

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
November 17, 2015**

TUESDAY, NOVEMBER 17, 2015

Location: Old Main 340

Time: 1:00 p.m.

- 1. CALL TO ORDER**
1:00 – 1:05

- 2. PRESIDENTIAL SEARCH PROCESS & APPROVAL OF POSITION DESCRIPTION**
1:05 – 2:30 Presentation: Sue Sharpe, Chair, Presidential Search Advisory Committee
Jan Greenwood, Greenwood-Asher & Associates, Inc.
Discussion

- 3. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**
2:30 – 4:00

- 4. ADJOURNMENT**

1. CALL TO ORDER

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

TO: Members of the Board of Trustees

FROM: Sue Sharpe, Chair, Presidential Search Advisory Committee

DATE: November 17, 2015

SUBJECT: **Presidential Search Process & Approval of Position Description**

PURPOSE: Action Item

Purpose of Submittal:

Trustee Sue Sharpe, Chair of the Presidential Search Advisory Committee, will update the Board on the status of the presidential search process.

Proposed Motion:

Moved that the Board of Trustees of Western Washington University, on recommendation of the Chair of the Board and the Chair of the Presidential Search Advisory Committee, approve the Position Description and the Leadership Challenges, Opportunities and Expectations document, to be used for advertisement and recruitment of the next President of Western Washington University.

Supporting Information:

Recommended Position Description (*attached*)
Recommended Leadership Challenges, Opportunities, and Expectations (*attached*)



PRESIDENT

The Board of Trustees of Western Washington University is inviting nominations and applications as it seeks a visionary and courageous leader as the next President of Western Washington University. The University is interested in applicants with a passion for promoting the essential contributions of Western and public higher education to the economic health, well-being, and sustainability of the local community, the State of Washington and beyond.

Western provides an active student-centered learning environment with a liberal arts and sciences foundation and robust co-curricular, internship, research, creative, and service learning opportunities. There is a widely shared vision that Western will be a higher education leader in a culturally responsive 21st century learning environment, applying its critical strengths to societal issues as well as creating a welcoming community for a diversity of people, ideas, and programs. To that end, Western has embraced a style that is collegial, transparent, and timely in its engagement and communication with on- and off-campus stakeholders.

Western, which first opened its doors in 1899, is the highest-ranking public, master's-granting university in the Pacific Northwest and No. 2 in the West, according to *U.S. News & World Report* college rankings. *Kiplinger's* ranks Western among the top 100 public colleges and universities in the nation that offer the best quality and affordability. *U.S. News and World Report* has named Western one of the most cost-efficient in the country among highly-ranked universities and for several years in a row the *Chronicle of Higher Education* has recognized Western as a "Great Place to Work." Western is particularly proud of its position as a leader in multidisciplinary environmental education and sustainable campus operations.

Western is not only committed to the academic growth of its students, but to empowering them to be engaged and active agents of positive change in the world. To that end Western is ranked first in the nation among medium-sized universities for Peace Corps participation, was first in the nation in 2014 among public, masters-granting institutions for the number of its graduates awarded Fulbright Fellowships, and has been classified for five years as a Carnegie Community Engagement University. Western has been designated a "Military Friendly School," for the sixth consecutive year by *G.I. Jobs Magazine*.

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Western's national recognition for academic excellence, efficiency, value, and service is underscored by benchmarked assessment of student learning. In its most recent ratings, the Survey of Earned Doctorates (SED) ranked Western 13th (top two percent nationally) among all masters-granting institutions, public or private, for the number of its undergraduates who went on to earn a research doctorate in the past decade.

Western Washington University is located in Bellingham, Washington, a city of 83,580 people that is located between Seattle, Washington and Vancouver, British Columbia, nestled in the foothills of the Cascade Mountains and adjacent to the beautiful San Juan Islands. With an enrollment of more than 15,000 students at the Bellingham campus and seven other Puget Sound locations, Western is the third largest university in the state. The main campus is located on 212 scenic acres perched on a hillside overlooking Bellingham Bay.

The Opportunity

The President, as chief executive officer of the University, reports directly to an independent governing Board of Trustees appointed by the Governor of the State of Washington. The President has broadly delegated authority for the internal and external affairs of the University including serving as the principal administrative officer with general supervision of all operations and programs of the institution. The President should be an experienced executive with a distinguished record of teaching and scholarship, community engagement, inspirational leadership, and service.

