

**WESTERN WASHINGTON UNIVERSITY**  
**Board of Trustees**  
**Agenda**  
**February 7 & 8, 2008**

**Thursday, February 7, 2008**

**Location: OM 340**  
**Time: 3:30 p.m.**

- I. Call to Order
- II. Executive Session for purposes authorized in RCW 42.30.110. (Trustees Only)

**Friday, February 8, 2008**

**Location: OM 340**  
**Time: 8:30 a.m.**

- I. Call to Order
- II. Introductions and Recognitions
  - Douglas Nord, Director of Center for International Studies
  - Don Alper, Director of Canadian-American Studies and Border Policy Research Institute, recipient of the 2007 Donner Medal in Canadian Studies
  - Resolution No. 2008-01 Congratulating the Women's Volleyball Team, finalist for the NCAA Division II National Championship
- III. Executive Session for purposes authorized in RCW 42.30.110
- IV. Reports
  - A. Special Reports
    1. Academic Presentation – *Helping Survivors of the Indian Ocean Tsunami: Psychology Professor and Students Establish International Tsunami Museum in Thailand*  
Dennis Murphy, Provost & V.P. for Academic Affairs  
Ron Kleinknecht, Dean, College of Humanities & Social Sciences  
David Sattler, Professor, Psychology
  - B. President's Reports
    1. Waterfront Development Discussion  
Bob Frazier, Vice President for External Affairs  
Doug Graham, STRATUS  
Hugh Spitzer, Foster Pepper, LLC.  
Dan Pike, Mayor, City of Bellingham  
Jim Darling, Executive Director, Port of Bellingham

**LUNCH IN THE SOLARIUM**

2. Accreditation Update  
Dennis Murphy, Provost  
Kris Bulcroft, Vice Provost for Undergraduate Education

C. Board Report

1. Presidential Search Update  
Kevin Raymond, Chair, Board of Trustees  
Phil Sharpe, Chair, Presidential Search Advisory Committee
2. Board Audit Committee  
Howard Lincoln, Chair

D. Governance Reports

1. Faculty Senate
2. Associated Students

V. Action Items

A. Consent Items:

- Approval of the Minutes of the December 9, 2007 Special Board of Trustees Meeting
- Approval of the Minutes of the December 14, 2007 Board of Trustees Meeting
- Approval of the Minutes of the January 18, 2008 Special Board of Trustees Meeting
- Approval of Winter Quarter Degrees
- Miller Hall GC/CM Preconstruction Services Contract (PW 465)

B. Board Approval of Presidential Characteristics/Evaluation Criteria for Screening Applicants

C. Approval of University Retirement Plan Modification  
George Pierce, Vice President for Business & Financial Affairs

VI. Information Items

- A. Admissions Report
- B. Alumni Relations Report
- C. Development Report
- D. External Affairs Report
- E. Quarterly Report on Grants & Contracts
- F. Major Capital Projects Status Report
- G. Mid-year Housing & Dining Report
- H. Renewable Energy Certificates Request for Proposal Update

VII. Date for Next Regular Meeting: Thursday & Friday, April 3 & 4, 2008

VIII. Adjournment

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**Special Meeting  
February 21, 2008  
Executive Session Agenda**

**I. Mediation process**

**II. Summary of positions on critical items: workload; grievances/discipline and arbitration; compensation**

- Side by side comparison

**III. Compensation Data**

- Confidential Information for Board Review on Salary Scenarios Related to Faculty Collective Bargaining for 2007-2009 (with attachments)
- Recent History of Faculty Salary Increases since 1999-2000
- Cost of proposals

**Other Materials**

- UFWW slides from Faculty Forum
- WWU Explanation of slide 15: Table related to "Administrative Burden: Executive/Administrative Positions per Student" and chart

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
February 7, 2008**

**I. CALL TO ORDER**

Chair Raymond called the regular meeting of the Board of Trustees of Western Washington University to order at 3:37 p.m., Thursday, February 7, 2008 in Old Main 340, Bellingham, Washington.

**BOARD OF TRUSTEES**

Howard Lincoln  
Dennis Madsen  
Antasia Parker  
Kevin Raymond, Chair  
Phil Sharpe, Vice Chair  
John Warner  
Peggy Zoro, Secretary

**WESTERN WASHINGTON UNIVERSITY**

Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Karen Morse, President  
George Pierce, Vice President for Business & Financial Affairs

**II. EXECUTIVE SESSION**


At 3:37 p.m. Chair Raymond announced that the Board would convene in Executive Session for approximately 1-1/2 hours to discuss personnel and real estate issues.

**III. ADJOURNMENT**

Meeting adjourned at 5:52 p.m.. No action was taken.

  
\_\_\_\_\_  
Kevin Raymond

ATTEST:

  
\_\_\_\_\_  
Peggy Zoro

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**REGULAR MEETING  
FEBRUARY 8, 2008**

**I. CALL TO ORDER**

Chair Kevin Raymond called the regular meeting of the Board of Trustees of Western Washington University to order at 8:30 a.m., February 8, 2008, in Old Main 340, Bellingham, Washington.

**Board of Trustees**

Ron Allen  
Howard Lincoln  
Dennis Madsen  
Antasia Parker  
Kevin Raymond, Chair  
Phil Sharpe, Vice-Chair  
John Warner  
Peggy Zoro, Secretary

**Western Washington University**

Karen W. Morse, President  
Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Dennis Murphy, Provost and Vice President for Academic Affairs  
George Pierce, Vice President for Business and Financial Affairs  
Paula Gilman, Executive Director for University Planning and Budgeting  
Elizabeth Sipes, Secretary to the Board of Trustees  
Buff Schoenfeld, Executive Assistant to the President  
Barbara Stoneberg, Administrative Assistant to the President

**II. INTRODUCTIONS**

- a. Provost Murphy introduced Doug Nord, the new Director of the Center for International Studies. Murphy briefly outlined Dr. Nord's professional experience. Dr. Nord, a graduate of Duke University, presently serves as the Vice President of the Association for Canadian Studies in the United States.
- b. Provost Murphy introduced Dr. Don Alper, Director of Canadian-American Studies and Border Policy Research Institute. Trustee Warner congratulated Dr. Alper and presented him a Board of Trustees Certificate of Recognition as the recipient of the 2007 Donner Medal in Canadian Studies.
- c. Vice President Coughlin introduced Lynda Goodrich, Director of Athletics. Members of the Volleyball team introduced themselves and a short video clip of Diane Flick, Head Coach of WWU Women's Volleyball Team was shown. Trustee Lincoln read Resolution No. 2008-01 Congratulating the Women's Volleyball Team as finalists for the NCAA Division II National Championship.

