

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MEETING MINUTES  
FRIDAY, December 12, 2014**

**1. CALL TO ORDER**

Vice Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 9:59 a.m., Friday, December 12, 2014 in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, Washington.

**Board of Trustees**

Sue Sharpe, Vice Chair, acting Chair  
Dick Thompson, Secretary  
Betti Fujikado  
Chase Franklin  
Carly Roberts  
Earl Overstreet

**Western Washington University**

Bruce Shepard, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Steve Swan, Vice President for University Relations and Community Development  
Annika Wolters, Associated Students President  
Spencer Anthony-Cahill, Faculty Senate President  
Lisa Wochos, Assistant Attorney General  
Paul Cocke, Director, University Communications  
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees  
Elissa Hicks, Assistant Secretary to the Board of Trustees

**2. PUBLIC COMMENT**

As per Amended RCW 28.B.20.105, the Board of Trustees provided time for a Public Comment period. Three people signed up to testify before the Board, and Vice Chair Sharpe gave them two minutes each to address the Board.

Western students Jordan Quinn, Brenda McGarrity, and Stirling Scott, voiced their opposition to any future tuition increases, outlining the current high costs for students and what they go through to pay for school. Each student outlined how they currently have to work several jobs hindering their ability to study or alternatively going into significant debt which will take them several decades to repay. Each asked the Trustees to consider student's ability to pay when considering future tuition increases or to possibly decrease tuition to make it more affordable.

### 3. BOARD CHAIR

Vice Chair Sharpe reported that the Trustees and campus leadership enjoyed a celebration the previous night honoring two former faculty members Dr. Rand Jack and Dr. Herbert Webber who touched lives before they changed lives. Sharpe recounted the joint session with the Western Foundation Board at Thursday's meeting discussing global engagement and the importance for students to have access to meaningful cultural experiences around the world. Vice Chair Sharpe also mentioned that Western was named the 2014 Green Business of the Year by the Bellingham Chamber of Commerce and congratulated the campus's efforts on that front.

### 4. UNIVERSITY PRESIDENT

President Shepard mentioned significant national events, protests and marches around the country addressing diversity and noted that the events on Western's campus have been respectful. Shepard then gave an update on the campaign launch events that took place since the last Board of Trustees meeting. He reminded constituents that the state legislative session is just around the corner and that state funding for higher education in general will be in for a tough fight this session, adding that it is just the beginning of a long process with many steps to the final outcome.

### 5. ASSOCIATED STUDENTS

Annika Wolters, Associated Students President thanked students for their support of recent events and activities, adding that there are already 100+ students signed up for the Viking Lobby Day event in January. Wolters said she was also excited that after working with the Whatcom Transit Authority the late night shuttle for students will begin on December 18<sup>th</sup> as a safe option for students living along 21<sup>st</sup> Street. Trustees commented about how impressed they were with student engagement in the community and how everyone is working well together and being good neighbors.

### 6. FACULTY SENATE

Spencer Anthony-Cahill, Faculty Senate President reported that the senate is continuing to work with the Equal Opportunity Office to develop online materials to make the process more predictable and transparent. The senate is also working with deans and the graduate school on questionnaires for faculty to evaluate administration in Academic Affairs and hopes to have that ready in the spring. Anthony-Cahill said that they are also working with extended education and the departments to ensure the quality of course offerings through extended education and with the vice presidents regarding the senate's concerns with various enrollment issues and has been grateful for their assistance.

### 7. APPROVAL OF AMENDED 2013-2015 INTERNAL AUDIT SCHEDULE

Matt Babick, Director, Office of the Internal Auditor explained that the Board Audit committee had discussed this item at their December meeting and recommends the amended audit schedule to the full Board for approval (**Attachment B**) with the addition of the phrase "and Western's academic standards" to the description of the upcoming Athletics Department: Expenditure Compliance and Program Compliance with Selected NCAA Rules Audit. Babick also described the difference between traditional audits and consulting work that he proposes in order to increase efficiency within the Internal Audit office.

MOTION 12-04-2014: Trustee Thompson moved that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Shepard, approve the attached Amended 2013-2015 Internal Audit and Consulting Schedule.

Motion was approved.

Vice Chair Sharpe announced a break at 10:35 a.m.

The Board returned and reconvened the meeting at 10:45 a.m.

## **8. FACILITY NAMING**

President Shepard said that President Emeritus Jerry Flora was a person of distinction who lead Western through some difficult times. Shepard also said that those closest to him think this honor is a fitting tribute to a great marine biologist who loved the University and is remembered by the community tide pool walks he lead in the local community. Trustees expressed their admiration and gratitude for President Emeritus Flora's contributions to the University and for his wonderful character.

MOTION 12-05-2014: Trustee Fujikado moved that the Board of Trustees, on recommendation of the President, name the Western Washington University Marine Science Education Building at Shannon Point Marine Center in honor of Jerry Flora, President Emeritus, for his academic, administrative, service, and many other achievements that have contributed significantly to the welfare of the university. The name will change to the Charles J. (Jerry) Flora Marine Education Building.

