Services**
- **Resource Mgmt.**
- **Office of Sustainability**

Metrics**Forms****Facilities Facts****FAMIS****[FAMIS Self-Service](#)****[FAMIS User Guide](#)****[FM Policies and Procedures](#)****[FM Essential Personnel](#)****Site Index****College Hall (CH)**

search

go

**PW609 College Hall/Performing Arts Upgrade Electrical Distribution**

This project will move College Hall (CH) and the Performing Arts Center (PA) from the 4160V distribution system to the 12.47kV distribution system. The project will also replace the south end PA main electrical service.

The 4160V distribution system is being phased out since the 12.47kV system is more efficient. Moving the University buildings to the 12.47kV system will improve reliability for the electrical distribution system on campus.

The Performing Arts Center will be without electrical service between August 22 at 8 am until August 27 at 7 am. College Hall will have a short power outage, around 2 hours, during the off hours. Exact dates and times will be decided in the near future.

The north end of Parking Lot 11G will be closed between June 14 and June 19. Parking Lot 25G will be closed between June 14 and June 25.

The Contractor will be partially closing High Street between June 14 and 19. WTA buses will be rerouted around High Street during that week.

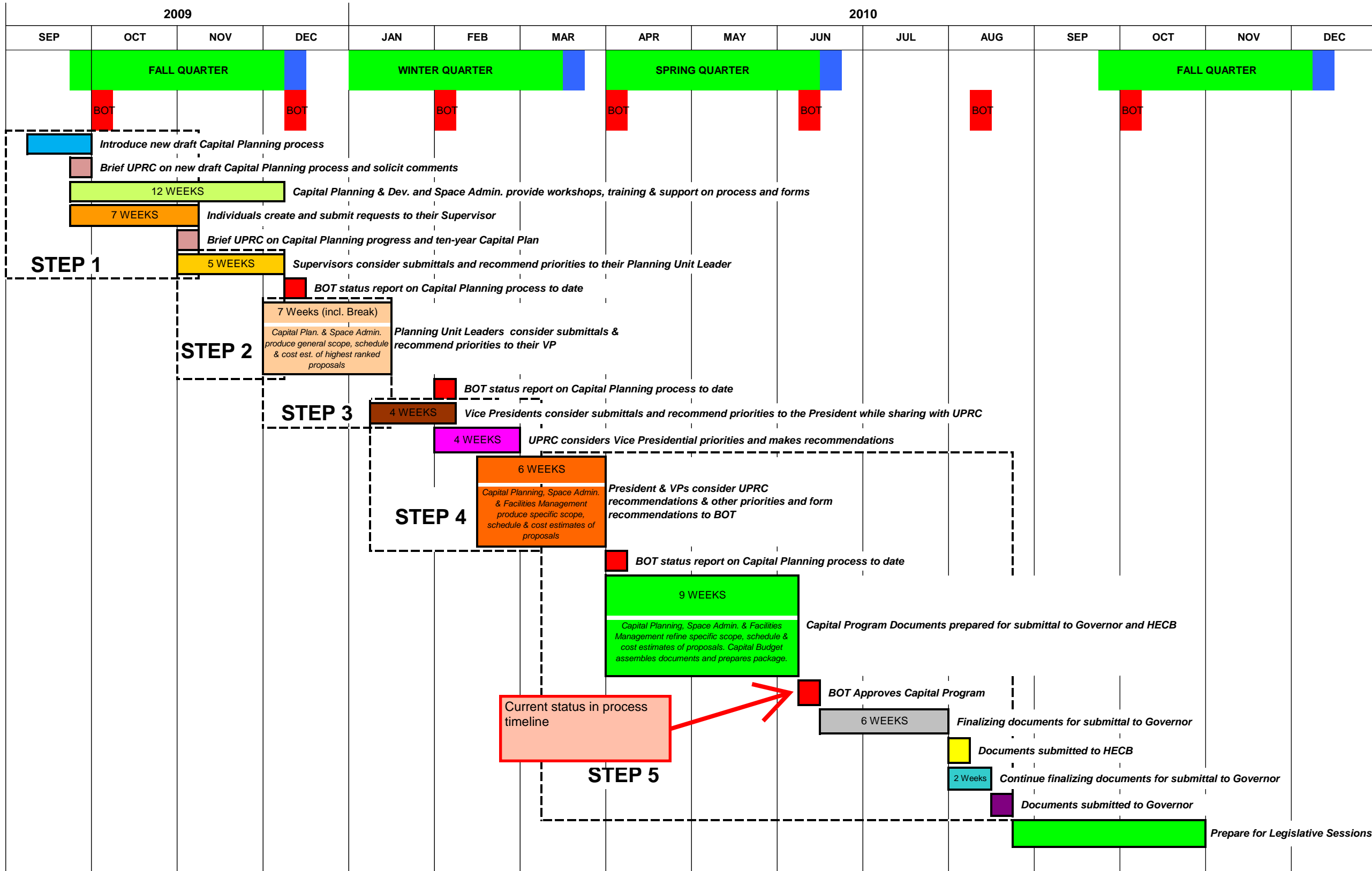
Project starts May 19 and is substantially complete September 1.

