

BOARD OF TRUSTEES  
WESTERN WASHINGTON UNIVERSITY

A MEETING OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY WILL CONVENE AT 1:30 P.M. THURSDAY, OCTOBER 1, 1992, IN OLD MAIN ROOM 340 FOR INFORMATIONAL PRESENTATIONS. THE MEETING WILL THEN RECESS UNTIL FRIDAY, OCTOBER 2, AT 8:30 A.M. IN OLD MAIN ROOM 340.

AGENDA FOR THURSDAY, OCTOBER 1, 1992

1:30 p.m. INFORMATIONAL PRESENTATIONS

1. EIS Kickoff - NBBJ Presentation
2. Report on Parking and Traffic Study
3. Status Report on Building Projects
4. Progress Report on Housing & Dining

4:30 p.m. Adjourn until 8:30 a.m. Friday, October 2

\*\*\*\*\*

AGENDA FOR FRIDAY, OCTOBER 2, 1992  
8:30 A.M. OLD MAIN . 340

RECONVENE

1. CONSENT ITEMS (RECOMMENDED ACTION ITEMS)
  - a) Approval of the minutes of the August 6, 7, 1992 meeting of the board.
  - b) Award of Consultant Contract for Design of Science Facility Three - Math, Science & Technology Education
  - c) 1993 Schedule of Board of Trustee Meetings
2. REMARKS FROM THE PRESIDENT
3. ACADEMIC AFFAIRS - Faculty/Staffing Update
4. BUSINESS AND FINANCIAL AFFAIRS
  - a) Status of Retirement Plan Modifications
  - b) Operating Budget Revisions (recommended action)
  - c) Housing & Dining Reserves/Revenues Funds (recommended action)
5. EXTERNAL AFFAIRS
  - a) Campaign for Western
  - b) Report on Alumni Association

6. STUDENT AFFAIRS

- a) Update on Gender Equity Plan for Athletics for WWU
- b) Report on WAC 516-28, Procedures for Involuntary Administrative Withdrawal of Students
- c) Status of Students Right-to-Know Report
- d) SMART Report

7. FACULTY SENATE

8. ASSOCIATED STUDENTS

9. BOARD OF TRUSTEES

10. EXECUTIVE SESSION

11. RECONVENE AND ADJOURN

AGENDA  
SPECIAL MEETING OF THE BOARD OF TRUSTEES  
WESTERN WASHINGTON UNIVERSITY

October 21, 1992  
2101 One Union Square  
Seattle, Washington  
10:30 a.m.

1. Call to Order
2. Purpose: Series Resolution #92-05 Final Draft review
3. Report on Marketing of Bonds, (Puget Sound Securities, Seattle Northwest Securities)
4. Review Series Resolution and Bond Purchase Agreement (Puget Sound Securities, Preston, Thorgrimson Shidler Gates & Ellis)
5. Action Items:
  - a. Approve Series Resolution (copies mailed to you with this material)
  - b. Approve Bond Purchase Agreement (copies to be provided at meeting)
6. Adjournment

MINUTES  
BOARD OF TRUSTEES  
WESTERN WASHINGTON UNIVERSITY  
OCTOBER 1, 2, 1992

OCTOBER 1, 1992

CALL TO ORDER

The meeting of the Board of Trustees of Western Washington University was called to order in Old Main room 340, at 1:35 p.m. by Vice Chair Warren J. Gilbert.

ATTENDANCE

Trustees

Craig Cole  
Wayne H. Ehlers  
Warren J. Gilbert, Vice Chair

Western Washington University

Wendy Bohlke, Assistant Attorney General  
Roland De Lorme, Provost/Vice President for Academic Affairs  
Marie Eaton, Interim Vice President for Student Affairs  
Albert Froderberg, Vice President for External Affairs  
Penny Glover, Administrative Assistant/Board Secretary  
John Mason, President, Faculty Senate  
Erin Middlewood, President, Associated Students  
Kenneth P. Mortimer, President  
George Pierce, Vice President Business/Financial Affairs

INFORMATIONAL PRESENTATIONS

A quorum was not present. Items were discussed but no action was taken.