Motion was approved.

## **9. HOUSING & DINING SYSTEM CAPITAL PLAN**

Vice President Eileen Coughlin gave the Trustees information regarding the capital plan for Western's housing and dining facilities. Coughlin said that the capital plan meets four goals: 1) Provide campus housing to support Western's current enrollment plans; 2) Meet or exceed the Board of Trustees fiscal principles; 3) Invest in infrastructure to ensure longevity, health and safety; and 4) Respond to changing student demographics, needs and programmatic expectations. Coughlin said that the system continues to meet and/or exceed the guiding principle and that occupancy remains strong, and reserve fund balances and debt coverage ratios are at planned levels to support the projects currently in place and being discussed for the next 10+ years.

Vice President Coughlin noted that many infrastructure, health and safety enhancements and programmatic enhancements are already included in the current capital plan adding that new projects will have an increasing emphasis on revitalization or visual upgrades that will be noticeable to students. Enhancements include modernizing student rooms with new flooring, lighting, painting and amenities, renovating restrooms with improved spaces and fixture replacement, revitalizing public spaces and entry zones, enhancing and increasing the Viking Commons dining ambience and capacity, and repurposing building recycling and sustainability centers.

Trustees asked where Western stands in comparison to other state institutions. Coughlin said that Western is on the more conservative side in that the University is consistently doing occupancy stress tests for campus housing to make sure that the supply and need match what is available on and near campus. She said that these tests are also a way for the University to make sure that it meets capacity and occupancy requirements for continued financial stability. Coughlin said that university provided housing is quite popular on campus with 94% of freshman living on campus even though there is not a requirement, and there is a high rate of continuation for upper class students as well.

## **10. CAMPAIGN UPDATE**

Deborah DeWees, Senior Director of Alumni & Communications and Executive Director of the WWU Alumni Association provided the update for the Foundation's progress on the campaign. DeWees stated that as of November 30<sup>th</sup>, 2014 the campaign had raised \$48.3 million and is projected to be over \$50 million by the end of December. She said that the Foundation Board has chosen to focus the rest of the eighteen months remaining in the campaign on raising money for general scholarship funds to benefit students directly.

## **11. OLYMPIA UPDATE**

Becca Kenna-Schenk, Government Relations Director gave an overview of the political landscape and budget outlook for the upcoming 2015 Legislative Session in Olympia. She said that the Governor's budget is set for release on December 15<sup>th</sup>. The Council of Presidents (COP) submitted a joint proposal to the Governor's office requesting \$198 million state investment over the next biennium to expand student access and increase degree production in high demand fields to support the state economy. Kenna-Schenk said that the additional funding would increase degree production in high-demand areas and improve student access and performance through targeted, evidence-based initiatives. She said the new investment in higher education would enable Washington's public colleges and universities to hold the line on tuition increases for an additional two years. Director Kenna-Schenk said that currently a coalition of K-12 education and higher education groups is forming in order to work on statewide education together instead of as separate entities, and more information will be available soon. Lastly Kenna-Schenk said that a date for the Trustee Day of Action has yet to be determined but Trustees will be notified once more information is available.

## **12. AUDIT COMMITTEE REPORT**

Trustee Dick Thompson, Chair, Board of Trustees Audit Committee gave an update of the Audit committee's December meeting business. Thompson mentioned that the committee had discussed the amended internal audit schedule and supported the changes. He also said that the State Auditor gave the committee their results from both the contracted yearly Independent Financial Audit and the required statewide Accountability Audit. Both reports came back clean with no issues or findings to report and with a statement of appreciation to the Business and Financial Affairs division for their great cooperation. Thompson said that the committee agreed to hire the State Auditor's Office again next year to do the Independent Financial Audit because of the quality of their work and reasonable costs.

### **13. COMMITTEE ON TRUSTEES REPORT**

Trustee Sue Sharpe, Chair, Committee on Trustees said the committee will be bringing forward at the next board meeting its recommendations for the Board of Trustees expectations and a revised Committee on Trustees charge for the Board Rules of Operation.

### **14. INFORMATION ITEMS**

#### **a. Academic Affairs Report**

Provost Carbajal provided a written report with an update on the status of Western's recruitment of tenure track faculty and newly hired faculty members.

#### **b. Quarterly Grant Report**

Provost Carbajal provided a written report with information from the Office of Research and Sponsored Programs concerning grant awards for the period July 1, 2014 – September 30, 2014 and fiscal year 2014/15.

#### **c. Admissions and Enrollment Report**

Vice President Coughlin provided a written report regarding the university's general enrollment and admissions.

#### **d. Capital Program Report**

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

#### **e. University Advancement Report**

Vice President Bowers provided a written report on the University's Alumni Relations and Western Foundation activities.

#### **f. University Relations and Community Development Report**

Vice President Swan provided a written report documenting recent activities of University Relations and Community Development.

