

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
October 7 & 8, 2010**

**THURSDAY, October 7, 2010**

**Location: OM 340  
Time: 3:00 p.m.**

- 1. CALL TO ORDER**  
3:00 – 3:05
- 2. SPECIAL REPORT**
  - a. University Planning & Resource Council (UPRC) - *Updating Western's Strategic Plan*  
3:05 – 4:00 p.m.
  - b. Legislative Panel – *Higher Education in Washington State*  
4:00 – 5:00 p.m.

**FRIDAY, October 8, 2010**

**Location: OM 340  
Time: 8:00 a.m.**

- 1. CALL TO ORDER, APPROVAL OF MINUTES**  
8:00 - 8:05
  - Board of Trustees Meeting, August 19 & 20, 2010
- 2. RECOGNITIONS AND INTRODUCTIONS**  
8:05 – 8:30
  - 2010 - 2011 Associated Students Board of Directors
  - Faculty Award Recipients
  - Outstanding Classified Staff Award Recipient
  - Team Award Recipients
- 3. BOARD CHAIR**  
8:30 – 8:40
  - Summary of Board of Trustees Retreat  
Dennis Madsen, Chair  
Bruce Shepard, President



11. **FALL OPENING**  
 10:30 – 10:40 Presentation: Eileen Coughlin, VP for Student Affairs & Academic Support Services  
 10:40 – 10:50 Discussion
12. **NORTHWEST COMMISSION ON COLLEGES & UNIVERSITIES (NWCCU) FOCUSED INTERIM ACCREDITATION EVALUATION**  
 10:50 – 11:00 Presentation: Catherine Riordan, Provost  
 Steve Vanderstaay, Vice Provost for Undergraduate Education  
 Roger Thompson, History Faculty and Chair ACC  
 11:00 – 11:10 Discussion

## REPORTS

13. **AUDIT COMMITTEE REPORT**  
 11:10 – 11:20 Presentation: Peggy Zoro, Chair  
 11:20 – 11:30 Discussion
14. **INFORMATION ITEMS**  
 11:30 – 11:40
- Alumni Relations Report  
 Capital Program Report  
 Development Report  
 Office of Internal Auditor Annual Report  
 Quarterly Academic Program Report  
 Quarterly Grant Report  
 WWU Annual Report  
 University Relations Report
15. **MEETING EVALUATION & FUTURE AGENDA TOPICS**
16. **DATE FOR NEXT REGULAR MEETING: December 9 & 10, 2010**
17. **EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE, AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110 .**  
 11:40 – 12:00
18. **ADJOURNMENT – 12:00**
19. **LUNCH - Viking 45 Team Experience**  
 Eric Leonhardt, VRI Director and members of the Viking 45 Team will present on their experience at the \$10 Million Progressive Automotive X-Prize Competition in Detroit.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
October 7, 2010**

**1. CALL TO ORDER**

Chair Dennis Madsen called the regular meeting of the Board of Trustees of Western Washington University to order at 3 p.m., October 7, 2010, in Old Main 340, Bellingham, Washington.

**A Moment of Silence**

Chair Madsen asked for a moment of silence to remember Western student Dwight Clark.

Madsen said he was touched by the way the campus community handled this difficult situation and came together to express care and concern for Dwight, his family, and friends.

**Board of Trustees**

Ramiro Espinoza  
Betti Fujikado, Secretary  
Dennis Madsen, Chair  
Ralph Munro, Vice Chair  
Phil Sharpe  
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 Cocke, Director, University Communications  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Paul Dunn, Senior Executive Assistant to the President  
Paula Gilman, Executive Director for University Planning and Budgeting  
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

**Guests**

University Planning and Resources Council  
Legislative Panel:  
Rep. Reuven Carlyle  
Rep. Doug Ericksen  
Rep. Kelli Linville  
Rep. Mike Sells

**2. SPECIAL REPORTS**

**a) Updating Western's Strategic Plan**

Chair Madsen welcomed the University Planning and Resources Council (UPRC) and said that the Board was pleased to participate in a strategic discussion about the university.

President Shepard said that the Board has been clear the strategic focus must be owned by the university and it cannot be top-down. He said the plan is to have a strategic focus drafted for the December Board meeting for final review. In preparation for that meeting, this preliminary discussion with the Board and UPRC was planned. The President referred the Board to UPRC's draft Mission, Vision, and Strategic Goals handed out at the meeting. He asked UPRC Chair Jeff Newcomer to make comments and open up the discussion to the group.

Newcomer thanked the President for coordinating the discussion and thanked the Board for their time. He noted that the new draft plan is considerably shorter than the older plan. He said it is a strategic plan that stops at the level of strategy and doesn't go further, allowing the university units to develop as appropriate for their areas. Newcomer stressed that the plan has changed from looking inward to looking outward and how we can better help communities around the state and beyond. Newcomer credited the UPRC subcommittee, a committee of seven, for their work on the initial draft.

Trustee Zoro asked how the group determined the four strategic goals. Newcomer said that President Shepard's convocation speech noted four strategies and the subcommittee began their work with those four strategies.

UPRC member Brad Johnson, Chair of Physics and Astronomy Department, said the group took the ideas they heard repeatedly on the brevity of a mission, vision, and a strategic goal statement and included items heard at various forums. The group also looked at strategic goals, vision, and mission statements at other universities.

Trustee Fujikado said she was impressed when comparing the old plan to the new one and commended the group for making it shorter and more condensed. She asked for further discussion of the first goal, *Build upon Western's strengths in areas of critical need to the State of Washington*. She asked for background and what tactics are associated with it.

Newcomer said that the first goal refers to expanding baccalaureate opportunities, building on Western's strength as a strong liberal arts university, and preparing graduates for future opportunities. The goal also acknowledges the state's desire to increase capacity.

Hart Hodges, Economics, said that Western provides much in the way of economic development for the state, not only the educational piece but also for outreach.

Trustee Zoro emphasized the importance of the university to factor in education as a component of economic development to better compete globally. She said that education often is the driver of an economic recovery by developing innovation and highly skilled workers. Zoro asked if that could be built upon in the first strategic goal.

