

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
October 11, 2013**

FRIDAY, OCTOBER 11, 2013

Location: Old Main 340

Time: 8:00 a.m.

1. CALL TO ORDER, APPROVAL OF MINUTES

8:00 – 8:05 a.m.

- Board of Trustees Meeting, August 22, 2013
- Board of Trustees Special Meeting, August 23, 2013

2. PUBLIC COMMENT

8:05 – 8:15 a.m.

3. RECOGNITIONS AND INTRODUCTIONS

8:15 – 8:45 a.m.

- Brian Burton, Associate Vice President of Academic Affairs
- Craig Dunn, Interim Dean, College of Business and Economics
- Susan Cahill, Outstanding Classified Staff Award Recipient
- David Davidson, Professional Staff Award of Excellence Recipient
- Steven Sulkin, Diversity Achievement Award Recipient
- David Willett, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Multi-Purpose Field Team, Team Recognition Award Recipients

4. BOARD CHAIR

8:45– 8:55 a.m.

5. UNIVERSITY PRESIDENT

8:55 – 9:05 a.m.

6. ASSOCIATED STUDENTS

9:05– 9:15 a.m.

7. FACULTY SENATE

9:15 – 9:25 a.m.

ACTION ITEMS

8. CONSENT ITEMS

9:25 – 9:30 a.m.

- Consultant Contract Award for North Campus Utility Upgrade, PW678

BREAK: 10 min break

9:30 – 9:40 a.m.

DISCUSSION ITEMS

9. FALL OPENING

9:40 – 9:50 a.m.

Presentation: Eileen Coughlin, Sr. VP & VP for Enrollment & Student Services

9:50 – 9:55 a.m.

Discussion

10. SERVICE LEARNING IN SOUTH AFRICA

9:55 - 10:10 a.m.

Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Vernon Johnson, Professor, Political Science Department

10:10 – 10:20 a.m.

Discussion

11. CAMPAIGN UPDATE

10:20 – 10:30 a.m.

Presentation: Stephanie Bowers, Vice President for University Advancement

10:30 – 10:35 a.m.

Discussion

12. AUDIT COMMITTEE REPORT

10:35 – 10:40 a.m.

Presentation: Trustee Dick Thompson, Chair, Board of Trustees Audit Committee

13. COMMITTEE ON TRUSTEES REPORT

10:40 – 10:45 a.m.

Presentation: Trustee Karen Lee, Chair, Board Committee on Trustees

14. INFORMATION ITEMS

10:45 – 10:55 a.m.

- a) Academic Affairs Report
- b) Quarterly Grant Report
- c) University Advancement Report
- d) Capital Program Report
- e) University Relations and Community Development Report
- f) WWU Annual Report
- g) Internal Auditor Annual Report
- h) 2014 Washington Higher Education Sustainability Conference Update

BREAK: 10 min break

10:55 – 11:05 a.m.

15. CONVERSATIONS ON HIGHER EDUCATION AND REVENUE CHALLENGES FACING WASHINGTON STATE

11:05 – 11:55

Presentation: Representative Reuven Carlyle

16. DATE FOR NEXT REGULAR MEETING: December 12, 13, 2013

17. ADJOURNMENT

18. LUNCH

- Overview of the New Nursing Program at Western.
 - Dr. Casey Shillam, Director, Nursing Program
 - Jill Mount, PhD, RN, Assistant Professor

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: October 11, 2013
SUBJECT: **Approval of the Minutes**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustees Meeting Minutes.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- a) Approval of the Minutes of the Board of Trustees Meeting, August 22, 2013
- b) Approval of the Minutes of the Board of Trustees Special Meeting, August 23, 2013

Supporting Information:

Minutes of August 22, 2013 and attachments
Minutes of August 23, 2013

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
THURSDAY, AUGUST 22, 2013**

1. CALL TO ORDER

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 11:17 a.m., Thursday, August 22, 2013 in Old Main 340, at Western Washington University in Bellingham, WA.

Board of Trustees

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

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Steve Swan, Vice President for University Relations and Community Development
Johann Neem, Faculty Senate President
Carly Roberts, Associated Students President
Lisa Wochos, Assistant Attorney General
Sherry Burkey, Associate Vice President for University Relations and Community Development
Paul Cocke, Director of University Communications
Paul Dunn, Senior Executive Assistant to the President
Barbara Stoneberg, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

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

At 11:19 a.m. Chair Zoro announced that the Board would convene in Executive Session for approximately 30 minutes to discuss (real estate, personnel, and legal matters.)

The Board returned to open meeting at 11:56 a.m. with no action to report.

At 11:57 a.m. Chair Zoro announced that the Board would break for lunch and reconvene at 1:15 p.m.

The Board of Trustees enjoyed lunch in the Solarium with those who were participating in the afternoon meeting.

The Board reconvened for business at 1:15p.m.

3. APPROVAL OF MINUTES

- a. Board of Trustees meeting, June 13, 2013
- b. Board of Trustees meeting, June 14, 2013
- c. Board of Trustees meeting, July 18, 2013

MOTION 8-1-2013 Trustee Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, June 13, 14, 2013
- Board of Trustees Special Meeting, July 18, 2013

The motion passed unanimously.

4. PUBLIC COMMENT

Per Substitute House Bill 2313, time was provided for public comment at the August 22, 2013 regular meeting of the Board of Trustees. There were no requests for public comment.

5. RECOGNITIONS AND INTRODUCTIONS

- **Dr. Brent Carbajal, Provost and Vice President for Academic Affairs**

President Bruce Shepard introduced Dr. Brent Carbajal who was recently appointed to a two-year fixed term as provost and vice president for Academic Affairs at Western Washington University starting on July 15, 2013. Carbajal was previously dean of Western's College of Humanities and Social Sciences, the university's largest college with 13 academic departments.

Carbajal has masters and doctorate degrees from the University of Washington. He has been at Western since 1997, serving as a professor of Spanish and for eight years as chair of the University's Department of Modern and Classical Languages. Prior to Western, he was an assistant and associate professor of Spanish at Stephen F. Austin State University in Nacogdoches, Texas. He has published widely in the areas of Latin American literature and culture and Hispanic-American literature and culture.

- **Dr. Jack Herring, Dean of Fairhaven College**

Brent Carbajal, Provost and Vice President for Academic Affairs introduced John "Jack" Herring who started on August 1, 2013 as the new dean of Fairhaven College of Interdisciplinary Studies at Western Washington University. Dr. Herring, was previously dean for the campus-based undergraduate program at Prescott College in Prescott, Arizona.

Herring has a doctorate in Atmospheric Sciences from the University of Washington. At Prescott College he served as a faculty member in the Environmental Studies Program, and as associate dean and dean in the Resident Degree Program. Prior to that, he was a research

associate in the Department of Meteorology at the University of Maryland, a Congressional Science Fellow and Legislative Aide in the U.S. House of Representatives, a post-doctoral research associate at the University of Alaska Fairbanks Geophysical Institute, and an environmental chemist for the Alaska Department of Environmental Conservation.

- **Dr. LeaAnn Martin, Dean of College of Humanities and Social Sciences**

Brent Carbajal, Provost and Vice President for Academic Affairs introduced LeaAnn Martin who was recently appointed to serve a fixed term as Dean of the College of Humanities and Social Sciences (CHSS) at Western Washington University. Dr. Martin was previously Associate Dean of CHSS and a professor in Western's Department of Physical Education, Health and Recreation, where she also served as department chair.

Martin, who began at Western in 1991, has a master's degree from the University of Arizona and a doctorate from the University of Texas. She taught in the kinesiology and physical education program. In 2011, Martin was honored with Western's Peter J. Elich Excellence in Teaching Award. In 2003, Martin was awarded the Washington Award for Excellence in Teacher Preparation by the State Board of Education, and in 1995 she was named the College Professional Physical Educator of the Year by the Washington Alliance for Health, Physical Education, Recreation and Dance. Martin is active in the National Association for Sport and Physical Education and the United States Handball Association.

- **Dr. Kit Spicer, Dean of College of Fine and Performing Arts**

Brent Carbajal, Provost and Vice President for Academic Affairs introduced Christopher "Kit" Spicer who was appointed on August 1, 2013, to serve for a one-year term as interim dean of the College of Fine and Performing Arts at Western Washington University. Dr. Spicer succeeds Dan Guyette, who recently resigned as CFPA dean to become Dean of the College of Fine Arts at Western Michigan University.

Spicer has a doctorate in Organizational Communication from the University of Texas at Austin. From 2003 to 2011, he was dean of the College of Fine Arts & Communications at Towson University, in Towson, Maryland. From 1995 to 2003 he was Dean of the School of the Arts at Pacific Lutheran University in Tacoma. At Pacific Lutheran University, he also served as associate professor, professor and chair of the Department of Communication and Theatre. In 1999 he was a Fulbright Scholar at European University in Lisbon, Portugal.

6. BOARD CHAIR

Chair Zoro asked Trustee Fujikado to read Resolution 2013-07; Recognizing the Service of Trustee Dennis Madsen.

RESOLUTION NO. 2013 – 08
A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
RECOGNIZING THE SERVICE OF
TRUSTEE DENNIS MADSEN

WHEREAS, on September 13, 2004, Governor Gary Locke appointed DENNIS MADSEN of Mercer Island, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2007 and Governor Christine Gregoire reappointed him for a second term October 1, 2007 through September 30, 2013; and

WHEREAS, DENNIS MADSEN brought to his appointment as a trustee over 38 years of experience with the Seattle-based company, Recreational Equipment, Inc. (REI), a national retail cooperative of outdoor gear and clothing; and brought leadership qualities developed during his extensive career, including service as the company's President and CEO; and

WHEREAS, DENNIS MADSEN brought to his appointment as a trustee an extensive background in community service by founding The Youth Outdoors Legacy Fund which focuses on helping urban kids get involved in outdoor activities and stewardship; and

WHEREAS, DENNIS MADSEN has demonstrated a commitment to community service by serving on a number of boards related to conservation and outdoor recreation including the national Rails-to-Trails Conservancy, Washington Wildlife and Recreation Coalition, IslandWood, and the Bicycle Alliance of Washington; and

WHEREAS, DENNIS MADSEN has been a significant contributor to the efforts of the Western Washington University Foundation, as a past President, and to the strength of the *Western in Seattle* committee; and

WHEREAS, DENNIS MADSEN has shown a true dedication to the University by funding several *Inspired for Teaching Excellence Scholarships* at Western's Woodring College of Education; and

WHEREAS, DENNIS MADSEN contributed to the increased stature and the future potential of Western Washington University through his participation in numerous activities and decisions affecting the University, including participation with the Presidential Search Committee; and

WHEREAS, DENNIS MADSEN has demonstrated throughout his service on the Board, vision, energy, commitment, candor, good humor and respect, and has served with commitment and distinction as a trusted member of the Western Washington University Board of Trustees; and

NOW, THEREFORE BE IT RESOLVED, that DENNIS MADSEN has exemplified what community services means as an engaged citizen, public servant and trustee; and

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on August 22, 2013.

Chair Zoro expressed her gratitude and admiration for Trustee Madsen and said that he would be missed on the Board. Trustee Madsen offered his gratitude for the opportunity to serve and for the people that he met and had the privilege to work with at such a great institution. Chair Zoro presented Trustee Madsen with gifts of a resolution plaque, embroidered blanket, a large framed campus photo and WWU motorcycle license plate covers.

Chair Zoro asked Trustee Sharpe to read Resolution 2013-08; Welcoming Student Trustee Heather Flaherty.

RESOLUTION NO. 2013-09
A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
WELCOMING TRUSTEE
HEATHER FLAHERTY

WHEREAS, on July 1, 2013, Governor Jay Inslee appointed HEATHER FLAHERTY of Bothell, Washington, to serve a one-year term ending on June 30, 2014 on the Western Washington University Board of Trustees; and

WHEREAS, HEATHER FLAHERTY is a graduate student in good standing at Western Washington University pursuing a Masters in Business Administration, after having already earned a Bachelor of Science in Community Health Education with a minor in Spanish from Western Washington University; and

WHEREAS, HEATHER FLAHERTY brings to her appointment as a trustee dedication to the campus community through her service as a Resident Advisor, an Orientation Student Advisor with the New Student Service and Family Outreach office, an award-winning Office of Admissions Representative, and as an Alumni Association Student Support Staff Representative who was recognized with the "Heart in the Office and Passion in Life" award; and

WHEREAS, HEATHER FLAHERTY brings to her appointment as a trustee dedication to her community through her participation in the Leukemia and Lymphoma Society Big Climb of Seattle and an evening cohort representative for the WWU MBA program; and

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

WHEREAS, HEATHER FLAHERTY has declared her commitment to serve as a member of the Western Washington University Board of Trustees;

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on August 22, 2013.

Chair Zoro then said a few words to officially welcome student Trustee Flaherty to the Board. Trustee Flaherty expressed thanks and said she feels very honored to have this opportunity and looks forward to working with all the Trustees and University personnel to learn as much as she can this upcoming year.

MOTION 8-2-2013 Trustee Munro moved, that the Board of Trustees, approve Resolution 2013-07 Recognizing the Service of Trustee Dennis Madsen and Resolution No. 2013-08 Welcoming Student Trustee Heather Flaherty.

The motion passed unanimously.

7. UNIVERSITY PRESIDENT

President Shepard gave an overview regarding staff compensations that will be given throughout campus starting this fall, which will be the first increases given since 2008. President Shepard then provided a brief recap of his trip to Asia to visit with Asia University and other educational institutions in Japan and South Korea. He attended several Alumni events on his trip and met several Alumni who talked very favorably about their time at Western and the Bellingham community as a whole.

8. ASSOCIATED STUDENTS

Associated Students President Carly Roberts introduced herself and discussed her vision for the AS Board for the upcoming year. There was also discussion and suggestions amongst the Board regarding a draft letter from the AS Board thanking the Washington State Legislature for supporting and funding higher education in this last biennial budget.

