

**Western Washington University  
Board of Trustees  
Agenda  
Friday, February 9, 2007**

**Location:** Mt. Baker Room, Port of Bellingham Administration Office  
1801 Roeder Avenue, Bellingham  
**Time:** 8:00 a.m.

**STUDY SESSION**

- I. Waterfront Development**  
Doug Graham, Strategic Consultant, STRATUS  
Jim Darling, Executive Director, Port of Bellingham  
Tim Douglas, Mayor, City of Bellingham
  
- II. Enrollment Growth Plan**  
Eileen Coughlin, V.P. for Student Affairs & Academic Support Services  
Andrew Bodman, Provost & V.P. for Academic Affairs  
Stephanie Bowers, V.P. for University Advancement

**12:15 P.M. – Lunch in Solarium, Old Main 590**

**REGULAR MEETING OF THE BOARD**

**Location:** Old Main 340  
**Time:** 1:00 p.m.

- I. Call to Order**
  
- II. Action Items**
  - A. Approval of Construction Contract for Academic Instructional Center, PW 455A**  
George Pierce, V.P. for Business & Financial Affairs
  
  - B. Consent Items:**
    - Approval of the Minutes of the December 8, 2006 Meeting of the Board
    - Approval of Winter Quarter Degrees
  
- III. Executive Session for purposes authorized in RCW 42.30.110**
  
- IV. Introduction and Recognition**
  - Lynn Bell, Administrative Services Manager, Facilities Management
  - MoneySense Program

## **BREAK – 10 MINUTES**

### **V. Reports**

#### **A. Board Chair Report**

1. AGB National Conference on Trusteeship

#### **B. University President Reports**

1. 2007-2009 Operating Budget Update  
Paula Rustan, Executive Director for University Planning & Budgeting
2. 2007-09 Capital Budget Update  
George Pierce, V.P. for Business & Financial Affairs
3. Legislative Update  
Robert Frazier, V.P. for External Affairs  
Sherry Burkey, Director of Government Relations

#### **C. Special Reports**

1. Lincoln Creek Transportation Center Stream Restoration Project  
George Pierce, V.P. for Business & Financial Affairs

#### **D. Governance Reports**

1. Faculty Senate
2. Associated Students

### **VI. Information Items**

- A. Alumni Relations Report
- B. Development Report
- C. External Affairs Report
- D. Mid-Year Housing & Dining Report
- E. Quarterly Report on Grants & Contracts

### **VII. Date for Next Regular Meeting: Friday, April 20, 2007**

### **VIII. Adjournment**

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
February 9, 2007**

**I. CALL TO ORDER**

Chair Kevin Raymond called the working session of the Board of Trustees of Western Washington University to order at 8:10 a.m., February 9, 2007, in the Mt. Baker Conference Room, Port of Bellingham Administration Offices, 1801 Roeder Avenue, Bellingham, Washington.

**Board of Trustees**

W. Ron Allen  
Chiho Lai  
Dennis Madsen  
Kevin Raymond, Chair  
Phil Sharpe, Vice-Chair  
John Warner  
Peggy Zoro, Secretary

**Western Washington University**

Karen W. Morse, President  
Andrew Bodman, Provost and Vice President for Academic Affairs  
Stephanie Bowers, Vice President for University Advancement  
Sherry Burkey, Director, Government Relations  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Bob Frazier, Vice President for External Affairs  
Ira Hyman, Faculty Senate President  
Mark Iozzi, Associated Students President  
George Pierce, Vice President for Business and Financial Affairs  
Paula Rustan, Executive Director University Planning and Budgeting  
Elizabeth Sipes, Secretary to the Board of Trustees  
Barbara Stoneberg, Assistant Secretary to the Board of Trustees  
Lisa Wochos, Assistant Attorney General