Trustee Munro agreed with Trustee Zoro's comments. The group further discussed incorporating a global component to the mission, vision, and strategic goals. President Shepard suggested adding "global destination" to the vision statement. Trustee Zoro asked how the education a student receives at Western competes with other educational systems globally and how do we evaluate the education students get here. Associated Student President Watrin said that time and time again Western is recognized for its graduate programs and providing a great liberal arts education.

Faculty Senate President Pearce asked the Board how they see the evolution of the institution from a regional university to where it will be in the next ten or 20 years.

Trustee Fujikado said that the draft strategic plan gets to the heart of what it means to be a publicly purposed university. She said she thinks of the phrase: *Think global, act local*. She said because Western excels in liberal arts education, it knows how to bring community together and reach out expansively. She thinks it is a good thing to say that Western will build a stronger Washington by being a global destination of learning expertise and societal problem solving.

Chair Madsen agreed saying he supports an overarching vision that stretches an organization outside of its comfort zone. He said he likes the idea of going global with Western's message.

Barbara Mathers-Schmidt, Communication Sciences Disorders, said that the new guidelines provide creativity, reaches outward to the world, and provides for growth and involvement within the units.

Keith Hyatt, Special Education, said that he didn't find the last strategic plan useful. He discussed how the new plan can be used in his area. Trustee Munro commented that Western has been a leader in special education and in producing excellent teachers. He said that being global can benefit the State of Washington.

Trustee Sharpe said the draft plan provides three things: it serves, it brings together, it develops. He said there are advantages of having a succinct strategic plan and he likes the direction of the plan, but questioned the content.

Trustee Espinoza noted that the word "student" is not included in the document. Faculty Senate President Pearce said that the word "learner" was used in place of student. President Shepard said that he preferred learners since the university is not a teaching institution but a learning institution, which is a fundamental change from before.

President Shepard said that the proposed document allows flexibility. He explained that the difficulty in listing activities is that you lose the ability to engage creatively and, also, when the environment changes, the new ideas might not fit with the strategic plan. This document allows the ability to adapt to a constantly shifting and changing environment.

Madsen reflected on the global concept and asked for clarification. Is our intention to have a global impact and will we claim the global territory? President Shepard noted the distinction in the wording. He said there are universities who establish global impact as a goal up front, which leads to a very different kind of university with a particular set of programs. He said that Western's proposed plan creates a global dimension as a means to the end, which is different from having the goal up front. Shepard said that he and Trustee Munro are in agreement, seeing a global dimension as building a stronger Washington.

Susan Banton, Classified Staff Representative, said that rather than a shift to an international focus on students and studies, she sees Western individuals themselves having the impact globally in their learning.

Provost Riordan said what she likes about this plan is that even as succinct as it is, it gives a suggestion of the kinds of things the university will not do. She liked building on existing strengths, which successful organizations do. She said the new strategic focus builds on Western's environment and coastal resources. She said the message is that Western continues to be a stellar example of undergraduate education, where students can obtain access to the best programs and graduate in a fiscally responsible way.

Trustee Munro asked about the border and the university's proximity to the Canadian border. The Provost said that might be a subject that could be discussed in more detail when talking about the Border Policy Research Institute or the Canadian Studies Program.

Regarding the first strategic goal of Western's strengths, Madsen asked if the strategic plan could include strengths and opportunities or if you think it doesn't belong here? He suggested the possibility of a set of goals that includes numbers. President Shepard said that type of information is available in many places, and that he thinks including that information would place constraints on the strategic focus.

Trustee Zoro clarified that each unit would use their own creativity in how they interpret the plan. President Shepard confirmed and called it a radical step for the university. Zoro said it was outstanding work. She said she could envision each unit developing and creating from the base plan and that it is not limiting.

Chair Madsen lauded the university for developing a succinct and easy to comprehend strategic plan.

Trustee Munro asked what the next steps are. Newcomer said that the Colleges would work on their own strategic plans and the departments would develop operational plans and tactics to fit with the college plans. Newcomer said by keeping a university plan with a simple model, it moves people away from notion that the only way something gets valued is if its listed feeling they have to list everything. He said credit goes to the sub-committee that pared the proposed plan into a set of concise statements. The proposed plan frees the units to do the same and frees them to say the things are they want to do.

Newcomer said that UPRC would debrief at their meeting next week, then release a draft to the campus community for comment. They will bring it back to committee and intend to release one more draft in early November. UPRC plans on finishing the document before Thanksgiving, so it can go to the Faculty Senate and President's Cabinet before it comes back to the Board in December.

Chair Madsen thanked UPRC for its good work and looks forward to seeing the next version.

At 3:55 p.m. Madsen announced a five minute break. Meeting reconvened at 4:05 p.m.

**b) Higher Education in Washington State**

Chair Madsen welcomed the legislative panel. President Shepard thanked the legislators for their work on behalf of Washington citizens. He said the meeting session is an annual opportunity to debrief with legislators to discuss what worked and what didn't in Olympia.

Board members and staff introduced themselves to the legislative panel.

Representative Linville, 42nd District, introduced herself. Linville, a Western graduate, commended the university's work on a strategic plan.

Representative Carlyle, 36th legislative district Seattle, serves on the Higher Education Committee and on the Education Appropriations Committee and Technology. He grew up in Bellingham and participated in Summer Stock as a child. He talked about seizing the opportunity of the economic crisis and developing a conversation driven by outcomes and results as opposed to measuring inputs.

Representative Ericksen, 42nd legislative district, also grew up in Bellingham. He provided his thoughts on likely outcomes of the November 2, 2010 election. He said that there would not be significant tax increases, and because of that the affects to higher education would likely require a raise in tuition costs.

Representative Sells, 38th legislative district, Snohomish County. He said the issues for next session will include tuition and tuition-setting authority. He discussed restructuring governance at the state level and the relationship between the Higher Education Coordinating Board and the university system.

Trustee Munro asked if there are things going on in the caucus that we should be recognizant of as it relates to higher education. Ericksen responded that it is crucial to downsize other parts of state government to be able to refocus on higher education.