Contact: Jeff Maurer, Project Manager, 360/650-3260,
jeff.maurer@wwu.edu

[Website Comments](#) | [Facilities Management](#) | [Contact Us](#)

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DRAFT 2011-13 FIVE STEP CAPITAL PROGRAM PROCESS TIMELINE



**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: June 11, 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 inaugural “Convening of Advocates” was attended by more than 150 people on Friday, May 7. Feedback from the event has been very positive and gave President Shepard the opportunity to give an overview of the “100 Community Conversations” and ask attendees their advice on strategic initiatives for the University.

The Seattle Business Forum, with newly appointed Trustee Tod Leiweke, CEO of the Seattle Seahawks and Seattle Sounders, as the keynote speaker, was a tremendous success. More than \$130,000 was raised for scholarships through the event, an all-time high.

The May 26 (Seattle) and June 4 (Bellingham) President’s Club receptions introduced donors and students as well as recognized new Lifetime (\$25,000 cumulative and above) and Benefactor (\$100,000 cumulative and above) members.

Campaign conversations continue with deans and board members. We are working on refining our priority messaging as well as prospect and donor strategies.

Gifts of Note

A gift of \$25,000 from Russell Investments to support the College of Business and Economics.

An estate gift in excess of \$32,000 from Alfred Crist to support scholarships.

\$10,000 from Washington Federal Savings to support the College of Humanities and Social Sciences dean’s fund.

A gift of \$15,000 from the Paul Allen Family Foundation to support the Vehicle Research Institute’s pursuit of the X-Prize.

A gift of \$100,000 from Robert Zuanich in honor of his father, Pete, to establish a scholarship endowment for entering freshmen students.

A total of \$15,000 from Wells Fargo Bank for their sponsorship of the Seattle Business Forum.

A gift of \$45,000 from an anonymous donor to continue the awarding of the Fairhaven Adventures Learning Grants which allows students to travel abroad.

A grant of \$20,000 from Costco to support scholarships.

A gift of \$10,000 from Jack and Jo Ann Bowman to support the Bowman Presidential Endowment.

\$10,000 from the Frazier Family Foundation to support scholarships for Seattle-area students to attend Western.

A gift of \$10,500 from Mark Lehmann to equally support the Anthropology Department, College of Fine and Performing Arts and Fairhaven College.

A gift of \$62,500 from Frank and Mary King to support operating costs of the Wade King Recreation Center as well as student scholarships.

A total of \$37,000 from the Kaiser-Borsari Foundation to provide scholarships for College of Sciences and Technology students.

Upcoming Events

August 3, 4 or 5 – Seattle area President's Club Summer BBQ

August 10 – Bellingham President's Club Summer Salmon BBQ – Chartwell Estates

**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: June 11, 2010

SUBJECT: **Professional Leave Report**

PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for the 2010/2011 academic year and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also details the process established to review applications and make award determinations.

Supporting Information:

List of faculty members awarded professional leave and related information.