**II. WATERFRONT DEVELOPMENT**

President Morse invited Jim Darling, Executive Director, Port of Bellingham, and Tim Douglas, Mayor, City of Bellingham, to provide an overview of the Waterfront Redevelopment project. Darling said that the current waterfront planning area includes 228 acres of waterfront property. Darling reviewed the Draft Framework Plans for 2016 and 2026 that includes concepts such as a Terraquarium, WWU education facility, marine trade center, and a marina. Darling said that the Port estimates its capital costs to be approximately \$137 million, noting that more than half of that amount is environmental clean up expenses. Darling explained that anyone leasing or purchasing property at the site will not assume any environmental liability. Darling invited Malcolm Fleming, Chief Administrative Officer, City of Bellingham, to comment on the City's costs. Fleming said that the City agreed to construct new parks and trails, and to build new infrastructure. The City's costs are estimated at \$197 million.

Darling reviewed the economic impact that the project will have on the community including the creation of family-wage jobs. He stated that this project is one of the largest urban redevelopment projects in the nation. Darling presented a series of illustrations that show various aspects of the proposed redevelopment.

Darling provided the Board with a current timeline stating that during the summer of 2007 the Port and the City would complete an environmental impact statement for the entire project and then complete a master plan and development agreement.

Tim Douglas, Mayor, City of Bellingham, said that this project would provide an opportunity for a unique partnership for the Port of Bellingham, the City of Bellingham, and Western Washington University.

Trustee Warner asked Darling to review the key milestones that need to be met in order to keep the project on track to reach the 2026 Framework Plan goals. Darling spoke about desired regulatory, environmental and commercial timelines stating that the Port would like to have an agreement with the university by the end of 2007.

Darling presented a topographical model of the waterfront showing the planning area. President Morse reminded the Board that the proposed university expansion to the waterfront would encompass 12 acres of the total 228 acre site.

Doug Graham, Strategic Consultant, STRATUS, Inc., reviewed the general process of Phase I of the university's involvement in the waterfront redevelopment. Graham reminded the Board that the process involved open forums, meetings with community members, and the evaluation of 25 preliminary proposals by the Western Waterfront Development Committee.

Graham continued by briefing the Board on Phase II of the waterfront project. Graham said that Phase II included the following objectives:

1. Develop academic, research, and support program space requirements
2. Research and tour relevant national models
3. Assess redevelopment potential of existing Georgia Pacific facilities
4. Assess redevelopment potential of Arntzen Hall and Environmental Studies Center and highest/best use of vacated space
5. Research and snapshot of alternative transportation systems
6. Identify alternative development models
7. Create alternative development scenarios
8. Create preliminary timeline and budget
9. Identify alternative funding strategies

Graham stated that the existing space analysis showed that additional science class labs and office space is justifiable based on 2005-2006 data and Washington State standards. Graham said that the University Waterfront Committee gave careful thought as to the types of programs that might fit at a separate campus and found that Huxley College and Woodring College of Education were two programs that could be located at the waterfront. It was also determined that the College of Business and Economics evening MBA program might also benefit from being located at the waterfront.

Trustee Sharpe commented that the relocation of specific programs to the waterfront would allow for undergraduate growth to occur on campus.

Graham reviewed some relevant national campus models that were researched and toured that provide adaptive re-use and urban mixed-use examples. He described how some of the existing buildings at the waterfront site might have potential for adaptive re-use including the Board Mill building. Graham provided information of the redevelopment potential of Arntzen Hall and Environmental Studies Center and said that the committee is in the process of studying and determining the highest and best use of the space.

Graham briefed the Board on alternative intra-campus transportation systems that are being studied and provided information on alternative development models including San Francisco's Mission Bay development that includes University of California, San Francisco, as the anchor of the community-university redevelopment project.

Graham updated the Board on the preliminary development timeframe. He said that the earliest timeline for a building at the waterfront site would be approximately three years or more depending on funding and infrastructure. Graham reviewed possible funding strategies that include state and federal funding, grants and partnerships; and concluded by outlining the suggested next steps for the university.