President Shepard said that Western's bottom-line cut is \$17.2 million dollars. He commented that one of the inefficiencies he sees is the time spent on accountability reports. He asked if it would be helpful for Western, working with other higher education constituents or craft our own legislation. Linville said that would be a good idea.

Trustee Sharpe spoke about the increase in risks that the university assumes with the budget cuts and threatening quality.

Shepard said that the university must be held accountable for results, but suggested that legislators communicate to the university how to deliver on those results. Linville said that it would be helpful for the institution to create a list of what types of processes can be eliminated.

Carlyle encouraged the university to list types of regulatory relief and communicate them to the legislators. He said the idea that the two- and four-year higher education systems are at odds is counterproductive. He emphasized there must be a common agenda and a sense of how higher education is viewed, and to provide the legislature with troubleshooting and solutions.

Carlyle said that there is a public responsibility to educate people. He said that there is an attack on the core civic engagement of democracy if dismantling higher education is allowed. It's not just a budget issue but a structural systemic issue. He gave examples of student retention difficulties that all higher education institutions face and faculty issues as examples of systemic issues. He hopes that by embracing structural changes and embracing the opportunities of the budget crisis that Western partners with legislators to put the real issues that you are struggling with on the table.

Sharpe asked for suggestions on working with government officials to explain that the state does an excellent job at producing workers, but we are lacking and fall behind in our ability to produce innovators, managers, and executives. He said this is the deficiency in the state's education system.

Burkey said it is a systemic decision by the legislature to fund two-year schools with the highest funding of community colleges in the country in Washington State, in terms of number of students served and the lowest percentage of our residents with access to baccalaureate degrees in the country. Yet, she said, it seems that this issue is off- the-table

October 7, 2010

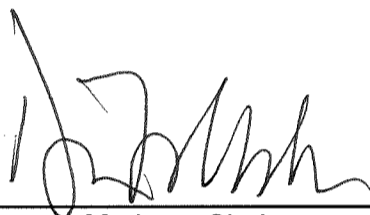
in terms of conversation, and it seems the decision of the state to not fund opportunities for baccalaureate degrees.

Bill Lyne, Faculty Associate to the President and Provost, said that Washington State is one of the highest importers of baccalaureate degrees in the country. He said that the Governor's Task Force expressed little concern of this problem. The people who are being excluded from the best job opportunities in the state, are people who are middleclass and below who happen to have the misfortune to being born here. He said that this is another conversation never gets on the table.

Linville said that Washington's educational system should be driven by what we need. If we need more baccalaureate students because we need to fill those niches of employment that we are importing, then that should be part of what is in the outcome base of how we fund higher education. The legislators need you to talk about what we're trying to achieve—like a better balance in the kinds of degrees that will make people of our state more qualified for all the jobs in Washington State.


Madsen said that the economic problems are severe and the university has had to either suspend or eliminate quality programs. He said that Western wants to work with legislators to create messages that will resonate with the state, so we can reverse this trend. If it continues on the path we are on, it will impact the quality of this institution over the next four- to six-year period.

The meeting adjourned at 5:10 p.m.



Dennis Madsen, Chair

ATTEST:



Betti Fujikado, Secretary



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
October 8, 2010**

**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 8:03 a.m., October 8, 2010, in Old Main 340, Bellingham, Washington.

**Board of Trustees**

Ramiro Espinoza  
Betti Fujikado, Secretary  
Dennis Madsen, Chair  
Ralph Munro, Vice Chair  
Phil Sharpe  
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 Cocke, 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

Chair Madsen moved to amend the proposed minutes of the April 19, 2010 Board meeting by correcting the spelling of Jerry Thon's name.

- MOTION 10-1-2010      Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:
- Approve the minutes of the August 19, 2010 Board of Trustees meeting **as amended**. Approve the August 20, 2010 Board of Trustees meeting as presented.

The motion passed unanimously.

**2. RECOGNITIONS AND INTRODUCTIONS**

President Shepard asked the vice presidents to present the recognitions and introductions.

**Faculty Award Recipients**

Catherine Riordan, Provost and Vice President for Academic Affairs, introduced the 2009-2010 Faculty Award Recipients:

- Excellence in Teaching Award – Rich Brown, Assistant Professor, Theatre Arts
- Outstanding Faculty Leadership Award – Daniel Lerner, Professor, Fairhaven College
- Diversity Achievement Award – Kathleen Kitto, Professor, Sciences and Technology

### **Outstanding Classified Staff Award Recipient**

Rich Van Den Hul, Vice President for Business and Financial Affairs, introduced the first-ever Outstanding Classified Staff Award Recipient and the Professional Staff Award for Excellence.

- Heidi Zeretzke, Grounds and Nursery Specialist, Facilities Management

### **Professional Staff Award for Excellence**

- Bill Managan, Assistant Director of Operations, Facilities Management

### **Team Recognition Award**

Provost Riordan introduced the Team Recognition Award recipients, the Advanced Materials Science and Engineering Center (AMSEC). AMSEC has 22 faculty members, representing five academic departments, two staff, and more than 30 undergraduates enrolled in its minor degree program. She said this group of faculty and staff exemplify cooperation, collaboration, and open communication.

- Advanced Materials Science and Engineering Center: Kathleen Kitto; Bernie Housen; Brad Johnson; Janelle Leger; Stephen McDowall; Polly Berseth

### **Associated Students Board of Directors**

Eileen Coughlin, Vice President for Student Affairs, said that Colin Watrin's Student Body President Address was the best she has ever heard at a Convocation. She stated her appreciation for the leadership provided by the AS Board of Directors under difficult circumstances the last couple of weeks.

Coughlin asked Ted Pratt, Dean of Students and advisor to the Associated Students Board of Directors, to introduce the AS Board.

Pratt noted that Bernard Ikegwuona, AS Vice President for Diversity, had a class and was unable to attend the meeting. Pratt asked that each of the vice presidents introduce themselves. Each vice president stated where they are from and their areas of concentration for the academic year.