Office of the Provost and
Vice President for Academic Affairs

Bellingham, Washington 98225-MS 9033
(360) 650-3480 Fax (360) 650-7475

To: Bruce Shepard, President
From: Catherine Riordan, Provost and Vice President for Academic Affairs
Date: January 8, 2010
Subject: Professional Leave Procedure and List of Recommended Recipients

The Professional Leave Advisory Committee is an all-university body composed of six faculty members who have had professional leaves within the past few years. The Committee publishes through University Communications an announcement of the schedules and procedures for leave application early fall quarter. Faculty members also receive information on the process and deadlines from academic deans and chairs. Proposals are examined first at the department level, then by the dean (and, in some colleges, the college's professional leave committee), before being forwarded to this office and the university-wide Professional Leave Advisory Committee. Committee recommendations are reviewed by the Provost, and then forwarded to the President for approval.

Per Section 10.6.1 of the Faculty Collective Bargaining Agreement, the Committee relies upon the following criteria in making its recommendations: *academic or scholarly significance; soundness of design, procedure, or operational plan, including clear objectives and timeline; relationship of planned activity to individual's area of study and professional development; expected outcomes and benefits, including dissemination of results; evaluation of applicant's ability to achieve the proposed goals; and value of the project in terms of academic benefits to the institution upon the applicant's return from the leave.*

For the 2010-11 academic year, we received requests from 42 faculty members for 91 quarters of leave with 76 quarters available for allocation. The Professional Leave Advisory Committee provided each proposal with a careful and thorough evaluation and made thoughtful recommendations based upon the *merits of the application and the expected benefits to the individual, department, and the university* per Section 10.6.2 of the *Collective Bargaining Agreement*.

I concur with the Professional Leave Advisory Committee's recommendations and provide the attached information for your review and approval. I plan to mail the notification letters by Thursday, January 14 to meet the established applicant notification deadline of January 15.

CAR/bj

Armstrong, Jeanne

Libraries

Two quarters

To conduct research related to a reference resource she is editing with two colleagues entitled: *Voice of the Melting Pot*

Boxberger, Daniel

Anthropology

Three quarters

To complete two major writing projects and two articles related to his work with the Confederated Tribes of Grand Ronde Tribe of Oregon

Chen, Paul

Political Science

One quarter

To expand his research agenda to study religious influences on law and politics

Dennett, Nolan

Dance

Three quarters

To revitalize his teaching and establish connections in the professional arena resulting in a major new choreographic work

Dinnel, Dale L.

Psychology

Three quarters

To conduct research addressing the issues of cultural and age-related definitions and expressions of happiness in collaboration with psychologists in six countries

Donovan, Todd

Political Science

One quarter

To begin a new project that will investigate the relationship between political corruption and electoral competition.

Eurich, S. Amanda

History

Three quarters

To complete a biography of the French Toulousan jurist, Jean de Coras

Feingold, David

Music

Two quarters

To complete a recording and other projects

Friday, Chris

History

Three quarters

For research and writing activities related to a book-length monograph on the study of seamen aboard trans-Pacific sail and steamships between 1850 and 1960.

Gilbertson, David L.

Accounting

Two quarters

To continue research into two areas: auditing regulation and litigation

Hansen, Thor

Geology

Two quarters

To research and create a digital textbook to be used as a text in his dinosaurs class and elsewhere

Hsueh, Vicki

Political Science

Three quarters

Scholarly activities related to a book-length study that examines conceptions of sobriety and intoxication in liberal political thought

Jelaca-Jovanovic, Milica

Music

Three quarters

To prepare a program to record on a new CD solo album of contemporary music and to perform nationwide and in Europe

Johnson, Jerry

Mathematics

One quarter

To prepare and place on the internet a collection of materials setting mathematical ideas in a historical context

Karlberg, Michael

Communication

One quarter

For research and writing activities related to the study of conceptions of human nature in academic and political discourse (peace and conflict studies).

