

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
February 11, 2011**

1. CALL TO ORDER – APPROVAL OF MINUTES

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 8:02 a.m., February 11, 2011, in Old Main 340, Bellingham, Washington.

Chair Madsen thanked staff for an interesting presentation yesterday. He announced that agenda items #8 and #9 would be withdrawn from the agenda to allow time for an Executive Session at the close of the meeting.

Board of Trustees

Ramiro Espinoza
Betti Fujikado, Secretary
Karen Lee
Dennis Madsen, Chair
Ralph Munro, Vice Chair
Phil Sharpe
Dick Thompson
Peggy Zoro

Western Washington University

Bruce Shepard, President
Suzanne Baker, Interim Secretary to the Board of Trustees
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Paul Cocks, Director, University Communications
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
Paul Dunn, Senior Executive Assistant to the President
Scott Pearce, President, Faculty Senate
Catherine Riordan, Provost and Vice President for Academic Affairs
Barbara Stoneberg, Assistant to the President
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs
Colin Watrin, President, Associated Students

MOTION 2-1-2011 Ralph Munro moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the September 28 and 29, 2010 Board Special Meeting and the December 9 and 10, 2010 Board of Trustees Meeting.

Trustee Thompson, newly appointed on November 9, 2010, and absent December 10, abstained from approving the September 28, 29, and December 10, 2010 meeting minutes. Trustee Lee, newly appointed on December 10, 2010, abstained from

approving the September 28, 29, and December 9, 10, 2010 meeting minutes.

The motion passed.

2. RECOGNITIONS AND INTRODUCTIONS

Catherine Riordan, Provost and Vice President for Academic Affairs, asked Arlan Norman, Dean for the College of Sciences and Technology, to introduce Professor Leger. Provost Riordan announced that Dean Norman will be retiring on September 1, 2011, and that he has been a tremendous leader of his college and the university.

Janelle M. Leger, Physics and Chemistry – National Science Foundation Early Career Award

Dr. Janelle M. Leger, whose joint appointment with the Physics and Chemistry Departments was created as part of the Advanced Materials Science and Engineering Center's (AMSEC's) decision package, has recently received a National Science Foundation (NSF) Early Career award. The Career Award is NSF's "most prestigious award in support of junior faculty who exemplify the role of teacher-scholars through outstanding research, excellent education, and the integration of education and research within the context of the mission of their organization." Since joining Western in the fall of 2008, Dr. Leger has become an active teacher and scholar, having developed two new courses as part of the creation of the new AMSEC minor and involving seven students (from three departments) in her active research program. Before joining Western's faculty, Dr. Leger was an NSF Discovery Corps Postdoctoral Fellow at the University of Washington and received her Ph.D. in Physics from the University of California at Santa Cruz.

Provost Riordan asked Brent Carbajal, Dean of the College of Humanities and Social Sciences, to introduce faculty member Kathleen Saunders.

Kathleen Saunders, Anthropology – Eleanor Roosevelt Global Citizenship Award

Kathleen Saunders came to Western's Anthropology Department in the fall of 2000 directly from graduate studies in Anthropology and Biomedical Ethics at the University of Minnesota, Minneapolis. Her fields of specialization are science, technology, and society and economic anthropology. Saunders was invited to become a Service Learning Faculty Fellow seven years ago. She applied the pedagogy learned in that program to her teaching of Economic Anthropology by incorporating projects around hunger and food insecurity to make the connections between local conditions and global processes. It is this work for which she was awarded the 2010-2011 Eleanor Roosevelt Global Citizenship Award by the Center for Public Anthropology. Named to honor the 20th century's "First Lady of the World," only a select few – less than one percent of the faculty teaching introductory anthropology courses throughout North America – receive this award.

Provost Riordan asked Steve VanderStaay, Vice Provost for Undergraduate Education, to introduce Dr. Compston.

Christine Compston, Director of Western's Fellowships Office

Christine Compston, director of Western's Fellowships Office, mentors students in the application process for distinguished fellowships and coordinates the many activities

involved including, interviews, faculty recommendations, and lengthy applications. Distinguished fellowships are an important marker of a university's success and service to its students. Under Dr. Compston's leadership, the number of Western students who receive distinguished fellowships each year has more than tripled. Western students landed so many Fulbright Scholarships last year that the university was recognized as one of the nation's top "Fulbright Producing Universities." In addition to her leadership activities in the university's Fellowships Office, Dr. Compston is an expert on the history of the Supreme Court and her publications include books on Earl Warren and Oliver Wendell Holmes. She has held appointments as a liberal arts fellow at Harvard; as a Fulbright Scholar; as the founding director of the National History Education Network; and as a consultant for *Where in Time is Carmen Sandiego?* a PBS production. [Note: Ms. Compston has since passed away.]

