

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
SPECIAL MEETING AGENDA
MARCH 3, 2016**

THURSDAY, MARCH 3, 2016

Location: Old Main 340, Boardroom

Time: 5:00 p.m.

1. CALL TO ORDER

5:00 – 5:01

2. WELCOME AND INTRODUCTIONS

5:01 – 5:10

3. GOVERNANCE AT WESTERN: ROLES AND RESPONSIBILITIES

5:10– 6:10

Faculty Governance — Role and Process of Students in Faculty Agenda Setting

Presentation: Molly Ware, Faculty Senate President
Discussion

Student Governance – Prioritization and Selection of Student Agenda;
Communication and Representation with Campus
Governance Organizations

Presentation: Associated Students Directors
Discussion

Western Governance – Role of Trustees and Administration in Hearing and
Engaging Student Voices

Presentation: Trustees and President Shepard
Discussion

4. SHARED GOVERNANCE - LOOKING TO THE FUTURE

6:10 – 6:25

Discussion

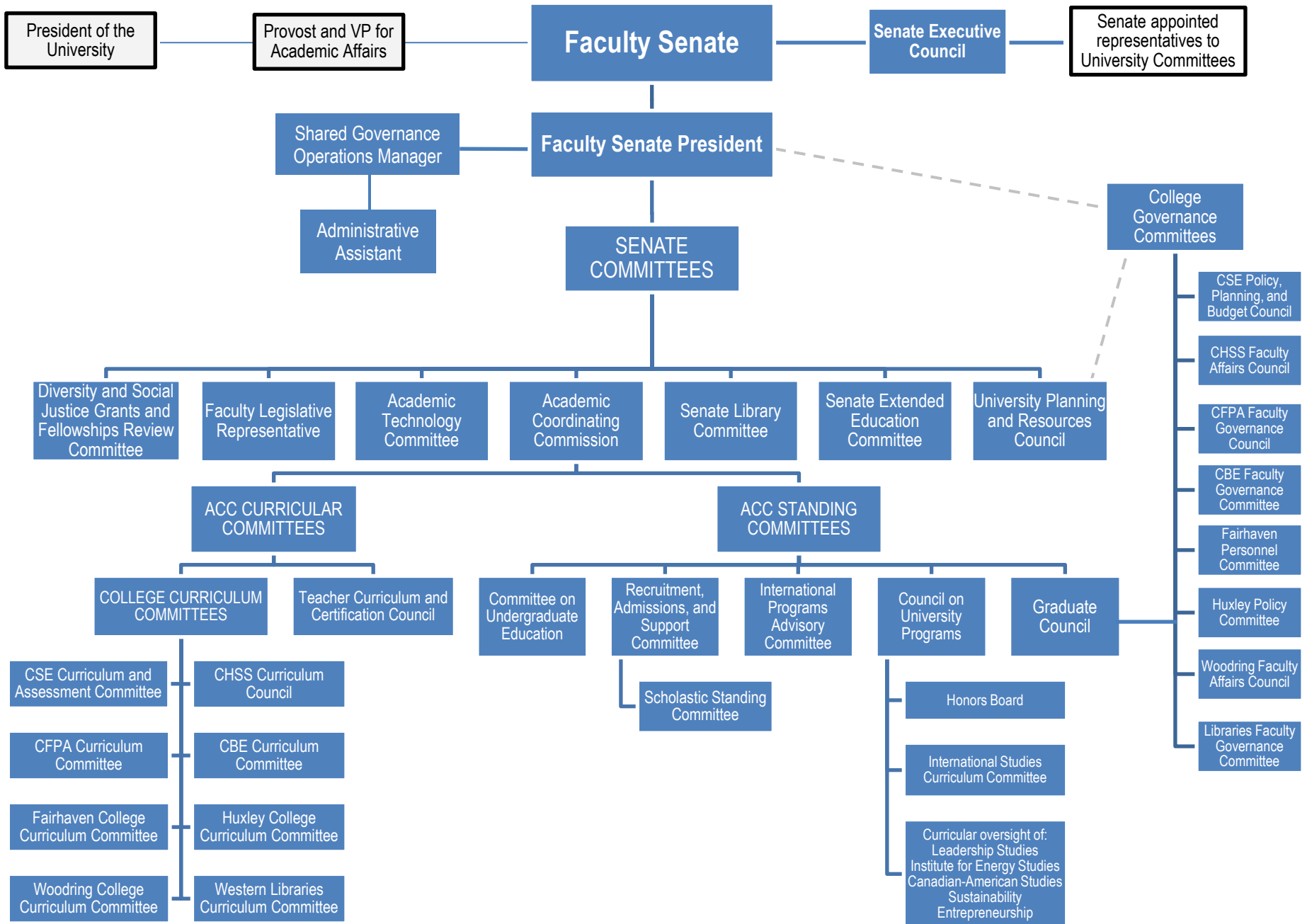
5. CLOSING COMMENTS

6:25 – 6:30

Karen Lee, Chair, Board of Trustees

6. ADJOURNMENT

WWU Shared Governance Organization Structure





2015-2016 Faculty Senate Membership

Faculty Senate President: Molly Ware, x3403

NAME	Position Type	Vacancy Req	Voting Status	Phone	Mailstop	Office	Department	Area	Term Begin	Term End
Molly Ware <i>Senate President</i>	Faculty	Senate President	Voting	2068	MS9089	MH403B	Secondary Education	At-Lg	2012	2016
Kristen Larson <i>VP, Senator on UPRC</i>	Faculty	CSE	Voting	3833	MS9164	CF363	Physics and Astronomy	A	2014	2017
Trula Nicholas <i>Secretary</i>	Faculty	Woodring	Voting	6872	MS9091	MH317E	Health & Community Studies	H	2013	2017
Amanda Eurich <i>Apps & Elections Officer</i>	Faculty	CHSS	Voting	3141	MS9061	BH318	History	C	2013	2017
John Lund <i>Exec At-Lg, Senator on ACC</i>	Faculty	CSE	Voting	2601	MS9086	ET274	Engineering	A	2014	2016
Jackie Caplan-Auerbach	Faculty	CSE	Voting	4153	MS9080	ES236	Geology	A	2014	2016
Craig Moyer	Faculty	CSE	Voting	7935	MS9160	BI406	Biology	A	2012	2016
Daphne Sluys	Faculty	CSE	Voting	3815	MS9063	BH432	Mathematics	A	2015	2017
Clint Spiegel	Faculty	CSE	Voting	3137	MS9150	CB443	Chemistry	A	2014	2016
Karen Bradley	Faculty	CHSS	Voting	3001	MS9081	AH532	Sociology	B	2014	2016
Jim Graham	Faculty	CHSS	Voting	3177	MS9172	AI590	Psychology	B	2011	2017
Vicki Hsueh	Faculty	CHSS	Voting	2649	MS9082	AH405	Political Science	B	2015	2017
Joan Stevenson	Faculty	CHSS	Voting	4787	MS9083	AH316	Anthropology	B	2014	2016
Allison Giffen	Faculty	CHSS	Voting	2013	MS9055	HU355	English	C	2013	2016
Hud Hudson	Faculty	CHSS	Voting	3865	MS9062	BH311	Philosophy	C	2014	2016
Sean Murphy	Faculty	CHSS	Voting	4870	MS9064	BH160	Liberal Studies	C	2011	2017
Neal Tognazzini	Faculty	CHSS	Voting	3863	MS9062	BH306B	Philosophy	C	2015	2017
Sheila Webb	Faculty	CHSS	Voting	6245	MS9161	CF269	Journalism	C	2015	2017
Rich Brown	Faculty	CFPA	Voting	7320	MS9108	PA287	Theatre and Dance	D	2015	2017
Pierre Gour	Faculty	CFPA	Voting	3662	MS9068	FI240A	Art	D	2015	2017
Milica Jelaca Jovanovic	Faculty	CFPA	Voting	2870	MS9107	PA172	Music	D	2014	2016
Steve Henson	Faculty	CBE	Voting	4843	MS9074	PH315A	Economics	E	2014	2016
Stella Hua	Faculty	CBE	Voting	4135	MS9077	PH323	Decision Science	E	2015	2017
Jason Kanov	Faculty	CBE	Voting	2873	MS9075	PH213	Management	E	2014	2016
John Tuxill <i>for Babafemi Akinrinade</i>	Faculty	Fairhaven	Voting	4435	MS9118	FA320A	Fairhaven	F	2015	2016
Patrick Buckley	Faculty	Huxley	Voting	4773	MS9085	AH222	Environmental Studies	G	2015	2017
John McLaughlin	Faculty	Huxley	Voting	7617	MS9181	ES434	Environmental Sciences	G	2013	2016
Chuck Lambert <i>Senator</i>	Faculty	Woodring	Voting	2595	MS9040	MH202D	Special Education	H	2015	2017
<i>UFWW President</i>	Faculty	UFWW President	NV						2013	
Kate Wayne	Faculty	Woodring	Voting	2056	MS9092	MH314	Elementary Education	H	2014	2016
Jeanne Armstrong	Faculty	Libraries	Voting	7667	MS9103	HH227	Libraries	I	2014	2016
Sara Singleton <i>Faculty Legislative Representative</i>	Faculty	FLR	Voting	4880	MS9082	AH416	Political Science		2013	
Spencer Anthony-Cahill <i>Past Senate President</i>	Faculty	2014-15 Senate Pres.	NV	3152	MS9150	CB440	Chemistry		2015	2016
Bruce Shepard <i>University President</i>	Ex Officio, non-voting	University President	NV	3480	MS9000	OM450	President's Office		2008	
Brent Carbajal <i>Provost</i>	Ex Officio, non-voting	Provost	NV	3547	MS9033	OM460	Provost's Office		2013	
Zach Dove <i>AS VP for Academic Affairs</i>	Student, non-voting	AS VP for AA	NV	2941	MS9106	VU504E	Associated Students		2015	2016
Lizzy Ramhorst <i>Parliamentarian</i>	Parliamentarian	Shared Gov Ops Mgr	Other	6808	MS9020	OM350	Faculty Senate		2013	
Kylee Swift <i>Recorder</i>	Recorder	Recorder	Other	3987	MS9020	OM350	Faculty Senate		2015	



Associated Students of Western Washington University Program Standards

ARTICLE I. Name and Objective of the Association

Section 1. Name: This association shall be known as the Associated Students of Western Washington University, hereinafter called the ASWWU.

Section 2. Objective: The ASWWU exists to ensure student representation in decisions that impact students; support leadership development; provide resources, activities, and information for students; and provide opportunities for students to organize themselves around their special interests, in order to further achieve the mission of the university and complement classroom education.