**RESOLUTION NO. 2008-01**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
CONGRATULATING THE WESTERN WOMEN'S VOLLEYBALL TEAM**

WHEREAS, The Western Women's Volleyball Team reached the title match at the NCAA Division II National Championships; and

WHEREAS, the Vikings finished 26-5 and enjoyed the best post-season run in school history and had a 21-match winning streak; and

WHEREAS, the Vikings made the school's first NCAA II Elite Eight appearance, sweeping Dowling, New York in the quarterfinals and defeating host and No.4-ranked Washburn, Kansas in four games in the semifinals; and

WHEREAS, the Vikings were ranked No. 2 in the final American Volleyball Coaches Association Top 25 Poll; and

WHEREAS, the Vikings won their first NCAA II Pacific Regional title, sweeping No.3-rated Cal State San Bernardino in the championship match; and

WHEREAS, the Vikings won the Great Northwest Athletic Conference title with a 17-1 record; and

WHEREAS, libero Courtney Schneider set NCAA II season (7.74) and career (7.00) national records for digs per game, winning her second straight digs per game national title, and established a national tournament record with 44 digs against Washburn; and

WHEREAS, Schneider was named a first-team AVCA All-American and outside hitter Jaime Anderson and middle blocker Tiana Roma received honorable mention; and

WHEREAS, Schneider was a second-team Daktronics All-American; and

WHEREAS, middle blocker Angie Alvord, Anderson, setter Katie Robinson and Schneider were national all-tournament picks; and

WHEREAS, Alvord, Anderson, outside hitter Emily Castro and Schneider were Pacific Regional all-tournament choices; and

WHEREAS, Anderson, Roma and Schneider were first-team AVCA Pacific Region all-stars, Schneider for the third straight year; and

WHEREAS, Schneider was a first-team Daktronics Pacific Region all-star for the third straight year with Anderson being named to the second team, and

WHEREAS, Schneider was named GNAC Player of the Year, and

WHEREAS, Schneider was a first-team GNAC all-star for the third straight year, along with Robinson and Roma, with Anderson being named to the second team and Alvord and Castro receiving honorable mention, and

WHEREAS, Schneider was a second-team ESPN The Magazine/CoSIDA District 8 Academic All-Star, and

WHEREAS, Roma and Schneider were GNAC academic all-stars, and

WHEREAS, Diane Flick was named AVCA Pacific Region and GNAC Coach of the Year; and

WHEREAS, the team members distinguished themselves as students in the classroom as well as on the court throughout a rigorous schedule; and

WHEREAS, the entire team demonstrated fine sportsmanship and inspired youth to work hard, play well and enjoy athletic competition; and

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially recognizes the Western Women's Volleyball Team for its unprecedented accomplishment and extends to the team the Board's gratitude and best wishes on behalf of the entire University Community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 8, 2008.

Chair Raymond announced that the following items would be added to the Board Agenda:

- Legislative Report (IV.B.3)
- Motion on Presidential Leadership Challenges, Opportunities, and Expectations (V.C)
- Resolution 2008-02 in the Matter of a President's Residence and Venue for Official Functions and Events (V.D)

### **III. EXECUTIVE SESSION**

At 9:05 a.m. Chair Raymond announced that the Board would convene in Executive Session for approximately one hour to discuss personnel and legal issues as authorized by RCW 42.30110. The Board returned to open session at 10:22 a.m. with no action to report.

Chair Raymond announced that on February 11 the Washington State Senate is honoring President Morse for her service to Western and to the State of Washington. Chair Raymond plans to attend the event in Olympia.

### **IV. REPORTS**

#### **A. Special Reports**

##### **1. Academic Presentation**

Dean Kleinknecht introduced David Sattler, Professor of Psychology. Professor Sattler presented, *"Helping Survivors of the Indian Ocean Tsunami: Psychology Professor and Students Establish International Tsunami Museum in Thailand."* A video was shown highlighting the development of the International Tsunami Museum project. The educational museum, built in September 2006 by Western faculty, students and staff, helps people understand the event, the warning signs of a tsunami, and how to evacuate the area. The museum has hosted thousands of people from all over the world. Donations to the museum are given to local schools and orphanages.

#### **B. University President's Report**

##### **1. Waterfront Development Discussion**

Doug Graham, STRATUS, reviewed the models presented in December: 1) Traditional model, 2) University as its own Developer, 3) University as Someone Else's Magnet Tenant, 4) Create an Intermediary Authority. Hugh Spitzer of Foster Pepper, PLLC, looked at the legal implications of each model and what is workable under current Washington Law. His memo of January 18, 2008, included in the Board packet, discussed legal parameters that affect how Western Washington can work jointly with the Port of Bellingham to develop waterfront property that would accommodate both University facilities and compatible private sector improvements.

Spitzer said the University as a magnet tenant plus the university as an intermediary authority, where the university is teaming with the Port to be the anchor tenant, is the recommended model. The University and the Port might structure their joint activities in one of the following: 1) Private Nonprofit Corporation, 2) Partnership, or 3) Administrator of Joint Board.