The President is accountable to the Board of Trustees for advancing the University's mission and strategic priorities through effective listening, shared governance, and a consultative management style. In addition, as chief executive officer, the President's responsibilities include:

- Ensuring that Western is committed to providing affordable access to excellent educational opportunities;
- Advancing Western's commitment to increase equity, inclusion and diversity in terms of race, ethnicity, religion, national origin, sexual orientation, gender identity or expression, disAbility, age, veteran status, or financial background;
- Building and sustaining healthy relationships with the Board of Trustees, students, staff, faculty, alumni, and their respective representative bodies;
- Expanding Western's partnership and collaboration locally, statewide, nationally, and internationally to achieve strategic objectives;
- Capital and human resource development needed to fulfill Western's mission and vision;
- Promoting Western's reputation nationally and globally;
- Advancing Western's reputation for excellence in sustainability, environmental education and sustainable operations.

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Leadership Expectations

- Engage the campus in developing a mid- and long-term vision for the future of the University, including how to better recruit, retain, and serve diverse students, faculty and staff, and the role of Western's programs in serving non-traditional students;
- Increase Western's reputation for excellence in liberal arts and sciences, professional programs, and graduate studies, including the promotion of scholarly and creative works of significance, particularly those that engage students;
- Model active leadership in the development, implementation, maintenance, and advancement of diversity, equity and inclusion initiatives for faculty, staff, students, and programs;
- Advance the interests of the University and public higher education with key governmental, public, private, and nonprofit sectors to build commitment and financial support;
- Build on Western's commitment to sustainability and community service to produce socially responsible graduates prepared for regional, national, and global job markets;
- Strengthen partnerships in the community to increase opportunities for students and faculty to participate in civic engagement, internships, and service learning;
- Willingness to personally engage with students frequently and in multiple venues to develop meaningful relationships with students and enhance their educational experiences.

Management Expectations

- Promote shared governance, shared responsibility, and collaboration among all members of the Western community;
- Ensure that the use and application of technology supports the 21st century teaching and learning experience, and advances the overall academic and management operations of the University at all of its locations;
- Advance Western's transparent and inclusive "bottom up" planning and budgeting process;
- Effectively set clear priorities, delegate to and hold accountable a strong collaborative leadership team;
- Oversee the negotiation and administration of union contracts and maintain healthy relations with all employee groups.

Resource Development Expectations

- Further develop multiple sources of funding beyond state appropriations to address Western's needs and ability to provide high quality, affordable higher education;
- Take an active role and personally engage in the institutional advancement activities of the Western Foundation;

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- Enhance relationships with local and regional governmental and educational institutions to collaborate on significant initiatives.

Preferred Professional Qualifications

- Doctorate or equivalent terminal degree and academic credentials sufficient to engender respect from the academy and the community at large;
- A strong commitment to student-centered educational experience where student success is the top priority;
- Demonstrated success institutionalizing equity, inclusion, and diversity, including the active promotion of an inclusive climate, and the recruitment, advancement, and retention of diverse faculty, staff and students;
- Knowledge of emerging and innovative trends in public higher education funding and strategic management;
- Experience managing the financial and budgeting operations of a higher education institution with transparency and inclusiveness;
- Experience and enthusiasm for fundraising that cultivates financial support and partnerships in the private sector;
- Experience with and commitment to broadly inclusive shared governance of a university in a collective bargaining environment;
- Able to articulate a broad vision of affordable access to quality higher education as a public good;
- Experience promoting partnerships and collaboration with other higher education institutions, P-12 schools, private sector entities, governmental agencies, and communities to strengthen the mission of a university;
- Experience engaging a diverse community in a shared strategic vision;
- Successful experience promoting effective ways of addressing problems and opportunities, and a willingness to foster and encourage positive change;
- Demonstrated ability to achieve a high degree of visibility and accessibility with students, faculty, and staff, as well as surrounding communities;
- Acumen working with local, state and federal legislators to advance the mission and vision of a public university.

Personal Qualities

- Authenticity, empathy, and humility which engenders trust, confidence, and collegiality, based on personal integrity;
- Courage and conviction to advance Western's core values and interests, and a willingness to take public stands on issues of importance to the University;
- A personal commitment to advancing social justice, and upholding the values of diversity, equity and inclusion;
- A personal commitment to sustainability and environmental stewardship;

- Strong enterprising and innovative spirit, and a willingness to take strategic risks that foster and encourage needed change;
- A desire to become actively engaged in the life of the University and the local community;
- An active listener who welcomes and is responsive to feedback;
- A politically astute and strategic thinker with sound judgment;
- An inspiring style and sense of humor.