The Board engaged in a question and answer session regarding the waterfront redevelopment. Discussion included the timeline for a development agreement, the potential for mixed-use possibilities, State Innovation Zones, and project funding.

Trustee Zoro emphasized the importance of communicating a well defined, compelling, short story that is consistent and absolute. The trustees agreed that it is important to clearly communicate the shared vision of the waterfront redevelopment and its value to the university and the community.

In response to a question regarding environmental issues, Darling stated that the Port is looking into helping create a LEED (Leadership in Energy and Environmental Design) standard for a neighborhood. He said that the university has expressed its commitment to environmental sustainability and added that issues such as sea rise, global warming and tsunami surges are also being looked at.

The Board agreed that they are enthusiastic and committed to the university's involvement in the waterfront redevelopment project. Chair Raymond thanked the invitees for their participation and presentations.

**At 10:25 a.m. Chair Raymond announced a short break and the meeting reconvened at 10:35 a.m.**

### **III. ENROLLMENT GROWTH PLAN: THE VISION, THE PLAN, THE ADVANTAGE**

Eileen Coughlin, Vice President for Student Affairs & Academic Support Services, presented an overview of Western's enrollment growth plan and introduced the concept of an initiative that positions the university as distinct from its peers. Coughlin said that the current Strategic Plan was used as the foundation for the enrollment growth plan. She said that by taking into account the changing demographics and understanding how the needs of the state are changing; the university must position itself for the future by maximizing its strengths and setting itself apart from other institutions.

Coughlin stated that the enrollment growth plan allows for an average annual on campus Full Time Equivalent (FTE) of 12,500 to be reached by 2010-2012. She explained that the average annual FTE is not an exact number due to over enrollment and other factors. Coughlin reviewed an excerpt from the standard offer of admission for new freshman and transfer students, and Western's enrollment growth plan. She described how the waterfront redevelopment project could impact enrollment growth planning and explained planning and management efforts that will be undertaken to achieve enrollment goals.

Coughlin provided an overview of the enrollment growth plan that includes:

- Academic Program Development
- General Freshman and Transfer Recruitment Initiatives
- Targeted Recruitment Initiatives
- Western Leadership Advantage Concept

Provost Bodman elaborated on the Academic Program Development portion of the plan describing several initiatives that are designed to move the university forward. Bodman outlined the Interdisciplinary Science Initiatives; International Initiatives; Teacher Education Initiatives; and Environmental Initiatives. Bodman noted that many of the program initiatives fall under the state definition of high-demand.

Coughlin briefed the Board on the General Freshman and Transfer Recruitment Initiatives. She spoke about the university's operating budget request for the decision package, "Making College Possible" that was designed to recruit and retain traditionally underrepresented students. Coughlin also reviewed the Targeted Recruitment Initiatives that will target high achieving new freshman, underrepresented groups, students with academic promise, community college transfers, and non-resident students from Canada and regional out of state students. Coughlin reiterated Western's commitment to in-state students.

Coughlin described the concept of the Western Leadership Advantage to the Board. She explained that the Western Leadership Advantage would offer extensive educational opportunities, and scholarship and financial support for a selected group of new students. She added that priority would be given to students who have high financial need. Coughlin explained that a campus wide dialog has been emerging over the past several years regarding the importance of leadership and leadership programs. She said that the conversations have included the idea of linking leadership with specific strategic objectives outlined in the strategic plan.

Coughlin described the costs for the Western Leadership Advantage stating that the program would be phased in over a four-year period. She explained that the program would provide financial support to 50-75 new students per year and be renewable for up to four years.

Stephanie Bowers, Vice President for University Advancement, spoke about Western's strong desire to connect the community to the university and how the Western Leadership Advantage could provide portals for community involvement. Bowers described potential for involving various constituencies and possible funding opportunities through university development.