Doug Graham, STRATUS, described the basic framework of how this model would work. It is collaboration where multiple public partners with common objectives are brought together for mutual benefit. It must work for all the partners. This model was used for California State Channel Islands campus and Monterey Bay campus.

Trustee Warner noted that at the December meeting the recommended model was the Intermediary Authority where the university would work in partnership with both the City and the Port of Bellingham. Spitzer noted that in this model, tax increment financing would take an amendment to our State constitution adding that it is not workable today and needs to be approximated in other ways.

It was noted that no other university in the State of Washington has had as formal a teamwork arrangement that WWU is contemplating with the Port and the City. Jim Darling, Executive Director of the Port of Bellingham, said the Board of Commissioners are onboard conceptually, but are concerned about the governance structure and the Port's financial bonding may have to be done independently in the market place. Since this is a public project, the Port agreed early in the project that there would not be speculative land developers from the private sector.

Dan Pike, Mayor of Bellingham, said the City and Port are committed to seeing Western as an integral component of the waterfront development. They have agreed to invest resources to provide access to the site including access that would enable early

development of a facility for WWU. The City is considering a Public Development Authority which would be available to anybody that is interested in developing on the waterfront. The City wants to make sure that they are growing out from the city towards the SW piece of the property and the university fits nicely into that plan. Pike said that the university would be a great partner on the waterfront and looks forward to the university establishing a presence.

President Morse said the Board needs to move expeditiously because the waterfront is the university's next move for expansion. The University has a responsibility to serve the needs of the state by increasing student enrollment. More space will open up on campus when Huxley and other programs move to the waterfront.

In response to question, Pike said that the completion of the waterfront master plan will follow the Environmental Impact Statement (EIS) process. He hopes the master plan will be completed and adopted by the end of this summer. Pike said the master plan is not the final answer but a template that will change as they begin development.

Trustee Lincoln asked if there is any opposition in the community for Western's involvement in the waterfront development project. Pike said there is broad support for the university, and Huxley College of the Environment in particular. Darling said there has been some discussion about the issue that the university doesn't pay property taxes but there are a lot of ways that can be addressed. There is some concern that the university is taking prime waterfront real estate but that is counterbalanced by the great magnet that the university is for private investment and by the quality it brings to the property.

Trustee Warner asked if the marina plans on the west side of the waterway are coupled with the development on the east side of the waterway. Darling said the issues are not coupled. Ideally the Port would like the whole site to move forward as a package and is working with the local tribal nations to get federal permits to move forward on the marina.

President Morse noted that Western already has some offices at the waterfront and the Innovation Zone has a \$1M grant and a program with the Port. The Innovation Zone, one of only five in the state of Washington, focuses on lab to market opportunities in marine trade industries, jobs in the Marine Trade Center, and having a strong connection with the university. Bellingham Technical College is also interested in having a presence. Darling said that construction on an R & D facility inside the Marine Trade Center is expected to begin during the first quarter of 2009.

Darling said the EIS, the master plan, partnership agreements between the Port and the City, and regulatory issues are expected to be completed by mid-summer. A formalized agreement or Memo of Understanding (MOU) between the University and the Port should be completed soon. President Morse said the University will continue to work with the Port and the City adding that Open Forums are planned to solicit input on the models being considered. A recommendation for the preferred model will be brought to the Board at the April meeting.

Vice President George Pierce reported that WWU does not need to go through an approval process for amendments to the Institutional Master Plan, but will incorporate efforts directly with the Port and the City on their Master Plan.

**At 12:00 p.m. the Board adjourned at Noon for lunch in the Solarium.**

**At 1:00 pm. the Board reconvened in open session Old Main 340.**

## **2. Accreditation Update**

Vice Provost Kris Bulcroft and Self-Study Editor Brenda Miller updated the Board on the Accreditation process and the Executive Summary, Working Toward "Engaged Excellence." Trustee Parker's suggested changes on diversity were added to the report. The Northwest Commission on Colleges and Universities (NWCCU) evaluation team site visit is April 7 – 9, 2008. Chair Raymond thanked Bulcroft and Miller for their work on the accreditation report.

## **3. Legislative Update**

President Morse updated the Board on current legislative activity. Some bills being considered are: 1) Bills that would change the way the capital budgets are developed



and prioritized; 2) Childcare bills; 3) Campus safety; 4) UW North and the cost of starting a new campus; 5) Bill allowing WWU to give a Honorary Ph.D. degree; 6) Legislative interest in WWU Teach Washington proposal and WWU Leadership Advantage proposal.

**C. Board Report**

**1. Board Audit Committee**

Trustee Howard Lincoln reported on the February 7 Board Audit Committee. The committee heard an update from the Internal Auditor, met with the State Auditors, heard Fund Balance and Reserves update from Paula Gilman, and completed the Audit Committee Self-Assessment. It was agreed that the Fund Balance and Reserves report will be presented on an annual basis.

**2. Presidential Search Update**

Trustee Sharpe reported the Presidential Search Advisory Committee (PSAC) has concluded the formal listening phase. The Board will be looking at Presidential Leadership Challenges, Opportunities, and Expectations. This document reflects what the PSAC heard during the listening phase and what challenges, opportunities, and expectations the Board of Trustees has for the next president. Sharpe would like the Trustees to approve the Presidential Leadership Challenges, Opportunities and Expectations subject to any revisions that the Chair of the Board of Trustees and the Chair of the PSAC deem appropriate after consultation with the PSAC committee.

Sharpe presented the Application Screening Form and Presidential Criteria. This tool is a product of the combined efforts of Greenwood and Associates and Sue Guenter-Schlesinger, Executive Director, Equal Opportunity Office.

**D. Governance Reports**

**1. Faculty Senate**

There was no written report from the Faculty Senate. Jeff Newcomer, Faculty Senate President, said the Senate is addressing their committees' structure in consideration of being a unionized campus. The Faculty Senate is writing a new policy and creating procedures for "Appointments of Opportunity." This policy is expected to be adopted by the end of the quarter.