Master Plan EIS

Mr. Vincent Vergel de Dios of the Architecture Design Planning firm, NBBJ, discussed the proposed Environmental Impact Statement as it pertains to Western's Preferred Master Plan and alternatives.

Report on Parking and Traffic Study

Barbara Chance of Chance Management Advisors, Inc., discussed the Campus Parking and Transportation Study report dated August 1992. A transcript of this discussion is designated Attachment "A" and affixed to these minutes.

Status Report on Building Projects

Science Facility One - Chemistry

Mr. William Managan, Western Washington University's Facilities and Master Planning Office, reported that Dawson Construction is approximately 50% complete with construction and on schedule for occupancy and full operation by fall quarter 1993.

Washington State Regional Archives Project

Mr. Rick Benner, Western Washington University's Facilities and Master Planning Office, reported that construction is nearly 75% complete. Substantial completion is scheduled for mid-December with final completion on December 24, 1992.

Status Report of the Housing and Dining Projects

Edens Hall South

Mr. Ed Simpson, Western's Facilities/Master Planning Office, reported the Edens Hall South project is on schedule with the construction contract scheduled to be brought to the June 1993 Board of Trustees meeting for approval.

Ridgeway Residence Hall Project

The project design is on schedule and the construction contract is scheduled to be brought to the August 1993 Board of Trustees meeting for approval. The project will include 104 beds to be constructed by fall 1994 and 96 beds to be constructed by 1995. The project will be bid out as one general contract.

Ridgeway Commons Phase II

Construction is completed for Phase IIA. The construction was completed so that the new kitchen was operational by the time the students returned September 20. Phase IIB construction will take place the summer of 1993.

Viking Union/Viking Commons

Loschky Marquardt & Nesholm, Architects are working with the University program committee to identify project key issues and solution possibilities. Campus presentations will be made to gain public comment on building possibilities. The approval to proceed with design will be submitted at the December 1992 Board of Trustees meeting.

RECESS

At 4:10 p.m. the Board recessed until Friday, October 2, at 8:30 a.m.

FRIDAY, OCTOBER 2, 1992

RECONVENE/ROLL CALL

Vice Chair Gilbert called the meeting to order at 8:45 a.m. in Old Main room 340.

Board of Trustees

Craig Cole  
Wayne H. Ehlers  
Warren J. Gilbert, Vice Chair  
James C. Waldo

1. CONSENT ITEMS

MOTION Wayne Ehlers moved, seconded by James Waldo, that the 10-1-92 Board of Trustees of Western Washington University approve the following consent items:

-Approval of the minutes of the August 6, 7, 1992, regular Board meeting.

-Award a consultant contract to Zimmer Gunsul Frasca Partnership, from Seattle, Washington, for a fee of \$985,000 (including reimbursables), to provide architectural services for the design of Science Facility Three - Science, Math & Technology Education.

October 1, 2, 1992

-Set the dates for Board of Trustee meetings for the calendar year 1993 as follows:

February 24 and 25, 1993  
 April 1 and 2, 1993  
 June 3 and 4, 1993  
 August 5 and 6, 1993  
 October 7 and 8, 1993  
 December 2 and 3, 1993

The motion passed unanimously.

2. REMARKS FROM THE PRESIDENT

President Mortimer introduced Dr. Tom Storch, Acting Dean of Huxley College of Environmental Studies. Dr. Storch was recruited to Western in 1990 to serve as Director of the Institute for Watershed Studies. Before coming to Western, he served for 17 years as a faculty member and administrator at the State University of New York at Fredonia. He will serve as Interim Dean of Huxley until a permanent replacement is identified next year.

President Mortimer introduced Dr. George "Pinky" Nelson. Dr. Nelson is an ACE Fellow for 1992-93. A former NASA astronaut, he is currently an Assistant Provost and Associate Professor of Astronomy at the University of Washington.