#### **g. 2013-2014 University Financial Report**

Vice President Van Den Hul provided a written report on the University's finances.

#### **h. 2014 Housing & Dining System Financial Report**

Vice President Van Den Hul provided a written report on the University's Housing and Dining System.

#### **i. 2014 Wade King Student Recreation Center Financial Report**

Vice President Van Den Hul provided a written report on the Wade King Student Recreation Center.

#### **j. 2014 AS Bookstore Financial Report**

Vice President Van Den Hul provided a written report on the University's Bookstore.

#### **k. 2014 Parking Services Financial Report**

Vice President Van Den Hul provided a written report on the University's parking services system.

#### **l. Student Right to Know/Clery Act**

Vice President Coughlin provided a written report regarding the university's general enrollment and admissions.

**15. DATE FOR NEXT REGULAR MEETING: February 12 & 13, 2015**

**16.** The meeting adjourned at 11:46 a.m.

**17. LUNCH**

The Trustees and invited guests enjoyed a presentation of faculty research and advocacy regarding concussion in young athletes by Dr. Michael Fraas, Assistant Professor, Department of Communication Sciences and Disorders.

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

**2013-2014**

**2014-2015**

**2015-2016**

OPERATIONAL/FINANCIAL REVIEWS	OPERATIONAL/FINANCIAL REVIEWS	OPERATIONAL/FINANCIAL REVIEWS
<p><del><b>Huxley College – Audit of Fee Expenditures</b></del> To review and evaluate Huxley Colleges’ course and lab, service and facility rental fees for compliance with the university’s processes. [REMOVED]</p> <p><b>Services and Activities Fee Process</b> To review and evaluate the operational efficiency, effectiveness and compliance of the University’s processes for administering services and activities fees. [COMPLETED]</p> <p style="text-align: center;"><b>FOLLOW UP AUDITS</b></p> <ul style="list-style-type: none"> <li>• Vending Machine Contracts [COMPLETED]</li> <li>• Purchasing Card Audit [COMPLETED]</li> </ul>	<p><b>Athletics Department: Expenditure Compliance and Program Compliance with Selected NCAA Rules</b> To review and evaluate expenditure compliance with state regulations and the department’s compliance with selected NCAA rules and Western’s academic standards.</p> <p><b>Fraud Risk Management Program - Assessment</b> To evaluate the University’s fraud risk management practices and controls to determine if the potential risks of fraud are reasonably managed. Note: This may include use of a consultant and new “data analytics.”</p> <p><b>Laboratory Chemicals Audit</b> To review and evaluate the administration and handling of the University’s laboratory chemicals for safety and compliance.</p> <p><b>Student Sports Clubs</b> To review and evaluate student sports clubs fundraising processes for efficiency, effectiveness and compliance.</p>	<p><b>Grant Administration Process</b> To review and evaluate the operational efficiency, effectiveness and compliance of the University’s grant processes.</p> <p><b>Housing and Dining Services</b> To review and evaluate the operational efficiency, effectiveness and compliance of Housing and Dining Operations.</p> <p><b>Registrar’s Office</b> To review and evaluate the operational efficiency, effectiveness and compliance of the Registrar’s Office operations.</p> <p><b>Human Resources</b> To review and evaluate the efficiency, effectiveness and compliance of selected Human Resource functions.</p> <p><b>Ethics Program</b> To review and evaluate the design and implementation of the University’s ethics-related objectives, programs, and activities for efficiency, effectiveness and compliance.</p>

<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
<p><b>Quarterly President Expense Reviews</b> To review the President’s state-funded travel and entertainment expenses for compliance with state rules and University policies. [ONGOING]</p> <p style="text-align: center;"><b>FOLLOW UP AUDITS</b></p> <ul style="list-style-type: none"> <li>• Property Management Contract Consultation [IN PROCESS]</li> </ul>	<p><b>Cash Audits</b> This on-going project monitors the efficiency, effectiveness and compliance of the University’s cash handling processes.</p> <p><b>Quarterly President Expense Reviews</b> To review the President’s state-funded travel and entertainment expenses for compliance with state rules and University policies.</p> <p style="text-align: center;"><b>FOLLOW UP AUDITS</b></p> <ul style="list-style-type: none"> <li>• Lakewood Center Use of Resources Special Investigation [COMPLETED]</li> <li>• Property Management Contract Consultation [NEAR COMPLETION]</li> </ul>	<p><b>Student Travel Abroad Oversight Compliance</b> To review and evaluate if all events or programs where Western Washington University students travel and study outside of the United States are administered under the direction of the Center for International Studies in compliance with University policies.</p> <p><b>Cash Audits</b> This on-going project monitors the efficiency, effectiveness and compliance of the University’s cash handling processes.</p> <p><b>Quarterly President Expense Reviews</b> To review the President’s state-funded travel and entertainment expenses for compliance with state rules and University policies.</p>