The ASWWU Program office Standards exist to ensure effective stewardship of the AS mission and emulate the values, best practices, and responsibilities of student employees within AS Program offices.

I. Definitions

1. The term “program office” refers to ongoing, AS Board-mandated functions with operating budgets, programming funds, designated office space, and salaried student staff. AS Programs offer students a wide range of employment and volunteer opportunities and help enrich the college experience through the many events, discussions, and services they sponsor.
2. The term “program” refers to a set of plans or objectives that actively execute the mission of the program office. Examples are event-planning, funding programs like the Green Energy Fee program, and internship programs.
3. “Values” refers to general Associated Students organizational values and commitments that connect the AS mission with best practices of student program offices.
4. “Service” refers to the productive use of student fee money in executing the mission of the program office and AS. Examples include offering safe space, informational or entertaining events, informing the WWU community about upcoming events, and providing employment opportunities to students at WWU.
5. “Activity” refers to a set of actions structured to meet certain relevant objectives.
6. “Standards” refers to criteria put forth by the AS Board of Directors for which student employees in service and activity program offices are accountable.

II. Associated Students Program Standards

The Associated Students Board of Directors of Western Washington University has outlined program standards for the effective management of AS staff, the programs they run, and their activities. These standards are consistent with the AS Charter and AS Strategic Plan.

1. The Associated Students exists to serve the diverse needs, interests, and ideologies of all Western students. The focus of all AS Program services, activities, and events is first to Western students, though other campus and community members are eligible to participate in many of these areas.
 - a. Program offices will create services, events, and activities on a wide variety of topics beyond the scope of the personal interests of the student employees.
 - b. Student employees will strive to reach out and involve other students by providing services and activities as well as through work-study positions, volunteer opportunities, and other collaborative efforts.
 - c. Program offices will create services, events, and activities catered to the interests of the Western student body by reaching out to students, remaining effective stewards of student-fee monies, and evaluating services, events and activities for student involvement and participation.
 - d. The Associated Students recognizes the importance of establishing initial contact with First-Year Students to ensure long-term connections between students and the AS. Programmers are required to produce at least one event, activity, or service targeted to First-Year students every year.
 - e. The Associated Students encourages programming that provides opportunities for students to directly interact with faculty and staff outside of classroom activities.
2. The Associated Students has a strong commitment to diversity, non-discrimination, and neutrality. All Associated Students Programs are open to every student regardless of but not limited to, race, color, creed, religious and/or ethical beliefs, national origin, sex, disability, age, veteran status, sexual orientation, gender identity/expression, marital status, genetic information, political beliefs, size, socioeconomic background, or general life experiences.
 - a. Program offices will take steps to create safe and inclusive spaces for student involvement and opportunity regardless of identity, background, or beliefs.
 - b. Program offices will maintain the confidentiality of student information such as identity, student background, and personal information.
 - c. Program offices must remain non-partisan in nature to ensure all students are represented and welcome in each office in the AS. The AS Board of Directors, being the elected representatives of the students of Western Washington University, is the only office within the AS who may take a political stance on behalf of students.
3. AS Program offices will represent the Associated Students name, logo, mission, and affiliated resources and services accurately and appropriately.
 - a. Visual images, radio announcements, and other avenues used by the Associated Students for advertising and promotion of services, events, and activities should not be discriminatory, degrading, or demeaning in nature. Concerns over what is acceptable will be forwarded to the AS Board of Directors for review.
 - b. All promotional materials will, as applicable, include the Associated Students logo, the recycle logo, the office logo, and the disability accommodations inquiry statement with office phone number.

III. AS Program Office Service Standards

The Associated Students program offices provide a variety of services to the WWU community. The AS Board of Directors has outlined service standards for the effective implementation, assessment, and promotion of these services.