Steven VanderStaay, Vice Provost for Undergraduate Education – Semifinalist for 2011 Outstanding First-Year Student Advocates

Each year, the National Resource Center (NRC) for the First Year Student Experience recognizes individuals on college and university campuses who serve as outstanding advocates for undergraduate first-year students. This year, from among 130 nominees, Dr. VanderStaay was recognized nationally as one of five semi-finalists for the Outstanding First-Year Advocates Award, and will be listed on an honor roll in the program for the awards ceremony at the NRC's upcoming national conference. Included among the accomplishments that made Dr. VanderStaay an exceptionally strong candidate for the Outstanding First Year Advocates Award are: Viking Launch; Freshman Interest Groups; First Year Experience; and Western Reads. Dr. VanderStaay also serves as the university's accreditation liaison officer and has a faculty appointment in the Department of English.

Chair Madsen congratulated all of those acknowledged.

3. BOARD CHAIR

Chair Madsen revisited a topic from the December 2010 Board meeting, when Trustee Fujikado disclosed that her business partner Jim Copacino was providing marketing work on behalf of the Western Washington University Foundation. To establish that no conflict of interest occurred, Chair Madsen asked Senior Counsel Bohlke to review the matter. Bohlke reported that there was no evidence of conflict of interest. She said the work done for the WWU Foundation by Mr. Copacino was provided at 50 percent of the firm's normal rate. She also determined that Trustee Fujikado provided work for the WWU Foundation *gratis* on this project.

▪ Resolution No. 2011-01 Welcoming Trustee Karen Lee

Chair Madsen recognized new trustee Karen Lee and asked Trustee Sharpe to read Resolution No. 2011-01.

Trustee Sharpe said it was a privilege to welcome Trustee Lee to the Board. He shared highlights of Trustee Lee's career, including a period of time when they both worked together at Puget Sound Energy, where Lee was head of Gas Operations. He concluded by saying that Trustee Lee brings to the job of trustee a remarkable record of service to our country and to higher education. He said we are fortunate to have Trustee Lee with us.

Trustee Lee said that it is a privilege to work around students and an honor to be involved in their education.

RESOLUTION NO. 2011-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY WELCOMING TRUSTEE KAREN LEE

WHEREAS, on December 10, 2010, Governor Christine Gregoire appointed Karen Lee of Covington, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2016; and

WHEREAS, Karen Lee brings to her appointment as a trustee years of experience in government, including serving as Commissioner of the Washington State Employment Security Department; and

WHEREAS, Karen Lee brings to her appointment as a trustee years of business experience in both the for-profit and nonprofit sectors having worked at Puget Sound Energy and her current position as Chief Executive Officer of Pioneer Human Services; and

WHEREAS, Karen Lee brings to her appointment as a trustee an understanding of higher education issues by serving as past president and trustee of the University of Washington Alumni Association; and

WHEREAS, Karen Lee has served her community by being a member of the Washington State Bar Association, president of the National Association of State Workforce Agencies, and former member of the Cascade Land Conservancy; and

WHEREAS, Karen Lee earned her bachelor's degree at the United States Military Academy at West Point, majoring in Russian studies, and a law degree from the University of Washington School of Law; and

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

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 11, 2011.

4. PRESIDENT'S REPORT

▪ WWU Programs Serving Everett

President Shepard discussed the leadership of University Center of North Puget Sound, located on the campus of Everett Community College. He said there was proposed legislation that University Center be reassigned from Everett Community College to

Washington State University. The President said that Western has taken a position in opposition to that legislation.

The President said that Western serves more students than any other university at University Center, has operated programs there for over 15 years, and partners with six higher education institutions. He said that whatever leadership the state chooses, Western will be there to serve, and in the overall scheme of things, this is not a threat to Western.

Trustee Thompson said that for the last four or five years, he has been a consultant to the Mayor of Everett on a variety of issues. As the University Center issues came to surface, Trustee Thompson said he recused himself from involvement on either side. He said he would not be involved in any strategies or discussions with Western's Board of Trustees regarding Everett.

▪ **Campaign Update and Status of the Feasibility Study**

Vice President Bowers handed out a timeline for the Campaign Feasibility Study for Western Washington University Foundation. Bowers said that she appreciated Trustee Madsen's appointment of Trustee Zoro as the liaison to the WWU Foundation.