9. FACULTY SENATE

Faculty Senate President Johann Neem provided the Board with a short biography and also shared his goals for the faculty senate in the coming year and what he sees as his part in shared governance. Neem also expressed gratitude from the faculty for the Board and Executive support over the last couple of years.

At 2:08 p.m. Chair Zoro announced a fifteen minute break. The meeting reconvened for business at 2:23 p.m.

10. CONSENT ITEMS

MOTION 8-3-2013 Trustee Lee moved that the Board of Trustees of Western Washington University, on the recommendation of the President, approves the following consent item:

- Approval of Summer Quarter Degrees

The motion passed unanimously.

11. APPROVAL OF 2014 SUPPLEMENTAL OPERATING BUDGET REQUEST

Provost Carbajal and Richard Van Den Hul, Vice President for Business & Financial Affairs gave an overview of Western's supplemental operating budget request, including an overview of the STEM Teacher Preparation Model request, see **ATTACHMENT A**. Trustee Madsen noted that the STEM proposal complimented Western's overall strengths and strategic plan for the future. There was discussion among the Trustees regarding the motion language, and a request was made to change the wording from "in the amount of \$1,000,000" to "for approximately \$1,000,000."

MOTION 8-4-2013 Trustee Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2014 Supplemental Operating Budget Request for approximately \$1,000,000 for the new WWU STEM Teacher Preparation model.

The motion passed unanimously with amended language.

12. APPROVAL OF 2014 SUPPLEMENTAL CAPITAL BUDGET REQUEST

Vice President Van Den Hul provided a summary of Western's supplemental capital budget request, noting that the bulk of the request is for the Carver Academic Renovation, see **ATTACHMENT B**. Discussion ensued about how to optimize Western's chances of obtaining funding for this project from the Legislature. It was decided to go forward with the current proposal reiterating the fact that Carver is Western's highest priority capital project and to focus on the message that the project addresses only the academic portions, health and safety and seismic issues of the building.

MOTION 8-5-2013 Trustee Thompson moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2014 Supplemental Capital Budget Request for Carver Academic Renovation from State-appropriated funding sources of \$71,000,000.

The motion passed unanimously.

13. CAMPAIGN UPDATE

Stephanie Bowers, Vice President for University Advancement gave an update on the University Campaign, noting that as of August 22, 2013 the campaign was at \$29.5 million dollars. Bowers also announced leadership for the campaign. Acting as honorary co-chairs are Mr. Howard Lincoln, President Emeritus Karen Morse and Mr. TJ Martin. Bowers also announced that active co-chairs for the campaign are Rick Anderson, Martha Choe, and Bob Watt. Bowers added that Trustees Dennis Madsen and Peggy Zoro will be joining the campaign as active co-chairs after their terms on the Board of Trustees are over. It was also announced that Mr. Hoyt Gier has transitioned from chairing the campaign planning committee to chairing the campaign steering committee.

14. RETENTION STRATEGIES FOR THE AT-RISK STUDENT

Eileen Coughlin, Senior Vice President for Enrollment and Student Services introduced Dr. Reneé Collins, Associate Dean of Students/Director of Student Outreach Services, Dr. Steven VanderStaay, Vice Provost for Undergraduate Education, and Sara Wilson, Special Assistant to the Senior Vice President and Vice President for Enrollment and Student Services who provided a presentation about Western's Student Success Collaborative, an effort focused on student retention and providing support services for culturally sensitive students. The presenters explained that the model weaves together two key education movements, the first being the completion agenda which is an effort to match students with the resources they need to successfully graduate. The second movement is the paradigm shift in research, which is a shift in focus from studying kids that fail to studying kids that succeed. The presenters described how the program meshes the two movements together to come up with key indicators each year and individual programs that will determine if a student is on a successful path to graduation. Students missing one of the key indicators are brought to the attention of academic advising who check in with the student and guide them to the resources needed to succeed. This system helps the Western Advising office become more efficient by helping students who are in most need of their assistance earlier and helps coordinate advisors and faculty efforts for individual students. Western is the first in Washington state to use this model and one of a very few in the nation that have been asked to participate in the national steering committee for this model.

There was discussion among the Trustees and presenters about the program, with specific questions regarding first and second year reason for losses and Western's retention efforts, and examples of alerts from the program.

15. AUDIT COMMITTEE REPORT

Trustee Thompson provided a brief report of discussions from the Board Audit Committee from August 22, 2013. The committee reviewed the status of internal audits that are ongoing, reviewed the results of the committee's yearly self-assessment, and discussed the draft internal audit report which will be finalized and presented to the full board at the October Board meeting.

16. COMMITTEE ON TRUSTEES REPORT

Trustee Lee provided a brief report from the Board Committee on Trustees from August 22, 2013. The Trustee Committee focused discussion on how to improve the onboarding and orientation process for new trustees and how to better engage the campus in that process.

17. INFORMATION ITEMS

a. Academic Report

Provost Carbajal provided a written report about a recent *Survey of Earned Doctorates* (SED) which determined that Western Washington University is ranked 13th among all masters-granting institutions in the nation for the number of its undergraduates who subsequently earned a research doctorate in the past decade.

b. Admissions and Enrollment Report

Sr. Vice President Eileen Coughlin provided a written report providing a general update on enrollment and admissions activities.

c. Alumni Relations Report

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

d. Capital Program Report

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

e. Development Report

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

f. University Relations and Community Development Report

Vice President Swan provided a written report documenting recent activities of University Relations and Community Development. There was a question from Trustees about the Front Door to Discovery Program, to which Vice President Swan gave a brief overview. Trustee Sharpe also asked Vice President Swan about how the recent Port of Bellingham public hearings have affected the Western Waterfront Development Project. Vice President Swan said that most of the comments from the public were about other aspects of the port development and not Western's portion and that most of the developers who had submitted bids saw Western's participation and commitment to waterfront development as an asset to their projects.

18. DATE FOR NEXT REGULAR MEETING: October 10, 11, 2013

19. ADJOURNMENT

The meeting adjourned at 4:18 p.m.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: August 22, 2013
**SUBJECT: Supporting Information:
Board Approval of the 2014 Supplemental Operating Budget Request**

The new WWU STEM Teacher Preparation package addresses the need in Washington State for a more highly qualified and diverse STEM workforce by focusing on creating a larger cadre of outstanding elementary teachers who are able to inspire students to consider STEM as a future career. Research shows that by middle school most students have already decided that they are either good or not good at, or interested or not interested in STEM, and that elementary teachers in general are not confident teaching science or mathematics. Western, however, already graduates teachers highly qualified to teach mathematics and science, as demonstrated by well above average scores on WEST E test (Washington Educator Skills Test).

We are proposing the creation of a model for the Next Generation Elementary Math and Science Education program in Washington State which produces highly qualified elementary teachers, able to help all students succeed in Math and Science, and create a set of elementary Math and Science education specialists (in-service teachers) to support the adoption and integration of the model in their schools. As part of this effort we also propose to recruit, support, and graduate more diverse cohorts of STEM teachers.

Finally, we propose to create new online/hybrid methods courses for both Math and Science education that support our new Elementary Teacher Preparation curricula, while allowing us to reach out to a more diverse audience of non-traditional students (e.g. people not able to be on campus or be full time students because they have jobs, families, etc.) who might be interested in becoming STEM educators. In order to expand the capacity in our current teacher preparation programs from 100 to 150 students, we will need approximately \$1,000,000 in funding over the biennium.

Initial plans include hiring three tenure-track faculty: two in Math Education, and one in Science Education. Additionally, the funding will provide support for a diverse recruitment, retention and support services specialist, a part-time assessment coordinator, support for on-line/hybrid course development, and the NTT faculty necessary to increase capacity. The package includes \$10,000 of support per faculty-line for library resources (\$30,000), additional operating funds (\$20,000), and 6% of indirect costs to support our physical facilities and student affairs (\$25,000).

2013-15 Higher Education Capital Projects Scoring Results with Final Funding							
4-Year Institutions							
Jun-13							
						2013-15 Agency Request (in millions)	2013-15 Final Budget
Construction in the Queue (listed in alphabetical order by institution)							
						Category	
CWU	Samuelson Communication & Technology Center				Renovation	\$60.0	\$0.0
CWU	Science Phase II				Growth	\$66.4	\$61.2
UW	Denny Hall Renovation				Renovation	\$54.6	\$30.6
UW	Lewis Hall Renovation				Renovation	\$3.7	\$2.6
WSU	Clean Technology Laboratory				Research	\$55.2	\$30.3
WWU	Carver Academic Renovation				Renovation	\$69.3	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
Infrastructure Category (59 points maximum)						Phase Requested	
						Inst. Priority	Score
CWU	Combined Utilities		1	48.8	P-C	\$8.0	\$6.2
EWU	Infrastructure - Upgrade Campus Water System		1	43.7	P-C	\$7.5	\$7.3
WWU	North Campus Utility Upgrade		3	37.2	P-C	\$3.8	\$3.6
UW	UW Tower Building Chilled Water Replacement		1	36.4	D-C	\$7.5	\$0.0
WWU	Performing Arts Exterior Renewal		2	33.8	P-C	\$3.1	\$2.9
WSU	Infrastructure/Grimes Way Realignment		3	32.7	D-C	\$36.0	\$0.0
UW	Magnuson Health Science Center Roofing Replacement		-	31.4	D-C	\$7.0	\$6.5
UW	District Energy Resource Center		2	29.6	Design	\$2.2	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
Growth: Intermediate Projects (59 points maximum)						Phase Requested	
						Inst. Priority	Score
WSU	Library Retrieval System - Offsite Storage		1	20.0	P-C	\$4.9	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
Renovation: Major Projects (95 points maximum)						Phase Requested	
						Inst. Priority	Score
WSU	Troy Hall Renovation		2	54.3	Design	\$4.4	\$2.0
TESC	Lecture Hall Renovation		1	49.5	Design	\$2.2	\$1.3
						2013-15 Agency Request	2013-15 Final Budget
Renovation: Intermediate Projects (70 points maximum)						Phase Requested	
						Inst. Priority	Score
CWU	Brooks Library Renovation		2	46.7	P-C	\$4.9	\$0.0
TESC	Science Lab 2 - 2ND Floor Renovation		1	46.2	P-C	\$5.0	\$4.7
WWU	Classroom & Lab Upgrades Phase 2		1	43.3	P-C	\$4.9	\$4.7
TESC	Science Lab 1 - Basement Renovation		2	42.0	P-C	\$5.0	\$1.8
						2013-15 Agency Request	2013-15 Final Budget
Replacement: Major Projects (95 points maximum)						Phase Requested	
						Inst. Priority	Score
CWU	Nutrition, Exercise and Health Science (NEHS) Facility		1	69.0	Design	\$4.0	\$0.0
WWU	Academic Serv. & Performing Arts Facility/Gateway Complex		1	61.4	Design	\$7.2	\$0.0
EWU	Science I (aka Biology-Chemistry Science Center) ⁵		1	53.7	Design	\$4.5	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
Replacement: Intermediate Projects (70 points maximum)						Phase Requested	
						Inst. Priority	Score
CWU	Peterson Hall Replacement		1	50.8	P-C	\$4.9	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
Research: Major Projects (102 points maximum)						Phase Requested	
						Inst. Priority	Score
WSU	Global Animal Health Building Phase II/WA Animal Disease Diagnostic & Research Facility ⁵		1	70.5	Design	\$5.3	\$0.0
WSU	Agricultural Animal Health Research Facility		3	52.0	Design	\$3.2	\$0.0
WSU	College of Agriculture's Dairy Research/Teaching Milking Parlor ⁵		-	51.1	D-C	\$8.3	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
Research: Intermediate Projects (77 points maximum)						Phase Requested	
						Inst. Priority	Score
WSU	Prosser-Agric Tech Bldg Addition ⁵		3	56.7	P-C	\$2.5	\$2.1
WSU	Prosser Viticulture/Enology Facility ⁵		2	56.3	P-C	\$3.5	\$2.8
						2013-15 Agency Request	2013-15 Final Budget
Pre-design Category (64 points maximum)						Phase Requested	
						Inst. Priority	Score
WSU	Plant Sciences ⁵		1	44.5	Pre-design	\$0.5	\$0.5
WSU	Plant Growth (Greenhouse) Facilities Phase 1		2	39.8	Pre-design	\$0.2	\$0.2
EWU	Science II Pre-design		2	39.2	Pre-design	\$0.4	\$0.4
TESC	Seminar I renovation		2	32.0	Pre-design	\$0.3	\$0.0
TESC	Tacoma Campus Acquisition & Replacement		1	31.5	P-D	\$4.8	\$0.0
UW	College of Engineering Classroom & Research Renovation			30.5	P-C	\$13.4	\$0.0
UW	Health Sciences Education Phase I - T-Wing Renov/Addition		3	30.4	P-D	\$8.0	\$0.0
WWU	Interdisciplinary Sciences Facility		1	29.0	Pre-design	\$0.5	\$0.0
UW	Tacoma Classroom Building Renovation - Urban Solutions Ctr			27.6	P-D	\$1.9	\$1.9
UW	College of Engineering Interdisciplinary Education/Research Ctr I			27.4	Pre-design	\$0.4	\$0.0
UW	Innovation Collaboration Center			22.5	Pre-design	\$0.4	\$0.0
UW	Health & Life Sciences - Hitchcock West			21.6	P-D	\$10.5	\$0.0
UW	Libraries Archival Storage - Sand Point Building 5			19.6	P-D	\$1.0	\$0.0
EWU	Riverpoint Building		3	18.8	Pre-design	\$0.4	\$0.0
UW	Tacoma Innovation Partnership Zone Development - Phase I			16.8	Pre-design	\$0.5	\$0.0
						Agency Request	2013-15 Final Budget
Projects Added (Not Scored)							
WSU	Everett University Center				Design Build	\$0.0	\$10.0
WSU	Pullman Pedestrian Bridge					\$0.0	\$1.5
						\$502.2	\$185.1
Legend:							
P-C = Pre-design through Construction							
P-D = Pre-design through Design							
D-C = Design through Construction							

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
SPECIAL MEETING
MINUTES
Friday, August 23, 2013**

Chair Peggy Zoro called the Board of Trustees Special Meeting to order on August 23, 2013 at 9:05 a.m. in the Compass Room of the Hotel Bellwether, One Bellwether Way, Bellingham, WA 98225.