1. Program offices will ensure campus-wide publicity and promotion of services, activities, and events.
 - a. Program offices must promote services to all students across campus while using a variety of outreach methods.
 - b. Program offices will seek design services through the Publicity Center and will ensure effective communication with Publicity Center staff and the Communications and Marketing Office.
 - c. Programmers will submit requests to the Publicity Center within the published timelines to ensure promotional materials are available to the student body *at least 2 weeks* prior to the event date.
2. Program office managers and directors will work with supervisors, advisors, and Board of Directors in assessing the service quality and availability to meet student needs.
 - a. Student employees are encouraged to develop, maintain, and update legacy documents for their positions to aid in the transfer of records and data to future generations of AS employees (this is required of AS salaried employees, as outlined in the AS Employment Policy).
 - b. Students will receive first priority for any services or involvement opportunities provided by the program office or department. Other campus and community members are eligible to participate in many AS services but students will be charged a reduced rate. Exceptions can be approved by the Board of Directors.
 - c. Student employees will keep records regarding student usage of services and activities.
 - i. Student Employees will keep track of why their office is used. This recording should include, but is not limited to, categories such as students seeking information, using resources, or seeking a safe space.
 - ii. Anonymous demographic information regarding student usage of services and activities will be collected and kept by an AS office or program. This information will be used in the AS Assessment Process and for informal office assessment.
3. Program offices will maintain awareness of additional services on campus or in the community which may supplement their existing services.
4. During Spring Quarter, each office will develop or update a Strength, Weakness, Opportunities, and Threat (SWOT) analysis. These SWOT analyses will be used in the AS Assessment Process and for informal office assessment.

IV. AS Program Office Activity and Event Standards

The Associated Students provides wide-ranging events and activities to meet the diverse needs and interests of students and to promote leadership development. The AS Board of Directors has defined key activity and event standards.

1. All Associated Students Program offices will ensure equal opportunity and accessibility of all AS events and activities to Western students.

- a. Programmers will work with their supervisor(s) to ensure a balance of events and activities. Events should primarily focus on meeting the needs and interests of a broad cross-section of Western Washington University students, but should be balanced with events which reach a specific portion of our campus population.
 - b. Programmers will be aware of accommodations available to students. Programmers will make these accommodations available to event participants and will work closely with the disAbility Resources for Students office to meet student needs.
 - c. Programmers will actively advertise events broadly across campus to maximize general student awareness and participation. Programmers should provide thorough and broad promotion and advertising for events across campus avenues.
 - d. The Associated Students recognizes that student groups have programmatic needs addressed most effectively by a targeted, but not exclusive, program. A targeted program is defined as a program where attendance is targeted to people of a certain identity or demographic in order to promote community or effectively tackle an issue. Examples of these categories include, but are not limited to, race, gender identity, sexual identity, ability, and veteran status. Some programs may not be specifically targeted in their attendance, but may have an aspect that is targeted (i.e. targeted selection of student cast members, student performers, etc.). These programs are classified as semi-targeted.
 - i. Targeted or semi-targeted programs must be approved by the department director and sent to the appropriate AS Board member, for review.
 - ii. The VP for Business & Operations, or the AS Board member outlined in the previous section, will bring proposals to the AS Board of Directors for approval. The AS Board of Directors will ensure that targeted or semi-targeted programs are only a part of a comprehensive array of services or programs addressing a wide variety of student needs.
 - e. Programmers will put a best-faith effort towards providing at least one gender-neutral restroom at all events with an expected attendance of 150 people or more. AS Personnel Office staff will likewise put a best-faith effort towards providing at least one gender-neutral restroom at all mandatory staff developments, excluding AS Day of Service.
2. Programmers will follow their department's established process for planning and implementing events, following director/manager approval. Program planners will work collaboratively with their directors/managers and advisors to ensure communication and planning goals are met.
 3. Programmers will develop respectful and appropriate co-sponsorships with other AS entities, campus offices, and local organizations.
 - a. Co-sponsorships with other AS organizations or campus offices/programs require participation from all parties in the planning, implementation, and completion of the program. All co-sponsorships require a co-sponsorship

- agreement approved by the coordinators of the AS program offices as well as their department directors.
- b.** Co-sponsorships with campus offices require approval and oversight by office or departmental managers.
 - c.** Co-sponsorships/sponsorships with non-WWU organizations require formal agreement signed by the Director of Student Activities or designee.
- 4.** Programmers will work with their supervisor and advisor to determine the most effective method of evaluating their programs. This will be done through surveys, focus groups, event evaluation sheets, and through the use of other evaluation materials
- a.** Programmers will, to the best of their ability, provide audience participation evaluations at events for the opportunity of direct feedback and assessment. Evaluations should collect audience demographic information, how they heard about the event, and will have a space for comments regarding the success of the event, the appropriateness of the event topic and presentation, and general feelings.
 - b.** The information collected by these evaluations should be easily accessible and properly maintained in an electronic database for continuous assessment of student programs. This information will also be used in the AS Assessment Process and through informal office assessment.
- 5.** AS employees will ensure paperwork and budgeting is handled in accordance with AS policies and procedures.
- a.** All spending of AS funds will follow budget authority policies and procedures outlined for the spending of AS funds.
 - b.** Contracts for performers or guest presenters must be signed at least two weeks in advance of the event date and prior to tickets going on sale (three or more weeks if the standard University contract is not being used).
 - c.** Events which raise funds to benefit a non-profit organization must be approved by the Director of Student Activities through the submission of a Benefit Request Form prior to the event being advertised as a benefit.
- 6.** Events which are ticketed will give preferential pricing and priority to Western students.
- a.** If an event is ticketed WWU students will be charged a lower price compared to the non-student price. Exceptions must be approved by the Board of Directors.
 - b.** Attendance at ticketed events should consist of a majority of Western students. Therefore, if programmers anticipate that the general public may purchase tickets to any specific event at a rate that would *not* result in a majority of student attendees, then tickets should be made available to students before they are available to the general public.
- 7.** In order for the Western community to recognize the AS as a cohesive whole, programmers will deliberately communicate information regarding the AS at events. Programmers are expected to: present the AS and their program as sponsors at all AS events, to present the AS and program logos when applicable, and give a short description of the AS.

V. AS Program Office Management Standards

The following management standards have been created in order to effectively manage the relationship between Associated Students staff.

1. University Structure

The Associated Students operates within the mission of Western Washington University to provide services and activities of interest to its members and the University community. The program offices of the Associated Students operate within the Viking Union Facilities and Student Activities Departments of the University.

- a.** The AS Board of Directors serves as the executive board for the Associated Students and is responsible for policy development and oversight of all of the functions of the Associated Students.
 - b.** The AS Board of Directors may establish various councils, committees, task forces, or groups to manage or direct the work of the organization.
 - c.** The AS Board of Directors establishes various programs and student positions to provide services and activities for the campus and community.
- ### **2. AS Board of Directors Management**
- The individual members of the AS Board of Directors assume management level responsibility for different sections of the organization within the scope of their job description. They derive their authority from the AS by-laws and set the general direction, policies, and objectives of the organization.
- ### **3. AS Department Directors Management**
- The department managers and directors assume management level responsibility for their program offices within their department. Program directors and designated students from staff-managed areas serve on Management Council to discuss issues and topics of organization-wide impact. These directors are directly managed by a designated AS Board member or staff manager. Approval for events and activities rests within the authority of the program managers and directors.
- ### **4. AS Office Coordinators Management**
- The office coordinators assume office management roles and are responsible for the services, events, and resources provided by their office. These coordinators are directly managed by the department director or staff manager.

Interpretation and Enforcement:

AS Board members, program managers, directors, and coordinators are responsible for ensuring that student employees within their respective areas follow AS policies and procedures and these program standards for all services, events, and activities they provide to students and the greater Western community.