HOW TO APPLY

Greenwood/Asher & Associates, Inc. is assisting Western Washington University in the search. Initial screening of applications will begin immediately and will continue until an appointment is made. Individuals who wish to nominate a candidate should submit a letter of nomination including contact information for the nominee. Application materials should include a letter addressing how the candidate's experiences match the position requirements, a curriculum vitae or resume and five professional, current references. Submission of materials as PDF attachments is strongly encouraged. Confidential inquiries, nominations, and application materials should be directed to:

Jan Greenwood, Betty Turner Asher, Partners
Chris Channing, Principal
Greenwood/Asher & Associates, Inc.
42 Business Centre Drive, Suite 206
Miramar Beach, Florida 32550
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For more information on WWU please visit: <http://www.wwu.edu/>

For more information on the Presidential Search please visit:

www.wwu.edu/presidentialsearch

Western Washington University (WWU) is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply. In compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, WWU does not discriminate on the basis of race, color, creed, religion, national

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origin, sex (including pregnancy and parenting status), disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs.



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Washington D. C. Virginia Maryland Florida New Jersey California Washington Tennessee Alabama Colorado Georgia Illinois Indiana North Carolina



PRESIDENTIAL LEADERSHIP CHALLENGES, OPPORTUNITIES, AND EXPECTATIONS

Contemporary higher education requires visionary, agile leaders with engaging communication skills and outstanding management and resource development abilities. While many of the day-to-day responsibilities may be appropriately delegated to campus leaders, the institutional vision, direction and culture are set by the President and implemented through the strategic planning and budgeting processes of the campus. Western Washington's most recent planning activities as well as a recently completed draft Strengths, Challenges, Opportunities and Threats (SCOT) Analysis, which will be the basis for university planning in 2015-2016 may be viewed at <http://www.wvu.edu/provost/planning/index.shtml>. Special attention should also be directed to the items that follow.

LEADERSHIP AND VISION

Vision

The mission of Western Washington University is to *serve the needs of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives into an inclusive, student-centered university that develops the potential of learners and the well-being of communities*. The next President will be expected to join with the Board of Trustees, faculty, staff, and students to lead with creativity, courage, humility and transparency to further define and implement the realization of this mission over the next decade.

Western is a values-driven university. The core values that support our mission include: academic excellence, student-centered learning, diversity, equity, and inclusion, promoting caring communities, community service, global citizenship, environmental stewardship and a collaborative and innovative spirit.

Western's President will provide leadership on how to steward, advance and further integrate the mission and core values in a personalized teaching and learning environment.

Equity, Inclusion and Diversity

Western is actively committed to equity, inclusion and diversity as imperative guiding principles calling for authentic engagement. While we have made meaningful progress, it is clear that much more work is ahead. There are deep commitments and great enthusiasm across all stakeholders to purposefully engage in this work.

Western views itself as a welcoming community. Perceptions reported by faculty, staff, and students from underrepresented groups indicate that there is room for improvement. Recent surveys indicate that Western's campus climate, as experienced by women, ethnic and racial minorities, and LGBTQ colleagues is quite different from the experiences of dominant groups. We recognize that these few surveys are far from an all-encompassing assessment of the climate. The results of the surveys we have done provide enough data to suggest that this reputational effect may very well contribute to difficulty in recruiting, advancing, and retaining people from underrepresented groups. Creating an authentically inclusive climate that is infused throughout all operations of the institution is imperative. Personal commitment and robust support for equity, inclusion and diversity must continue to be articulated by University leadership.

Changing Demographics, Potential Growth and Enrollment Planning

The next President of Western must lead the campus in developing and implementing a vision for the future size, location and potential growth of the University, and its responsiveness to the state's evolving social, economic and demographic needs.

Changing Demography: The increasing racial and ethnic diversity that enriches our state offers enormous opportunities for Western to live its mission as a proudly public university. Western will develop a comprehensive strategy on how to best recruit, retain, serve and graduate a more diverse and non-traditional student population, and increase its numbers of faculty and staff from underrepresented groups.