Kim, Ilhyung

Decision Sciences

Two quarters

To continue research into two areas: supply chain volatility and organizational learning

Kuntz, Mark

Theatre Arts

Two quarters

To work on multiple projects including a performance theory project; a musical; and directing a musical for the Mt. Baker Theatre

Loucky, James

Anthropology

One quarter

To complete the editing of a book: *Maya Roots, American Destinies*

Meehan, John Michael

Computer Science

Two quarters

To complete the writing of a text on *Concurrent, Parallel, and Distributed Computing* targeted at undergraduate computer science majors

Miller, Brenda

English

One quarter

To complete revisions on her book: *The Pen and The Bell: Reading, Writing and the Contemplative Life*

Miran, Jonathan

Liberal Studies

Two quarters

To write three research articles; conduct research in Ethiopia; and participate in a three-month stay as Senior Visiting Fellow at the Institute of Advanced Studies, University of Bologna, Italy.

Moyer, Craig L.

Biology

Two quarters

To conduct research at the Oregon Health and Science University's Division of Environmental and Biomolecular Systems

O'Murchu, Niall

Fairhaven College

One quarter

For research related to the impact of WWI on economy, society and politics in Northern Ireland, Mandate Palestine and South Africa

Patrick, David

Chemistry

Three quarters

To collaborate with chemists at the University of Cambridge in order to jointly investigate a new approach for controlling nanometer-scale order in molecular films

Peterson, Merrill A.

Biology

Three quarters

To write a field guide to Pacific Northwest insects to be published by the Seattle Audubon Society

Purdue, Seiko A.

Art

Two quarters

To further explore ideas bridging East and West using various artistic mediums

Purdy, John

English

Two quarters

To work on a project that includes a novel; a screenplay (from the novel); and a web-based resource center tied to the two texts and the issues they raise

Rybczyk, John

Environmental Science

One quarter

To develop and run a new version of his coastal/climate change model incorporating parts of the newer ecogeomorphic models

Sapin, Julia

Art

Three quarters

To undertake scholarly activities resulting in a book project that investigates the origins of Japanese department stores' visual media as both measures and instigators of social change during the Meiji period

Sofield, Ruth M.

Environmental Sciences

Three quarters

To conduct research on the environmental impacts of engineered nanoparticles which has been identified as a priority research area by government agencies in Europe and North America

Trueblood, Kathryn

English

Three quarters

To write a book entitled: *The Medicated Marriage & Other Stories*

Wilhelm, Wendy

Finance and Marketing

One quarter

To conduct research on the topic of sustainability with a focus on the lifetimes of products, specifically in the electronics industry

**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: June 11, 2010

SUBJECT: **Tenure and Promotion Report**

PURPOSE: Information Item

Purpose of Submittal:

The credentials and accomplishments of these faculty members have been examined by their peers, tenure and promotion committees, department chairs, college deans, as well as the Provost/Vice President for Academic Affairs. Each person approved meets or exceeds the internal (college and all-university) and external (comparative, disciplinary, and professional) standards Western Washington University requires for promotion or tenure. This extensive review process confirms the merit of each faculty member's teaching, research or creative activity, and service to the University and the community.

Supporting Information:

List of faculty granted tenure and/or promotion on or before March 15, 2010, effective September 2010

Tenure and Promotion – Effective September 2010

Tenure and Promotion to Associate Professor

Sandra Alfors	MCL
Bidisha Biswas	Political Science
Elizabeth Boland	Human Services/Rehabilitation
Andrew Bunn	Environmental Sciences
Jackie Caplan-Auerbach	Geology
Oliver de la Paz	English
Brandon Dupont	Economics
Tilman Glimm	Mathematics
Stanford Goto	Educational Leadership
James Graham	Psychology
David Hartenstine	Mathematics
Cynthia Horne	Political Science
Chuck Lambert	Special Education
Donald Larsen	Educational Leadership
Nikki Larson	Engineering Technology
Kate McLean	Psychology
Derrick Mears	PEHR
Matthew Miller	Elementary Education
Jonathan Miran	Liberal Studies
Raquel Montoya-Lewis	Fairhaven
David Rossiter	Environmental Studies