VI. Adherence to relevant AS policies:

Every AS student employee and volunteer is expected to read and comply with relevant policies, including but not limited to:

- a.** AS Charter/Mission
- b.** AS Strategic Plan

- c. AS Employment Policy
- d. AS Program office Standards

VII. AS Program office Statements of Purpose

1. **The AS Administrative Offices** provide services and resources for AS programs, employees, and clubs which help facilitate the day to day operations of the AS.
 - a. **The AS Business Office** exists to facilitate the day-to-day financial operations of the Associated Students.
 - b. **The AS Personnel Office** is responsible for the Human Resources of the Associated Students. This includes, but is not limited to, upholding all aspects of the AS Employment Policy, orchestrating and overseeing all AS student employee hiring, processing all employment paperwork for AS student employees, the placement of work-study positions, and organizing AS-wide employee recognition and Staff Developments. The current office staff is charged with assessing the needs of the organization concerning day-to-day activities and supporting AS employees whenever possible.
 - c. **The AS Communications Office** is responsible for organizational promotion, marketing, and public relations. The office also provides organization-wide support services including a central events calendar, market research, and development of strategic promotional goals.
 - d. **The Assessment Process** works to maintain and enhance the assessment of programs and services of the Associated Students. Its facilitator is the Assessment Coordinator whose chief responsibility is the management of the AS Structure & Program Advisory Committee. They also act as resource for AS offices and departments looking to develop and improve consistent assessment practices.
2. **The AS Club Activities Office**, aka, “The Club Hub”, empowers, supports, and provides opportunities for diverse student interests and community building within clubs. This office serves clubs as a resource for leadership and organizational development, as well as event planning and programming. The Club Hub is committed to ensuring that all students can become involved and engaged in their Western Community.
3. **AS Productions (ASP)**: The purpose of AS Productions is to provide a comprehensive program of student activities and events for all western students and their community. AS Productions presents Art Exhibitions, Live Music, and Entertainment.
 - a. **AS Films** hosts a number of large-scale film events and film festivals in order to strengthen their connection to the campus community and enhance their Western Experience.
 - b. **AS Pop Music** is dedicated to WWU students feeling connected to their Western Experience and to the campus community by enjoying local, regional, and national music acts in an all-ages setting. Through exposure to new music, up-and-coming

artists, multiple music genres, as well as highly popular performers, students will have the opportunity to expand their personal musical tastes and deepen their appreciation for live music.

- c. **AS Special Events** provides events designed to bring the Western Community together for entertainment and community building. Events include comedy, spoken word, lectures, and various novelty events that meet the entertainment needs of Western students.
 - d. **AS Underground Coffeehouse Programming** programs weekly events in VU 350, including trivia night, open mic night, live music showcasing local and regional talent, and AS club night. The Coffeehouse serves as a venue for creative expression and appreciation as well as social engagement in order to build community and enhance the Western Experience.
 - e. **AS VU Gallery** is a student-created exhibition space in Viking Union 507. Its primary focus is to contribute to the artistic culture of Western through exhibiting the works of students and the works of local, regional, and national artists who are producing art relevant and of interest to students.
4. **The AS Review** a weekly alternative publication that provides coverage of student government, Associated Students offices and clubs, arts and entertainment, student life and other areas of life at Western. The Review seeks to enhance the student experience by shedding light on under-represented issues through inclusive coverage, informing readers and promoting dialogue.
5. **The AS Child Development Center** seeks to support the campus community in providing for the social, intellectual, and physical needs of their children, enabling them to achieve academic and professional success.
6. **The AS Environmental & Sustainability Programs (ESP):** The AS Environmental & Sustainability Programs (ESP) offers the education and resources necessary to promote environmentalism and provides opportunities to become actively involved in sustainable practices through events, volunteering, and student activism.
- a. **AS Alternative Transportation Coordinator** works to increase the use of the services provided by the Alternative Transportation Fee. In addition the position works to increase the use of all forms of alternative transportation. The position is also responsible for assessing the use of the services provided by the Alternative Transportation Fee.
 - b. **The AS Environmental Center** presents lectures, seminars, music events and other programs to educate Western students and the campus community about environmental topics and to illustrate the interconnections between environmentalism and other social concerns. The Center also acts as a networking center for campus and community activists.

- c. **Green Energy Fee Education Coordinator** works to educate and engage the campus community around the Green Energy Fee Program and its benefits and opportunities.
 - d. **The Outback (OELP)**, a joint program of the Associated Students and Fairhaven College, is a 5 acre farm and wetland restoration site. The purpose of the Outback OELP is to coordinate a wide range of opportunities for students to learn about, develop and implement sustainable land use practices. These opportunities include personal and collaborative events and projects involving habitat restoration, organic gardening, green building, academic partnerships, independent study projects (ISPs), workshops, lectures and classes. The OELP also provides job-related skill building and community networking opportunities for students. These include serving on the Outback Governing Council, volunteering, and participating in work-study, and salaried employment.
7. **The AS Ethnic Student Center** is a community that supports historically underrepresented ethnic students and allies by providing a social atmosphere and inclusive environment where students engage in identity exploration and strive for cultural awareness and academic excellence. [revised 10-3-12 by motion: ASB-12-F-4]
8. **AS KUGS 89.3:** The mission of KUGS-FM is to serve the students of Western Washington University and the citizens of Whatcom County by providing a diverse program of music, news, and information consistent with student interests and public affairs programming that encourages a greater understanding of the human differences and cultural pluralism within the university community and the larger world we live in. Through its programming, KUGS will serve as a bridge from the University to the surrounding community. KUGS is dedicated to ensuring that its airwaves are used responsibly.
9. **AS KVIK:** The purpose of KVIK is to facilitate and create original films and productions to showcase the work of WWU students. KVIK seeks to provide first-hand experience for those interested in the fields of primarily film and video production, as well as offering opportunities to gain experience in television broadcasting. KVIK productions represents student's original work and serves the Associated Students as well as the broader Bellingham community and beyond by providing interesting, entertaining, and informative media.
10. **The AS Outdoor Center (OC):** The Outdoor Center enhances opportunities for students and other members of the WWU community to involve themselves in outdoor recreation activities. The Outdoor Center provides a spectrum of programs, resources and services to enable the students, faculty, staff and Alumni Association members to safely participate in a variety of activities, develop and refine skills, practice environmental responsibility, and interact with each other and members of the local community.

- a. **The Associated Students Equipment and Bike Shop**, within the Outdoor Center, provides an assortment of outdoor-related resources, gear, and educational opportunities for all students, faculty, staff, and alumni. The Equipment Shop provides rental gear for an assortment of Pacific Northwest outdoor activities. The Bike Shop provides education, advice, supplies, parts, and tools to support bicycle owners in repair and maintenance.
- b. **The Excursions & Instruction Program** offers a fun, accessible and affordable way to get outside for students, faculty, staff and alumni. Emphasis is placed on group involvement, developing and refining skills, responsible environmental practices, fostering diversity, enriching the academic experience, and promoting life-long learning.
- c. **The Promotions & Outreach Department** provides publicity and marketing for all Outdoor Center programs and services.
- d. **The Resources & Events Department** schedules a series of public entertainment and educational events on campus, and maintains a public resource area that provides access to current information about outdoor recreation, plus resources to plan recreational outings.

11. The AS Publicity Center (PC) The Publicity Center provides high quality and personalized promotional services, products and support to the Associated Students organization and students of Western Washington University. We offer excellence in graphic design, print and electronic media, and distribution services while providing unique educational opportunities and leadership experience to student employees.