Bowers reported that her office is in the process of completing the Campaign Prospectus. Over the next several weeks, they will be holding interviews, conducted by the Collins Group, to gather information for the Campaign Feasibility Study. The interviews will continue through the beginning of May. Bowers said that University Advancement will also hold focus groups with its Foundation Board and Alumni Board, and she would like to hold a similar focus group with members of the Board of Trustees. She suggested that small interviews could be conducted near the April Board meeting or another option would be doing on-line surveys.

Chair Madsen said there would likely be time for small groups of trustees to meet in April.

Vice President Bowers said that the Collins Group will complete their analysis and submit a final report, and it will go to the Board at its June meeting.

5. ASSOCIATED STUDENTS

Colin Watrin, Associated Student (AS) President, reported to the Board on the following matters:

- Plans are underway for student leaders to participate in a federal lobbying trip in Washington D.C.
- Associated Students is developing a strategic plan. Watrin said five key values have been identified: student representation; university collaboration; student development; inclusion; and social responsibility.
- Associated Students is developing a more cohesive marketing strategy by reviewing branding and marketing initiatives.
- The AS is reviewing job descriptions for its 200 student employees. Watrin said they are converting all the job descriptions to be results-based rather than task-based. The goal

is to create job descriptions that have common outcomes or goals so that vice presidents and programs have the same succinct goals and outcomes.

- Watrin also reported on Associated Students events and said they are updating the election code for the upcoming AS elections.

Chair Madsen asked if the Associated Students was also involved on the university access project. Vice President Coughlin said they are not specifically, but his question made a good point of how the university might better coordinate, from a student government standpoint, on those efforts.

6. FACULTY SENATE

Scott Pearce, Faculty Senate President, said that the Senate is working on themes similar to Associated Students. He said the Senate is working on removing past boundaries and fostering civil dialogue. He reported that he is working towards a smooth transition for Professor David Meyer, next year's Faculty Senate President. Because of the short turnaround, he wants Meyer to be well-prepared for the job.

Pearce said the Faculty Senate is working on a review and possible amendments to the Faculty Handbook. The Senate is also working with President Shepard and Provost Riordan on assigning Senate representatives to participate in budget discussions. The Senate has been working with the Provost to establish guidelines for fostering faculty governance with a focus on governance at the Colleges. As part of that movement towards collaboration, informal activities have been planned such as lunches, politicking, international studies, and developing ideas for bringing talented students to campus in the next few years.

Trustee Sharpe said that he has observed a university culture shift and asked what is driving the collaboration. Pearce said that President Shepard and Provost Riordan have actively encouraged it.

President Shepard said that open and transparent communication is a two-way responsibility and that Western's faculty have really stepped forward.

Madsen asked about the faculty involvement in processes in Olympia. Pearce said that faculty representatives include, Bill Lyne, Faculty Associate to the President and Provost; Marsha Riddle-Buly, Faculty Legislative Representative; and Steven Garfinkle, United Faculty of Western Washington President.

7. CONSENT ITEMS

Chair Madsen asked how many winter quarter degrees would be given. Provost Riordan said there will be 473 undergraduate degrees awarded for winter quarter.

MOTION 2-2-2011

Phil Sharpe moved, that the Board of Trustees of Western Washington University, approve the following consent item:

- Approval of Winter Quarter Degrees

Ralph Munro seconded the motion. The motion passed unanimously.

8. BRANDING AND THE CAPITAL CAMPAIGN

Vice President Swan handed out new marketing materials including posters and a Brand Guide. He described the information available in the Brand Guide and demonstrated the brand Web page, "Brand Central". He presented a video that was created for the new brand. He gave credit to Steve Brummel, Marketing Manager for Intercollegiate Athletics, who produced the video on behalf of the branding team.

Vice President Swan reported that the brand rollout was conducted on January 26 and was well received. He said for the most part the campus has expressed a sense of excitement with the new brand. Swan said that focus has shifted from the brand to work related to the Capital Campaign. He said there would be specialized publications for the campaign, including the university magazine, *Window*.

Swan reported on the development of a Western-specific TV show on KVOS. There was further discussion of WWU television advertisements. Trustee Thompson said he had colleagues on the Seattle Sports Commission who had expressed interest in community-centered material and that future advertising spots would likely be possible. Vice President Coughlin said that Western's Athletics Department had to actively sell ads to pay for costs, and that it is critical to be able to do so during a time of limited resources.

Trustee Sharpe commented on advertising in an academic community and thought this could be received negatively. He said he does not believe that to be true, but can understand that perception. Faculty Senate President Pearce said it would likely be received either negatively or indifferently. President Shepard said that peoples' opinions have shifted and evolved beyond that negative position. Chair Madsen said if the advertising allows us to attract students, this will enable faculty and staff to feel better about the role they play in making this a successful university. Trustee Thompson said that the mark matters and having a mark that people identify with positively matters.