Promotion to Full Professor Only

Kristin Anderson	Sociology
Mick Cunningham	Sociology
Susan DeBari	Geology
Deb Donovan	Biology
Jeffrey Grimm	Psychology
Ron Helms	Sociology
Steven Henson	Economics
David Hooper	Biology
Matthew Liao-Troth	Management
Brenda Miller	English
Edward Ousselin	MCL
Marsha Riddle-Buly	Elementary Education
Kent Smith	Art
Jeff Young	Biology

Tenure Only

Keith Russell	PEHR
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**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: June 11, 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

Federal Relations

While only the first step in the process, it was nonetheless welcome news when Western learned earlier this spring that the four Federal appropriation requests it submitted in February have all been moved forward and recommended for funding by either Senator Patty Murray, Senator Maria Cantwell or Congressman Rick Larsen. Hearings of the respective senate and house appropriations committees are currently ongoing.

The four appropriation requests submitted by Western for funding and the legislator who recommended for funding are as follows:

- The Canadian Border Policy Institute, \$850,000, for a program titled “Augmenting Trade without Compromising Security. The project would examine a broad range of issues and factors affecting cross-border commerce and tourism. The project would directly help American competitiveness and thus spur economic growth both in Washington State and elsewhere in the U.S. Within Washington, the communities along the I-5 corridor would most benefit from the project.

The project was moved forward by Senator Patty Murray.

- National Center for Economic Vitality, \$2.2 million, to create the NCEV which would provide a centralized source of resources, tools, training, and certification of economic gardening efforts that will result in creating and saving jobs and Washington and across the nation. Economic gardening 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. A national coordinated effort does not currently exist. WWU’s current Center for Economic Vitality would serve as the model for this initiative.

The project was recommended for funding by Senator Patty Murray.

- North Puget Sound Clean Ocean Training, Research, and Innovation Initiative, \$4.25 million, to fund a collaborative venture between Bellingham Technical College, Northwest Indian College and Western Washington University, that would address a number of different issues facing the North Puget Sound and beyond. This funding request would provide resources to help support the first phase of this two phase project.
 - Phase I has two core components.
 - The first is construction of a jointly occupied 15,000 square foot Gold LEED certified facility – The Northwest Center for Advanced Environmental Fisheries and Aquaculture Sciences.
 - The second is the development of a new two-year degree in Aquatic Conservation and Resource Management that can lead to a 4-year degree from WWU’s Huxley College of the Environment.

- Phase II
 - This phase will be used to harness the history, experience, and expertise of WWU, NWIC and BTC to prepare students from a wide range of socio-economic backgrounds for high quality, living wage jobs in species recovery, clean energy development and green marine technology.
 - The focus of this effort calls for construction of a second new facility on a former brownfield site adjacent to the current BTC fisheries facility on Whatcom waterway.
 - Such expansion will help to address the serious workforce shortages documented in the National Oceanic and Atmospheric National Marine Fisheries Service September 2008 report to Congress.

This project was advanced forward by Senator Maria Cantwell.

- Washington Campus Compact, \$300,000, to provide funding for an initiative titled: “Veterans and Students Service Initiative.” This initiative would assist veterans and college students to develop workforce skills, engage veterans in service activities, and create capacity for nonprofits to meet community needs. The program will run from Sept. 1, 2010 to August 31, 2011 (depending on availability of funding) and would be managed by WACC staff with two additional part-time AmeriCorps members providing assistance at service learning centers at:
 - Bellingham Technical College
 - Everett Community College
 - Northwest Indian College
 - Skagit Valley Community College
 - Whatcom Community College
 - Western Washington University

Congressman Rick Larsen forwarded this request for funding.

Government Relations

Now that the special session has ended the Government Relations office is back in Bellingham and in interim planning mode, which, believe it or not, means we have already begun preparations for the 2011 legislative session.

In anticipation of yet another difficult budget session we have been working diligently on developing a legislative advocacy network by identifying key legislators and legislative districts spread throughout the state. Our eventual goal will be to develop a network of alumni and friends of Western Washington University in each of the 49 Legislative Districts who will become advocates for Western’s legislative agenda and goals. We will recruit volunteers who are committed to working with their local legislators to build support and understanding of the value and contributions of Western to their area, region and the State. We also plan to work closely with them to educate them to the goals and legislative agenda for the University and the context

of the legislative session. So as to not get too ahead of ourselves, we are beginning by identifying 10 legislative districts and their respective legislators. Our next steps will be to identify the key players mentioned above. We hope to have a strong base of support for the 2011 session.