**2. Associated Students**

Ramiro Espinoza, President of the Associated Students (AS), thanked Sherry Burkey, Director of Government Relations, for her support for the student working in Olympia, and Stephanie Bowers and the Foundation for their assistance with the AS divestment campaign. The Student Senate will be holding a campus forum about Campus Safety, including bike and pedestrian safety.

**V. ACTION ITEMS**

**A. Consent Agenda**

MOTION 2-1-08      Howard Lincoln moved, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- Minutes of the December 9, 2007 Special Board of Trustees Meeting
- Minutes of the December 14, 2007 Board of Trustees Meeting
- Minutes of the January 18, 2008 Special Board of Trustees Meeting as amended
- Winter Quarter Degrees
- Miller Hall GC/CM Preconstruction Services Contract (PW 465)

Motion carried unanimously.

**B. Board Approval of Presidential Characteristics/Evaluation Criteria for Screening Applicants.**

**WESTERN WASHINGTON UNIVERSITY  
PRESIDENTIAL CHARACTERISTICS/EVALUATION CRITERIA**

1. **Earned doctorate or equivalent terminal degree** and academic credentials sufficient to engender respect from the academy and the community-at-large.
2. **Experience in working with Boards of Trustees, local communities and with local, state, and federal legislators** to advance the mission and vision of the University.
3. **Experience in strategic planning:** (a) Lead and oversee the development of an agenda to position the University to address successfully its political and budgetary needs; (b) Implement and monitor the strategic plan; (Experience and/or exposure to transition issues associated with a full strategic planning cycle is desired).
4. **Demonstrated leadership and vision:** (a) Engage in activities that build a strong pipeline of private and public resources to sustain the University in its efforts to serve all the stakeholders; (b) Develop and promote programs that will enhance the University's stature; (c) Strengthen the University's liberal arts core and maintain its identity as a top tier school that provides a high quality liberal arts and sciences education and select professional and graduate programs with a global perspective; (d) Represent the University as its chief spokesperson with key constituencies including local, state, and federal legislators and agencies to build community support and goodwill.
5. **Demonstrated strong management experience:** (a) Have a proven record of hiring, developing, mentoring and retaining talented and diverse administrators, faculty, and staff; (b) Promote and facilitate the effective use and application of technology in the classroom and elsewhere throughout the University to facilitate the teaching and learning experience and advance the overall academic and management operations of the University; (c) Oversee the negotiation and administration of union contracts and manage effectively the relationship with faculty and staff unions; (d) Develop and maintain appropriate administrative, policy-making, business and management infrastructures for the most efficient and effective use of institutional resources and advancement of the University.
6. **Experience in resource development:** (a) Lead a campaign to increase public and private funding; (b) Establish legislative relationships with other key players (e.g. port, city, state, universities, technical and community colleges) in order to work collaboratively to tackle major regional and statewide projects; (c) Strengthen and develop the infrastructure and motivation to increase grants and contracts coming to the University.
7. **Strong record in diversity:** Demonstrate active leadership in the development, implementation, and maintenance of diversity, equity and inclusion initiatives for faculty, staff, students and programs.
8. **Exposure to and/or experience with shared governance** in a collective bargaining environment (preferred criterion).

MOTION 2-2-08      Ron Allen moved, that the Board of Trustees upon recommendation of the Chair of the Board of Trustees and the Chair of the Presidential Search Advisory Committee, adopt the Presidential Characteristics/Evaluation Criteria and Application Screening Form (Attachment A)

Motion carried unanimously.

**C. Board Approval of Presidential Leadership Challenges, Opportunities, and Expectations.**

**PRESIDENTIAL LEADERSHIP CHALLENGES, OPPORTUNITIES, AND EXPECTATIONS**

The contemporary higher education environment requires leaders with engaging communication skills and keen management abilities linked with a sense of vision and leadership. While many of the day-to-day responsibilities may be appropriately delegated to campus leaders, the overall tone and direction are set by the President and most often carried out through the strategic planning process of the campus. Western Washington's recent planning activities may be viewed at [http://www.wvu.edu/president/action\\_plan.shtml](http://www.wvu.edu/president/action_plan.shtml). Special attention may also be directed to the items which follow.

**LEADERSHIP & VISION**

❖ Vision

Western Washington University has shaped a vision of "*engaged excellence with the aspiration to become the premier public comprehensive university in the country.*" The next President will be expected to join with the Board, faculty, and staff and administration to lead with creativity and transparency to further define how this vision will be realized and how Western will develop over the next decade.

Western Washington is a value-driven University. The core values that support the mission include the following: excellence, engagement, diversity, community service, integrity, and innovation. These values will provide a framework for more discussions around implementation of an integrated and distinctive *Western Experience*. At the heart of this experience is a core academic commitment to the liberal arts as the educational foundation for all students along with opportunities to enter professions. The distinctive *Western Experience* is achieved through a personalized teaching and learning environment of the highest quality.

Western's President will provide leadership on how to expand the emphasis on a student-centered, personalized teaching and learning environment.