BOARD OF TRUSTEES

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

WESTERN WASHINGTON UNIVERSITY

Bruce Shepard, President
Paul Dunn, Senior Executive Assistant to the President
Barbara Stoneberg, Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

1. LOOKING BACK: THE 5 YEAR JOURNEY

Board members and President Shepard discussed what they have learned and observed about Western and higher education in general over the past five years since President Shepard started at the University.

Chair Peggy Zoro announced a break at 10:35 p.m. and the Board reconvened at 10:50 p.m.

2. LOOKING AHEAD STRATEGICALLY

Board members and President Shepard discussed what they see as external opportunities and challenges for the University and how best to use them as catalysts for positive changes and improvements for the Western community as a whole. They also had an in-depth discussion on the internal strengths of Western and the university's possible vulnerabilities.

Chair Peggy Zoro announced a break at 12:10 p.m. and the Board reconvened for a working lunch at 12:20 p.m.

3. LOOKING AHEAD STRATEGICALLY (continued)

Board members and President Shepard continued their discussion regarding opportunities and challenges for the University in the coming year and beyond. They discussed possible strategies in educational direction, state and national support and funding, and internal directions. They also discussed what they see as their priorities for the upcoming year

specifically and what they see as individual priorities and goals for the University as a whole. The themes and insights that emerged will be used by President Shepard as he uses Opening Convocation remarks to pose questions concerning Western's agenda for the years ahead.

Chair Peggy Zoro announced a break at 2:10 p.m. and the Board reconvened at 2:25 p.m.

4. REVIEW RELATIONSHIP OF BOARD AND PRESIDENT

The Board members and President Shepard discussed how they see their interaction and working relationships over the past year. They also discussed the need to continue open and transparent decision making for the benefit of the Western community as a whole.

5. REVIEW FUNCTIONING OF THE BOARD

Board members discussed with President Shepard and staff what they needed to support them in their role as Trustee. They also discussed the need to formalize best practices and expectations of board members.

6. TRANSITION PLANNING

Board members and President Shepard discussed possibilities of improving the new trustee orientation process for trustees that will be appointed to replace the trustees whose terms will be expiring in the next year. The Trustees brainstormed some of the best ways to introduce these new appointees to the Board and how to mentor new trustees so as not lose institutional knowledge of experienced trustees.

The meeting recessed at 3:27 p.m. with no action to report.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard

DATE: October 11, 2013

SUBJECT: **Recognitions and Introductions**

PURPOSE: Information Item

Dr. Brian Burton, Associate Vice President for Academic Affairs

Brian Burton, former dean of the College of Business and Economics, was appointed Associate Vice President for Academic Affairs on September 30th. Burton will head up the Academic Budget Office, will oversee a number of staff and interdisciplinary programs, and will coordinate strategic planning with the provost.

Brian has been at Western since 1995, and has served as MBA program director and associate dean. Burton earned his bachelor's degree in journalism, an MBA in management, and PhD in strategic management and philosophy, all from Indiana University. He has published papers in major philosophical and empirical journals in the social issues in management field, including Business Ethics Quarterly, Journal of Business Ethics, Business & Society, and Teaching Business Ethics. Burton is married with two sons; an avid historian, he has also published two books on the Civil War.

Dr. Craig Dunn, Interim Dean, College of Business and Economics

Craig Dunn, former associate dean of the College of Business and Economics (CBE), has been appointed to serve as interim dean for CBE at Western. Dunn will serve as interim CBE dean as a national search takes place for a permanent dean.

Dunn, who began at Western in 2005, has an MBA from California State University, Bakersfield and a doctorate in Business Policy/Strategy from Indiana University. He also is an associate professor at Western and an associate professor emeritus of San Diego State University, in both instances specializing in business and society issues. He is active in the International Association for Business and Society (IABS) – publisher of the journal Business & Society – serving on the Board of Fellows as well as past president. Dunn is widely published and he has received numerous awards for teaching and scholarship.

Susan Cahill, Outstanding Classified Staff Award Recipient

Susan Cahill is a Supervisor of Certification and Accreditation at Woodring College of Education. For nearly ten years, Susan has been making sure that Woodring students are on track to become certified, assisting them down their paths in any way she can. Before working in higher education, she worked for the Olympia School District as the assistant to the director for Special Programs at Olympia High School. She earned her bachelor's degree in Government and Journalism from California State University in Sacramento, and after graduation she was a legislative reporter for the League of Women Voters.

The Outstanding Classified Staff Award recognizes an individual who exemplifies a positive and creative approach to problem solving and innovation that significantly advances departmental goals and/or University Mission. With the support of the President, the two classified staff unions on campus (WFSE and PSE) together select one of their members to receive this award.

David Davidson, Professional Staff Award of Excellence Recipient

David Davidson is an Associate Director at the Border Policy Research Institute. David has served as the Associate Director of the Border Policy Research Institute at Western since 2005. Before his position at BPRI, he served as the City Administrator in Sumas for eight years and has gained a wealth of experience with the border between Whatcom County and Canada over the last 20 years. He earned his master's degree in Computer Science from the University of Virginia and a master's degree in Public Administration from the University of Washington.

The Professional Staff Organization Award for Excellence annually recognizes a professional staff employee for an assortment of exceptional efforts and contributions to Western.

Steven Sulkin, Diversity Achievement Award Recipient

Steven Sulkin is the retired Former Director of the Shannon Point Marine Center. Steve had been at Western since 1985 and was the director of the Shannon Point Marine Center for 28 years before his retirement this past summer. Sulkin developed the Minorities in Marine Science Undergraduate Program, which introduces Native American, Alaskan Native, African American, Latino/Hispanic and Pacific Islander students to the possibility of pursuing careers in the marine sciences. He earned his master's and doctorate in Marine Biology from Duke University in 1971. Sulkin has been on the editorial board of the scientific journal *Estuarine, Coastal and Shelf Science* since 1990.

The Diversity Achievement Award recognizes outstanding contributions to enhancing multiculturalism on campus and beyond. The award comes with a \$1,500 stipend for use in research, teaching or professional enhancement, made possible by the Western Foundation.

David Willett, Philip E. Sharpe Jr., Community Engagement Award Recipient

David Willett is the project manager for the Office of Facilities Development and Capital Budget at Western. Outside the university, Willett is an active community volunteer. He has been a board member of With Change in Mind, a company that creates humanitarian travel adventures. He has volunteered at Bellingham's Lighthouse Mission, and since 2010, he has been a member of the City of Bellingham's Design Review Board. On a recent service trip to manage the construction of a playground for an orphanage in Malawi, Africa, he taught the older children to mix concrete, read plans, and help with the project, while learning new skills.

The Philip E. Sharpe, Jr. Community Engagement Award is given in recognition of a faculty or staff member or group of Western employees involved in outstanding community service, including outreach and engagement activities that benefit the well-being of the community or an individual(s) in the community.

Multi-Purpose Field Team, Team Recognition Award Recipients

Several years ago the campus recognized a need for a year-round multi-purpose field that would be available to all students, sport clubs and varsity athletics. Making this vision a reality required several years of close collaboration between 26 staff, students and faculty members from across the campus. Thanks to their cooperative approach, transparent communication and hard work, Harrington Field, currently under construction on the south end of Western's campus, will greatly improve campus life for current and future generations of Western students, faculty and staff.

Individual Team Members: Mark Bagley, Western Foundation; Linda Beckman, Enrollment and Student Services; Rick Benner, Facilities Development/Capital Budget; Mark Brovak, University Advancement; Steve Brummel, Athletics; Steven Card, Athletics; Travis Connell, Athletics; Clark Cripps, Campus Recreation; Lynda Goodrich, Athletics; Teresa Hart, Treasury Services; Tamara Jansen, Recreation Center Advisory Committee; Adam Leonard, Campus Recreation; Barbara Lewis, Business Services; Pete Lockhart, Campus Recreation; Sally McKechnie, Business Services; Justin Moore, Recreation Center Advisory Committee; Sara Nichols, Western Foundation; Kunle Ojikutu, Enrollment and Student Services; Sara Richards, AS Board; Diana Rosen, Facilities Development/Capital Budget; Marie Sather, Campus Recreation; Ed Simpson, Facilities Development/Capital Budget; Amy Suiter, Athletics; Brian Sullivan, Business and Financial Affairs; Mike Ulrich, Accounting Services; David Willett, Facilities Development/Capital Budget.

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

TO: Members of the Board of Trustees
FROM: Peggy Zoro, Chair, Board of Trustees
DATE: October 11, 2013
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: October 11, 2013

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: October 11, 2013

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Carly Roberts will brief the Board of Trustees on recent activities of the Associated Students.

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard behalf of the Faculty Senate
DATE: October 11, 2013
SUBJECT: Faculty Senate
PURPOSE: Information Item

Johann Neem, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: October 11, 2013

SUBJECT: **Consent Items**

PURPOSE: Action Items

Purpose of Submittal:

Approval of a consultant contract for engineering services for the North Campus Utility Upgrade, PW678. Award following Board action. Services to start following Board action.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a consultant contract to K Engineers, Lynden, WA, for a fee of \$369,730 (including reimbursables), to provide engineering services for the construction of the North Campus Utility Upgrade project. This project upgrades the existing north campus 4,160 volt electrical distribution system to a more energy efficient and modern 12,470 volt system. In addition, the project will eliminate all existent radial feeds to campus buildings, providing redundancy in the system by establishing a fully looped electrical distribution grid.

Supporting Information:

Eleven consultant firms submitted Requests for Qualifications (RFQs). The North Campus Utility Upgrade Consultant Selection Committee scored the RFQs, and the four highest scoring teams were interviewed. The top scoring firm from the interviews, K Engineers, was selected. The Consultant Selection Committee was composed of the following members: Ed Simpson, Assistant Director for Facilities Development; Scott Stilts, Maintenance Specialist; Don White, Construction Project Coordinator; Dale Krause, Construction Coordinator; and Mike McCurdy, Construction Project Coordinator.

The firms responding to the Request for Qualifications included:

Braaksma Engineering, Bellingham *
Casne Engineering Inc., Kirkland
Coffman Engineers, Seattle
Elcon Associates Inc., Seattle
Hargis Engineers, Seattle *
Interface Engineering, Seattle
K Engineers, Lynden **
Sazan Group, Seattle *
Tres West Engineers Inc., Tacoma
Wood Harbinger, Bellevue

* *Firms interviewed*

** *Firm selected*

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: Peggy Zoro, Chair, Board of Trustees
DATE: October 11, 2013
SUBJECT: Amendment to President's Employment Contract
PURPOSE: Action Item

Purpose of Submittal:

To approve an amendment to the Employment Contract between Western Washington University Board of Trustees and President Bruce Shepard, pursuant to WWU Board of Trustees Rules of Operation, Section 2.3(a).

Proposed Motion:

MOVE, that the Board of Trustees of Western Washington University approve Amendment No. 1 to the Employment Contract with President Bruce Shepard to increase the President's annual salary by 4 percent to \$312,000 beginning on today's date. All other terms and conditions are to remain the same.

Supporting Information:

- *WWU Board of Trustees Rules of Operation*

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Senior Vice President Eileen V. Coughlin

DATE: October 11, 2013

SUBJECT: Fall Opening

PURPOSE: Discussion Item

Purpose of Submittal:

To provide an overview to the Board on the fall quarter 2013 opening and an update of Western's recruitment and admissions efforts

Supporting Information:

As of the writing of this report, our enrollment numbers for fall quarter 2013 are not final. However, we will have the largest, most culturally diverse freshman class in the history of our institution. Estimates are that we will have 2,790 new freshmen (approximately 100 more than for fall quarter 2012) and an estimated 930 new transfer students (approximately 30 fewer than fall quarter 2012). The percentage of enrolled freshmen who are students of color is currently expected to be 25%.

Welcoming Convocation was enhanced this year with fireworks as Western celebrates over 100 years of Memory walk. The attendance reached over capacity for the Performing Arts Center Main Stage Theater and overflow students watched the proceeding in an adjoining auditorium. The "human corridor" was the largest we have ever seen, and new students expressed their sense of amazement as they entered the Western community.

Plans are underway to create a first-generation micro-site within the larger Admissions website to provide access to information that would be especially helpful to first-generation students and their families. Proposed content includes access to resources, tips and directives to get students and parents started on the application process.

Admissions will host Western Fall Welcome on Saturday, October 26, 2013. Western Fall Welcome increases exposure of academic and co-curricular programs among in-state and out-of-state students and high school counselors. Drawing approximately 1,000 guests from all over the country, Fall Welcome provides future students, family members, and high school counselors with a holistic campus experience. Guests eat in the dining halls, explore social and academic opportunities through department open houses and presentations, attend a campus fair showcasing academic and co-curricular options, and explore on-campus living communities.

Fall recruitment for 2014-15 freshmen and transfers began in September. In-state recruitment efforts span the entire state of Washington. This includes more than 200 high school visits, evening college fairs, one week of Seattle-based international transfer fairs, and 26 fall transfer fairs hosted by the Washington Council. Admissions is working with individual academic areas to educate high school counselors and prospective students of new opportunities at Western including expansion in Computer Science, Energy, and Engineering, and Nursing. Admissions also will provide outreach to students in Alaska, Arizona, Hawaii, California, Colorado, Idaho, Oregon, Montana, Utah, New Mexico, and Nevada.

With the rise of options for new freshmen in the state, including Western's large freshman class, the number of transfer students applying has declined. Western has traditionally had one of the latest transfer application deadlines. As a result Western will be adjusting its application deadline in order to ensure earlier admissions decisions for transfer students.