Even though the legislative session is over, we have not slowed efforts down to meet with legislators and staff from Olympia. Representative Scott White (Democrat 46th legislative district), Representative Phyllis Kenney (Democrat, 46th legislative district) and Governor Gregoire's higher education representative, Leslie Goldstein, joined Western stakeholders at our Seattle Business Forum and President Shepard's *Convening of the Advocates* on Friday, May 7.

We have also been working on inviting legislators and legislative staff to Western's campus. Visits to campus are an important way in which we develop strong relationships with those in Olympia and an opportunity for them to see our institution and needs firsthand.

Legislators were invited to Western's Back to Bellingham weekend where we had Representative Jeff Morris (Democrat, 40th legislative district) join President Shepard for Tim Egan's keynote address on Saturday, May 15. Afterward, Representative Morris remarked that Egan's address was one of the best he'd been to for some time.

On May 20 we met with Representative Linville's new legislative assistant, a recent Western graduate. We plan to have many more meetings with staff from Olympia throughout the summer and fall.

On May 26, Representative Scott White, Western alum and member of the House Higher Education and Capital Budget Committees, visited WWU. Tim Wynn and Rick Benner gave Representative White a fantastic tour of campus highlighting the projects in the queue for this coming legislative session. Following the tour he had lunch with President Shepard and Board of Trustees Chair, Phil Sharpe. After lunch he met with students from the AS and later, separately, with Provost Riordan, Vice President Coughlin and faculty. Throughout all of the meetings Representative White spent time talking and listening to the challenges facing Western and the difficult legislative climate for higher education in the next legislative session.

That same day Bellingham's City Club luncheon featured a panel discussion with Senator Lisa Brown, Representative Kelli Linville and Senator Dale Brandland regarding Initiative 1098 (tax reform). Senator Brown and Representative Linville were on the "for" side, while Senator Brandland shared his views on why he was opposed.

Finally, the Government Relations office attended a candidate forum for the 42nd legislative district on Western's campus, Tuesday, May 25. Bill Lyne, President of the United Faculty of WA State, moderated the event which welcomed candidates running for house and senate seats. The forum featured pointed questions to the candidates regarding Washington's lack of

investment in higher education and how they, as legislators, will ensure a reinvestment in our sector and its future protection. The forum attracted a good audience and heard important discussion surrounding higher education.

The following candidates were in attendance:

Doug Ericksen – Senate, Republican
Al Jensen – House position 1, Democrat
Pat Jerns – Senate, Democrat
Kelli Linville – House position 2, Democrat
Richard May – House position 1, Democrat
Craig Mayberry – House position 1, Independent

The Government Relations office has also been busy meeting with students, faculty, staff and the various unions on Western's campus. We continue to work closely with these groups on strategies for the upcoming legislative session.

The office is also continuing to fine-tune its bill tracking website in hopes of having a *flawless* site for the 2011 legislative session. The bill tracking site enables the office better communication with various stakeholders and offices on campus to ensure a more concise way of communicating during the hectic legislative session.

University Branding Initiative

It is the goal of the Branding Leadership Team to provide a final report on Western's new Brand Strategy to the Board of Trustees at its June, 2010 meeting. The report will provide recommendations on the Brand Strategy which includes a positioning statement, brand characters, reasons to believe, and a descriptive "Who We Are" statement. The report will also include a recommendation on a new tagline for WWU.

The Branding Leadership Team is also continuing its work with Lyric, Inc., on the development of a new university logo, publication of a brand handbook, the writing of a graphic design standard guide, and the creation of the branding implementation plan.

The logo development process has been ongoing for the past month and two rounds of presentations have been reviewed. The Brand Strategy and tagline will be brought together in the brand handbook which will provide clarity about who WWU is, what it stands for, and the experience it offers.

The publication of the graphic design standard guide is the next initiative and is essential to provide direction to Western and its stakeholders regarding the brand management and correct use of WWU's visual graphic elements. Among other things, it will specify the proper colors, typography, and illustration and photographic styles to be used, as well as correct logo usage.