Colin Watrin, President  
Byron Starkey, Vice President for Governmental Affairs  
Jamin Agosti, Vice President for Student Life  
Benjamin Brockman, Vice President for Business and Operations  
Alisha Beck, Vice President for Activities  
Ramon Rinonos-Diaz, Vice President for Academic Affairs  
Bernard Ikegwuona, Vice President for Diversity (absent)

Chair Madsen said it is possible to miss someone equally deserving when you recognize people. He said in reading through the annual report in the Board packet, he got a true sense of the amount of team work and collaboration on campus that impacts lives and makes a difference in this state. He congratulated those who were acknowledged as well as the countless others whose individual accomplishments make this a great institution.

## **3. BOARD CHAIR**

Chair Madsen and President Shepard provided a summary of the September 28 and 29, 2010 Board of Trustees Retreat. He said that once a year the Board meets for the purpose of assessing progress made at the institution and to discuss future plans and focus. He said that the Board accomplished both.

There was a review of the President's performance, where the trustees provided input to the President as to what we see as progress. This year we talked to faculty, students, and administrators to get their perspective on the progress the institution has made and the role that President Shepard has played in this. Madsen said that this is a new type of assessment.

Madsen said that a Board of Trustees assessment was done as well. What were our accomplishments and how do we think we can improve.

The second portion of the retreat was spent looking at the road ahead. Challenges we face and the future agenda of the university. He said that all agreed on the four fundamental cornerstones:

- Set and pursue an Olympia agenda
- Keep the campus together
- Moving into the silent phase of the comprehensive campaign
- Adopting a focused strategic plan

The President noted his appreciation to the Board for their engagement and support.

Madsen said that the Board is very pleased with the progress that President Shepard and the institution have made.

Trustee Munro thanked Stephanie Bowers, Vice President for University Advancement, and her staff for their assistance at the retreat.

#### **4. UNIVERSITY PRESIDENT**

President Shepard reported that the university is in a time of grieving for the loss of a member of our community. He appreciated Chair Madsen taking a moment of silence at yesterday's Board Meeting. The President spoke of the phases of tragedy: prevention; intervention; tragedy; and recovery.

Trustee Munro said that he had spoken to a number of parents and they were pleased at the response and the information they received. He asked about the university's emergency alert system. Vice President Coughlin provided information on the university alert system. Paul Cocke, Director of University Communications, said that approximately 2,000 students are signed up to receive cell phone alerts. He said that all students receive e-mail communication from the emergency alert system; however, they need to sign up and provide cell phone numbers to be able to receive emergency text alerts.

##### **▪ Campaign Update**

Vice President Bowers gave an update on the university's campaign. She said that meetings were underway with Campaign Feasibility Consults, The Collins Group, and with the Alumni Board. She said that beginning October 18 people will be invited to participate in the feasibility study, which includes interviews and focus groups. These meetings will wrap up by Thanksgiving. A preliminary report will be provided to the Board of Trustees and the Foundation Board at their December meetings.

#### **5. ASSOCIATED STUDENTS**

Colin Watrin, AS President, provided a report to the Board. He said that the response from the campus community on the passing of Western student Dwight Clark has been amazing. He thanked his team of vice presidents with getting the word out to students and said that their ability to mobilize students quickly has been incredible. He said that there is a Remembrance Wall for Dwight Clark in Red Square.

Watrin gave a report of fall quarter start up. He talked about the AS involvement in legislative efforts. They have been involved with voter registration. Last year they registered 500 students to vote, and this year their goal is to double that. He said they exceeded that by far and have registered 1,390 new voters. He also reported that they have been working on a legislative strategy within the university that the student, faculty, staff, and administrators come together this summer to talk about how to present Western's legislative strategy to Olympia. The Ethnic Student Center is celebrating its 20th anniversary this year.

Trustee Espinoza commended the AS Board for their leadership over the last several weeks in regards to their organization during a tragic time. He acknowledged the stress of the situation, and thought they did an excellent job in representing students.

## 6. FACULTY SENATE

Scott Pearce, Faculty Senate President, thanked President Shepard, Provost Riordan, and the vice presidents for the thought and care they took during the latest budget cut. He expressed the appreciation of the faculty, when concerns were voiced about consolidating the Music Library with the main library that the administration collaborated with the Senate to carefully consider alternatives. He said this is an example of keeping the university together as discussed earlier.

Pearce reported on the following activities:

- Working with the University Planning and Resources Council;
- Reviewing shared governance in the colleges;
- Discussing the strategic plan with the Senate;
- Holding the General Faculty Assembly on October 20;
- "Going global" and working with Interim Director of International Studies, Roger Gilman, to discuss a white paper on international studies.
- Looking at GURs and ways to foster greater coherence from which people can work on their professional development and majors.
- Representing a faculty presence in Olympia, together with the Associated Students and Sherry Burkey.

Trustee Sharpe said that Pearce had asked a question to the Board, soliciting views of where the university is headed in the future, and he had not received an answer. He said that he had done historical research on Western last year looking at transitioning presidents. In looking back, Western was a teacher's college that turned into a teaching university, but he said where we go in the future, he does not know. Pearce said that if the Board has any particular thoughts, to contact him and he will bring them up to the faculty's attention. He said that the university is evolving and he thinks the Board is leading the way and allowing us to think carefully about which direction we are moving.

Chair Madsen said that he wasn't prepared to answer Pearce's question. He said that he used to think that he knew where Western needed to grow to progress. He said that the more he works with faculty, students, and staff the more he realizes that an outsider is not able to provide that kind of perspective and insight. He said that the decisions about what the university evolves into, given the challenges we face and the shifts in the marketplace, are best left to the people in this room to work on. He senses a rising degree of trust and collaboration happening at the university. He said that the discussion on the strategic plan that was heard yesterday is part of a process that has been building.

## 7. CONSENT ITEMS

Trustee Sharpe recused himself from the consent item discussion and stepped out of the room.

MOTION 10-2-2010

Betti Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:

- Award a construction contract to Tiger Construction, Everson, Washington, for the amount of \$748,000 [base bid plus alternates 1, 2A, 3A (quantity 4), 3B (quantity 9), and 4] to construct the Physical Plant Addition and Alterations Project (PW 626).

The motion passed.

Trustee Sharpe returned to the meeting.