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Brent Carbajal

DATE: October 11, 2013

SUBJECT: SERVICE LEARNING IN SOUTH AFRICA

PURPOSE: Presentation

Purpose of Submittal:

Two Western Washington University faculty members: Vernon Johnson, Political Science, and John Korsmo, Human Services, led a group of students on a service learning experience in South Africa during summer of 2013. Professor Johnson and two of the participating students, Kara Kepple and Ruta Nanivadekar, will share information about their experiences.

Supporting Information:

South Africa: Nongovernmental Organizations in Development – Course Overview

***South Africa:
Nongovernmental Organizations in Development***

Political Science 437g, Human Services 437g

**Professors: Vernon D. Johnson, Political Science, John Korsmo, Human Services
12 credits**

SERVICE LEARNING IN SOUTH AFRICA

This class is designed to offer students a service-learning experience. It combines academic instruction with community-based learning through service projects that meet community needs. It offers students the opportunity to explore the richness and diversity of African communities, while examining social justice issues, and making a contribution to the well-being of the community at large. Through their experience students explore the growing role of nongovernmental organizations (NGOs) in bringing community development to this dynamic and promising African country. The class embodies the instructors' belief that citizen to citizen and community to community networks are an essential component of sustainable international development.

Students Presenters:

- Kara Kepple, Human Services, "Living in Privilege, Living in Adversity: Experiences of Women in South Africa"
- Ruta Nanivadekar, Political Science and Sociology, "African Immigrants in South Africa"

South Africa:

Nongovernmental Organizations in Development

Political Science 437g, Human Services 437g

Professors

Vernon Johnson, Political Science

John Korsmo, Human Services



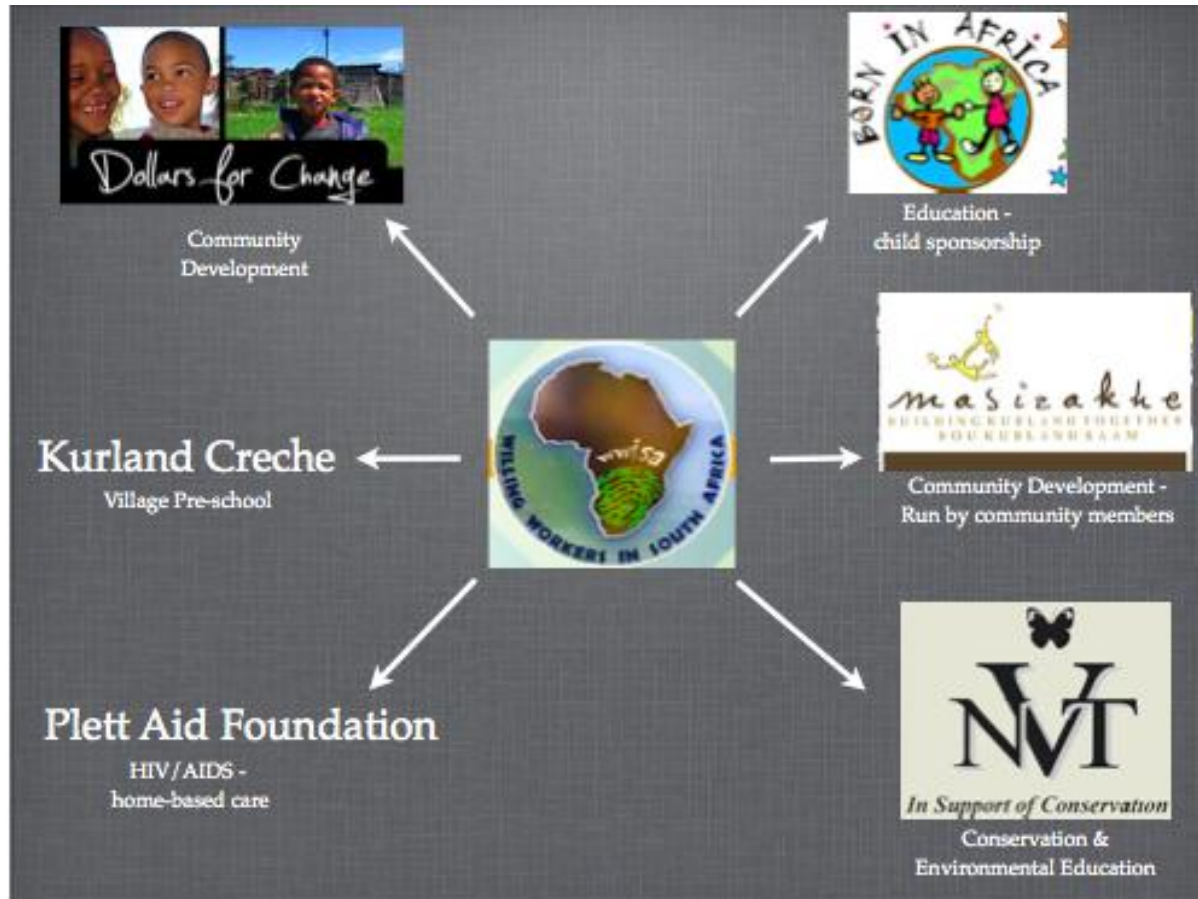
SERVICE LEARNING IN SOUTH AFRICA

- **Offer students ...**
- a service-learning experience
- basic training in doing field research
- the opportunity to explore the richness and diversity of an African community
- an examination of social justice issues
- An introduction to global citizenship

Willing Workers in South Africa

This NGO seeks “to develop integrated, racially and socially harmonious, economically viable and successful, self-sustaining model communities.”

NGOs in Kurland





WELKON WAMKELEKILE
WELCOME TO
KURLAND









CAPE OF GOOD HOPE
THE MOST SOUTH-WESTERN POINT
OF THE AFRICAN CONTINENT

18° 28' 26" EAST
34° 21' 25" SOUTH

KAAP DIE GOEIE HOOP
DIE MEES SUIDWESTELIKE PUNT
VAN DIE VASTELAND VAN AFRIKA

Dollars for Change



Privilege & Adversity

- What does an empowered woman look like?
- Gender disparities among students

- United States
- Germany
- Belgium
- South Africa (Xhosa, colored, white)

African Immigration Stresses in South Africa

- 2 Core Questions:
 - What are the general experiences of African immigrants in South Africa?
 - What social tensions, especially economic exist between immigrants and locals?
- Research Method: Qualitative, Conversational.
 - Compare to national findings
- Spaza Shop:
 - A micro-convenience store



Findings

- Papers:
 - Asylum seekers
 - Time consuming process
 - Temporary
 - Economic refugees won't qualify
- Security:
 - Robberies, petrol bombs
 - Bank accounts
 - Lack social capital
 - Police side with locals
 - Somalis donate

Economic Competition

- Foreigners take wealth out of community
 - Remittances
- Locals can't compete with foreigners because:
 - Foreign-owned spaza shops are cheaper
 - Immigrants work for less
 - Immigrants are frugal
- South Africans lazy, immigrants hard-working
 - Want success right away
 - State provision of services
- Immigrants may have better English
- South African alcoholism

**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: October 11, 2013

SUBJECT: **Campaign Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Stephanie Bowers, Vice President for University Advancement and Executive Director of the WWU Foundation, will provide an update to the board on the Western Washington University campaign.

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

TO: Members of the Board of Trustees

FROM: Dick Thompson, Chair, Board Audit Committee

DATE: October 11, 2013

SUBJECT: **Board Audit Committee Report**

PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: Karen Lee, Chair, Board Committee on Trustees
DATE: October 11, 2013
SUBJECT: **Board Committee on Trustees Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Brent Carbajal

DATE: October 11, 2013

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

PURPOSE: Information Item

Purpose of Submittal:

During the past few years, Western Washington University has had the opportunity to return to the recruitment of tenure track faculty and has successfully hired a number of well-qualified new faculty members. This report provides the Board of Trustees with information about Western's recently hired tenure track faculty members.

First Name	Last Name	Department	Specialty	Highest Degree Earned or Working On
Sharon	Shewmake	Economics		Ph.D in Agricultural and Resource Economics
	Skylar			
Kristan	Powell	Management	International Business	Ph.D in International Management
Glen	McEvoy	Management		M.S. in Organizational Behavior
Beth	Leonard	Theatre & Dance	Chair	MFA in Theatre-Acting and Directing
Brittany	Schade	Design	Interactive Design	MFA in Art Graphic Design
Pierre	Gour	Art	Foundation Studio	MFA in Art Studio
Dipak	Gupta	Theatre & Dance	Scenic Designer	MFA in Theatre
David	Ramael	Music	Orchestra and Theory/History	M.A. in Music
Amber	Bone	Music	Vocal Performance and Opera Coordinator	Ph.D in progress in Musical Arts in Vocal Performance
Monica	Hart	Theatre & Dance	Costume Designer	MFA in Theatre
Jeremy	Cushman	English	Writing Studies	Ph.D in English, Rhetoric and Composition
Lucy	Lewis	Psychology	Counseling	Ph.D in Counseling
James	Fortney	Communication	Organizational Communication	Ph.D in progress in Communication
	San Juan,			
Bernardo	Jr.	PEHR	Kinesiology	Ph.D in Human Physiology (Biomechanics)
Jasmine	Goodnow	PEHR	Recreation	Ph.D in Parks, Recreation and Tourism
Christopher	Loar	English	18th Century Literature	Ph.D in English Literature
John	Lund	Engineering Technology	Computer Electronics Engineering	Ph.D in Electrical Engineering
Brian	Hutchinson	Computer Science		Ph.D in Electrical Engineering
		Biology (Begins in December,		
Caroline	Dahlberg	2013)	Neurobiology	Ph.D in Biochemistry
Robert	Berger	Chemistry	Computational Chemistry	Ph.D in Chemistry and Chemical Biology
		Geology (Begins in September,		
Brady	Foreman	2014)	Sedimentology/Stratigraphy	Ph.D in Geology
Yudong	Liu	Computer Science		Ph.D in Computing Science
	Singh			
Tanveer	Chawla	Engineering Technology	Plastics Engineering Technology	Ph.D in Mechanical Engineering
Aquila	Flower	Environmental Studies	Resource Geography	
Hope	Corbin	Human Services & Rehabilitation		M.A. in Health Promotion
Casey	Shillam	Nursing Program	Director	Ph.D in Nursing
Sondra	Cuban	Continuing and College Education		Ph.D in Adult Education
Samit	Bordoloi	Human Services & Rehabilitation		Ph.D in Human Development and Family Studies
Veronica	Velez	WCE/Fairhaven	Social Justice Minor	Ph.D in Education

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

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Provost Brent Carbajal
DATE: October 11, 2013
SUBJECT: **Quarterly Report on Grants and Contracts**
PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for the period April 1, 2013 – June 30, 2013 and fiscal year 2012/13.

Supporting Information:

- Grant awards/totals for the period 4/1/13 – 6/30/13
- Grant awards for the fiscal year 2012/13

Grant Awards for the Period April 1, 2013 –June 30, 2013

The total amount of grants and contracts received this period was \$ 1,914,666. This includes both new awards and additions to existing awards.

Department	Award Total	# New Awards	# Additions
Anthropology	\$ 40,000	1	
Biology	388,355	1	2
Border Policy	84,429	1	
Campus Police	1,400	1	
Canadian/American Studies	49,500	1	
CBE	105,000	1	
Chemistry	149,690	3	
CJI	46,000		1
CST	40,048	1	
Eng. Tech	50,000		1
Geology	3,000	1	
History	69,470		1
Huxley	83,502	3	3
Physics	160,176	1	1
Shannon Point Marine Center	4,357	1	
SMATE	35,760		1
Sociology	16,601	1	
Woodring	587,378		1
Total	\$ 1,914,666	17	11

SUBJECT: YTD Grant Awards

Department	7/1/12- 9/30/2012	10/1/12- 12/31/2012	1/1/13- 3/31/2013	4/1/13- 6/30/2013	Fiscal Year 2012-13
Admissions	8,000	-			8,000
AMSEC	305,000	286,586			591,586
Anthropology	193,564	80,898		40,000	314,462
Biology			88,417	388,355	476,772
Border Policy	19,160	-		84,429	103,589
Campus Compact	562,519	225,000	10,200		797,719
Campus Police				1,400	1,400
Canadian/American Studies	12,000	77,495	20,000	49,500	158,995
CBE			215,000	105,000	320,000
Chemistry	548,251	123,864	590,000	149,690	1,411,805
Child Development		9,281			9,281
CJI				46,000	46,000
Economics	5,000				5,000
Engineering Tech			50,500	50,000	100,500
Geology			39,097	3,000	42,097
History	467,869			69,470	537,339
Huxley	70,905	988,411	170,690	83,502	1,313,508
Mathematics	35,000	42,000	256,678		333,678
Modern & Classical Lang.	21,481				21,481
Physical Education, Health & Rec	4,273				4,273
Physics				160,176	160,176
Science, Math & Tech Education	292,854	41,622		35,760	370,236
Sciences and Technology				40,048	40,048
Shannon Point Marine Center	1,526,518	78,431	2,340	4,357	1,611,646
Sociology				16,601	16,601
Woodring College of Education	720,440	4,672	3,000	587,378	1,315,490
Total	\$4,792,834	\$1,958,260	\$1,445,922	\$1,914,666	\$10,111,682

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

DATE: October 10, 2013

SUBJECT: Report from University Advancement

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Western Washington University Advancement Activities.

Supporting Information:

Report attached.

UNIVERSITY ADVANCEMENT

October 10, 2013

Western Washington University's Division of University Advancement exists to develop relationships to secure and steward financial resources, which advance Western.



Foundation Report

Overview

The following report from the Division of University Advancement will include gifts made to Western, events, volunteering, communications, and other activities that are designed to build a culture of philanthropy and advance our University.

Campaign Results

Between 7/1/2011 and 8/31/2013, the Western Stands for Washington Campaign has received \$30.7 million.

New Gifts

Two **Anonymous** estate bequests: one in the amount of \$1 million benefitting the Music department, and a \$750,000 bequest for campus enrichment.

A gift of \$150,000 in travel credit from **Alaska Airlines** for the Institute for Energy Studies

A \$150,000 charitable gift annuity from alumnus **Dale Durrwachter ('62)**.