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 we are now marketing it to students via an opt-in procedure.

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.

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**.

This summer **John Thompson**, assistant director and manager of marketing, will be 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 of course with the media, as well as for our own use internally when looking for story ideas for our own publications.

We're also continuing to communicate with WWU families via the **Soundings online newsletter**. Our quarterly e-mails to parents announcing a new edition of Soundings results in hundreds of hits on the Soundings Web site. We've found that about two-thirds of our visitors have been to the **Soundings Web site** before, which tells us that people know Soundings is worth a look and we're starting to build a loyal following.

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, including the Advocates PowerPoint presentation at the Seattle Business Forum; and various materials for many colleges, departments and offices on campus, including Admissions; Residence Life; Commencement , New Student Services; the WWU Foundation; Athletics, and Western Libraries, as well as graphic work for the Bellingham Review publication, Klipsun student magazine and a redesign of **Western's diploma**.

We also continued to reach out to the community as part of the **university's Speakers' Bureau**; recent speakers included **Shirley Osterhaus**, Fairhaven College faculty, who spoke April 17 to the League of Women Voters.

Emergency Communications

The Office of University Communications assisted with planning for an **April 21 earthquake drill** that included a test of the Big Ole steam whistle and Western Alert emergency messages, including cell phone text messages, e-mails and web site alerts. The test emergency communications were sent out to the campus rapidly and without any problems.

Media Highlights

Our office also continues to perform its outreach function with local, regional and national media, having sent out more than 100 press releases to these media outlets during Spring Quarter, with topics ranging from campus events to faculty research. A more extensive listing of media stories – grouped by category – that reference Western is now available via the [Knowledge Bank](#) at Western Today. More prominent media stories included:

- There were a number of media stories on Western's 100 Conversations and planning for the future. Those included an interview with **President Bruce Shepard** that ran May 9 on **KING 5 TV**. President Shepard also was interviewed April 20 by **KPQ Radio** in Wenatchee; he met with the **Wenatchee World** editorial board the same day.
- Western's budget process garnered media attention, including a lengthy story May 16 in the **Bellingham Herald** and the **Tacoma News Tribune**, a story in the **Bellingham Business Journal**, as well as an interview on **KGMI Radio** with Vice President for University Relations **Steve Swan**. KGMI Radio also interviewed Swan prior to a campus budget forum.
- A number of media outlets, including the **Seattle Times**, **Tacoma News Tribune**, **Seattle P-I** and **Bellingham Herald** reported that Gov. Gregoire had appointed **Tod Leiweke** to Western's Board of Trustees.
- **The Bellingham Herald** and **Tacoma News Tribune** on May 12 reported that **Gov. Chris Gregoire**, **Trustee Ralph Munro** and **former Trustee Kevin Raymond** will be speakers for Western's June 12 **Commencement ceremonies**.
- This office also assisted in publicizing **Western's Back 2 Bellingham** Weekend May 13-16, leading to interviews about the weekend by **KVOS TV** and **KGMI Radio** with Alumni Director **Deborah DeWees**. **The Bellingham Herald** ran stories about Back 2 Bellingham keynote speaker **Timothy Egan**.

- As part of the Back 2 Bellingham weekend, the 40th year milestones of both Huxley College of the Environment and Fairhaven College of Interdisciplinary Studies were celebrated. As part of this, **Fairhaven College Dean Roger Gilman** wrote a guest column April 17 in the **Bellingham Herald** about the celebration of the college graduating its 40th class of students. **Huxley College Dean Brad Smith** wrote a guest column April 22 in the **Bellingham Herald** about Huxley College, the U.S. EPA and Earth Day all celebrating 40-year milestones this year. The **Bellingham Herald** also ran a lengthy interview with former Western President **Jerry Flora** recalling the early days of Huxley and Fairhaven colleges.
- The WWU **Vehicle Research Institute's** participation in the Progressive Automotive X-Prize competition drew media stories in the **Associated Press, MSNBC, Seattle Times, KUOW Radio, the Columbian newspaper, Bellingham Herald, Red Orbit news blog, and EV World news blog,**
- The Bellingham Herald's **Take Five** magazine on April 8 ran a cover story highlighting the **Western Gallery's** exhibit of "Critical Messages: Northwest Artists on the Environment." Take Five also did a cover story on Western's production of the play "Two Gentlemen of Verona" on April 22.
- **The Skagit Valley Herald** on April 11 ran an extensive feature story about WWU faculty member, journalist and writer **Bill Dietrich.**