## 8. APPROVAL OF ADDITIONAL 2010-11 OPERATING BUDGET REDUCTIONS FOR SUBMISSION TO OFFICE OF FINANCIAL MANAGEMENT

President Shepard said that the state fiscal situation further deteriorated and revenue projections fell short. The Governor had to exercise her constitutional responsibilities to reduce expenditures. For Western it means a reduction of slightly more than 3 million

dollars. The President thanked all who was involved in the process, and said that he was impressed with the team work. He noted one modification from the original proposal regarding the branch library consolidation involving the holdings of the music collections. He said a group has been formed to look at possible alternatives. The President added that the Legislature will convene in January and they will again adopt a budget for 2010-11. Depending on what happens, the Board may see this matter again.

Trustee Espinoza said that he struggles with the current budget situation. He realizes how central some of the cuts are and what a serious state the university is in. He said that he supports the process and the method that the President has used to lead the campus through this.

Trustee Sharpe said that the process makes the Board's job easier, because the criteria was established long ago. He said that some will disagree with the outcome, but if the process is properly applied, you need to trust the collective judgment of the best minds of the faculty, staff, and students.

MOTION 10-3-2010      Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the university's supplemental 2010-11 Operating Budget Request, including the Governor's required \$3,042,000 or 6.287 percent General Fund-State reduction. This reduction, if enacted by the 2011 legislature, will decrease Western's base General Fund-State appropriation for 2010-11 from \$48,391,000 to \$45,349,000.

The motion passed unanimously.

#### **9. APPROVAL OF AGREEMENT BETWEEN WESTERN WASHINGTON UNIVERSITY AND THE WESTERN WASHINGTON UNIVERSITY FOUNDATION**

President Shepard said that this is the same document that went before the Board in August. This revised agreement replaces the 1995 Agreement Between Western Washington University and the WWU Foundation. The purpose of the agreement is to formalize the relationship between the two entities and establish in a public agreement the parameters for development activities. The President said that much of the discussion in August focused on language that would prohibit the Foundation's ability to hire employees. Since August, a review was done of similar agreements at a number of institutions. He said that what is being presented is consistent with how this is done routinely at other institutions. He said the new language allows for hiring through contractual methods. He said that legal counsel has reassured him that her highest priority of concern is met by the language.

MOTION 10-4-2010      Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Agreement Between Western Washington University and the Western Washington University Foundation. Further, that the Board of Trustees of Western Washington University authorize the Chair of the Board of Trustees to execute the Agreement on behalf of the Board of Trustees. Agreement is attached as **Attachment A**.

The motion passed unanimously.

**At 9:10 a.m. the Chair called for a 15 minute break.**

**The meeting reconvened at 9:35 a.m.**

Chair Madsen commented that the meeting agenda moved swiftly, which caused him to wonder if it was complacency that made that so. He said after reflection, that he thinks agenda items are being expedited because of the work and preparation that has gone into the items beforehand, like the budget and Foundation Agreement matters.

Madsen said that the agenda would change to the following order: Fall Opening to Item 10; Accreditation to Item 11; Real Food Challenge to Item 12.

## 10. FALL OPENING

Vice President Coughlin reported on fall opening enrollment numbers. She said that Western has a total enrollment of 14,979 and state-funded-only enrollment of 14,095. She said this is a 2.8 percent increase over last year's numbers. The university's retention is 85.1 percent freshmen-to-sophomore, the second highest it has ever been.

Coughlin said that the student-of-color number went up by a full percent, from 18.66 to 19.5 percent. The number of students-of-color freshmen only, went up 2 percent from the year before. She said this is great success in this arena, and means that the university needs to continue to provide the necessary support and continue recognizing diversity.

She reported that the non-resident enrollment increased from 7.24 to 7.68 percent, and the average incoming GPA for freshmen is 3.48 approximate to what it was last year.

Coughlin said the data reflects positively on the university. Given the budget reductions it will be a challenging time considering the university is so full; however, it reflects well about the job we are doing and that we are attracting great students.

Trustee Munro asked how Western's enrollments compare with other universities. Coughlin said that the information has not been posted yet, but that the comparison Western posts includes retention and yields and many universities who participate in the exactly same data, enabling people to search and compare information. Coughlin said they take particular care at who we are competing with.

President Shepard said that non-resident student enrollment will increase as the university solicits out-of-state students.

Trustee Sharpe asked about statistical information and how the new electronic waiting list is helping in that regard. Provost Riordan discussed the progress being made utilizing the new electronic waiting list software.

## 11. NORTHWEST COMMISSION ON COLLEGES AND UNIVERSITIES FOCUSED INTERIM ACCREDITATION EVALUATION

Provost Riordan thanked Steve VanderStaay, Vice Provost for Undergraduate Education, and Roger Thompson, History faculty, for their work on the accreditation and invited them to present an overview.

VanderStaay provided the group with a definition of accreditation: *a process of peer review by which a university is assessed according to a set of standards*. As state employees, all employees must be assessed and all programs must undergo performance assessment. He said we have the ability of defining our own standards and assessing ourselves with the help of colleagues from other universities.

Western's accreditation was reaffirmed in 2008, following a ten-year self-study and onsite visit. The Northwest Commission on Colleges and Universities (NWCCU) identified four recommendations that they ask that the university carries out over the next two years. The four recommendations relate to:

- Transparency and faculty participation in resource decisions;
- Assessment;
- The Library's strategic plan; and
- The University's committee structure.

Thompson, Chair of the Academic Coordinating Commission, discussed Western's response to the Commission's recommendations.

Trustee Zoro asked what the trustees could do to prepare for the interim site visit. Thompson said that he felt that the accreditation committee will look at how Western responded to the recommendations. The Board could convey how quickly and effectively the university responded to the July 2008 recommendations. He also noted the importance of the new administrative hires and the effective team that was built the last year or two.

VanderStaay gave the example of how the university worked together to update the library strategic plan. He said that Western hired a dean to make that happen and that dean is fulfilling that goal. He said these types of key steps, demonstrate evidence-based decisions.