Changing Economy: Income inequality, and its tendency to become institutionalized and generation spanning, represents another opportunity for Western to deliver on its mission as a proudly public university by engaging public, private, community and legislative avenues to expand accessibility, affordability, and student success.

Sustaining Enrollment and Selectivity: While the number of graduates from Washington's high schools has declined from its peak several years ago, and is projected to remain relatively flat. If, as projected, demographic trends show a higher percentage of high school graduates coming from groups that have

historically had low college-attendance rates, it is possible that the actual number of high school graduates interested in attending four-year universities will decline further than the overall number of high school graduates. The same trends, combined with resource constraints from the recession have also made competition for “high bar” students, in-state, out-of-state, and internationally, much more intense. A comprehensive enrollment strategy will determine how Western provides access to high quality programs.

State Demands for Baccalaureate Degrees: Despite its knowledge-based economy, Washington ranks 48th nationally in the size of the pipeline leading to public baccalaureate education. With expanded state support and through its strong partnerships with P-20 partners around the state, Western has the capacity to expand the pipeline in a way that highlights our strengths in liberal arts and sciences education. To that end, Western will continue to work on behalf of Washington’s citizens to develop and deliver the highest quality, publicly accessible higher education opportunities not only in Bellingham, but throughout the greater Puget Sound region.

Promote and Build Upon Western’s Distinctive Excellence

Western as a university, and its individual programs, carry increasingly strong reputations locally, regionally, and nationally. These well-earned reputations open doors to Western faculty, students, and staff; they also attract the commitment, investment, support and good will of government officials, community, and the private sector throughout the region. The President will help to define and communicate the many distinctive strengths of Western. Those include the following:

- A growing national reputation as the premier public comprehensive university in the Pacific Northwest with an outstanding faculty, staff, and administration, and a diverse and talented student body;
- National recognition for its commitment to student-faculty collaboration and the high degree of attention students receive from faculty;
- A commitment to teaching evidenced by the vast majority (98 percent) of classes being taught by professors, with an emphasis on small, upper-level classes with one-on-one mentorship and active involvement of students in research and service;
- Western’s niche in high quality undergraduate education that provides an integrated curricular and co-curricular program with focus on social justice, leadership, service to the community, civic engagement and wellness;
- Multiple strengths in professional and pre-professional departments, including the Woodring College of Education, the College of Business and Economics, the College of Science and Engineering, pre-health sciences, behavioral neuroscience, vehicle research and design, marine and environmental science, performance excellence in theatre and music, and self-designed programs in the Fairhaven College of Interdisciplinary studies;

- Advancing Western's commitment to student-centered academic excellence through Extended Education at multiple locations in the Puget Sound region, which fulfills Western's mission to serve the needs of the people of the State and builds broad-based support for the University;
- A strong partnership with local public school districts where Western students provide mentoring support to students (starting in 5th grade) who would not normally consider higher education an option. The "Compass 2 Campus" program has been replicated across the state and has received national recognition;
- An exciting opportunity to expand Western's footprint in the community as a partner in Bellingham's Waterfront redevelopment initiative.
- Western's attractive campus in Bellingham is nestled in the foothills of the Cascade Mountains between Seattle and Vancouver, providing opportunities for developing relationships with Canada and throughout the Pacific Rim;
- A strong commitment to service during and after graduation. In 2015, Western was selected to join the Ashoka U Changemaker Campus consortium, joining global leaders in sustainability, social entrepreneurship and service-learning in higher education. In 2015, Western ranked first in the nation among medium-sized universities for Peace Corps participation for the third straight year;
- Nationally recognized leadership in environmental education and sustainable campus operations, purchasing 100 percent renewable energy and actively working toward campus carbon neutrality.

Strengthen and Integrate Liberal Arts and Sciences Core

Foundational to the distinctive "Western Experience" for students is a core academic commitment to the liberal arts and sciences along with opportunities to enter the professions. This distinctive experience is achieved through a highly personalized environment that affords students unusually strong research and experiential learning opportunities for a public comprehensive university. Students collaborate with faculty on high-quality research and creative endeavors. Western is also highly unusual among institutions of higher education in attracting faculty and students who embrace the crossing of disciplinary lines. Increasingly, Western faculty are optimizing the opportunities to work with colleagues from multiple colleges in subjects outside disciplinary silos.