❖ Points of Distinctiveness

Building upon the great heritage and vision for "*Western Washington University to become the premier public university in the country through engaged excellence,*" the President, as spokesperson and leader, will help to define further and to communicate the many points of distinctiveness and pride of Western Washington University. Those include the following:

- A growing reputation as the premier public comprehensive University in the Pacific Northwest;
- A national recognition for its commitment to student-faculty collaboration in the teaching and learning process and for the high degree of attention that students receive from faculty;
- A student-centered experience comparable to smaller private institutions and a commitment to compete with the top tier universities in the recruitment of undergraduate students;
- A commitment to teaching that is evidenced by students being taught by professors with an emphasis on small, upper-level classes where the faculty is engaged in one-on-one mentoring of students and where faculty actively involve students in undergraduate research and service;
- Western's niche in quality undergraduate education that provides an integrated curricular and co-curricular program with a focus on diversity, leadership, service to the community, civic engagement, and wellness;
- An outstanding faculty, staff, administration and selective student body;

- Multiple strengths in professional and pre-professional departments in areas such as the Woodring College of Education, the College of Business, pre-health sciences, behavioral neuroscience program, science, engineering technology, marine science, performance excellence in theatre and music, and self-designed programs in Fairhaven College;
- A beautiful campus in an unparalleled scenic setting between the Pacific Wilderness and Vancouver, which presents opportunities to collaborate with Canadian and Pacific Rim entities; and
- Themes of Western's leadership in sustainability and campus wide commitment to sustainability that allows Western to continue to set standards in environmental leadership and to position itself as a national model. With one hundred percent renewable energy and one of the longest standing environmental colleges in the nation, (Huxley College of the Environment), the planning of green buildings, converting to a carbon neutral campus, and providing an example that others can follow regarding environmental sustainability, Western will help focus the nation on these significant themes.

❖ Diversity

Diversity is a priority throughout the University with an expectation that the spirit of diversity will permeate the University culture. This is evidenced in curriculum requirements in comparative gender & multicultural studies as well as in highly recognized academic programs and overall first-year retention rates above 80% for diverse students. Western Washington desires a comprehensive approach, an open dialogue, and a diversity plan that involves the full campus and its surrounding community as well as one that holds people accountable in addressing changing demographics. There is stiff competition for diverse faculty, staff, administrators and students from other universities around the nation who have more financial resources. This requires Western to have a strategic approach to attracting faculty, staff and administrators and to make continued investments in the recruitment and retention of diverse students. Fresh ideas and strong support for diversity, equity, and inclusion should be articulated by University leadership.

❖ Waterfront Redevelopment

Western's academic reputation has positioned the University as an attractive partner and powerful engine for economic growth in the Northwest. Strategic opportunities for Western's potential expansion of facilities and location are on the horizon, and they match well with Western's commitment to being a visible and strategic partner with its community and in the higher education landscape of the State of Washington.

The Bellingham Waterfront Redevelopment Project is one of the largest urban redevelopment projects in the nation. The current waterfront planning area includes 228 acres of waterfront property with Western Washington's proposed expansion encompassing at least 12 acres. The project provides a unique partnership for the Port of Bellingham, the City of Bellingham, and Western Washington University.

Through visionary leadership, the President will guide further development of the plan, help shape the message, and keep constituents informed of the progress of the University's efforts on this initiative.

❖ Changing Demographics and Enrollment Planning

The changing demographics and transitions occurring in higher education in the State of Washington will have a heightened priority that calls for thoughtful, collaborative, and strategic leadership. The University should be a major partner in conversations surrounding these issues. Ensuring Western's continued niche will require campus investment in recruitment and retention of undergraduates.

These conversations will be influenced by the projected plateau and predicted slight decline in high school graduates and the recent decline in community college transfers entering universities; the retention of sophomore and freshmen students; the legislative plan for the University of Washington to potentially open a new campus 60 miles to the south of Western Washington in North Sound; the development of K-12 initiatives to address the pipeline issue; the balance of graduate and undergraduate education; the

delivery of education in new and different ways; and articulation agreements with community and technical colleges which facilitate seamless transitions.

There will also be shifting post-secondary needs of potential students in the State of Washington and the entire Northwest region. These shifts will be determined by emerging technologies, market conditions, and emerging industry and environmental needs. Western must position itself to continue to build its competitive position in these areas.

❖ External Relations

High value is placed upon Western's connections with its broader communities. Western will continue to strengthen its connection to the community by emphasizing the value and asset of the University to the region and the City of Bellingham and by building strong legislative ties within the region, the State, and the nation. It is committed to strategic alliances within the community, region, and State.

Building upon a previous, successful private giving campaign, the President will have the responsibility to lead an ambitious fund-raising effort to reinforce and amplify the characteristics that make the Western Washington experience unique. A solid base is in place to launch new fundraising initiatives.

## MANAGEMENT

❖ Best Management Practices

Western desires to chart an optimal course in order to achieve engaged excellence by using best business practices in its operation and management support systems. The overall goal is to have an innovative and responsive structure that is efficient, effective, and transparent in all its management support systems and in its administrative structures.

Western must continue to examine its management and operating support systems to ensure it is using the best business practices to achieve its goals while avoiding unnecessary duplication of effort and assuring quality control. Decision-making that is supported by established platforms to generate the appropriate data is under review. Making those same data platforms accessible to all stakeholders will demonstrate a valued transparency in the decision-making process that is welcomed on campus.

Administrative and academic information technologies are critical core functions that touch everyone on campus on an almost daily basis. Teaching, librarianship and administrative processes have changed over the past decade with technology becoming a principal tool aiding both the instructional process and administrative decision making. The use of technology, the continued funding of technology, and where it will reside are issues for discussion.

Space allocation at Western remains a high priority as growth demands and programs have stretched available space in some cases beyond functionality. Creative space planning and utilization along with any redistribution to meet the academic, research, and service needs must be accomplished with a long range view toward balancing the critical programmatic space needs with a commitment to protecting the beauty of the campus landscape within a safe environment.

Western's strategic plan calls for Western to "commit itself to demonstrating accountability and the effective stewardship of resources. Therefore, the University should promote effective management of its resources and demonstrate consistent accountability to all of its stakeholders."

❖ Hiring Talent/Delegating Authority

Building an upper administrative team that works with the Board, faculty, staff and administrators to address the future is both a challenge and an opportunity. A number of critical positions among the senior leadership team are open. The search for these positions will need to be a high priority, starting with the Provost position. The University faces an increasingly competitive national marketplace for the services of all faculty, administration, and staff. Recruitment and retention strategies may need to incorporate strategies used by other universities in expensive real estate markets. An on-going

emphasis on competitive faculty and staff salaries is an important part of the strategic plan of the University.