A pledge of \$52,000 from the **Riverstyx Foundation** to support

palliative care initiatives in the RN-to-BSN program in Woodring College

A gift of \$35,000 from **Mickey and Carole Ghio** to their scholarship endowment to support science students.

A pledge of \$25,000 from **David Frank and Marjorie Enseki** for the Larry & Marilyn Richardson Endowment in the College of Humanities and Social Sciences.

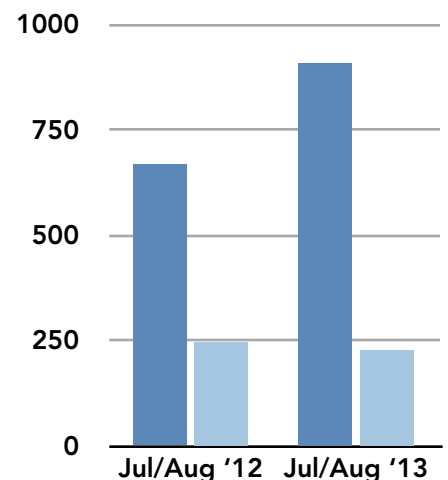
Two pledges to the Bradley F. Smith Internship Program in Huxley College; a \$25,000 pledge from **Michael McDowell ('78) and Suzanne Matchett ('78)**, and \$15,000 from **Mark ('75) and Christine Reis ('78)**.

A gift of \$10,000 from campaign co-chair and former WWU trustee **Martha Choe**, benefitting the Trustees' Scholarship Endowment.

Two \$10,000 gifts to The Shannon Point Marine Center (SPMC); one from the **Bering Sea Fisheries Research Foundation**, and another from **Eugene Kozloff** in honor of Steve Sulkin, who recently retired as director of SPMC.

Annual Giving

In July and August of this year, the number of donors to the annual fund increased to 911, up from 670 during the same period last year. President's Society donors (those who give more than \$1,000 per year) are down slightly, which accounts for the drop in dollars during this period. The annual fund raised \$229,697 between July and August this year.



■ Donors ■ Dollars (x1000)

Bellingham Business Forum

The 13th Annual Bellingham Business Forum will be held November 21 at noon at the Hotel Bellwether. Western alumna **Paula Radloff ('83)**, vice president of human resources at Nike, will be the keynote speaker. All proceeds support student scholarships. In total, our generous sponsors and guests have contributed more than \$1,000,000 in scholarship funding through the Seattle and Bellingham Business Forums over the last 16 years.

New Foundation Board Member

Nancy Taussig, whose son is a current WWU student, has joined the WWU Foundation Board of Directors. Nancy is an associate vice president for Save the Children, where she started the organization's foundation and trusts unit. Under her management, the unit has grown to more than \$25 million in private grant support annually. A mother of four children, who is an avid skier, cyclist and tennis player, Nancy lives in Larchmont, NY with her family.

1893 Society

We developed a new program to recognize cumulative lifetime giving. Much in the same way that the existing President's Society recognizes those individuals who donate \$1,000 or more annually, the newly-developed 1893 Society recognizes those donors who have given to Western at levels beginning at \$25,000 over their lifetime. The 1893 Society will recognize and thank donors at several levels, culminating in donors who give \$10 million or more. As a way of introducing the program, inaugural dinners in both Bellingham and Seattle will take place in October and November.

Recent & Upcoming Events

The Division of Advancement hosted 11 events in July and August. An additional 41 are planned through June. The following events are scheduled through the end of December:

September 29 - Viking Alumni Night at the Seattle Sounders

October 5 - Oktoberfest Dinner Cruise on Bellingham Bay

October 8 - Athletics Scholarship Dinner at the Bellingham Golf & Country Club



"We are building our philanthropic platform for the long term. Just as important as the \$50 million we will raise for this campaign is the philanthropic platform – professional and volunteer – we will put in place for future campaigns."

Hoyt Gier ('80), WWU Foundation Board of Directors and Chair, campaign steering committee.

October 17 - Dedication of the Moss Adams Professional Readiness Center in the College of Business and Economics at Parks Hall

October 25 - Bellingham 1893 Society Dinner in the Wilson Library Reading Room

November 5 - Brown Bag Lunch and Presentation for alumni and friends at Microsoft Campus in Redmond

November 7 - Seattle 1893 Society Dinner at The Arctic Club

November 9 - Wine Tasting at Cañon de Sol Tasting Room in Woodinville

November 16 - Behind the Scenes Museum Tour in Phoenix, AZ

November 21 - Bellingham Business Forum at the Hotel Bellwether

November 30 - "Western WildLights" at Woodland Park Zoo in Seattle

December 3 - Seattle-area President's Society Holiday Reception at Januik Winery in Woodinville

December 7 - "Les Misérables" performance and dinner in Issaquah with Traveling Professor Amanda Eurich of the History Department.

December 5, 6, 7 & 9 - Bellingham Holiday Open Houses at the Shepard residence

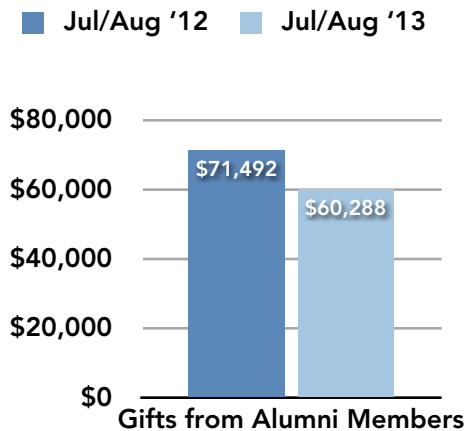
Alumni Association Report

Engagement and Revenue

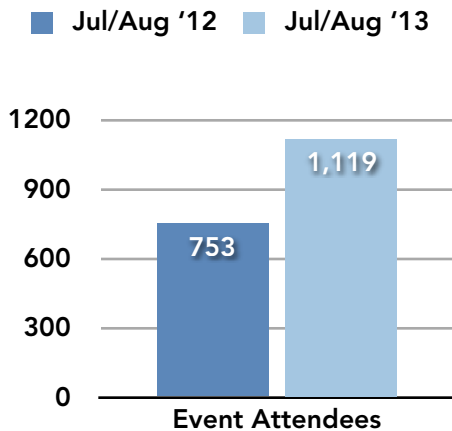
Overall goals for the Alumni Association this year are to increase revenue, scholarships, attendance at events, and memberships. All of these goals are designed to increase giving and volunteering for the University as the advancement division moves toward a broader goal of building a culture of philanthropy around Western.

Measuring Our Goals

Increase Revenue - In the period from July through August 2013, a total of 81 Alumni Association members gave \$60,288. In that same period in 2012, a total of 86 Alumni Association members gave \$71,492.



Increase Event Attendance - In July and August 2013, our events drew a total of 1,119 attendees. In the same period in 2012, attendance was 753. This represents a 48 percent increase.



Increase Memberships - Our current goal is to reach 4,000 members by the end of this fiscal year, June 30, 2014. As of August 31, we are 80 percent toward our goal with 3,229 members and up 4 percent year over year.

New Regional Alumni Networks

While the vast majority of Western graduates live in the State of Washington, there are graduates living in every corner of the US and in many other countries. As part of our ongoing effort to stay engaged with alumni, no matter where they live, the Western Alumni Association has developed two regional networks for Alumni who live in Arizona and the Washington DC area. These networks are staffed by volunteer alumni and exist to leverage Western's alumni network and plan events for alums who can't make it to Bellingham or Seattle as frequently.

Known as "Western In AZ" and "Western In DC," each group has a planning committee made up of individuals who work collaboratively to plan relevant networking opportunities and fun, engaging events for alumni in the area. Other networks exist in or are planned for Los Angeles, San Francisco, San Diego, Spokane, Portland and Japan.

The **Western In AZ** planning committee includes **Julie and Rick Dale ('83)**, **Zach Dale ('12)**, **Nicole Hoch ('11)**, **Gerrilynn and Todd Lindley ('83)**, **Julian Peters ('10)**, **Carolyn and Ralph Vernacchia ('80)** and **Kristine Worland ('86)**.

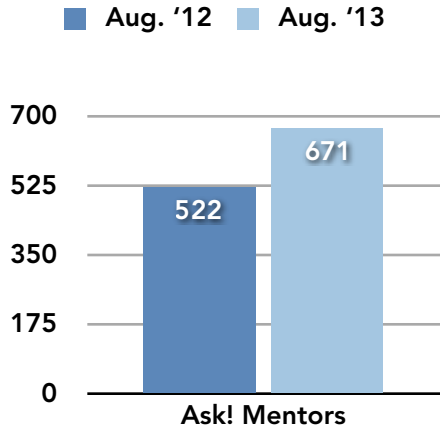
The **Western in DC** planning committee is **Jamin Agosti ('12)**, **Peter Erickson ('89)**, **Craig Hanning ('86 & '87)**, **Pete Ide ('91)**, **Mike Kruger ('99)**, **Gen O'Sullivan ('00)**, **Michael Pryor ('78)**, **Sam Sevier ('64)**, **Max Stahlberg ('09)** and **Brian Wilson ('83)**.

Other Measurements

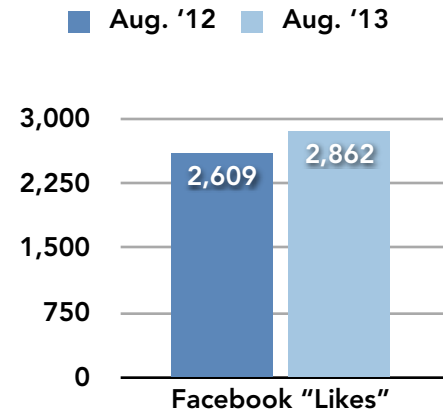
Giving - We will be tracking individuals who make donations when they register for events, and those who make a gift within 30 days of attending an event. Last year we received 24 donations from online registrations alone. Between July 1 and August 31 of this year, we received 15 donations in this way, so this trend is moving in a positive direction.

Online engagement - Alumni communications conducts broad-based outreach programs designed to generate awareness of Western and help support the overall goals. These programs include email newsletters, printed materials, events, and traditional marketing programs like advertising and public relations.

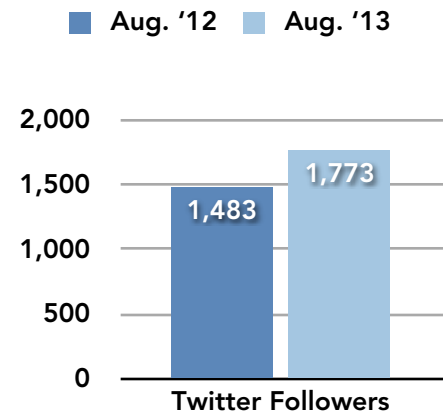
Volunteers - The Ask! program is an online network created by the Western Alumni Association to connect WWU students and alumni for professional mentoring and career networking. As of August 31, we've built this network to a group of 671 alumni mentors from 42 states and 12 countries. This figure is up from 522 this time last year.



The Western Alumni Association **Facebook** page had 2,862 “likes” as of August 31, 2013, an increase of 9.7 percent over the same period last year.



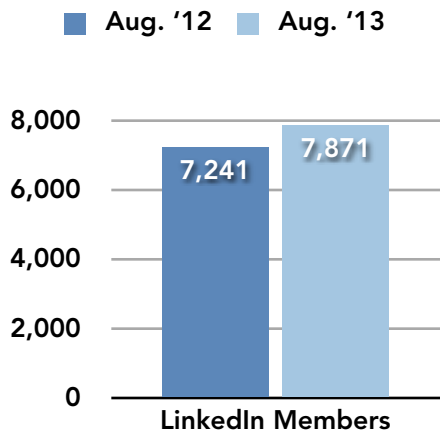
As of August 31, 2013, the Western Alumni **Twitter** feed had 1,773 followers, an increase of 19.6 percent over the same period last year.



Social Media Engagement

Engagement on the three major social media networks has increased in the last year.

As of August 31, 2013, the Western Alumni Association **LinkedIn** group had 7,871 members, an increase of 8.7 percent over the same period last year.



“We know that people who receive scholarships are more likely to give back in the future, so we view this as a long-term investment in future generations of leaders at Western, by helping them afford a great education at Western.”

Keith Boyd ('95), President, WWU Alumni Association Board of Directors

Get Your Blue On!
Alumni events, like this year's Sixth Annual "Get Your Blue On" BBQ for faculty, students and staff (which had 276 attendees on Sept. 11), create an atmosphere of Western pride, generate awareness of the Alumni Association and drive membership.





Capital Program Report

Board of Trustees
October 11, 2013

MAJOR/INTERMEDIATE CAPITAL PROJECTS

- **Carver Academic Renovation**

The Carver Academic Renovation project design phase is wrapping up with final construction review comments being picked up by the consultants. Construction activities are delayed until Western receives construction phase funding. Due to the critical life safety and preservation issues, after receiving Board approval in August, Western will request funding for the construction phase during the Legislature's 2014 Supplemental Session.

- **Fraser Hall Renovation**

A significant renovation of the 13,000-square-foot Fraser Hall began in early January 2013 and concluded before fall 2013, providing a greatly enhanced learning environment for Western students. Improvements included replacement of the mechanical and electrical systems, energy efficiency upgrades, new fire sprinklers, an upgrade of the building exterior envelope, installation of an elevator, new restrooms, new fixed seating and casework, interior upgrades, installation of a new waterline to the building, and associated site improvements for ADA access.

- **Multipurpose Field**

Since starting construction in June 2013, the contractor has completed the removal of all unsuitable soils and the import of new soils as required by the contract. Installation of site retaining walls is ongoing, as are the walls necessary for the support of the bleacher seating. Site utilities have been installed for the restroom and ticketing building as well as utilities for future locker and team rooms. Electrical utilities have been installed for the site power, conduit for field lights as well as data infrastructure for game management systems.

Work on installation of the turf is scheduled for October by Astro Turf under a separate agreement with Western. Work on the restroom and ticketing building will also continue through November as well. The project is on schedule to be complete spring 2014 and is currently within budget.