Trustee Espinoza said, regarding the branding initiative, if there is some reticence from the campus community, he believes they will get on board because faculty, staff, and students have an investment in the institution. He said how our new students accept the university's brand is important, because they are Western's ambassadors and how they own Western's brand is important.

Vice President Bowers transitioned the discussion by saying Western alumni and supporters are pleased with the branding materials and excited about the campaign. She said that having the new branding tools to describe Western is a great beginning. She also highlighted the collaborative efforts of the two staff teams. She thanked Paul Cocke, Director of University Communications, and Deborah DeWees, Director of Alumni Relations, who are co-leading the communications team.

Bowers said that campaign materials, like the new brand, follow a bold and adventurous theme. She said the campaign materials are some of the first public personifications that will be used for external audiences of the branding initiative. Bowers said that the campaign prospectus is aligned with the branding messages. She provided examples of how the brand characteristics are reflected in campaign components.

Chair Madsen asked Vice President Bowers to explain what a feasibility study is, when it will be complete, and what information the university will garner from it. Bowers said that the feasibility study is meant to test the university's ability to raise one hundred million dollars.

She said the study will determine what potential Western supporters' opinions are about Western and its leadership. She said the study is about Western's reputation in the community and campaign components. It will also determine whether these individuals would be interested in helping support financially or helping support from a leadership perspective in the campaign. Bowers said, she would make a recommendation to the President by the June Board meeting, and the President would make his recommendation to the Board on how Western will proceed with the campaign.

9. COST OF INSTRUCTION AND ACCESS TO CLASSES

Provost Riordan presented on the topic of cost of instruction and how it relates to student access to classes. She discussed the direct cost to the student and costs of the university to provide student education. She explained how cost per student can be discounted by tuition waivers, grants, or scholarships, and that financial assistance is subtracted from total educational costs. She presented a graph that illustrates the cost of education per student and that students are paying a greater proportion of the cost.

The Provost showed a graph that highlighted the real cost of education per student, which has remained constant from 1991 to 2010. She said people think because tuition is rising that the cost of education is rapidly increasing, but she said that is not the case. She said the graph looks at all Washington State institutions and considers costs for room and board and comes up with a weighted cost of attendance. When scholarships are included a discounted rate is calculated.

Trustee Thompson said the state's commitment to fund higher education has declined over the years and now a greater proportion of that commitment is received in the form of scholarships and tuition costs. He sees this as one of the larger problems state universities currently have.

The Provost discussed the following considerations for future decision making on costs:

- Time to Degree. As students stay longer at Western, it costs families more.
- High Demand Degrees. High demand degrees incur a high cost to deliver. She said that capping enrollments in Western's higher-cost programs could be an option.
- Faculty Salaries. Faculty salaries are a significant driver of departmental costs and there is not as much flexibility there. Another cost factor is the blending of faculty and the balance between the tenure, tenure track and non-tenure track faculty.
- Class Size. Class size is also a factor, along with managing classroom space.
- Reduction of Elective Courses. Presently it is difficult for students to access advanced courses outside of their major and this will become more difficult in the future.

Provost Riordan asked Vice Provost VanderStaay to give an update on access to classes, which is also referred to as the bottleneck initiative. VanderStaay said the initiative provided an additional 400 seats in the College of Humanities and Social Sciences and an additional 1,000 seats in the College of Science and Technology. He also discussed a wait-list initiative that allowed students to register and wait for a seat to open. Because of this new process, thousands of students were able to get into the classes they wanted.

At 10 a.m. the Chair called for a 15 minute break.

The meeting reconvened at 10:20 a.m.

10. OLYMPIA UPDATE

Sherry Burkey, Associate Vice President for University Relations, provided an update on legislative activities in Olympia. She said that Western has a great team of people supporting its initiatives on legislative matters. She said that the focus in Olympia is on the budget, and she said there is a greater interest in what has happened to higher education than in year's past. Burkey said there is much educating of the approximately 23 new legislators, which provides an opportunity to inform them on higher education and higher education institutions.