12. The AS Recycle Center (RC): provides the opportunity for students, faculty, and staff to recycle on campus, to educate the university community on the recycling process at Western, and to continually increase our collection efforts in order to reduce Western's waste stream. In addition to this, the Recycle Center serves to provide student employment opportunities and work experience, specifically in recycling and waste management.

13. The AS Representation & Engagement Programs (REP) provides the resources, services, and support necessary to ensure student representation in decisions that impact students at the university, local, state, and federal levels; to promote effective citizenship and civic engagement through services, programs, and collaboration.

- a. **The AS Election Coordinator** organizes the annual Associated Students (AS) spring elections and any special election held throughout the year in accordance with the AS Election Code and is responsible for encouraging student participation in campus elections. During fall quarter the Elections Coordinator works as a part of the REP to publicize and promote the general elections, increase voter registration and turnout

among students and also help inform the student population about candidates and current issues.

- b. The AS Legislative Liaison** exists as a representative for the Associated Students Board of Directors of Western Washington University to the Washington State Legislature, the Governor's Office and state agencies related to higher education. Their objective is to advocate for legislative and public policy issues that affect students and the University and to disseminate information to the students of Western about the activities of the Legislature. The Legislative Liaison must act in the best interest of and represent the Associated Students Board of Directors on set issues.
- c. The AS Student Senate** serves as an advisory council to the AS Board of Directors. The purpose of the Student Senate is to increase student input and involvement in the Board's decision-making process, to encourage more student representation in AS and university committees, and to develop student leaders on Western's campus. The Senate Chair is responsible for the operation of the Student Senate and serves as an active representative of the students of Western Washington University.
- d. The AS Committee Coordinator** position is responsible for coordinating Associated Students and University committees by facilitating student recruitment, appointment, training, and recognition.

14. The AS Resource and Outreach Programs (ROP): The purpose of the seven centers of the Resource & Outreach Programs (ROP) is to provide information, advocacy, activities, and peer education to Western students. The ROP strives to empower and support all members of WWU's diverse community. The ROP also provides the opportunity for WWU students to gain valuable work, volunteer, and life experience.

- a. The AS Disability Outreach Center (DOC)** is a resource for students with disabilities and community allies. The DOC provides information, referrals and educational programming relating to disability topics in order to provide students with a connection to community resources, raise awareness and to advocate for their human and civil rights. The DOC also provides a safe space for all students, social programming and promotes community building and pride for students with disabilities.
- b. The AS Legal Information Center (LIC)** is a confidential and non-judgmental resource for students seeking information about their legal rights and responsibilities. The LIC works to empower students to make informed choices and to encourage students to take an active role in their own legal issues through peer education, programs and events, and various resources.
- c. The AS Queer Resource Center (QRC)** provides non-judgmental and unbiased programs, safe[r] space, and resources to queer students. The QRC does this by building community among Western students of diverse backgrounds, advocating for and educating about queer identities through events and resources, creating and affirming positive self-identities, networking with queer clubs, providing peer advising services, and addressing current issues relevant to the queer community.

- d. **The AS Sexual Awareness Center (SAC)** is a non-judgmental, positive resource for students seeking information about sexuality and related topics. The SAC works to actively promote knowledge in the campus community that empowers students to make safe and informed choices about sexuality and sexual health by providing a safe space for all students. We offer free, inclusive safer sex supplies, confidential resource and referral services, educational and social programming, and peer education.
- e. **The AS Social Issues Resource Center (SIRC)** aims to foster critical thought on social issues, particularly those faced by marginalized communities, and empower students to take action for change. The SIRC facilitates the sharing of diverse perspectives and student growth by providing resources, information, and educational and community-building events, and a space to engage in meaningful dialogue
- f. **The AS Veterans Outreach Center (VOC)** is dedicated to providing a confidential and non-judgmental source of support and community for student veterans and their allies. The VOC does this by providing an informal social support network, events, safe space, resources and referrals. In addition, the VOC is an advocate for veterans on Western's campus and strives to create a united community dedicated to support and understanding.
- g. **The AS Women's Center (WC)** is committed to supporting, educating, empowering, and connecting all people on campus around gender related interests and issues. We provide a safe space to share experiences, resources and referrals, and programs that raise awareness and spark and foster dialogue. The WC promotes gender equality, solidarity against violence and a healthy, inclusive culture for people of all identities.

Review: AS Board of Directors

Reviewed annually with assistance by Management Council

Approved by the AS Board of Directors by motion ASB-13-SUM-16
Tuesday, June 10, 2014

**Bylaws of the Associated Students of Western Washington University
A Nonprofit Association
June, 2009**

ARTICLE I. Name and Objective of the Association

Section 1. Name: This association shall be known as the Associated Students of Western Washington University, hereinafter called the ASWWU.

Section 2. Objective: The ASWWU exists to ensure student representation in decisions that impact students; support leadership development; provide resources, activities, and information for students; and provide opportunities for students to organize themselves around their special interests, in order to further achieve the mission of the university and complement classroom education.

ARTICLE II. Membership

Section 1. Qualification: The membership of the ASWWU shall consist of those persons who are currently enrolled students at Western Washington University.

Section 2. Assignment of Rights of Membership: No rights or privileges of membership in the ASWWU, including that of the right to vote, shall be assignable by any member. Each member shall have one (1) vote at a meeting of the whole members.

ARTICLE III. Government of the ASWWU

Section 1. Board of Directors: The general management of the funds, affairs and property of the ASWWU shall be vested in a Board of Directors, who shall be elected and shall serve as provided in these Bylaws. The number of directors shall be seven (7), selected as set forth in Article V. of these Bylaws.

Section 2. Officers: The officers of the ASWWU shall consist of a President, Vice President for Business & Operations, Vice President for Academic Affairs, Vice President for Governmental Affairs, Vice President for Activities, Vice President for Diversity and a Vice President for Student Life, who shall be elected to these positions concurrently as Directors as provided in Article V., Section 4. of these Bylaws.

ARTICLE IV. Meetings

Section 1. Meetings of the Members: Meetings may be held from time to time upon notice issued by the Board of Directors. Meetings of the members of the ASWWU shall be called by the Board of Directors upon receipt of a written petition requesting the same signed by not less than five percent (5%) of the total members of the ASWWU. Notice of such meetings shall be printed in the *Western Front*, or its successor, and posted in the following public places in a conspicuous manner, not less than ten (10) days previous thereto: Viking Union Building, Viking Union Market, Associated Students Co-op Bookstore, Old Main Building, and Miller's Coffee Shop.

Section 2. Quorum for Members Meeting: At any meeting of the ASWWU five percent (5%) of all the members shall constitute a quorum.

Section 3. Failure to Have Quorum: If a quorum is not present, the presiding officer may adjourn the meeting to a day and hour fixed by that person.

Section 4. Meetings of the Board of Directors: Meetings of the Board of Directors shall be called by the President whenever in his/her judgment it may be deemed necessary or upon request of any two (2) members of the Board of Directors. Twenty-four (24) hours notice of meetings of the Board of Directors shall be sent to all Directors and shall be deemed sufficient notice of such meetings. In addition, the time and place of Directors' meetings shall be publicized in advance of the meeting.

Section 5. Quorum for Board Meeting: A majority of the currently seated Board of Directors shall constitute a quorum.