## 12. REAL FOOD CHALLENGE

Vice President Coughlin introduced the topic of partnership with food service and student leadership around sustainable foods. Coughlin asked Willy Hart, Director of University Residences, to introduce the students.

Hart introduced Western student presenters Emmett Cloud and Alyson Simeone.

Simeone said that the project was inspired from a variety of sources. It started at a grassroots level two years ago when she and three other students applied to get a scholarship to go to the Real Food Challenge conference in Portland, Oregon. The group brought back ideas from the conference to develop a Real Food Challenge at Western.

She said that the program manifested last year in a class called The Campus Sustainability Planning Studio. Simeone and three other students calculated the food at Western through the Dining Services and compared it to other campus to see how Western compared with its availability of sustainable food.

She explained that there are two parts to the Real Food Challenge: the network and the calculator. The network consists of 333 colleges and universities across the country who are involved in the Challenge. Through that organization they are able to use one another as resources, as well as compare and contrast programs. The second part of the Real Food Challenge is the calculator itself, which calculates the amount of sustainable or real food purchased by universities.

Simeone defined real food as: Real food truly nourishes the producers, the earth, communities and consumers and it is synonymous with sustainable food. She described the real food calculator as an Excel spreadsheet where formulas have been entered by students and food professionals across the country to calculate the sustainability of food products. Components of the calculator include: how local is the food, is it fair trade, was it raised or processed under humane conditions, and is it ecologically sound.

Western calculated the food at University Residences dining halls during a one-month period and had 14 percent in Real Food purchases. Seemingly a low number, but the group was inspired that it was more than the school they did their baseline comparison on. She said the group works with local farms, small-scaled organic farms; organic dairies or any food that had a Food Alliance Certification or Fair Trade Certification.

The group emphasized the importance of getting food from local farmers. One of the farms that Western works with is Growing Washington Farms and as a result of the relationship, Western has become Washington's largest customer and the largest farm-to-campus food program in Washington State. The campus has received over a hundred varieties of organically grown produce.

## 13. AUDIT COMMITTEE REPORT

Board Audit Committee Chair Zoro affirmed that the members of the Audit Committee are Betti Fujikado, Phil Sharpe, and herself.

Zoro said the Audit Committee met yesterday and approved the minutes of the June 10, 2010 Audit Committee meeting and the minutes of the September 21, 2010 special meeting. She reported that the Committee met representatives from the State Auditor's Office, who presented a plan of their accountability and compliance audit.

She reported that Vice President Van Den Hul led a discussion of options for obtaining financial statement audit services for the years 2010-11. She said that there has been much deliberation at the last two meetings regarding services for the financial statement audit. Three selection opportunities: (1) issuing a Memorandum of Understanding with the State Auditor's Office; (2) going through a formal Request for Proposal for an external auditor; and (3) extending the current contract with KPMG, the existing auditors. Zoro said that the Audit Committee Charter states that the committee is responsible for making a recommendation to the Board on the appointment or replacement of the independent auditors and that the terms of the engagement are approved by the Audit Committee based on these responsibilities.

Vice President Van Den Hul provided an overview of how the Audit Committee arrived at their recommendation for the Board's consideration.

Zoro moved the following motion, seconded by Ralph Munro.

**MOTION 10-5-2010**      Ralph Munro seconded the motion, upon the recommendation of the Board of Trustees Audit Committee, the appointment of the Washington State Auditor's Office to perform the financial statement audit, starting with the June 30, 2011 financial statement, for a period not to exceed three years.

The motion passed unanimously.

Zoro completed her report. The Internal Audit Director provided the Audit Committee with a recently issued Whistleblower Report from the State Auditor's Office and also updated the Committee on the status of Internal Audit projects.

**Chair Madsen opened the meeting for other items for discussion.**

Trustee Sharpe asked for an update on university branding initiative. Vice President Swan talked about the role that branding strategies played in the sub-committee work related to the mission, vision, and strategic goal. He said that he was pleased with the good discussion that surrounded between the brand strategy and the creation of the new strategic goals that faculty were enthused and used the branding initiative as a guide.

Trustee Sharpe said an individual asked him why \$80,000 was spent on branding when the money could have been used to hire or retain people. He suggested that the campus articulates why the branding initiative is worthwhile to the university. President Shepard responded that the initiative was a priority of the university and that the project did not use state funds, so those dollars would not have been available to hire a state employee.

**14. INFORMATION ITEMS**

▪ **Alumni Relations Report**

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

▪ **Capital Program Report**

Vice President Van Den Hul provided a written report on the university's Capital Program.

▪ **Development Report**

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

▪ **Office of the Internal Auditor Annual Report**

Kim Herrenkohl, Internal Audit Director, presented an annual report to the Board on the Office of the Internal Auditor.

▪ **Quarterly Academic Program Report**

Provost Riordan provided a brief report on the recent activities of Academic Affairs.

▪ **Quarterly Grant Report**

Provost Riordan provided a report from the Office of Research and Sponsored Programs concerning grant awards for the period of July 1, 2010 through September 30, 2010.

▪ **WWU Annual Report**

▪ **University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations.

**15. MEETING EVALUATION AND FUTURE AGENDA TOPICS**



**16. DATE FOR NEXT REGULAR MEETING: December 9, 10, 2010**

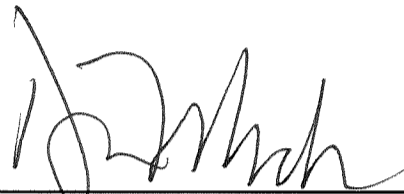
**17. EXECUTIVE SESSION**

At 11:10 a.m. Chair Madsen announced that the Board would go into Executive Session for approximately 10 minutes to discuss personnel matters as authorized in RCW 42.30.110.

At 11:20 p.m. the Board returned to open meeting with no action to report.

**18. ADJOURNMENT**

The Board adjourned the meeting at 11:20 a.m. and proceeded to lunch to hear a presentation from the Vehicle Research Institute (VRI). Eric Leonhardt, VRI Director, along with members of the Viking 45 Team shared their experiences at the \$10 Million Progressive Automotive X-Prize Competition in Detroit.