OTHER SMALLER PUBLIC WORKS PROJECTS IN CONSTRUCTION THIS SUMMER

There are nine smaller projects that were executed across campus this summer:

1. **PW642 Mathes Hall Renovation Phase II**

In the University Residences area, the second phase of the Mathes Hall Renovation was completed for fall occupancy. Mathes Hall received upgrades to the fire alarm and detection systems, installation of a fire suppression system (sprinklers), asbestos abatement, seismic upgrades, replacement of flooring in student rooms, and lighting.

2. **PW661 Ridgeway Alpha Renovation**

In the University Residences area, Ridgeway Alpha received upgrades to the fire alarm and detection systems, installation of a fire suppression system (sprinklers), asbestos abatement, replacement of windows, replacement of flooring in student rooms, and lighting.

3. PW662 Fairhaven Entry Road Improvement

The entrance to the Fairhaven parking area was improved and a new shuttle waiting area developed. The project was completed in August.

4. PW663 Humanities Exterior Renewal

Adhering closely to the original architectural design, this project improved building performance and reduced water infiltration by cleaning and sealing brick, repairing mortar joints, replacing window caulking, repairing wood columns, and providing exterior downspouts from the roof.

5. PW666 Parking Lot 7G Alley Repair

This project repaired uneven concrete paving to improve pedestrian safety.

6. Special Project #016 Fairhaven Food Services Remodel

The Fairhaven Dining Hall was upgraded to include energy efficiency improvements by replacing old equipment and adding some new equipment in the kitchen: new cabinets, lighting, food service equipment, and layout in the food service area; new cashier station and relocation of the dish room and conference rooms on the east side of the dining area.

7. Special Project #018 Ross Engineering Technology Roof Repair

A portion of the Engineering Technology roof that was experiencing leaks was replaced. The work included adding insulation to the area to improve energy efficiency.

8. New Copy Services Center *(In-house project)*

The Copy Services Center will be moved from the second floor of Haggard Hall to the first floor of Haggard Hall in the space facing Red Square that formerly held the Juice Bar and entry lobby. This new “storefront” location improves student and employee access to the Center. Copy Services’ previous operations in Haggard Hall, Parks Hall, and the Commissary will be consolidated into this new central location. The work will be completed this fall.

9. Commissary Classrooms *(in-house project)*

With the consolidation of Copy Services to its new location, Commissary space was freed up to address space issues for the College of Fine and Performing Arts. The Commissary was remodeled to create two dance studios, one lighting lab for the Theatre Department, as well as a supporting classroom for the lighting lab. Additionally, four faculty offices were created for the Dance Department. This will alleviate some of the space and program pressure from Carver Gymnasium, the Performing Arts Center, and Bond Hall.

City of Bellingham Project Impacting Western

Additionally the City of Bellingham will complete a pedestrian pathway between the Samish Urban Village and Western by constructing approximately 2,700 feet of sidewalk on the north side of Bill McDonald Parkway between Ferry and Byron Avenues. The improvements, which provide a sidewalk on the same side of the street as the Birnam Wood apartments, will include driveway cuts, ADA facilities, and drainage improvements. Scheduled completion is late September 2013.

For more information about the major projects, the Capital Program, and the Capital Planning process, please visit the Office of Facilities Development and Capital Budget website:

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

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

TO: Members of the Board of Trustees

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

DATE: October 11, 2013

SUBJECT: **University Relations and Community Development Report**

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND
COMMUNITY DEVELOPMENT**

REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES

UNIVERSITY RELATIONS AND COMMUNITY DEVELOPMENT

Small Business Development Center and Front Door to Discovery

Western's Small Business Development Center and the new Front Door to Discovery program are partnering with Bellingham's Technology Alliance Group, Big Idea Lab, and the Port of Bellingham in hosting Whatcom County's Global Entrepreneurship program November 18 -25. The week long program is staged in counties throughout the state under the coordination of the State of Washington Department of Commerce. [Here](#) is a link to the local event website.

Waterfront Development

A Bellingham Waterfront RFP Review Committee to select a developer for the initial 10 acres of the development is amidst the review and presentation process. The committee includes staff members from the Port and City of Bellingham, Mayor Kelli Linville, County Executive Jack Louws, Port Director Rob Fix, and Western representative Steve Swan.

Presentations have been made to the committee by Williams/Dame and Associates of Portland, OR, and Harcourt Developments LTD of Ireland and their local partner Tin Rock Developments INC. A third presentation will be made in early October by Viking Development LLC of Bellingham. A fourth proposal which was submitted late is currently being reviewed by staff.

The Bellingham City Council and the Bellingham Port Commission are currently reviewing the draft master plan for the Bellingham Waterfront Development. As a part of the review and approval process, both entities are conducting a series of public hearings. Both groups have set a goal of completing their processes by December 31, 2013.

Western Window TV Show

The University Communications and Marketing homepage now offers a direct [link](#) to archives of the Western Window television Show.

The Western Window Television Show continues to be produced on a monthly basis and is being televised every Saturday morning at 11 a.m. on KVOS television. The station, which is found on Comcast Cable TV, is available on local cable stations from Bellingham to Olympia. The show is also shown locally in Bellingham on the government access channel, BTV-10.

The show is largely produced by Western students through an internship program and showcases students, faculty, and programs at Western, as well as collaborative efforts between Western and community partners.

GOVERNMENT RELATIONS

The Government Relations office has been working the past six weeks to promote Western's 2014 Supplemental Budget requests for the Carver Academic Facility (capital) and proposal for increasing the numbers of highly qualified math and science teachers (operating) that Western prepares. Visits have been scheduled to the Western campus to discuss and tour the Carver Academic Facility for OFM personnel, Legislators and Legislative staff with responsibility for the Capital budget.

Government Relations staff and our institutional team led by Vice Provost Steven Vanderstaay have also been working with the COP as part of the Technical Incentive Funding Model Task Force that was established in the 2013-15 Operating budget. The Task Force was directed to provide the legislature with an incentive funding model proposal for the public baccalaureate institutions.

Government Relations staff are also working with the Political Science Department in preparing for the 2013 Munro Seminar which will be held at Western on November 5th, 6th and 7th. The event will again be televised on a delayed basis by TVW.

Western was proud to host the Washington Student Achievement Council (WSAC) meeting on campus on September 24th. The meeting was chaired by WWU Trustee Karen Lee, Vice Chair of the WSAC Board. The meeting provided a great forum for Western to highlight some of the great initiatives and programs taking place on campus and to further educate and inform WSAC Board members, staff, and legislative staff about Western.

OFFICE OF COMMUNICATIONS AND MARKETING

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

- Our staff successfully helped place a number of prominent stories in the media, including a guest column by President Shepard on [Western programs that meet state and community needs](#); that [U.S. News highly ranked Western](#); that Western is on Washington Monthly magazine's list of the [top "Best Bang for the Buck" schools in the nation](#); on Western getting a [major National Science Foundation grant](#) to study improving math and science instruction in elementary schools; on WWU Professor Rand Jimerson's family donating a reminder of a 1963 church bombing that led to stories in the [Washington Post](#) and [Bellingham Herald](#); about a [large gift helping create an entrepreneurship minor](#) at WWU; and the announcement of the appointment of interim CBE dean Craig Dunn.
- Now that students have returned, New Media Coordinator **Matthew Anderson** noted that social media engagement is up dramatically across all channels, and it seems that word has been spreading about our efforts, because we're getting new fans and followers at a rate quicker than we've ever seen.
- Last week, the campus social media committee met for the first time this year. With the goal of using these as training sessions for everyone on campus who uses social media, Anderson expanded the committee to include everyone who uses these tools on behalf of Western. They have created a separate subcommittee of core users to deal with larger issues related to the university's use of social media, and that group meets in two weeks.

- Communications and Marketing Publications Editor Mary Gallagher recently released the university's 2012-13 Annual Report, viewable online (www.wvu.edu/annualreport) and in a brochure format. The brochures are meant to assist offices throughout campus with marketing, advancement, community outreach and recruitment. Mary also is at work on the largest-ever edition of Window magazine and reports that our back-to-school edition of the [Soundings family newsletter](#) was the best-read edition ever.
- Assistant Director/Manager of Marketing John Thompson also continues on the office's new one-stop-shop website for campus marketing and branding needs. The new site will accurately reflect the many services offered to campus stakeholders to assist them in delivering their messages and telling Western's story, from press releases and video production to social media and graphic design.
- The WWU events calendar is getting a major upgrade soon that should enhance usability throughout campus.
- Booking **faculty speakers** by **Pam Smith** through [Western's Speakers Bureau](#).
- Completion of **graphic design projects** by **Chris Baker** and **Derek Bryson** with many campus offices, including: Admissions, New Student Services, Extended Education, Athletics, Residence Life, Public Safety, Compass 2 Campus, Human Services, College of Fine and Performing Arts, Institute for Energy Studies, Canadian-American Studies, Office of Sustainability, English Department, and Division of Business and Financial Affairs,

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

TO: Members of the Board of Trustees

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

DATE: October 11, 2013

SUBJECT: 2013 WWU Annual Report

PURPOSE: Information Item

Purpose of Submittal:

The University's 2012-13 Annual Report can be viewed online
at (<http://www.wwu.edu/annualreport>).

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard and Board Audit Committee by Kim Herrenkohl,
Director of Internal Audit

DATE: October 11, 2013

SUBJECT: **2012-2013 Office of the Internal Auditor Annual Report**

PURPOSE: Information Item

Purpose of Submittal:

To provide the Board of Trustees an annual overview of the 2012-2013 operations of the Office of the Internal Auditor. Report includes descriptions of internal audit services, results of audit and investigative activities, goals for the upcoming academic year, and the 2013-2015 Internal Audit Schedule.

Supporting Information:

- *2012-2013 Annual Report to the Board of Trustees* – document attached.



**2012 - 2013
ANNUAL REPORT TO
THE BOARD OF TRUSTEES**



**Office of the Internal Auditor
Western Washington University**

October 11, 2013

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Prepared by Kim Herrenkohl, Director of Internal Audit

**Western Washington University
Office of the Internal Auditor**

**2012-2013 ANNUAL REPORT
TO THE BOARD OF TRUSTEES**

INTRODUCTION

The purpose of the annual report is to provide the Audit Committee and Board of Trustees with information on the university's internal audit program.

Historical Information:

The Office of the Internal Auditor has been providing internal auditing services to Western since the early 1980s. The oversight responsibilities for the Internal Audit program have changed over the years. In 2001, Internal Audit's reporting structure was changed from the division of Business and Financial Affairs to the President's Office. The reporting responsibilities changed again May 1, 2005, when the Board of Trustees adopted the Audit Committee Charter. The Charter established that the Office of the Internal Auditor would report functionally to the Audit Committee of the Board of Trustees and administratively to the President. The Internal Audit Office was a one-person department until December 2005, when an additional staff auditor and a half-time administrative assistant were hired.

2012-2013 Governance Highlights:

The Audit Committee held five meetings between July 1, 2012 and June 31, 2013. The President and Office of the Internal Auditor participated in each of these meetings as did management from Business and Financial Affairs for relevant agenda items. The Audit Committee meetings also included entrance and exit meetings with the Washington State Auditor's Office for the university's financial statement and accountability audits. At the June 14, 2013 Board of Trustees meeting, the Board approved the 2013-2015 Internal Audit Schedule.

Statement of Independence: The Internal Audit Director confirms the Office of the Internal Auditor's organizational independence during 2012-2013.

International Standards for the Professional Practice of Internal Auditing

1110 – Organizational Independence

The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. The chief audit executive must confirm to the Board, at least annually, the organizational independence of the internal audit activity.

2060 – Reporting to the Board and Senior Management

The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.

ORGANIZATION

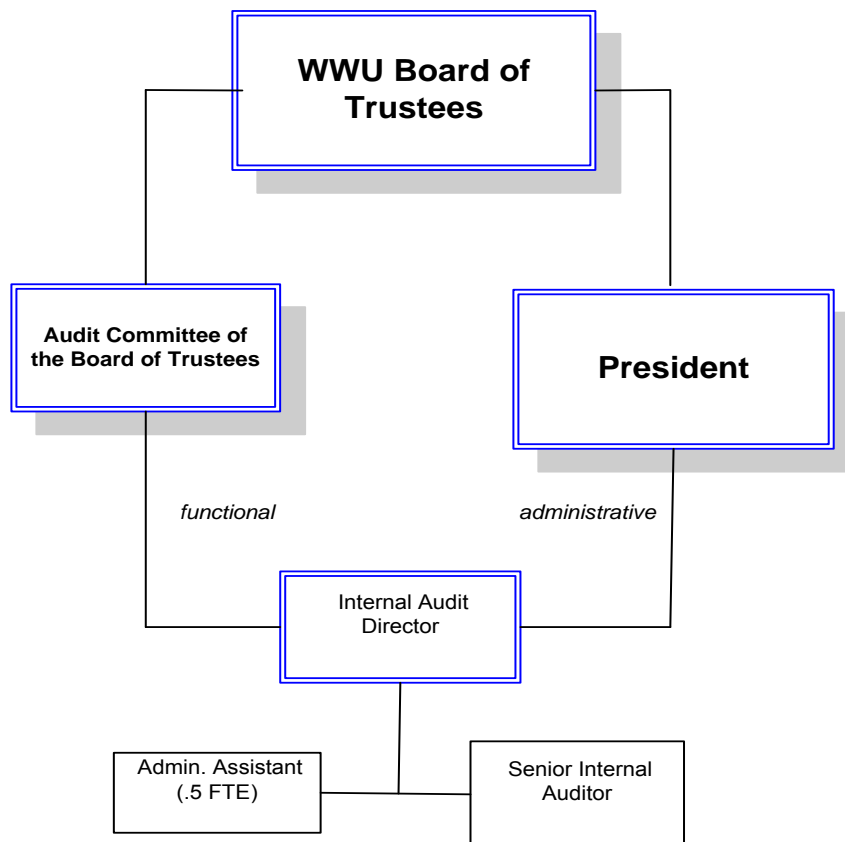
Personnel working in the Office of the Internal Auditor at the end of 2012-2013 are:

Kim Herrenkohl, CPA, CIA, CFE, Director

Paul Schronen, Senior Internal Auditor

Suzanne Baker, Assistant to Internal Audit and Assistant Attorney General (.5 FTE)

Office of the Internal Auditor Organization Chart:



PURPOSE

Internal Auditing is an independent function established within the university to examine and evaluate its activities as a service to the organization. The objective of the Office of the Internal Auditor is to assist the Board of Trustees, President and University Management in the discharge of their oversight, management and operating responsibilities. This objective is accomplished by providing analyses, appraisals, recommendations and information about the activities reviewed by the Office of the Internal Auditor. The Office of the Internal Auditor assesses the efficiency and effectiveness of internal controls with the goal of promoting effective controls at reasonable costs to the university. The internal audit function is an integral part of the institution and plays an important role in the management control system by measuring and evaluating controls. 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's Office of the Internal Auditor is committed to the professional practice of internal auditing. Internal Audit's functional reporting to the Audit Committee of the Board of Trustees and administrative reporting to the President of the university provides the ability to maintain the proper level of independence noted as best practice as well as the Institute of Internal Auditor's standards. In addition, independence requires that the Internal Auditors perform work freely and objectively.