Section 6. Voting: In order for a motion to pass, it must obtain a majority of the legal votes cast, but not less than four (4) affirmative votes. In the event of two or more vacancies in Director Positions, in order for a motion to pass, it must obtain a simple majority vote. An abstention shall not count as a legal vote cast.

ARTICLE V. Organization of the ASWWU

Section 1. Management of the ASWWU: The Board of Directors shall have general charge and management of the affairs, funds, and property of the ASWWU. The Board shall have full power and it shall be the Board's duty to carry out the purposes of the ASWWU according to its Articles of Incorporation and Bylaws.

- a. Financial Maintenance of the ASWWU: The Board of Directors shall in good faith work to maintain the financial health of the organization through careful appropriations of all monies governed by the Board as set forth by policy.
- b. Appropriation of Uncommitted Dollars: Uncommitted dollars are those dollars that are accumulated on a one-time basis and because of the unstable nature of these dollars they are not viable for incorporation into the budgetary process. The Board shall not use these dollars to fund on-going programs but shall use them for one-time purchases or investments for the organization as a whole.

Section 2. Councils Established: General charge and management of the affairs, funds and property of the ASWWU in certain specific areas shall be delegated to councils established by the Board of Directors. Councils are hereby established and authority delegated for matters set forth below:

- a. Activities Council: To establish policies and coordinate a wide range of student activities, programs, and organizations. Distribute available programming monies according to guidelines developed by the Board of Directors.
- b. Facilities & Services Council: To establish policies and oversee the operations of the Bookstore, Viking Union, Lakewood, and any other facilities or services provided by the ASWWU for the university community.
- c. Legislative Affairs Council: To increase student involvement, formulate policies and positions of the ASWWU relating to legislative activities, community governance and relations, national affairs and external matters
- d. Student Senate: To serve as an advisory council to the ASWWU Board of Directors and to increase student input and involvement in the Board's decision-making process.
- e. Election Board: To make decisions concerning the fairness of ASWWU Board of Directors election proceedings and hears candidate grievances. Decisions made by the AS Election Board are considered final with the exception of candidate disqualification. In the event that a candidate is disqualified by the AS Election Board the candidate may appeal this decision to the AS Elections Appeals Panel.
- f. Election Appeals Panel: will hear appeals made by AS election candidates regarding disqualification in the AS Elections by the AS Election Board. The AS Election Appeals Panel's decisions are final and may not be overruled by the ASWWU Board of Directors.

Section 4. Directors Positions: The seven (7) members of the Board of Directors of the ASWWU shall be elected to the following designated titles and shall concurrently serve in the following official capacities:

- President of the Associated Students; Chair of the Board of Directors
- Vice President of the Associated Students for Business & Operations; Vice Chair of the Board of Directors
- Vice President of the Associated Students for Academic Affairs
- Vice President of the Associated Students for Governmental Affairs
- Vice President of the Associated Students for Activities

- Vice President of the Associated Students for Diversity
- Vice President of the Associated Students for Student Life

Section 5. Board Members: Shall be elected by the members of the ASWWU at-large. The term of office of each director shall be one (1) year, or until a qualified successor is elected. The terms of Directors holding positions shall be concurrent; each term commencing on the Saturday of Spring Commencement of the current year and end on the Friday of finals week of the following spring quarter.

Section 6. Vacancies: In the event of a vacancy in the position of President, the Vice President for Business & Operations shall assume that position. In the event a vacancy exists in both the President and the Vice President for Business & Operations, the Vice President for Diversity shall assume the President's position. If a vacancy exists in the Vice President for Business & Operations, a special election shall be held to fill the vacancy. If a vacancy exists in the Vice President for Diversity, a special election shall be held to fill the vacancy. If other vacancies exist, the President shall hold a filing period of at least ten (10) days for potential applicants and, with advice of the Vice President for Business & Operations and the Personnel Director, present at least two (2) names to the Board for selection and ratification. Notice of such vacancies shall be advertised widely on campus and the President shall wait at least five (5) working days after such notice before making such appointments. The AS Board of Directors, at its discretion, may decide to hold a special election for a vacant Director Position by majority vote of the AS Board.

ARTICLE VI. Elections

Section 1. General Elections of the ASWWU: Shall be held in the last week of April each calendar year to elect Directors whose terms shall then commence on the Saturday of Spring commencement immediately following said election.

Section 2. Special Elections: Special elections may be held at any time for the purpose of deciding recalls, filling vacant Director Positions, or deciding issues of concern to students. Notice must be given at least fourteen (14) days prior to the conducting of an election.

Section 3. Referendum: A referendum to the membership of the ASWWU may be initiated by a majority vote of the Board of Directors and included in the general or special election.

Section 4. Initiative: An initiative measure shall be referred to the membership of the ASWWU upon receipt of a petition containing the verified signatures of no less than five percent (5%) of the membership of the ASWWU. The provisions set forth in the ASWWU Election Code shall apply with reference to process and deadlines.

Section 5. Recall: Any member of the ASWWU Board of Directors may be recalled by a majority vote in a special election. Recall is initiated by a petition containing the verified signatures of no less than forty percent (40%) of the membership of the ASWWU voting in the last general election or by a three-fourths (3/4) vote of the ASWWU Board of Directors currently holding office. A special election for the purpose of recall shall be held not less than fourteen (14) or more than twenty-one (21) days after the recall petition or resolution is presented to the Vice President for Business & Operations.

ARTICLE VII. Board Expenses

The Board of Directors may expend no money or materials in a partisan, intra-association election matter.

ARTICLE VIII. Amendments

Amendments to these Bylaws require a majority vote of the ASWWU in a special or general election.

Western Washington University

ASSOCIATED STUDENTS CHARTER 2010

Preamble

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

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

Article I - Membership

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

Article II - Recognition

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

Article III - Responsibilities

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

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

Section 3. The Board of Directors are elected:

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

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

Article IV - Granted Authorities

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

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

Article V - Agreements

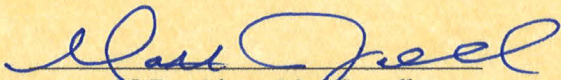
Section 1. The ASWWU acts in partnership with the administration through involvement in the development and recommendation of general policy for the bookstore in addition to managing the net operating revenues of the AS Cooperative Bookstore.

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

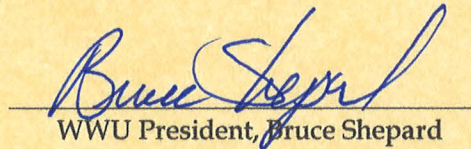
Section 3. The ASWWU may only be abolished by a vote of the membership of ASWWU. In such case the powers given herein become null and void.