Discussions with employers in the state confirm that Western graduates are highly sought after, not only for their professional skills, but also for the critical thinking skills, applied knowledge, and broader perspective that result from their liberal arts and sciences background. This is a direct outcome of Western's focus, not just on specific professional skills, but also on the student as an educated and engaged citizen of the world.

While Western's overall state funding has been cut by more than 50 percent over

the past seven years, the legislature has made selective investments at Western in STEM education, Engineering, Computer Science, and cybersecurity, as well as professional programs. These investments in specific areas of professional need for the state will likely continue to drive enrollment at Western. However, Western is committed to maintaining the competitive advantage Western students enjoy due to a strong liberal arts and science core.

Living Western's Full Mission in the State and in the Region

For most of its history, Western has lived its mission of applying its strengths to meet the critical needs of the state by focusing upon campus-based, residential Washington undergraduates selectively admitted. In responding to the growing need of those historically underserved by traditional higher education in Washington State, Western has established Extended Education programs at seven sites in the Puget Sound region. The University has been working on globalizing its curriculum, bolstering graduate education through Extended Education, and making the Western experience more accessible to students outside the Bellingham community. The next President will need to engage the faculty, staff, students and administrators from all sites in how best to support and integrate these programs into living the full mission of the University.

Student Experience

Western's students are active and engaged in many issues involving social justice, environmental protection, and the well-being of the campus and community. This activist culture is present not only in the Associated Students governing body, but is also evident in student involvement in over 200 student-run organizations on campus. Examples of student-led initiatives include banning the sale of bottled water on campus and the creation of a green energy fee to fund sustainability efforts. The lack of a Greek system at Western leads students, both undergraduate and graduate, to be actively involved in these on-campus clubs and with organizations in the surrounding communities. The liberal arts and sciences curriculum at Western promotes this activist spirit, and the President has an important responsibility of engaging with students in their efforts and encouraging their participation in bettering the Western community.

Western's educational experience is highly experiential, with a strong foundation in student/faculty collaboration. Many students are involved in research with Western professors or service-learning initiatives alongside faculty. The liberal arts and sciences core allows students to be exposed to a broad spectrum of topics, and because of this, Western graduates greatly contribute to the success of the state's economy as they enter the workforce. Western's reputation of academic excellence is present not only on the Bellingham campus, but extends to WWU's multiple campuses in the Puget Sound region.

EXECUTIVE EXPECTATIONS

Continue and Strengthen Organizational Best Practices

Western has worked hard in recent years to institute processes that enable efficient work, streamline operating and management support systems, and make planning and budgeting more transparent and “bottom up.” As a result, Western has received national recognition for efficiency from *U.S. News and World Report*, and for being one of the “Best Values in Public Colleges and Universities” by *Kiplinger’s Personal Finance Magazine*.

Western must continue to examine its management and operating support systems, as well as its general budgeting and planning, to ensure that it is using best business practices while avoiding unnecessary duplication of effort.

Administrative and academic information technologies are critical core functions that affect the entire campus on a daily basis. The optimal organization, reportage and funding of Western’s information technology structure are currently under discussion.

Infrastructure needs and space allocation at Western are a high priority as growth demands have stretched available space in some cases beyond functionality. Addressing capacity issues and deferred maintenance of older buildings are critical to the delivery of Western’s mission at all sites. Creative space planning and utilization along with any redistribution to meet the academic, research, and service needs must be accomplished with a long range view toward balancing the critical programmatic space needs while protecting the attractiveness and sustainability of the campus environment.

Retaining and Recruiting Talented Faculty and Staff

Western made the intentional choice during the recent recession and resultant budget cuts to protect its core academic function of teaching, and continued student access to that teaching, as much as possible. As the economy recovered, it made the choice to increase faculty resources through the hiring of tenure-track faculty in the last few years. This decision has had positive consequences, as the quality of its programs has been maintained and enhanced.

Side effects of that decision mean that most if not all areas of the University are operating with as lean a staff as possible. In some cases it is likely that staffing levels are not sufficient for performance to be sustainably high. Some staff are attempting to perform, in addition to their own jobs, functions that previously were assigned to staff positions that no longer exist.

Western's workforce like the national workforce is aging. Over the next several years a large number of faculty and staff in the Baby Boom generation will retire and their expertise, experience, and institutional knowledge will be taken with them. Managers and administrators have limited professional development resources for training younger staff as part of succession planning.