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.

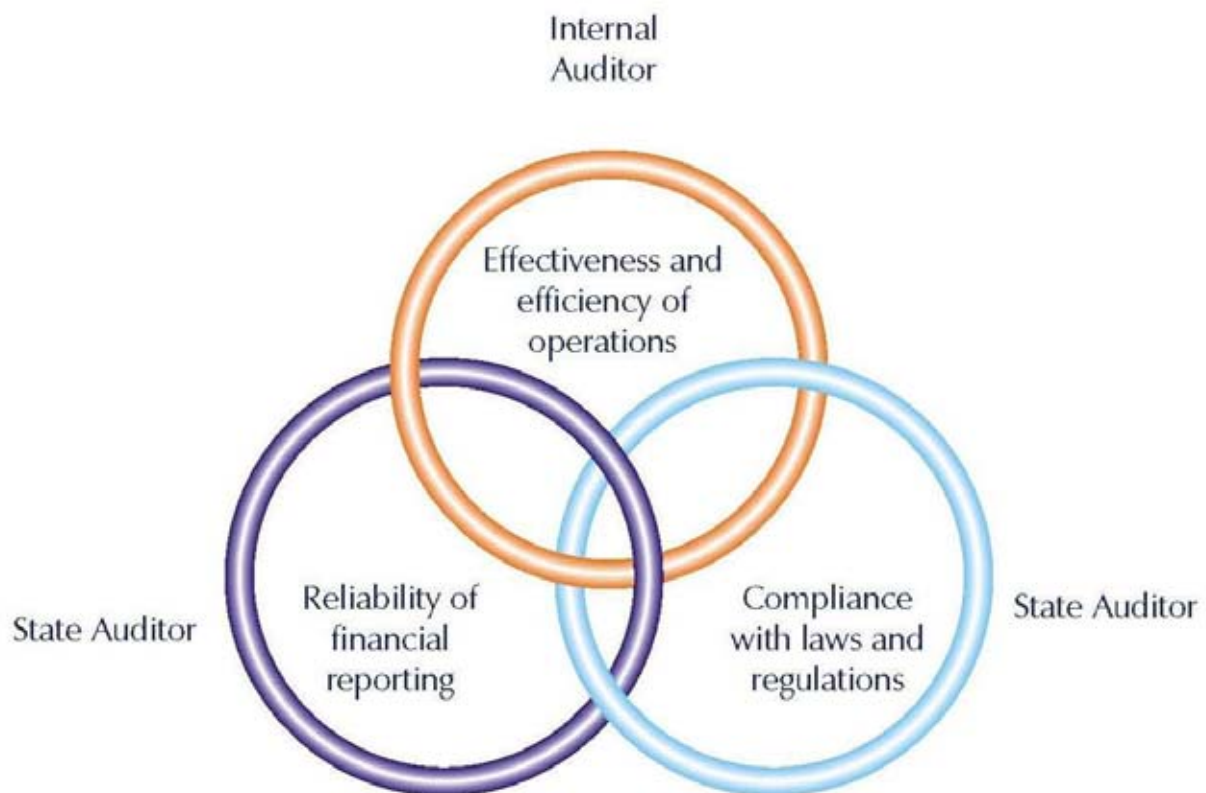
A biennial, risk-based audit schedule is created each year which allows for contingencies that develop during the year. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management. The Audit Committee reviews and makes recommendations 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.

Final audit reports are distributed to the Audit Committee and President and the appropriate Vice Presidents, Deans or Directors involved in the audit. The President and appropriate university management have an opportunity to review and discuss all draft reports. Written responses are requested from management and are included in the audit reports to provide information on the university's plans to address the issues identified in the reports.

UNIVERSITY AUDIT COVERAGE OVERVIEW

The Office of the Internal Auditor works with the university's external auditors to provide a coordinated audit approach that maximizes audit coverage and avoids duplication of efforts. Each audit organization has a specific role which is defined by charter, law or university contract.

The following picture illustrates the primary objectives of each audit organization as well as how the audit activities intersect and complement each other:



RESULTS OF 2012-2013 AUDIT AND INVESTIGATIVE ACTIVITIES

Summaries of the audit and investigation reports issued by the Office of the Internal Auditor during fiscal period July 1, 2012 through June 30, 2013 are provided below:

AUDITS AND CONSULTING

Decentralized Accounts Payable - Associated Students Bookstore Audit

The focus of the audit was to evaluate the adequacy of system and operational controls related to Associated Students Bookstore's decentralized accounts payable process and to verify that the controls were operating effectively, efficiently, and in accordance with management's criteria and legal requirements. We made recommendations related to system controls and access, expenditure authorization and delegation of authority, purchasing and payment restrictions, transaction documentation, use tax exemption, receiving controls, check creation and distribution and vendor credits and refunding.

Faculty Senate Office Financial Process Audit

The focus of the audit was to determine if there were reasonable controls to ensure that the Faculty Senate Office's financial processes were being administered efficiently, effectively and in compliance with regulations and policies. We made recommendations related to maintaining separation of duties or implementing compensating controls, and following proper procedures for recording lost receipts and catering exemption waivers.

Follow Up Audits: Internal Audit performed follow up reviews of audit and investigation reports with outstanding recommendations:

- **Extended Education and Summer Programs – Conflict of Interest and Food Service Special Investigation** Original report issued on June 10, 2008.

All original recommendations have been completed.

- **Center for International Studies Special Investigation** Original report issued on January 8, 2009. All original recommendations have been completed.
- **Outside Consulting and Employment Audit (#2)** Original report issued on April 12, 2005, and first follow up audit report issued on July 31, 2009. All original recommendations have been completed.
- **Payments and Reimbursements to Board of Trustees Audit (#2)** Original report issued on December 20, 2004, and first follow up audit report issued on January 9, 2009. All original recommendations have been completed.
- **Computer Science Department Payroll Overpayment Special Investigation** Original report issued on November 24, 2009. All original recommendations have been completed.

Quarterly Audit of President's Expenses

Internal Audit was delegated responsibility from the Audit Committee of the Board of Trustees to perform a quarterly audit of all state-funded travel and entertainment expense reimbursements to President Shepard. During fiscal year 2012-2013, Internal Audit performed four audits and reported on the results to the Audit Committee. Our review concluded that all reimbursed expenses were allowed by state rules.

SPECIAL INVESTIGATIONS

Theatre Department Faculty Use of Purchasing Card and University Resources Irregularities Special Investigation

Internal Audit performed a review of a Theatre faculty member's purchasing card (PCard) transactions and use of university resources. We determined that the Theatre faculty member used university resources such as computers, modelmaker, camera and email system to perform outside compensated activities and for greater than *de minimis* personal use, which did not comply with the state's ethics law and university policy. Based on actions by the faculty member, the university ended up buying a \$6,500 3D modelmaker where the primary purpose for the modelmaker appeared to be for the production of foam models for the faculty member's outside compensated work for an outside entity. The faculty member also used two of

the university's education version software programs to perform compensated work for outside businesses in violation of the software licensing agreements. At the time the report was issued, the Theatre faculty member had resigned from his position at the university.

Associated Students Bookstore Overtime Time Keeping Irregularities Special Investigation

Internal Audit reviewed allegations related to overtime practices at the Associated Students Bookstore. Our investigation did not substantiate the concerns that overtime requests and approvals did not follow Student Affairs procedures, overtime was charged for work not actually performed or overtime was charged for working through an employee's lunch hour as compensation for higher-level duties. We did observe the opportunity to improve the timely review and approval of the bi-monthly payroll time keeping reports.

2013-2015 PLANNED INTERNAL AUDIT ACTIVITIES

Internal Audit Schedule and Risk Assessment Processes:

As outlined in Internal Audit's charter, policy and procedure, the Office of the Internal Auditor creates a risk-based annual audit schedule to maximize the effective use of Western's Internal Audit resources. In establishing the biennial audit schedule for 2013 – 2015, we met with the President, Provost and each Vice President. We also solicited input from Deans, Assistant Vice Provosts, Executive Directors, Directors and Academic Chairs regarding potential or inherent risks warranting review by Internal Audit.

Input from the campus provides us with both a broad overview and specific areas of university risk for consideration. Internal Audit's experience with university operations as well as understanding of inherent operating risks is also considered in the process. In addition, the *International Standards for the Professional Practice of Internal Auditing* requires internal auditors to perform follow-up audits of prior audit activities to ascertain that appropriate action is taken on reported audit recommendations. The audit schedule is also developed to allow for contingencies that may develop during the year. Finally, the Internal Audit schedule considers audit services provided by outside audit organizations such as the State Auditor's Office in order to reduce a duplication of efforts and increase audit coverage to the university. A preliminary audit schedule was drafted and discussed with the Audit Committee and President. The Board of Trustees approved a final biennial audit schedule for 2013-2015 at their meeting on June 14, 2013. (See Appendix A.)

Other Audit and Consulting Activities:

The Office of the Internal Auditor also performs the following other activities throughout the year:

- Questions and advice consulting services **
- Department ethics training upon request
- Participation on university committees, including Policy Technical Review Committee and Banner Initiatives Projects
- Participation in audit meetings and discussions with the State Auditor's Office
- Tracking incidents of reportable losses or other illegal activities to the State Auditor's Office
- Liaison to the State Auditor's Office Whistleblower Program

** Internal Audit receives questions and requests for advice throughout the year. These inquiries require research and summary opinions and advice. Internal Audit works closely with the Assistant Attorney Generals in responding to many of these requests.

	2012	2011	2010	2009	2008	2007	2006	2005	2004
Number of questions and requests for advice received by Internal Audit per calendar year	85	77	71	77	80	66	68	68	60

Internal Audit Goals for 2013-2014:

- Complete a minimum of 60 percent of the scheduled audit and consultation activities for the fiscal period 2013-2014.
- Continue to provide proactive services such as *ad hoc* advice and department ethics training, upon request.
- Continue to participate on university or division risk, budget, Banner and policy committees.
- Ensure that reviews assist departments by identifying and highlighting opportunities for operational efficiency and effectiveness improvements, especially in light of economic factors causing increased pressure to downsize university staff positions.

QUALITY ASSURANCE

The Office of the Internal Auditor evaluates its audit and consultation services to ensure useful and high quality service, compliance with university policies and audit standards, and development of staff.

Customer Surveys:

One of the primary methods to obtain feedback on the effectiveness of Internal Audit's audit and consultation services, as well as the value received by audit clients, is through Internal Audit's Customer Survey process. The Office of the Internal Auditor's Customer Survey forms are sent to the Vice Presidents and members of management, faculty and/or staff most involved in the audit or consultation after the completion of the review. Internal Audit considers the feedback provided in the customer survey responses and takes action deemed necessary to address quality service or performance issues. Internal Audit summarizes the Customer Survey results and discusses them with the President and Audit Committee at Audit Committee meetings.

Note: Internal Audit does not request feedback via the Customer Survey process for special investigations due to their unique purpose and scope. We also do not request Customer Survey forms for small follow up audits.

The Customer Survey results for three audit reports issued from July 1, 2012 through June 30, 2013 are as follows:

	SURVEY QUESTIONS	AVERAGE SCORE
1	The Internal Audit department conducted business in a courteous and professional manner	3.80
2	Audit or consulting related activities were conducted with as little inconvenience to me as possible	3.50
3	The objectives of audit or consulting related activities were clearly communicated to me	3.80
4	The results of the audit or consultation were discussed with me on a timely basis	3.60
5	Deliverables or reports were clearly written and logically organized	3.40
6	The audit covered key business and operational risks	3.40
7	My input regarding the scope and objectives were solicited, considered and addressed in a reasonable manner	4.00
8	My concerns and perspectives were adequately considered during interactions	4.00
9	The duration of the audit was reasonable	2.75
10	Audit recommendations were accurate and constructive	3.60
11	Overall, the involvement of internal audit provided value to my organization	3.80

AVERAGE RESPONSE

3.60

Survey Scale: 4= Excellent; 3 = Good; 2 = Fair; 1 = Poor; and N/A Applicable

In addition to the above questions, the Customer Survey form also provides the opportunity for written comments. Some positive feedback received included:

“Through discussion of the results, there was a great exchange of internal control issues as well as the realities of running a complex retail business.”

“I thought the audit was very detailed and thorough.”

“Kim and Paul were excellent communicators... Kim especially has been instrumental in developing an atmosphere of approachability [sic] and trust; I am not hesitant at all to reach out to the IA office to get their opinion on new processes/procedures or changes on existing ones as they are being developed.”