Article VI - Bylaws and Amendments

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



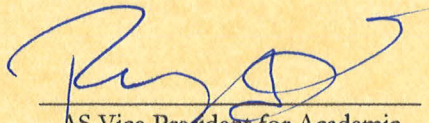
AS President, Matt Jarrell



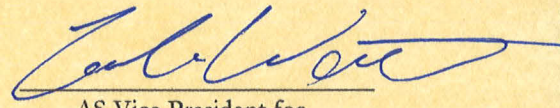
WWU President, Bruce Shepard



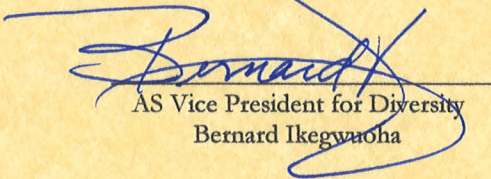
AS Vice President for Business & Operations, Virgilio Cintron



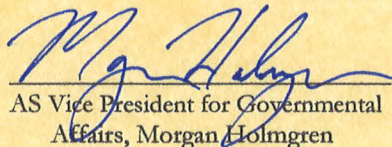
AS Vice President for Academic Affairs, Ramon Rinonos-Diaz



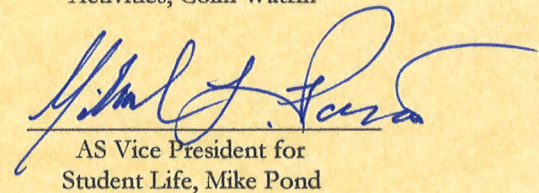
AS Vice President for Activities, Colin Watrin



AS Vice President for Diversity
Bernard Ikegyuoha



AS Vice President for Governmental Affairs, Morgan Holmgren



AS Vice President for Student Life, Mike Pond





Associated Students of Western Washington University Strategic Plan

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

Mission:

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

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

Objective:

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

Values:

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



Associated Students of Western Washington University Strategic Plan

Student Representation:

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

Collaboration:

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

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

Student Learning and Development:

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



Associated Students of Western Washington University Strategic Plan

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

Inclusion:

The Associated Students appreciates the importance of being inclusive and accessible to all Western Washington University students. Ensuring inclusion of all students allows us to develop a community of diverse perspectives and interests. As an organization we place a high value on inclusion and strive to constantly reach out to student populations across campus.

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

Community and Social Engagement:

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

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



Associated Students of Western Washington University Strategic Plan

Strategic Objectives:

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

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

Support for student representation in decisions which impact students.

- The AS will develop more effective methods of actively reaching out to students to identify issues of interest or concern.
- The AS will develop a method of responding to identified student interests and concerns.
- The AS will strengthen the AS committee system to be more effective decision-making bodies.
- The AS will develop training system for students to become effective committee members.
- The AS will develop a system for the AS Board of Directors to be more accountable to the student body.

Increase knowledge and understanding of the AS organization.

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



Associated Students of Western Washington University Strategic Plan

Improve the internal structure of the AS organization

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

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

- Identify and collaborate with offices and organizations on the WWU main campus regarding issues of importance to students.
- Better utilize the expertise on Western's campus to improve AS services and opportunities for students
- Develop and improve State-wide coalitions and relationships with other student organizations and student governments.

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



BOARD OF TRUSTEES

RULES OF OPERATION

Effective February 13, 2015

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SECTION 1

THE BOARD AND GOVERNANCE

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

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

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

SECTION 2

AUTHORITY, POWERS, AND DUTIES OF THE BOARD

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

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

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

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

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

2.4 Conflict of Interest Standards

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

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

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

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

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

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

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

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

SECTION 3

APPOINTMENT

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

SECTION 4

RESIGNATION AND REMOVAL

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

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

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

SECTION 5

OFFICERS AND COMMITTEES

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

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

- (b) **Board Governance Committee.** The Board Governance Committee assists the Board in fulfilling its responsibility for institutional governance at the highest level of excellence. The committee is responsible for identifying and recommending best Board governance practices as well as facilitating Board transitions, new trustee orientation, mentoring and engagement, ongoing education and Board self-assessments.

SECTION 6

UNIVERSITY SEAL

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

SECTION 7

MEETINGS OF THE BOARD

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

- 7.6 **Notice of Agenda.** The President, with concurrence of the Chair of the Board, prepares a written agenda for each regular and special meeting. Copies of the agenda and supporting materials for a meeting are provided to the President and members of the Board and made available to the public approximately one week in advance of the announced meeting. Except as otherwise provided by law, the Chair, President, or any Board member may add additional items to the agenda for regular meetings without notice to the members of the Board or the public. However, the topics at special meetings are restricted to those for which advance notice has been given. Public notice of a special meeting must be made 24 hours in advance of the meeting.
- 7.7 **President as Representative of the University.** The President of the University speaks for the University at meetings of the Board.
- 7.8 **Faculty and Student Representatives.** Because of the unique and integral relationship that the faculty and students bear to the mission of the University, the President of the Associated Students and the President of the Faculty Senate are issued a standing invitation to participate in all of the Board's public meetings.
- 7.9 **Presiding Officer of the Board.** The presiding officer of the Board shall have the right to maintain order, recognize speakers, and to limit the length of time used by a speaker for the discussion of any subject at meetings of the Board; provided, however, that any restriction on debate to be imposed upon members of the Board shall be announced in advance, uniformly applied, and subject to nullification by majority vote.
- 7.10 **Order of Business.** The agenda for regular meetings of the Board should include the following:
- Consent items;
 - Public comment period;
 - Major policy matters and decision options³;
 - Special reports; and
 - Other items or announcements from Trustees, committees, the University President, Vice Presidents, Faculty Senate President, or Associated Students President.
- 7.11 **Appearance Before the Board.** The Chair of the Board may entertain and grant requests of persons to appear at meetings of and speak to the Board as the Chair may determine. In connection with public comment periods at regular meetings, the Chair of the Board:
- may require that prospective speakers sign in prior to speaking;
 - may set time limits for speakers;
 - may limit the time period for public comment; and
 - may halt comments on topics about which the Board is advised that it should not receive comment, such as pending quasi-judicial matters.

³ RCW 28B.15.067(3)(b) requires the Board of Trustees to make public its proposal for tuition and fee increases twenty-one days before the board considers adoption and allows opportunity for public comment. This twenty-one day requirement shall not apply if the legislature has not passed the omnibus appropriations act by May 15th. Ch.228, Laws of 2012.

- 7.12 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern the rules of procedure of all meetings of the Board, except where such rules of order are superseded by the Board's Rules of Operations or applicable statutes or regulations.

SECTION 8

AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

- 8.1 **President Responsible to the Board.** The President of the University is directly responsible to the Board and subject to its direction.
- 8.2 **Primary University Representative.** In both internal and external affairs, the President shall be the primary representative and spokesperson for the institution to the public. In the internal operation of the University, the President shall be expected to exercise leadership and direction in the management of the University while maintaining effective working relationships with faculty, students, staff, administrators, new internal governance units, and unions representing faculty and staff.
- 8.3 **Principal Administrative Officer.** The President shall be the principal administrative officer of the University and shall have general supervision of all operations and programs of the institution.
- 8.4 **Delegation of Appointing Authority.** The Board delegates to the President the authority to appoint, in the name of the Board, all employees of the University, which include faculty, professional staff, classified staff, and others. Appointments shall be made in writing with copies retained in the individual personnel files. The President shall periodically provide an informational report to the Board concerning faculty appointments. The President is authorized to further delegate appointing authority to the Vice Presidents or other designees.
- 8.5 **Administrative Performance Review.** The President is responsible for conducting periodic performance reviews of administrative staff.
- 8.6 **Delegation as to President's Relatives.** The Board hereby excepts from such delegation of authority in this paragraph the authority to appoint any employee of the University who is related to the President either as sibling, parent, spouse, or offspring. The Board hereby delegates to the Provost the authority to make such hiring decisions, subject to Board review, action, and approval. The Provost will have responsibility pertaining to making letters of offer, evaluations, salary modification, and supervision of any such employee, subject to the review of the Board.
- 8.7 **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW). (See Appendix A.)
- 8.8 **President Administers Board Policy.** The President shall carry out all rules, regulations, orders, directives, and policies established by the Board, and shall perform all other duties necessary or appropriate to the administration of the University.