Coughlin reviewed possible funding options that included fundraising, allocation from institutional dollars for increased tuition waivers and programmatic support, use of existing tuition waivers, and internal reallocation. She also described the importance of leadership development for low income, first generation, at risk students and explained how the program can help these students become connected and link up with role models that might otherwise be missing in their lives. Coughlin concluded the presentation by summarizing how the Western Leadership Advantage aligns with the university mission and strategic plan.

The Board discussed the program and asked clarifying questions about specific leadership opportunities. Coughlin referenced the Teaching-Learning Academy as a model of how the program could be based. Trustee Sharpe commented on the importance of providing leadership modeling, mentoring and opportunity. Trustee Warner discussed the difference between personal leadership and institutional leadership. The trustees agreed that the concept should continue to be developed and part of an ongoing dialog. Chair Raymond thanked Coughlin, Bowers and Provost Bodman for the presentation and stated that the work that was accomplished in the study session was very important and worthwhile.

**At 11:50 a.m. the Board adjourned for lunch in the Old Main Solarium. The Board called to order the regular meeting of the Board in Old Main 340 at 1:10 p.m.**

## **I. CALL TO ORDER**

Chair Kevin Raymond called the regular meeting of the Board of Trustees of Western Washington University to order at 1:10 p.m., February 9, 2007, in Old Main 340, Bellingham, Washington.

Chair Raymond commented on the February 9, 2007 Western Front article on the university's sustainability efforts and its commitments to make Western climate neutral.

## **II. ACTION ITEMS**

### **A. Approval of Construction for Academic Instructional Center, PW 455A**

George Pierce, Vice President for Business and Financial Affairs, updated the Board on the Academic Instructional Center (AIC) project. Pierce reminded the Board that the AIC pre-design was started in the fall of 2001 and submitted to the state in June 2002. Pierce explained that a major goal of the project was to develop an integrated sustainable design approach that would maximize efficiency. He said that the Leadership in Energy and Environmental Design (LEED) process was in its infancy when the AIC building was in its pre-design and design phase. Pierce explained that while the state was not supporting additional funding for LEED certification at the time funding for the building was received, the university decided to incorporate as many LEED elements as possible into the building. Pierce listed sustainable elements that have been designed into the AIC that include solar shading, use of sustainable materials, energy management system, occupancy sensor lights controls and many other components. Pierce explained that the AIC building was in the final design phase when the state enacted legislation requiring LEED certification for major facility projects that had not entered the design phase prior to July 24, 2005.

Pierce outlined additional LEED elements that will be explored for the AIC and said that LEED certification for existing buildings will be considered for the AIC. He commented on Western's continuing commitment to sustainability and briefed the Board on recent and ongoing sustainable projects on campus.

Pierce introduced Tim Wynn, Director, Facilities Management, and Renée Roberts, Director, Capital Budget Office, and asked them to review the AIC construction budget and construction contract.

Roberts reviewed the construction budget elements and fund sources. She said that the total construction need will be \$52,791,000. Roberts explained that the equipment and furnishings component will remain unfunded but will be included in the 2007-2008 supplemental budget. Wynn explained that awarding the AIC contract at this time is

favorable because the costs associated with re-design which include financial, space and time elements is an unacceptable alternative. He said that enrollment goals would not be met without additional classroom seats and the Miller Hall renovation project would be delayed or severely impacted in scope.

Pierce said that the Office of Financial Management (OFM) has allotted the AIC appropriation of \$50.5 million for commitment to the Dawson Construction Contract, and has indicated that \$2.073 million in 2005–2007 minor works appropriations will be transferred to the AIC project with Legislative concurrence in the current session.

Pierce asked the Board to approve the recommendation to award the AIC construction contract to Dawson Construction stating that the university would closely monitor legislative budget proposals to ensure that the appropriations transfer from minor works to the AIC project is accurately reflected and that the equipment and furnishings funding is included in budget proposals for the coming biennium.

Provost Bodman, Pierce and Wynn responded to questions by the Board regarding how the university would be impacted if the AIC building was not built and on the LEED process for new buildings versus existing buildings.