With the development of the executive team, Western Washington is looking forward to a visionary President who will foster an environment of mutual trust, respect, and transparency among the President, Board, administration, staff, students, and faculty. Involvement, collaboration, teamwork, and transparent and wise use of input in the decision-making process rise to the surface in discussions of leadership style.

A major part of Western's excellence and quality resides in its faculty and staff. The vitality of the campus is reflected in all its members. As Western focuses on its vision of becoming the premiere public comprehensive university, additional professional development opportunities will be needed to ensure the collective capability to meet that vision. Technological advances and changing expectations along with the call for innovation, creativity, and involvement mount challenges in meeting staff and faculty needs for professional development.

❖ Labor Relations

This is a critical transition period in Western Washington University's history. Western has a tradition of collaborative governance but less experience with faculty labor relations. The faculty recently unionized and is negotiating its first contract. The President will work to foster an environment where all employees feel their contributions are respected, appreciated, and valued.

❖ Identity

The Western Washington University story is unique, and some believe it remains a too well-kept secret. When students talk about their experience, it is with genuine pride. The Western story is built on the integrity of the student experience. Western will continue to find creative ways to tell this story of engaged excellence throughout the State and nation. Priorities include the opportunity to elevate the identity of Western Washington as well as to coordinate and transmit internal and external messages beyond word of mouth to more public venues. This will allow a natural extension of Western pride into the campus community and around the State and nation. As previously stated, the Western story includes academic excellence, a selective student body, a commitment to diversity, undergraduate opportunities in research and in leadership and civic engagement, the focus on teaching and learning, a student-centered environment, strong co-curricular and student support programs, top athletic programs, and an institutional commitment to sustainability. These efforts will strengthen the University's internal relationships as well as position the University for greater success in recruiting students, soliciting donors, and in coordinating efforts with governmental agencies.

## RESOURCE DEVELOPMENT

Resource development is a major challenge for any leader. Western has a growing reputation and rich opportunities for advancement. Resources come in many forms including enrolling new students; increasing the diversity of the student body; retaining current students; increasing private, corporate, and alumni giving; acquiring new space; securing grants and contracts; and developing partnerships with the local, State, and federal government. Effective resource enhancement strategies can be developed under the leadership of the President with the active support of key academic and senior administrators. Leaders often find themselves constrained by current demands and limited resources. Leaders today must look for innovative solutions to resource development. Use of technology, improvement in campus climate, and a student development focus are some ways that have been mentioned to address components of this complex issue.

❖ Fundraising

The University's first capital campaign was a success and raised approximately \$24 million. The President has an opportunity to lead an ambitious effort to reinforce and amplify the characteristics that make the Western Washington experience distinctive. There are major opportunities to increase friend raising and fund raising in the Puget Sound area and nationwide. Senior administrators and Academic Deans and their colleges are eager to contribute to the goal and to assist in the creation of an environment of giving.

❖ Funding

The University envisions a cohesive legislative effort with many strategic alliances to position itself politically. There is a need to build a distinctive relationship in a way that identifies Western as a singular institution rather than being viewed as one of a group of comprehensive universities in the State. The President should help set a public agenda for the Governor and Legislature in funding higher education. The University Foundation is a significant resource and has taken steps to increase public outreach by using Board members and arranging Board functions in Seattle. The Foundation is fully engaged, supportive, and looking for opportunities to garner additional resources for the University.

❖ Grants and Contracts

Western Washington wishes to build a strong presence in Washington, D.C. with the goal of increasing the research and teaching grants, contracts, and research support for faculty.

### OPPORTUNITY REVIEW

The President of Western Washington University will have an opportunity to serve as spokesperson for one of the best public comprehensive universities in the nation. The Waterfront Development will lead to national and international exposure on redevelopment and environmental issues. Building strategic alliances will bring new resources to the University. Producing graduates with the most relevant and useful education for lifelong learning seeks no greater reward.

This is an extraordinary opportunity for a person seeking a challenge to be a transformational leader for Western Washington University in a rapidly changing global environment. The potential reward for professional satisfaction is significant. Further refining the vision for the University with the Board, faculty, staff, administrators and students and shaping its future will require a leader with the vision, enthusiasm, and interpersonal skills to lead the way.

MOTION 2-3-08      Peggy Zoro moved, that the Board of Trustees, upon recommendation of the Chair of the Board of Trustees and the Chair of the Presidential Search Advisory Committee, adopt and authorize the chairs to make such non-substantive revisions as they deem appropriate after consultation with the Committee.

Motion carried unanimously.

#### D. **Approval of University Retirement Plan Modification.**

George Pierce, Vice President for Business & Financial Affairs, said the modification is a technical adjustment to allow individuals who have retired from other Department of Retirement System (DRS) plans to participate in the University Retirement Plan (URP) if they meet the eligibility requirements of the plan and are not limited in participation by the rules of their DRS plan.

MOTION 2-4-08      Howard Lincoln moved, that the current language of the WWU Retirement Plan, Section 2.6, Eligible Employee, be modified as follows, effective March 1, 2008 only as to eligible Executive Officers and Professional Staff until such time as a memorandum of understanding or sign contract is executive to include eligible faculty.

**Eligible employee means any employee of Western Washington University who is employed in an Eligible Position as defined in Section 2.7 but does not include an employee who has retired from a position which is covered by RCW 28B.10.400 et. seq.**

Motion carried unanimously.