- 8.9 **Banking, Credit, and Investment Authority and Further Delegation.** The President of the University shall have the authority to negotiate banking and credit card services, to periodically open and close bank accounts, and to purchase and sell investments in accordance with the Revised Code of Washington, Washington Administrative Code, and University policy. The President may delegate this authority to other administrative officers.
- 8.10 **Security Management Authority and Further Delegation.** The President is fully authorized and empowered to sell, assign, transfer, or otherwise dispose of any and all donated types and kinds of securities, including, but not limited to, stocks, bonds, debentures, notes, rights, options, warrants, and certificates of every kind and nature whatsoever; to enter into agreements, contracts, and arrangements with respect to such security transactions, whether with securities-related individuals or agents; and to execute, sign, or endorse on behalf of Western Washington University. The President may delegate the authority to other administrative officers.
- 8.11 **Board Delegation of Authority and Further Delegation.** The President of the University shall have the authority to exercise in the name of the Board all of the powers and duties vested in or imposed upon the Board by law, except as otherwise specifically reserved or determined by the Board. This grant of authority is general in nature and is as broad and comprehensive as is allowable by law. Except as limited by the Board, the President may delegate authority to other administrative officers or units of internal governance where necessary or appropriate for the effective administration of the University.
- 8.12 **Organizational Structure.** The organizational structure of the University will be established by the President except as otherwise specifically determined by the Board.
- 8.13 **President at Board Meetings.** The President shall be entitled to be present at all regular or special meetings of the Board. The Board may, with the knowledge of the President, hold executive sessions out of the presence of the President to discuss appropriate matters. The substance of the discussions by the Board in executive session will be transmitted to the President by the presiding officer of the Board.
- 8.14 **Board and President Relationship.** The essence of the relationship between the Board and the President shall be one of full mutual confidence, completely open communication, and close consultation.
- 8.15 **Prompt Report Required Regarding Non-Compliance.** If the President fails or refuses to implement or enforce a policy, rule, or regulation which has been adopted by the Board, the President shall promptly inform the Board in writing of the reasons for such failure or refusal.
- 8.16 **Emergency Contract Authority.** The President shall have the power to enter into emergency contracts and agreements without complying with the provisions of these rules, when essential for the protection of health, safety, or property. Such actions shall be immediately reported to the Board.
- 8.17 **Acting President in the Event of a Vacancy.** If a vacancy occurs in the Office of the President, the Provost or principal academic officer shall act as President, unless otherwise determined by the Board.

- 8.18 **Responsibility for Search Process.** When it becomes necessary to name a new President, it is the responsibility of the Board to establish criteria, organize and supervise the selection process, and name the appointee. The final selection shall be the sole responsibility of the Board.
- 8.19 **Presidential Service.** The President serves at the pleasure of the Board.

SECTION 9

PRESIDENTIAL EVALUATIONS

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

SECTION 10

POLICIES

- 10.1 **President Authorized to Adopt Interim Policies.** The Board authorizes the President to adopt interim policies or procedures to meet legal or operational requirements as needs arise, keeping the Board informed of such action.
- 10.2 **Policy and Rule Development.** All of the rules, regulations, policies and procedures governing the operation and organization of the University should, insofar as feasible, be contained in a file system maintained by the Office of the President of the University and his or her delegates. All such written statements approved by the Board and/or the President should, insofar as feasible, be kept current and up to date with amendments, revisions, and additions. These materials shall be maintained electronically and by such other means to ensure ease of public access.
- 10.3 **Materials to be Maintained.** All the following shall be maintained in this manner:
- All adopted policies and procedures.
 - All portions of the Revised Code of Washington and the Washington Administrative Code which apply to WWU (indexed).
 - University rules adopted pursuant to the provisions of Chapter 34.05 RCW and other chapters providing rule-making authority (indexed).
 - Constitution and By-laws of the Faculty Senate.
 - Constitution and By-laws of the Associated Students of Western Washington University.
 - Constitution and by-laws and/or regulations of all other organizations, as directed by the Board.
 - The Faculty Handbook.
 - The Professional Staff Handbook.
 - The Board Rules of Operation, including the Charter of the Board Audit Committee.
 - Collective bargaining agreements pertaining to university faculty and staff.
 - The index maintained by the University Records Center.

SECTION 11

INDUCTION AND ORIENTATION OF TRUSTEES

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

SECTION 12

PER DIEM

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

SECTION 13

AMENDMENTS TO BOARD RULES OF OPERATION

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

SECTION 14

EFFECTIVE DATE

These amended rules become effective February 13, 2015.

Board of Trustees Rules of Operation Amendment History

Board of Trustee Rules of Operation --Effective January 1, 1990
Amd 020(3)(c) October 7, 1991
Amd 070(3) July 8, 1993
Amd 020(4) October 7, 1994
Amd 070(3) December 2, 1994
Amd 010(2)(3)(4) October 11, 1996
Amd 020(1)(2) October 11, 1996
Amd 020(3)a--u) October 11, 1996
Amd 020(4)b)c) October 11, 1996
Amd 030 October 11, 1996
Amd 050(3)(5) October 11, 1996
Amd 060(1)(6) October 11, 1996
Amd 070(2)--(9) October 11, 1996

Amd 080 October 11, 1996
Amd 090 October 11, 1996
Amd 100 October 11, 1996
Amd 110 October 11, 1996
Amd 030,060 August 7, 1998
Amd 060(1) October 4, 2002
Amd 020(3)q-u) February 6, 2004
Amd 020(3)g) April 19, 2004
Amd 020(3)g) June 11, 2004
Amd 010(2)(3) October 8, 2004
Amd 020(2) October 8, 2004
Amd 020(3)g)l)m)n)r) October 8, 2004

Amd 050(2)(3) October 8, 2004
Amd 060(2)(10) October 8, 2004
Amd 070(3) October 8, 2004
Amd 080 October 8, 2004
Amd 090 October 8, 2004
Amd 110 October 8, 2004
Amd entire set April 30, 2010
Amd 7.10 & 7.11 June 7, 2012
Amd 5.6 (b) June 14, 2013
Amd 5.6 (b) February 13, 2015
Amd 7.12 February 13, 2015
Amd 13 February 13, 2015

Authority: RCW 28B.35.120

APPENDIX A

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

1. Washington State Laws

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

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

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

2. Washington State Administrative Rules

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

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

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

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

- Chapter 516-31 State Environmental Policy Act – Rule

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

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

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

- Chapter 516-36 Use of university facilities – Scheduling

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

- Chapter 516-37 Use of university facilities – Libraries

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

- Chapter 516-38 Access to campus services

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

- Chapter 516-39 Media services

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

- Chapter 516-40 Course materials

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

- Chapter 516-52 University housing and dining

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

- Chapter 516-60 Admission and registration

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

- Chapter 516-108 Practice and procedure

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

- Chapter 516-133 Organization

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

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

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

APPENDIX B

Western Washington University Audit Committee Charter

Role

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

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

Membership

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

Operations

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

Communications

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

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

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

Audit Committee Responsibilities

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

General:

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

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of the university leadership team, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.
2. Consider and review the university's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report about the University's assessment.

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

Internal Audit Program:

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

External Audit Activities:

1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.

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

Approved by the Board of Trustees April 22, 2005

Revision Approved by Board of Trustees August 3, 2007

Revision Approved by Board of Trustees June 11, 2010