\_\_\_\_\_  
Dennis Madsen, Chair

ATTEST:

  
\_\_\_\_\_  
Betti Fujikado, Secretary

**AGREEMENT**  
**between**  
**WESTERN WASHINGTON UNIVERSITY**  
**and**  
**WESTERN WASHINGTON UNIVERSITY FOUNDATION**

**August 2010**

THIS AGREEMENT is entered into by and between WESTERN WASHINGTON UNIVERSITY (the University), a public institution of higher education located in Bellingham, Washington, and WESTERN WASHINGTON UNIVERSITY FOUNDATION (the Foundation), a nonprofit corporation headquartered at the University in Bellingham, Washington.

WHEREAS, the University, pursuant to RCW 28B.35.120(10) may receive such gifts, grants, conveyances, devises, and bequests of real or personal property from whatsoever sources, as may be made from time to time, in trust or otherwise, whenever the terms and conditions thereof will aid in carrying out University programs; and

WHEREAS, the University has, from its express power to receive such gifts, the implied power to solicit the same pursuant to an agreement such as this; and

WHEREAS, the University has authority pursuant to RCW 28B.35.120(1) to carry out such other activities consistent with Chapter 28B.35 RCW and the authority pursuant to RCW 28B.35.120(9) to enter into contracts essential to the purposes of the University; and

WHEREAS, the Foundation is a nonprofit corporation duly organized for such purposes as maintaining, developing, increasing, and extending the facilities and services of the University; and

WHEREAS, the Foundation is empowered to solicit and receive property and to make contributions, grants, gifts, and transfers of property to the University; and

WHEREAS, the University and the Foundation first entered into a similar agreement in 1995, which has been reviewed and is now amended to reflect changes in the name of the Foundation and to update other aspects of the relationship between the University and the Foundation,

NOW, THEREFORE, the parties hereby agree as follows:

**I. Pledge of Mutual Support and Cooperation**

The Board of Trustees of the University and the Board of Directors of the Foundation pledge their mutual support and cooperation in furtherance of the respective purposes of the University and the Foundation. The Board of Trustees of the University recognizes and respects the authority of the Board of Directors of the Foundation to govern and manage its affairs, as set forth in its Articles of Incorporation. The Board of Directors of the Foundation recognizes and respects the authority of the Board of Trustees to govern the University, to define its policies and purposes, and to determine program emphasis.

**II. Obligations of the Foundation**

The Foundation, its Board of Directors, officers, and agents agree to:

1. Design and implement such programs and procedures so as to persuade continuous and special philanthropic support and benefactions to further the purposes of the Foundation for the benefit of the University. This support shall include financial support for the University President and other designated University officials to engage in University development activity, including, but not limited to, expenses for travel, vehicle provision, certain memberships, and entertainment expenses, as may need to be incurred. For this purpose, the Foundation will comply with all applicable federal and state laws, and will establish rules and procedures for the management of all affairs of the Foundation in accordance with:

a. the requirements for tax-exempt entities under the federal laws described in Section 501(c)(3) of the Internal Revenue Code of 1954 and 1986, or acts amendatory thereof or supplementary thereto; and

b. the laws of the state of Washington applicable to the Foundation, including, but not limited to, those governing charitable solicitations (Chapter 19.09 RCW), nonprofit

corporations (Chapter 24.03 RCW), trusts holding property for charitable purposes (Chapter 11.110 RCW), and the authority of state agencies (Chapter 43.09).

2. Apply for and aid in the processing of applications for patents and copyrights; receive or purchase patents and copyrights, inventions, processes, and discoveries; hold, manage, use, and develop the same; sell, license, or otherwise dispose of the same; and collect royalties thereon.

3. Accept, hold, administer, invest, and disburse such funds and properties of any kind or character as from time to time may be given to it by persons or foundations absolutely or in trust, as the case may be; retain proper agents, experts, consultants, accountants, counselors, advisers, and investment advisers for the proper accepting, holding, administering, investing, and disbursing of such funds and properties of any kind or character; and in general do all things that may appear necessary and useful in accomplishing these purposes.

4. Acknowledge that the Foundation ~~has no authority to hire employees to work on campus,~~ but can provide financial support for the University to hire employees for various program or development activities.

5. Use all assets and earnings of the Foundation exclusively for University purposes, including the payment of expenses necessarily incident thereto; and no part of such assets and earnings shall benefit any officer or member of the Board of the Foundation or any other individual, except in payment of reasonable compensation for services actually rendered or expenses necessarily incurred.

6. Have the authority, and it shall be its duty, to hold and apply the corpus and income of any donation, grant, devise, or bequest, or any part thereof in such manner as may have been stipulated or provided in the instrument creating such donation, grant, devise, or bequest.

7. Have the authority to sell, mortgage, pledge, lease, or exchange all or any part of the real or personal property or funds of the Foundation, unless otherwise specifically provided in the Foundation's creating instrument, at such prices and upon such terms and conditions as the Foundation may deem best; and the Foundation may prudently invest and reinvest Foundation funds, although such investments are not approved as investments for University trustees under the laws of the state of Washington.

8. Have full power and authority to purchase, lease, accept as a gift, devise, or bequest, or otherwise acquire such real or personal property for University purposes, contingent upon University approval by the President or his designee, and to establish title of such property in the University upon acknowledgement of receipt.

9. Have full power and authority to purchase, lease, accept as a gift, devise, or bequest, or otherwise acquire such real or personal property, to be held, administered, or used in any way whatsoever for the benefit of the University, or to assist the University in the fulfillment of its educational purposes; and to that end, the Foundation shall have full power and authority to hold, own, control, handle, administer, or operate any such real or personal property, including the operation of any business connected with or incident to the ownership or control of such property, and to sell, lease, pledge, mortgage, exchange, or otherwise dispose of any such property at such prices and upon such terms and conditions as it may deem best.

10. Borrow money and make and issue bonds, notes, contracts, and other evidence of indebtedness therefore, and by the proper resolution duly adopted by a majority vote of the members of the Foundation's Board of Directors, to secure payment thereof by authority provided above.