#### E. **Resolution 2008-02 in the Matter of a President's Residence and Venue for Official Functions and Events.**

**RESOLUTION 2008-02  
IN THE MATTER OF A PRESIDENT'S RESIDENCE  
AND VENUE FOR OFFICIAL FUNCTIONS AND EVENTS**

WHEREAS, President Karen Morse has announced her intention to retire from the Presidency of Western Washington University effective September 1, 2008; and

WHEREAS, by Resolution No. 2006-04 the Board committed the University to work collaboratively with the Foundation to address the future operating and anticipated renovation costs of an official residence; and

WHEREAS, the Foundation is prepared to proceed expeditiously with making arrangements for an official residence to be available for the next University president by August 1, 2008; and

WHEREAS, the Board believes that having the Foundation proceed expeditiously is in the best interests of the University, and that a president's residence is an important recruiting tool in support of the Board's search for a University president; and

WHEREAS, the University intends to enter into a satisfactory lease agreement with the Foundation in order that an official residence can become the residence of the next University president and a venue for official functions and events; and

WHEREAS, the Trustees want to ensure that all best and viable alternatives for a president's residence are considered in this effort,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Western Washington University that:

1. Improvements to the Fieldston property recommended by the University be made by August 1, 2008 for the arrival of the next president.
2. The renovated Fieldston property will become the next University president's residence, unless another property presents itself to the Foundation which is determined to better suit the above stated needs.
3. The Board of Trustees delegates to the Chair of the Board of Trustees and to the Vice President for Business and Financial Affairs, or their designees, the authority and responsibility to negotiate and execute such leases, amendments and other documents as may be necessary in order to carry out this resolution. The Board further intends that such leases, amendments and other documents address any conveyance of the Fieldston property or such other identified property to the University in the event it is determined such conveyance is in the best interests of the University.
4. University funds will be identified and designated for lease purposes and the University will proceed with any and all lease arrangements with the Western Washington University Foundation.
5. The Board of Trustees expresses its gratitude to the Foundation and its Board of Directors, as well as to the individuals who have provided private funds for these purposes, for their strong and continued support of the University and its mission.

MOTION 2-5-08                      Peggy Zoro moved that the Board of Trustees, upon the recommendation of the Chair of the Board of Trustees, adopt Resolution 2008-02.

Motion carried unanimously.



**VI. INFORMATION ITEMS**

**A. Admissions Report**

Vice President Coughlin provided the Board an update on general enrollment and admissions trends.

**B. Alumni Relations Report**

Vice President Bowers provided the Board a written report on recent Alumni Associated activities.

**C. Development Report**

Vice President Bowers provided the Board an update on Western Washington University Foundation activities. Bowers reported that Jack and Joanne Bowman made a gift of \$1M to the Western Foundation in honor of President Morse.

**D. External Affairs Report**

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

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

Provost Murphy provided a written report concerning grant awards totaling \$1,069,942 for the period October 1, 2007 – December 31, 2007.

**F. Major Capital Projects Status Report**

Vice President Pierce provided the Board a written report on the status of current capital projects.

**G. Mid-year Housing & Dining Report**

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

**H. Renewable Energy Certificates Request for Proposal Update**

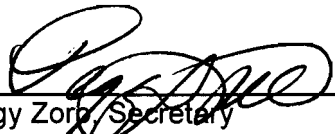
Vice President Pierce provided a written update on Renewable Energy Certificates or Green Tags RFP.

**VII. DATE FOR NEXT REGULAR MEETING IS THURSDAY, APRIL 3 & FRIDAY, APRIL 4, 2008.**

**VIII. MEETING ADJOURNED AT 1:50 p.m.**

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

ATTEST:

  
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Peggy Zorb, Secretary

## **RESOLUTION NO. 2008-01**

### **A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY CONGRATULATING THE WESTERN WOMEN'S VOLLEYBALL TEAM**

WHEREAS, The Western Women's Volleyball Team reached the title match at the NCAA Division II National Championships; and

WHEREAS, the Vikings finished 26-5 and enjoyed the best post-season run in school history and had a 21-match winning streak; and

WHEREAS, the Vikings made the school's first NCAA II Elite Eight appearance, sweeping Dowling, New York in the quarterfinals and defeating host and No.4-ranked Washburn, Kansas in four games in the semifinals; and

WHEREAS, the Vikings were ranked No. 2 in the final American Volleyball Coaches Association Top 25 Poll; and

WHEREAS, the Vikings won their first NCAA II Pacific Regional title, sweeping No.3-rated Cal State San Bernardino in the championship match; and

WHEREAS, the Vikings won the Great Northwest Athletic Conference title with a 17-1 record; and

WHEREAS, libero Courtney Schneider set NCAA II season (7.74) and career (7.00) national records for digs per game, winning her second straight digs per game national title, and established a national tournament record with 44 digs against Washburn; and

WHEREAS, Schneider was named a first-team AVCA All-American and outside hitter Jaime Anderson and middle blocker Tiana Roma received honorable mention ; and

WHEREAS, Schneider was a second-team Daktronics All-American; and

WHEREAS, middle blocker Angie Alvord, Anderson, setter Katie Robinson and Schneider were national all-tournament picks; and

WHEREAS, Alvord, Anderson, outside hitter Emily Castro and Schneider were Pacific Regional all-tournament choices; and

WHEREAS, Anderson, Roma and Schneider were first-team AVCA Pacific Region all-stars, Schneider for the third straight year; and

WHEREAS, Schneider was a first-team Daktronics Pacific Region all-star for the third straight year with Anderson being named to the second team, and

WHEREAS, Schneider was named GNAC Player of the Year, and

WHEREAS, Schneider was a first-team GNAC all-star for the third straight year, along with Robinson and Roma, with Anderson being named to the second team and Alvord and Castro receiving honorable mention, and

WHEREAS, Schneider was a second-team ESPN The Magazine/CoSIDA District 8 Academic All-Star, and

WHEREAS, Roma and Schneider were GNAC academic all-stars, and

WHEREAS, Diane Flick was named AVCA Pacific Region and GNAC Coach of the Year; and

WHEREAS, the team members distinguished themselves as students in the classroom as well as on the court throughout a rigorous schedule; and


WHEREAS, the entire team demonstrated fine sportsmanship and inspired youth to work hard, play well and enjoy athletic competition; and

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially recognizes the Western Women's Volleyball Team for its unprecedented accomplishment and extends to the team the Board's gratitude and best wishes on behalf of the entire University Community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 8, 2008.