**Western Washington University
Office of the Internal Auditor
2013-2015 Internal Audit Schedule**

2013-2014

2014-2015

OPERATIONAL/FINANCIAL AUDITS	OPERATIONAL/FINANCIAL AUDITS
<p>Ethics Program – IN PROCESS</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>Huxley College - Audit of Fee Expenditures– IN PROCESS</p> <p>To review and evaluate Huxley Colleges’ course and lab, service and facility rental fees for compliance with the university’s processes.</p> <p>Services and Activities Fee Process – IN 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>Grant Administration Process</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s grant processes.</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>Student Sports Clubs</p> <p>To review and evaluate student sports clubs fundraising processes for efficiency, effectiveness and compliance.</p> <p>Housing and Dining Services</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of Housing and Dining Operations.</p>

2013-2014

2014-2015

<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>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>Registrar’s Office</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the Registrar’s Office operations.</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>Admissions Fee Process</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s admission fee processes.</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"> • Vending Machine Contracts – IN PROCESS • Purchasing Card Audit 	<p style="text-align: center;">FOLLOW UP AUDITS</p> <ul style="list-style-type: none"> • Property Management Contract Consultation • Lakewood Center Use of Resources Special Investigation

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Van Den Hul

DATE: October 11, 2013

SUBJECT: 2014 Washington Higher Education Sustainability Conference Update

PURPOSE: Informational Item

Purpose of Submittal:

Provide an update of the 2014 Washington Higher Education Sustainability Conference, hosted by and held at Western Washington University on February 6 and 7, 2014.

Supporting Information:

The Northwest Higher Education Coalition (NWHEC), formed in fall 2009, is a consortium of public two- and four-year colleges and universities in the Kitsap, Whatcom, Skagit, Snohomish, and Clallam counties that fosters regional partnerships to better serve the educational needs of the North Puget Sound region and the people of Washington State.

The Coalition is comprised of the following nine institutions: Western Washington University, Whatcom Community College, Bellingham Technical College, the Northwest Indian College, Skagit Valley College, Everett Community College, Edmonds Community College, Olympia College, and Peninsula College.

Led by Western's Office of Sustainability, the Northwest Higher Education Sustainability Consortium, a subgroup of the NWHEC, in December 2011 approached the NWHEC regarding a potential conference to be hosted at Western Washington University. The NWHEC approved the conference concept on August 4, 2012, with the conference to be held on February 6 and 7, 2014, at Western Washington University. Western provided \$25,000 for conference planning. Portland-based "Social Enterprises" was selected as the conference services provider.

The 2014 Washington Higher Education Sustainability Conference (WAHESC) will explore ways to advance campus sustainability through the sharing of best practices, presentation of cutting edge examples of creative solutions to common challenges, and the development of regional collaborative networks. Attendees will gain new ideas, analyze sustainability management programs, build relationships, share transferable lessons with peers, and endeavor to form a more united coalition to support key statewide sustainability approaches, goals and policy initiatives.

Conference advisory groups include staff and faculty from NWHEC member institutions, as well as regional sustainability officers from the University of Washington, The Evergreen State College, Pacific Lutheran University, University of Puget Sound, Seattle University, Seattle Pacific University, and others.

The conference speaker is Nancy Lord, author of *Early Warming: Crisis and Response in the Climate-Changed North* and the 'Western Reads' book for 2013-14. Dialogue will specifically address issues in the Northwest and Washington State, and solutions will be tailored for implementation in our unique political, social, economic and environmental climate.

Conference themes:

- The role of higher education in the future of Washington State – preparing students to help meet Washington's sustainability goals and create a sustainability-literate workforce
- Preparing students and institutions for their role in the future world
- Responses to the state legislature on carbon emissions reduction and vehicle miles reduction
- Dissemination of cost-saving operational measures
- Promotion of building energy efficiency, and research into clean energy solutions at institutions of higher education
- Promotion of 21st century jobs, including clean energy development
- Building lasting connections cross attendee institutions

Conference website: <http://www.WAHESC.org>

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

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Sherry Burkey, Assoc. V. P. for University Relations and Community Development

DATE: October 11, 2013

SUBJECT: **CONVERSATIONS ON HIGHER EDUCATION & REVENUE CHALLENGES FACING WASHINGTON STATE**

PURPOSE: Discussion Item

Purpose of Submittal:

Representative Reuven Carlyle will discuss Washington State's budget and revenue challenges facing higher education.

DATE FOR NEXT REGULAR MEETING

- **December 12 and 13, 2013**

ADJOURNMENT

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Brent Carbajal

DATE: October 11, 2013

SUBJECT: Overview of the New Nursing Program at Western.

PURPOSE: Presentation

Purpose of Submittal:

Western Washington University's new RN-to-BSN program responds to local, state and national recommendations to increase the proportion of BSN-prepared nurses through seamless academic progression between associate degree and BSN-completion programs. Western's RN-to-BSN program is designed for nurses who have already completed their pre-licensure RN studies and need a program that will allow them to balance their continued professional education along with ongoing work and personal responsibilities.

The presentation planned for the Board of Trustees by program Director Casey Shillam, PhD/RN, and Assistant Professor Jill Mount, PhD/RN, will describe the new RN-to-BSN program and provide an opportunity for questions.

Supporting Information

- *RN-to-BSN Program Presentation to the Board of Trustees, October 11, 2013*
- *RN-to-BSN Program Brochure*

Western Washington University
RN-to-BSN Program
Presentation to the Board of Trustees
October 11, 2013

Thank you for this opportunity to share with you the exciting launch of Western Washington University's RN-to-BSN Program. We look forward to telling you our story of enrolling an incredible cohort of students in the inaugural class of this pioneering program, and the impact that they will have on advancing the profession of nursing and improving the health of our community. In preparation for our presentation, we offer this brief background on the program's structure and mission.

Background on the Western Nursing Program

The WWU RN-to-BSN program is specifically designed for nurses who have completed an associate or diploma pre-licensure program and have their Registered Nursing licensure or will take the National Council Licensure Examination (NCLEX-RN), and are successfully licensed as a registered nurse by the end of their 2nd quarter of study. The program is designed to meet the most recent AACN Essentials of Baccalaureate Education for Professional Nursing Practice (2008) through a collaborative pathway that incorporates both prior learning from pre-licensure nursing education along with RN-to-BSN completion course work.

Western's innovative program is structured with classes meeting one day per week in order to allow returning nurses to balance their continued professional education along with ongoing work and personal responsibilities. Classes are provided one full day during the week on the Western campus, with the remainder of course activities being conducted either online or in the community-based clinical settings. 5 quarters of full-time study prepares nurses with the professional competencies necessary for the increasing complexities of our healthcare system. It also positions our graduates to contribute to new nursing roles that will be required to assure the successful implementation of the Affordable Care Act. Its development has been informed by national nursing standards as well as the WWU Student Learning Objectives.

Western's RN-to-BSN Program will prepare graduates to:

1. Assimilate theories and concepts learned through the sciences and humanities into professional nursing practice.
2. Access, appraise and synthesize credibility of varied sources of evidence to inform clinical judgment and organizational decision-making for optimal healthcare delivery.
3. Promote a culture of evidence-based practice by integrating clinical expertise and diverse perspectives that support patient-centered care and optimal health outcomes.
4. Advocate for access to, and delivery of, equitable health care services with an understanding of the influences of individual, socio-cultural, legal and policy factors.

5. Apply principles of leadership, systems theory, quality improvement, and interdisciplinary communication to promote patient safety and quality care in a variety of settings.
6. Advocate for and practice health promotion and disease prevention strategies to enhance the well-being of individuals, families, communities and populations.
7. Coordinate the delivery of healthcare services through effective professional communication, patient care technology, and interdisciplinary collaboration.
8. Provide BSN generalist care within the context of evolving professional standards and a commitment to life-long learning.

WWU Nursing Mission Statement

Western's RN-to-BSN program will respond to regional needs and advance nursing excellence through an accessible continuum of nursing education. Opportunities for seamless academic progression will allow nurses to develop their full potential through lifelong learning and assume leadership roles, uphold social justice and advance system changes that promote healthy communities and safe, quality healthcare for all.

Western's RN-to-BSN Program of Study

FULL-TIME RN-BSN STUDY (5 Quarter Pathway)			
Fall 2013	Winter 2014	Spring 2014	Summer 2014
NURS 301 Information Literacy 5 cr NURS 305 Social Justice/Healthcare 5 cr NURS 401 e-portfolio 1 cr NURS 307 Writing across Curriculum 1 cr (optional) 11-12 credits	NURS 402 Translational Research 5 cr NURS 412 Policy, Leadership & U.S. Healthcare 5cr NURS 401 e-portfolio 1 cr NURS 307 Writing across Curriculum 1 cr (optional) 11-12 credits	NURS 422 Organizational Change 5cr NURS 432 Community-Based Care 5cr NURS 401 e-portfolio 1 cr NURS 307 Writing across Curriculum 1cr (optional) 11-12 credits	NURS 452 Global Health 5 cr NURS 401 e-portfolio 1cr Elective as needed 5 cr 5-10 credits
Fall 2014 NURS 442 Care Coordination 5 cr NURS 401 e-portfolio 1 cr NURS 307 Writing across Curriculum 1 cr (optional) 6-7 credits			

Contact Information

www.wvu.edu/bsn

Western Washington University RN-to-BSN Program

516 High Street, Miller Hall 415A
Bellingham, Washington 98225

(360) 650-6700
bsn.info@wvu.edu

Casey Shillam, Ph.D., RN
Academic Program Director

Jill Mount, Ph.D., RN
Assistant Professor

Mission Statement

Western's RN-to-BSN program will respond to regional needs and advance nursing excellence through an accessible continuum of nursing education. Opportunities for seamless academic progression will allow nurses to develop their full potential through lifelong learning and assume leadership roles, uphold social justice and advance system changes that promote healthy communities and safe, quality healthcare for all.

AA/EO Institution.

To request this brochure in an alternate format, call 360-650-7410.

06/13

RN - to - BSN



WOODRING COLLEGE of EDUCATION

BSN COMPLETION program



Active Minds Changing Lives

Why a BSN?

W O O D R I N G C O L L E G E o f E D U C A T I O N

A BSN provides:

- A competitive edge in the job market
- Greater employment security
- Increased earning potential
- Career advancement
- Graduate study options for advanced nursing roles

*By 2020, an estimated **80%** of nurses will be expected to have their **BSN**.*

– 2010 Institute of Medicine Report



Program Overview

Western's RN-to-BSN program is a unique collaboration between WWU, Whatcom Community College, Bellingham Technical College, Skagit Valley College, and community-based partners. Each fall, students will begin the program as a cohort allowing for lasting personal ties and professional networking.

Designed with working nurses in mind:

- Classes are scheduled one day per week on Western's campus
- Blended format of regular, face-to-face class sessions and online coursework
- Structured to support a balance between school, work, family, and personal life
- Five academic quarters to completion

Coursework will focus on enhancing knowledge and skills in:

- Leadership
- Evidence-based practice
- Health care policy
- Patient safety
- Care coordination
- Palliative care
- Commitment to social justice



How to Apply

For application details, please visit
www.wvu.edu/bsn



Active Minds Changing Lives

Western Washington University RN-to-BSN Program:

Meeting Community Needs through a National Call to Action



Meet the Inaugural RN-to-BSN Class

- 24 students
- 4 men and 20 women (20% male)
- 11 students have 1 year or less of clinical practice
- 8 have 2-5 years of clinical practice
- 5 have over 6 years (range = 6-22 years of practice)





The Future of Nursing:

LEADING CHANGE, ADVANCING HEALTH



High-quality, person-centered health care for all will require remodeling many aspects of health care system, especially nursing

Western's Nursing Program

- Improving nursing education
 - Increase percentage of BSN-prepared nurses
 - Lifelong learning
 - Seamless progression
- Preparing and enabling nurses to lead change
 - Expand opportunities for nurses to lead
 - Prepare and enable nurses to lead

Program Overview

The Future of Nursing:
Leading Change, Advancing Health



The Power of Partnerships

Need + Leaders + Pursuit of Rigor =

**RN-BSN program thoroughly vetted
and will benefit our community**

Community Technical College Partners



60 Associate Degree Nursing Graduates Annually



60 Associate Degree Nursing Graduates Annually



50 Associate Degree Nursing Graduates Annually

Community Practice Partnerships

- PeaceHealth / St. Joseph's Hospital
- Whatcom Alliance for Healthcare Access (WAHA)
- Whatcom County Community Health & Human Services
- Northwest Education School District School Nurse Corps
- SeaMar Community Health Clinics
- Walgreens Clinics
- Center for Senior Health
- Family Caregiver Network
- Care Coordination Community of Practice Network
- Community Curriculum Consultants
 - Dr. Leasa Lowey, Patient Safety Consultant
 - Dr. Bree Johnston, Palliative Care Services
 - Dr. Maureen West, Health Policy/Disabilities



Mary Baroni
WWU

Cindy Hollingsworth
BTC

Kelly Espinoza
PeaceHealth

Initiatives

- Complex Patients in Primary Care
- Palliative Care Initiative
- Founding Donor Campaign

NIH-Funded Program

Improving the Care and Management of Complex Patients in Primary Care

Lecture Presented by CJ Peek, PHD, Associate Professor
Department of Family and Community Medicine
University of Minnesota

Monday, September 16, 7:30 PM
Bellingham Marine Terminal (Upper Level)
Eligible for 1 hour CME credit

Conference on Patient Complexity with
CJ Peek, PHD, U of Minnesota
Larry Mauksch, MSW, Senior Lecturer
Department of Family Medicine, U of Washington
And
Faculty participants from the College of Social Sciences
Western Washington University

Tuesday, September 17, 8:00 AM – 12:30 PM

What does it mean to

HEAL without CURE?

Community Conversations

An evening of honest conversations in small groups to help build a community for those dealing with serious illness and death.

Event sponsored by:

Palliative Care Initiative: Transforming Human Responses to Living and Dying

[Visit us on the Web](#)

or call (360) 650-6700

Bellingham:

Mon., October 28
7-9 p.m.
YWCA Ballroom

Lynden:

Thurs., November 7
7-9 p.m.
Jansen Art Center

Founding Donor Campaign