11. Engage in and disburse any part or all of its funds, both income and principal, for any and all lawful activities permitted by the laws and regulations governing tax-exempt charitable corporations at that time, and which may be necessary or incidental to the furtherance of the purposes of this Foundation, including disbursements for scholarships or grants for students at the University pursuant to such terms and conditions as might be lawfully established by donors or the University.

12. Hold, invest, and manage University endowment funds established through donation, grant, devise, or bequest from any public or private source as agent of the University; and apply the corpus and income, or any part thereof in such manner as may have been stipulated or provided in the instrument creating the endowment.

13. Use reasonable portions of its funds and income thereto to pay the administrative expenses of the operation of the Foundation not provided by the University under this Agreement.

14. Not change its stated purpose for existence as set forth in Article IV of its Articles of Incorporation during the lifetime of this Agreement without first obtaining written consent from the University.

15. Agrees to be responsible and account for in its own records all donations wherein the donor names the Foundation or the University as recipient. The Foundation agrees to accept, acknowledge, and timely tender to the University all donations it receives from donors who expressly direct that the donation be made to the University and not the Foundation. Funds will be timely tendered to the University in accordance with donor intent and University policy.

16. Agrees to transmit to the University's Vice President for Business and Financial Affairs a copy of its annual audited financial statement and management letter, if any, prepared by an independent certified public accountant, by October 15 of each year. The Foundation agrees to make its books and records available to audit by such individual as designated by the University's Board of Trustees or its designee.

### **III. Obligations of the University**

For and in consideration of the Foundation promising to operate solely for the benefit of the University and to carry out the aforementioned activities, the University agrees to:

1. Provide the Foundation with office space, utilities, office equipment, furnishings, and access to space for development activities. The fair rental market value for the use of such space and equipment shall be deemed to be a partial payment by the University for the Foundation's services as described in Article II above.

2. Provide the Foundation with support services, such as consumable office supplies, telephone service, software and data services, postage, the use of audio-visual equipment and services, errors and omissions insurance coverage for its directors, workers' compensation insurance coverage for its volunteers, and duplicating, printing, and publication services, all as partial payment for the Foundation's services to the University as described in Article II above.

3. Provide for the operation of the Foundation, professional staff services in the form of a person to function as executive director of the Foundation and such other professional and classified staff as may be needed to carry out Foundation activities within the confines of support budgeted by the University. The University also agrees to provide accounting, fiscal, information, and such other services as may be necessary to carry out Foundation activities. The services provided to the Foundation by the University pursuant to this section shall be services rendered by employees of the University.

4. Provide parking passes to Foundation donors for special events and other limited uses as specified annually by the Foundation.

5. Annually determine the level of services to be provided to the Foundation, in consultation with the Foundation. The services anticipated to be provided may include the provisions of memberships, a vehicle for use by the President, reimbursement for entertainment expenses connected to development activities, and the like, to be incurred by the President and other designated University staff. The President's expenses will be reviewed quarterly by the Chair of the Board of Trustees of the University, or his designee, including those submitted for reimbursement to the Foundation, to insure that the President's expenses have been properly submitted, reviewed, and approved.

6. Submit an annual statement of accounting to the Foundation summarizing the value of items 1, 2, and 3 above, and referencing salary and benefits. This submission can be in the form of the portion of the annual operating budget adopted by the University which relates to University advancement and development activity. The University shall submit its annual statement of accounting to the Foundation by September 1 of each year.

### **IV. Services Acknowledged**

The services as described in Article III above shall constitute payment in full by the University for Foundation services. The Foundation will in turn acknowledge to the University that it has fully complied with its

obligation to expend its best efforts to seek to accrue gifts, grants, donations, and endowments for the benefit of the University.

**V. Other Agreements**

The Foundation and the University further agree as follows:

1. At all times and for all purposes of this Agreement, except for the provisions in paragraph II. 12, the Foundation shall act as an independent contractor and not as an agent of the University. The Foundation, when acting as an agent of the University, shall abide by the terms set forth in Western Washington University Board of Trustees rules of operations.

2. That Foundation books, accounts, and records are not public records as defined in Chapter 42.17 RCW and Chapter 42.56 RCW; and that the University's public records that pertain to donations to the University are non-disclosable under RCW 42.56.320(4) or otherwise non-disclosable under RCW 42.56.230(4) or .420(4), or such other provisions as may be enacted into law.

3. Foundation accounts and records pertaining to the management of University endowments are deemed public records and the Foundation shall provide, upon request of the University, reports thereon in a timely manner.

**VI. Not Assignable**

This Agreement is not assignable by the Foundation either in whole or in part.

**VII. Variations and Amendments in Writing**

No amendment, alteration, or variation of the terms of this Agreement shall be valid unless made in writing and signed by the parties hereto, and no oral understanding or agreements not incorporated herein, and no amendments, alterations, or variations of the terms hereof unless made in writing between the parties, shall be binding on any of the parties hereto.

**VIII. Parties Responsible for Own Acts**

The Foundation and the University shall each be responsible for their own acts and responsible to each other for any negligent acts which cause damage to the other.

**IX. Termination of Agreement**

This Agreement may be terminated by either party effective at the end of any State of Washington fiscal year upon written notice to the other party at least thirty (30) days in advance thereof.

**X. Choice of Laws**

This agreement shall be construed in accordance with the laws of the state of Washington.

**XI. Effective Date**

This Agreement shall be effective immediately and replaces any and all earlier agreements between the parties.

**WESTERN WASHINGTON UNIVERSITY**

By: \_\_\_\_\_  
Chair, Board of Trustees

Date: \_\_\_\_\_

Attest: \_\_\_\_\_  
Secretary, Board of Trustees

Date: \_\_\_\_\_

Approved as to legal form:

By: \_\_\_\_\_  
WENDY K. BOHLKE, Senior Counsel  
Office of Attorney General

Date: \_\_\_\_\_

**WESTERN WASHINGTON UNIVERSITY FOUNDATION**

By: \_\_\_\_\_  
Chair, Board of Directors

Date: \_\_\_\_\_

Attest: \_\_\_\_\_  
Secretary, Board of Directors

Date: \_\_\_\_\_