Chair Raymond invited Stacey Glenewinkel, President, Bellingham Emerging Green Builders (EGB) to speak to the Board on behalf of EGB, Students for Renewable Energy, and Huxley Chapter of Air and Waste Management regarding the AIC design and Western's commitment to sustainability. Glenewinkel asked that sustainable projects including the Building Assessment Study (BAS) be financially supported and asked that students be included in the discussion and planning of new capital building projects. In response to a question from Trustee Warner, Seth Vidaña, Coordinator, Office of Sustainability, briefed the Board on the Building Assessment Study explaining that the Office of Sustainability will be coordinating a campus-wide building energy efficiency assessment beginning in March 2007. Vidaña continued by stating that Puget Sound Energy has proposed to create a program specifically for Western for the BAS.

President Morse thanked the students for coming to speak with the Board. She asked that the students meet with Pierce and share with him requests for funding needs that can then be presented to the President's Planning and Resource Council. Trustee Warner asked that the results of the BAS be brought back to the Board. Chair Raymond expressed the Board's support for the Office of Sustainability and the BAS.

**MOTION 2-1-2007**

Dennis Madsen moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dawson Construction, Bellingham, Washington, for the amount of \$45,072,720 (base bid and no bid alternates).

The motion passed unanimously.

**At 2:20 p.m. Chair Raymond announced a short break and the meeting reconvened at 2:25 p.m.**

**B. Consent Items**

**MOTION 2-2-2007**

Peggy Zoro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Approve the minutes of the December 8, 2006 meeting of the Board.
- Awarding of undergraduate and graduate degrees, upon recommendation of the faculty and subject to the completion of any unmet requirements, to the candidates listed in the files of the registrar and graduate dean, for winter quarter 2007, effective March 24, 2007.

The motion passed unanimously.

### III. EXECUTIVE SESSION

At 2:26 p.m. Chair Raymond announced that the Board would convene in Executive Session for approximately 1 hour to discuss personnel and legal matters.

The Board returned to open meeting at 3:58 a.m. with no action to report.

### IV. INTRODUCTION & RECOGNITION

#### Lynn Bell, Administrative Services Manager, Facilities Management

The Board recognized Lynn Bell, Administrative Services Manager, Facilities Management. On January 31, 2007, Governor Christine Gregoire presented Bell, with the 2006 Washington State Combined Fund Drive Sustained Excellence Award. Bell, Western Washington University local coordinator, has been involved with the Combined Fund Drive (CFD) at Western for over 20 years. Trustee Madsen presented Bell a Certificate of Recognition and commented that volunteerism is truly giving from the heart. Bell thanked the Board for the honor.

#### MoneySense Program

The Board recognized the MoneySense Program. The nationally recognized program was developed in response to a need to create a financial literacy program for high school and college students. The program took first place at the Beta Alpha Psi National Best Practices Competition in Washington, DC in 2006 and will compete in the 2007 Best Practices Competition. Trustee Zoro presented representatives of the MoneySense program with a Certificate of Recognition. Students Ryan Dales, Whitney Wolfe, and Chris Haas made a presentation on the MoneySense program to the Board.

### V. REPORTS

#### A. Special Reports

##### 1. Lincoln Creek Transportation Center Stream Restoration Project

Vice President Pierce introduced Danielle Johnson, Project Engineer, David Evans & Associates. Johnson presented an update on the Lincoln Creek Stream Restoration Project. Johnson described the stream restoration features that will be constructed in the summer of 2007 that includes naturalizing the stream channel, constructing a sediment containment pool, and adding a pedestrian bridge and interpretive trail. Johnson introduced past intern Jennifer Allen who described previous student involvement with the project.

Current interns Stacy Keller, Stephen Bean, and Amy Cook reviewed the 2006–2007 internship goals and described the testing and analysis that they have been involved with. They also updated the Board on potential activities that might be available for future interns. Chair Raymond thanked the students for their presentation.