President Mortimer announced that the State Board for Community and Technical Colleges passed a special resolution honoring Woodring College of Education for developing faculty development programs for community college faculty. Dr. Mortimer read the resolution into the record:

State of Washington  
 State Board for Community and Technical Colleges  
 Resolution 92-05-19

WHEREAS the State Board for Community and Technical Colleges is strongly supportive of programs which enhance faculty preparation and staff development; and

WHEREAS there is a need for university programs which prepare current and future faculty and staff to be able to address the unique needs of students in community and technical colleges; and

WHEREAS it is estimated that 25 percent of the full-time faculty will retire from teaching within the next eight years and that 71 percent of the current faculty report a continued need for faculty development programs; and

WHEREAS Western Washington University has developed special preparatory and inservice programs to address these unique needs;

NOW THEREFORE, BE IT RESOLVED that the State Board for Community and Technical Colleges commends the Western Washington University Woodring College of Education for its planning and implementation of the Fall Seminar in Community and Technical College Education and the Community and Technical College Faculty Preparation Program.

FURTHER, the State Board especially recognizes the efforts of Calvin Mathews, Paul Ford and Lawrence Marrs, Dean of the College, for their outstanding personal efforts and continuing commitment in working with the community and technical college system to establish these innovative and needed programs.

FURTHER, that the State Board endorses the continuance and expansion of university programs which address community and technical college staff needs.

APPROVED AND ADOPTED the 28th day of May, 1992. Signed by May Gerstle, Chair and Earl Hale, Secretary.

October 1, 2. 1992

3. ACADEMIC AFFAIRSFaculty/Staffing Update

Dr. De Lorme reported that Western continues to increase the hiring of women and minorities in tenure and nontenure track faculty positions. Of the 525 (headcount) total faculty members at Western this academic year, 151 (29%) are women and 36 (7%) are minorities.

4. BUSINESS AND FINANCIAL AFFAIRSStatus of Retirement Plan Modifications

Mr. Lin Nelson, Benefits Administrator, and Michael Shea, Director of Human Resources, reported that state public colleges and universities have been working individually to revise their respective retirement plans. Realizing that certain economics could be achieved in reviewing, analyzing, and rewriting campus retirement plans if all the public institutions worked together, the Business Officers charged a group working at the University of Washington to undertake a cooperative effort. It is the goal of this group to reach understanding on a standard retirement plan for implementation with each institution "customizing" the plan to fit their own unique needs.

The initial focus of the institutions has been to select alternative vendors to TIAA/CREF for basic retirement investments. The group will next focus on issues included in resolutions such as those adopted by Western's Faculty Senate. Western's plan is to further brief the Board of Trustees in December and to present all changes to the retirement plan as a package to the Board for approval in February 1993.

Operating Budget Revisions

MOTION 10-2-92 Wayne Ehlers moved, seconded by Craig Cole, that the Board of Trustees of Western Washington University, upon the recommendation of the administration, approve a 1993-95 State General Fund and WWU Operating Fee Account budget request of \$135,982,212. In addition, a target reduction plan of \$39,493,212 is submitted with the 1993-95 operating budget request as required by instructions received from the Office of Financial Management.

The motion passed unanimously.

Housing and Dining Reserves/Revenue Funds

MOTION 10-3-92 Craig Cole moved, seconded by James Waldo, that the Board of Trustees of Western Washington University, upon the recommendation of the administration, rescind Motion 6-7-92, as approved at the Board of Trustees meeting of June 5, 1992.

The motion passed unanimously.

MOTION 10-4-92 Craig Cole moved, seconded by Wayne Ehlers, that the Board of Trustees of Western Washington University direct the President to establish budget guidelines to ensure that there are sufficient revenues and reserves to support a long-term capital plan for the Housing and Dining System for the proper maintenance, renovation, replacement and expansion of quality facilities. The President shall submit the plan and budget guidelines to the Board for review each year in conjunction with the establishment of housing and dining rates and fees.