Burkey highlighted two bills. The first stems from the Governor's Higher Education Task Force recommendations that turned into a bill, which has strong support from the business community. The focus of this bill is the importance of higher education to the state's economy and advocates for no further cuts to higher education. The recommendations of this bill include tuition-setting authority and an endowment piece. The second piece of legislation is House Bill 1795 The Educational Opportunity Act, introduced by Representative Reuven Carlyle. This bill gives institutions four years of unlimited tuition-setting authority up to 7 percent and, any tuition above that, 50 percent would go to financial aid. She said that the model does not work well, but Representative Carlyle is open to working with higher education groups. She said that there will likely be one bill that is a combination of the Governor's bill and the Carlyle bill or perhaps tuition will be addressed in the final budget.

Burkey described other various bills such as the bill to eliminate the Higher Education Coordinating Board; the Everett bill, which has received strong support from the Everett community; and the development of a bill that provides leverage of Veteran's services and in addition, highlights the Northwest Higher Education Coalition that Western is involved in.

The following topics were also discussed: Senate supplemental budget; capital budget; and state-based financial aid. Burkey discussed with the Board the average state funding per budgeted FTE student in Washington State higher education institutions, including community and technical colleges.

Burkey announced an Alumni Association Valentine's event in Olympia on February 14 to recognize all Western alums who are working in the State Capitol.

11. AUDIT COMMITTEE REPORT

Trustee Zoro, Chair of the Audit Committee, reported on the February 10 Audit Committee meeting and noted the following:

- The committee approved the minutes of the December 9, 2010 Audit Committee meeting.
- Chair Zoro provided a report on the university's Request for Qualification process for obtaining a vendor to perform a second phase review of the university's unrelated business income tax activities. Four proposals were received and evaluated. In January, the Audit Committee voted electronically to approve contracting with the recommended vendor with the expectation that the work will begin in February.
- The Audit Committee received a semi-annual Internal Controls Report from Vice President Van Den Hul.

- The Audit Committee, President Shepard, and Internal Audit discussed responsibilities and process for receiving, reviewing, and approving requests for unscheduled internal audit activities.
- Kim Herrenkohl, Internal Audit Director, updated the committee on Internal Audit projects, provided copies of customer surveys, and reported on the fourth quarter review of the President's expenses.
- The committee met separately with Internal Audit and the President as provided by the Audit Committee Charter.

12. INFORMATION ITEMS

- **Alumni Relations Report**

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

- **Annual University Police Report**

Vice President Van Den Hul provided an annual update of the University Police Department.

Trustee Espinoza asked about the relationship between the City of Bellingham Police and University Police related to the party patrols. Vice President Coughlin said the patrols are a return to what had been done in the past that was effective. The patrols are based on neighbors calling and saying there is a problem in the neighborhood. She said it is a collaborative approach between the two police departments where they respond to community issues when there is disruption and under-age drinking. Vice President Coughlin said she understands that some students are not happy with the approach, but it is based on feedback from the community when there are student parties in the neighborhood.

- **Capital Program Report**

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

- **Carnegie Foundation Classification**

Provost Riordan provided a report on Western having receiving the 2010 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching.

Chair Madsen asked what impact the classification has had on the institution. The Provost said it gives credibility to Western's claim of community connections that our faculty, students, and staff have made. It also represents that the university is nationally recognized as an engaged campus.

- **Development Report**

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

- **Enrollment and Admissions Summary**

Vice President Coughlin provided an update on the university's enrollment and admissions.

- **First Year Experience – *Dialogue***

Provost Riordan provided a report on first-year initiatives as were published in *DIALOGUE*, Issue No. 14, January 2011.

- **Mid-Year Housing and Dining Report**

Vice President Coughlin provided a programmatic and fiscal report to the Board on the University Housing and Dining System.

- **Quarterly Grant Report**

Provost Riordan provided information from the Office of Research and Sponsored Programs concerning grant awards for the period of July 1, 2010 through December 31, 2010 and fiscal year 2010-11.

- **University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations and reported that he and President Shepard would be in Washington D.C. in early March to pursue the university's federal agenda, including jobs, Veteran's programs, and economic development. Western students on this trip will address federal work study, rollbacks on Pell Grants, and a number of other initiatives.

13. DATE FOR NEXT REGULAR MEETING: April 14, 15, 2011

14. EXECUTIVE SESSION MAY BE HELD FOR PURPOSES AUTHORIZED IN RCW 42.30.110

At 11:18 a.m. Chair Madsen announced that the Board would go into Executive Session for approximately 40 minutes to discuss personnel matters as authorized in RCW 42.30.110. He said that no action would be taken and adjournment would occur at the end of the closed session.

At noon the Board of Trustees meeting adjourned with no action to report.

15. ADJOURNMENT

The meeting adjourned at noon. The Board proceeded to lunch where they listened to an academic presentation on Solar Energy Research that was presented by Advanced Materials Science and Engineering Center (AMSEC).