#### B. Board Chair Report

Chair Raymond announced that he and Trustees Sharpe and Zoro will be attending the Association of Governing Boards National Conference in March and will be reporting back to the Board at the April 2007 meeting of the Board of Trustees.

#### C. University Presidents Reports

##### 1. 2007 – 2009 Operating Budget Update

Paula Rustan, Executive Director for University Planning & Budgeting provided an update on the 2007 – 2009 Operating Budget. Rustan said that Governor Gregoire published and released her 2007-2009 biennial operating budget recommendations on December 19, 2006. She said that the Governor is recommending an increase of approximately \$21.5 million in additional state support for the university, which is an increase of 17.4% over the last biennium. Rustan provided highlights of the Governor's recommendations. She said that recommendations include a 5% per year tuition increase cap on undergraduate/resident tuition.

Sherry Burkey, Director, Government Relations, reported that she testified before the legislature for an increase of 7% per year cap that would provide additional flexibility to the



university. President Morse asked the Board if they wanted the university to pursue a 7% per year tuition increase cap with the legislature. She said that 2% would be targeted for specific programs. The Board indicated their support in pursuing a 7% tuition increase cap.

## **2. 2007 – 2009 Capital Budget Update**

Vice President Pierce updated the Board on Western's 2007-2009 Capital Budget Request. Pierce said that the Governor's budget provided full funding for the Miller Hall design, Carver Academic Renovation pre-design, and the omnibus Academic Facility Modernization category. The Governor's recommendation totals \$41,923,000 for Western and continues the recent practice of funding Preventive Facility Maintenance and Building System Repairs within the capital budget. Pierce reported that there is a possibility that the legislature may fund an additional project. Pierce recognized the efforts of Renée Roberts, Director, Capital Budget Office, for her work with staff with regards to the Capital Budget and the AIC.

## **3. Legislative Update**

Sherry Burkey provided the Board with a briefing on the current legislative session. She stated that there has been a great deal of interest in Olympia with regards to higher education due in part to Washington Learns. Burkey noted that President Morse and Provost Bodman have been in Olympia to testify during the current session. Burkey stated that the university has great student leadership in Olympia. She said that she is optimistic for support on the decision packages.

## **D. Governance Reports**

### **1. Faculty Senate**

Ira Hyman, Faculty Senate President, reported that progress is being made on the Faculty Handbook revisions.

### **2. Associated Students**

Mark Iozzi, Associated Students President, reported that the Associated Students are currently working on several initiatives that will be reported on at the April 2007 meeting of the Board of Trustees.

## **VI. INFORMATION ITEMS**

### **A. Alumni Relations Report**

Vice President Bowers provided a written report on the university's Office of Alumni Relations. Bowers commented on Higher Education Day stating that Western Washington University and the University of Washington are acting as co-hosts for the event being held in Olympia in February 2007.

### **B. Development Report**

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

### **C. External Affairs Report**

Vice President Frazier presented a written report on the recent activities of External Affairs.

### **D. Mid-Year Housing and Dining Report**

Vice President Coughlin provided a programmatic and fiscal report to the Board on the university's housing and dining system. Trustee Lai asked for information on the Start Fresh program that provides educational programs related to alcohol prevention while supplementing programs already provided. Coughlin reassured the Board that as the planning process for a new residence hall continues, key people from various constituencies including Huxley, Fairhaven and student representation were actively involved.

**E. Quarterly Report on Grants and Contracts**

Provost Bodman presented an update on grant awards totaling \$5,145,514 for the period of October 1, 2006 – December 31, 2006.


**VII. DATE FOR NEXT REGULAR MEETING: Friday, April 20, 2007**

**VIII. ADJOURNMENT**

The Board adjourned at 4:55 p.m.

  
\_\_\_\_\_  
Kevin Raymond, Chair

ATTEST:

  
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Peggy Zoro, Secretary