Waterfront Project

Western Crossing Development now has a full team of directors with the selection and acceptance to the fifth position by Glenn Butler. It was the goal of the two partners in the development entity to recruit a fifth member who does not have close ties to either Western or the Port of Bellingham. Thanks to the recruitment efforts of two Western Crossing Development board members, WWU Trustee Peggy Zoro and Port Commissioner Scott Walker, that goal has been accomplished.

Mr. Butler is a business consultant specializing in emerging growth leadership, business turnarounds, strategic planning, and expert witness testimony on safety and operations. Prior to starting his own consulting business in May 2000, Mr. Butler's career included 21 years with Atlantic Richfield Company, (ARCO, now BP). He retired from ARCO as the General Manager of the Cherry Point Refinery located in Blaine, Washington. Previous executive management assignments at ARCO included:

- President of ARCO Pipeline Company, Houston, Texas
- Executive Director of Watson Cogeneration Company – Carson, California, and
- Plant Manager, CQC Kiln Inc., Long Beach, California.

After leaving ARCO, Mr. Butler provided executive leadership services to various companies and organizations on an interim basis. Examples include:

- CEO of MicroGREEN Polymers, Inc., an early stage provider of innovative thermoplastic foaming technology, Arlington, Washington,
- Regional VP for Matrix Services, a national provider of construction and maintenance services to the oil industry, Bellingham, Washington, and
- Director, Western States Petroleum Association, Sacramento, California.

Mr. Butler enjoys working with start-up companies and new technologies. He is a founding member of the Bellingham Angels, a funding group for early stage companies, and is a member of two other angel funding groups. He has served on the boards of numerous startup companies and currently serves on the boards of Lumencor, Inc., located in Portland, Oregon, and Bornstein Seafood, headquartered in Bellingham, Washington.

He is active in numerous business and charitable organizations having served on the boards of the Washington Roundtable, the Association of Washington Business, the Engineering Advisory Board at Washington State University, United Way of Whatcom County, Junior Achievement of Whatcom and Skagit Counties, Bellingham Dollars for Scholars, and Bellingham Rotary. Mr. Butler currently serves on the Board of the Whatcom Community Foundation.

Mr. Butler holds a Bachelor of Science Degree in Chemical Engineering from Oregon State University and completed the Advanced Management Program at Harvard University's Graduate School of Business.

Mr. Butler is married with three children. He and his wife, Janice, have resided in Bellingham since 1994 and maintain additional residences in Seattle, Washington and Black Butte, Oregon.

At its May 4, 2010 meeting, Western Crossing Development approved by-laws for the organization and elected officers for the 2010-11 year. They are Bruce Shepard, President; Scott Walker, Vice-President; Fred Seeger, Secretary; and Peggy Zoro, Treasurer. In addition, a land acquisition committee was created which will report directly to the board. The committee will begin study on various strategies and potential funding sources for land acquisition for a Western Washington University site at the Bellingham waterfront. The committee members representing WWU are Rich Van Den Hul, Steve Swan, Rick Benner and Lisa Wochos; while representatives of the Port of Bellingham are Fred Seeger, Mike Stoner, Lydia Bennett, Rob Fix and Frank Chmelik.

The City and Port of Bellingham continue their work on the addendum to the Environmental Impact Statement, the creation of development regulations and the crafting of the project master plan. It is the goal of the City/Port work team to have the master plan documents finalized and approved by the Port Commission and City Council in December of 2010.

MEETING EVALUATION & FUTURE AGENDA TOPICS

ADJOURNMENT

DATE FOR NEXT REGULAR MEETING

- **August 19 & 20, 2010**