Shared Governance

Over the last seven years Western has instituted processes and created representative bodies that help to ensure the reality of shared governance matches its promise. These include transparent and bottom-up capital planning and budgeting processes that intentionally seek input from the entire campus community. The University Planning and Resource Council, a committee of the Faculty Senate, brings together representatives of all University stakeholders to review and make recommendations on planning and budget proposals to the President and Vice Presidents. Similarly, representatives of the faculty, students, classified and professional staff all have seats on the President's Cabinet.

The President will work to foster an environment where all employees feel their contributions are respected, appreciated and valued.

Collective Bargaining, Labor Relations and Equity

Western seeks a President who is committed to continuing positive, collaborative, mutually beneficial relationships with the unions representing the Faculty and Classified Staff, as well as addressing equity in compensation, retention, workload, and workplace climate for the Professional Staff, who are not represented in collective bargaining. Furthermore, the meaningful inclusion of Classified and Professional Staff in shared governance will continue to be a priority.

RESOURCE DEVELOPMENT

Resource development in public higher education poses a major challenge for any leader. Western has developed a strong reputation with the State Legislature for high quality education, innovative programs, and work-ready graduates, and has rich opportunities for further advancement. Given the unlikely return of previous state funding levels, Western has adopted a model of planning and budgeting that does not rely exclusively on state dollars, with some notable successes. For instance, Western's multi-disciplinary Institute for Energy Studies program, which combines energy science, technology, and engineering, with economics, business management, public policy and sustainability, is supported by a combination of state funds and private donations.

It will therefore be essential for Western to further develop multiple sources of

funding beyond state appropriations, including enrolling new students; increasing private, corporate and alumni giving; acquiring new space; developing auxiliary enterprises, securing grants and contracts, developing public-private partnerships, research licensing, extended education, and others.

Fundraising

Western will soon conclude its \$60M *Western Stands for Washington* campaign, having reached the initial goal of \$50M before the public launch a year ago. While the campaign will make critical enhancements to scholarships, programs, partnerships with P-12 education, and service learning, the campaign has raised Western's profile throughout the state and developed a culture of philanthropy on campus and among a strong alumni base. The Western Foundation has made significant investments in staff and training, and now operates an office on behalf of the University out of Seattle. Encouraged by the results of the campaign, academic deans and faculty are newly eager to participate in institutional advancement. The President has an opportunity to leverage the momentum generated by the campaign to increase support for Western in the Puget Sound area and nationwide, and lay the groundwork for the next campaign.

Legislative Funding

Western's reputation in the Washington State Capitol is not only for high quality education and innovative program proposals, but uncommonly united legislative representation from government relations, faculty, staff, unions, student, and alumni representatives. Despite cuts of more than 50 percent to its state appropriations, Western has received strategic reinvestments by the state in key areas, including faculty and staff compensation, by remaining resolutely united and on message.

There is, however, recognition that the state's fiscal structure is designed for an economy that no longer exists. Without a reformed tax structure, improvements in the state's economy will not produce corresponding revenue increases. On the expenditure side, states are facing major budget impacts as the federal government shifts various obligations to the state level. Additionally and specific to our state, the need to comply with the State Supreme Court directive (known as the *McCleary* decision) to significantly increase funding for K-12 education continues to place an additional burden on an overburdened revenue structure. Most of the state's budget is protected from significant cuts due to constitutional, political, or statutory considerations. The state cut tuition rates for the 2015-17 biennium and linked tuition increases to the state's median income, limiting Western's ability to grow its own revenue.

It is quite likely that the additional state K-12 funding challenge will be pushed by the legislature into the 2017-19 biennium. Consequently, it is most likely that any

2017-19 Western budgetary requests will need to be highly strategic, have strong political legs, and be modest in size.

OPPORTUNITY REVIEW

The President of Western Washington University will have an opportunity to serve as the leader of one of the best public comprehensive universities in the nation.

This is an extraordinary opportunity for a person seeking a challenge to be a transformational leader for Western in a rapidly changing global environment. Further refining and expanding Western's mission and vision with the Board of Trustees, faculty, staff, administrators and students, and shaping its future will require a leader with the vision, enthusiasm, and interpersonal skills to advance Western's stature as a vital publically purposed university in the 21st century.

3. EXECUTIVE SESSION

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.

4. Adjournment