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

ATTEST:

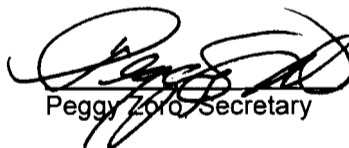
  
\_\_\_\_\_  
Peggy Zoro, Secretary

#### SECRETARY'S CERTIFICATE

I, the undersigned, Secretary of the Board of Trustees of Western Washington University and keeper of the records of said Board, DO HEREBY CERTIFY:

1. That the attached Resolution No 2008-01 is a true and correct copy of a resolution of the Board finally adopted at the regular meeting thereof held on the February 8, 2008, and duly recorded.
2. That said meeting was duly convened and held in all respects in accordance with law, and to the extent required by law due and proper notice of such meeting was given; that a legal quorum was present throughout the meeting and a legally sufficient number of members of the Board of Trustees voted in the proper manner for the adoption of said Resolution; that all other requirements and proceedings incident to the proper adoption of said Resolution have been duly fulfilled, carried out and otherwise observed; and that we are authorized to execute this certificate.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the University this February 8, 2008.

  
\_\_\_\_\_  
Peggy Zoro, Secretary

**RESOLUTION 2008-02  
IN THE MATTER OF A PRESIDENT'S RESIDENCE  
AND VENUE FOR OFFICIAL FUNCTIONS AND EVENTS**

WHEREAS, President Karen Morse has announced her intention to retire from the Presidency of Western Washington University effective September 1, 2008; and

WHEREAS, by Resolution No. 2006-04 the Board committed the University to work collaboratively with the Foundation to address the future operating and anticipated renovation costs of an official residence; and

WHEREAS, the Foundation is prepared to proceed expeditiously with making arrangements for an official residence to be available for the next University president by August 1, 2008; and

WHEREAS, the Board believes that having the Foundation proceed expeditiously is in the best interests of the University, and that a president's residence is an important recruiting tool in support of the Board's search for a University president; and

WHEREAS, the University intends to enter into a satisfactory lease agreement with the Foundation in order that an official residence can become the residence of the next University president and a venue for official functions and events; and

WHEREAS, the Trustees want to ensure that all best and viable alternatives for a president's residence are considered in this effort,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Western Washington University that:

1. Improvements to the Fieldston property recommended by the University be made by August 1, 2008 for the arrival of the next president.
2. The renovated Fieldston property will become the next University president's residence, unless another property presents itself to the Foundation which is determined to better suit the above stated needs.
3. The Board of Trustees delegates to the Chair of the Board of Trustees and to the Vice President for Business and Financial Affairs, or their designees, the authority and responsibility to negotiate and execute such leases, amendments and other documents as may be necessary in order to carry out this resolution. The Board further intends that such leases, amendments and other documents address any conveyance of the Fieldston property or such other identified property to the University in the event it is determined such conveyance is in the best interests of the University.
4. University funds will be identified and designated for lease purposes and the University will proceed with any and all lease arrangements with the Western Washington University Foundation.
5. The Board of Trustees expresses its gratitude to the Foundation and its Board of Directors, as well as to the individuals who have provided private funds for these purposes, for their strong and continued support of the University and its mission.

Dated this 8<sup>th</sup> day of February, 2008.

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

ATTEST:

  
\_\_\_\_\_  
Peggy Zoro, Secretary

SECRETARY'S CERTIFICATE

I, the undersigned, Secretary of the Board of Trustees of Western Washington University and keeper of the records of said Board, DO HEREBY CERTIFY:

1. That the attached Resolution No 2008-02 is a true and correct copy of a resolution of the Board finally adopted at the regular meeting thereof held on the 8<sup>th</sup> day of February, 2008, and duly recorded.
2. That said meeting was duly convened and held in all respects in accordance with law, and to the extent required by law due and proper notice of such meeting was given; that a legal quorum was present throughout the meeting and a legally sufficient number of members of the Board of Trustees voted in the proper manner for the adoption of said Resolution; that all other requirements and proceedings incident to the proper adoption of said Resolution have been duly fulfilled, carried out and otherwise observed; and that we are authorized to execute this certificate.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the University this 8<sup>th</sup> day of February, 2008..

  
Secretary

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES**

**Special Meeting  
February 21, 2008**

**I. CALL TO ORDER**

Chair Raymond called the special meeting of the Board of Trustees of Western Washington University to order at 9:40 a.m., Thursday, February 21, 2008 in Old Main 340, Bellingham, Washington.

**BOARD OF TRUSTEES**

Ron Allen (via conference call)  
Howard Lincoln (via conference call)  
Kevin Raymond, Chair  
Phil Sharpe, Vice Chair  
John Warner  
Peggy Zoro, Secretary

**WESTERN WASHINGTON UNIVERSITY**

Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Eileen Coughlin, Vice President for Student Affairs & Academic Support Services  
Paula Gilman, Executive Director for Planning and Budgeting  
Karen Morse, President  
Dennis Murphy, Provost & Vice President for Academic Affairs  
George Pierce, Vice President for Business & Financial Affairs  
Buff Schoenfeld, Executive Assistant to the President  
Liz Sipes, Secretary to the Board of Trustees  
Chyerl Wolfe-Lee, Interim Director, Human Resources  
Moheb Ghali, Dean of the Graduate School  
Wayne Hansen, Chief Negotiator, Jackson & Lewis

**II. EXECUTIVE SESSION**

At 9:41 a.m. Chair Raymond announced that the Board would convene in Executive Session for approximately two hours to discuss Collective Bargaining and real estate issues.

**III. ADJOURNMENT**

Meeting adjourned at 11:50 a.m. No action was taken.

  
Kevin Raymond, Chair

ATTEST:

  
Peggy Zoro, Secretary