The motion passed unanimously.

October 1, 2, 1992

5. EXTERNAL AFFAIRSAlumni Affairs

Dr. Froderberg reported the Alumni Club just finished the year with 5,000 members. The Alumni Club travel program has been very successful with next year's trip to Alaska already sold out.

The Alumni Office has been instrumental in bringing Homecoming back to Western's campus. This November will be the 3rd consecutive year for that celebration.

The Alumni Association scholarship program is doing well, offering seven scholarships this year.

Development Office

Dr. Froderberg reported the good news that our fund raising efforts have resulted in a firm, solid financial base for the various programs supported by the Development Office. The annual phonathon fund drive has grown from \$10-20,000 a few years ago to over \$100,000, currently. This year the phonathon helped to secure \$184,000 of unrestricted annual gifts. The \$1,000 memberships to the President's Club has increased from 35 members six years ago to 326 this year. That is a solid \$326,000 base for the development program. There is a \$360,000 estate gift on the way and a gift devoted to environmental education will be announced soon.

6. STUDENT AFFAIRSUpdate on Gender Equity Plan for Athletics for Western

Dr. Eaton reported that the 1991-92 year was the first year for Western to receive tuition waivers for athletics from the state. There were eight varsity sports for men and seven for women. Of the 424 athletes, 59% were men and 41% were women. However, women's fast pitch was added as a varsity sport and will compete in NAIA intercollegiate competition Spring of 1993. The number of sports for men and women will total 16. Therefore, the percentage of women athletes will be greater this year than last.

Report on WAC 516-28, Procedures for Involuntary Administrative Withdrawal of Students

Dr. Eaton reported that it was not necessary to use provisions in WAC 516-28 procedures for involuntary administrative withdrawal of students this past year.

Status of Students Right-to-Know Report

Vice President Eaton informed the Board that the Health and Safety Brochure published by the Public Information and Student Affairs offices reports no rapes and very few assaults. This crime report is accurate as far as what is reported to the Campus Police.

Report on the SMART Program

Vice President Eaton reported that this summer SMART served 72 students during the course of the eight-week residential program. Since SMART began in 1988 over 330 students have been served by Western's program. The mission of the SMART program is to motivate students to remain in school and complete their high school educations. In order to effect the mission, staff devotes its energy to generating student excitement in academics, pre-employment training, and personal development.



October 1, 2, 1992

7. FACULTY SENATE

Dr. John Mason indicated that one of the major concerns of the Faculty Senate at this time is the budget reduction, and the Senate is engaged in discussions with the administration, particularly through the University Planning Council to formulate some positions in regard to reductions and our commitment to the academic program.

Dr. Mason discussed the development of guidelines for student participation in governance through committee membership. These guidelines attempt to assure that students are given the same consideration as all committee members, but also recognizes that students are learning through their participation.

President Mortimer asked that the topic of student participation on governance committees be placed on the next board meeting agenda for further discussion after the Board has read the guidelines.

Dr. Mason informed the Board that the Senate is working with the Associated Students to again resume a series of forums similar to last year. The series of forums is entitled Western as it Enters the 21st Century and one of the first forums is to be advertised as "Maintaining Quality with Less Money and More Morale."

8. ASSOCIATED STUDENTS

Erin Middlewood briefed the board on the issue of the KUGS radio station program format change. KUGS is operated and funded by the Associated Students, with the license for the radio station being held by the Board of Trustees.

9. EXECUTIVE SESSION

At 10:55 a.m. Vice Chair Gilbert announced that the Board would go into executive session for approximately 45 minutes to discuss legal, real estate and personnel matters.

RECESS

At 11:40 a.m. Board members recessed for a brief lunch break.

EXECUTIVE SESSION RESUMES

At 11:55 the Board members resumed executive session to discuss the Board's views on the annual review of the President's performance.

RECONVENE

At 12:10 p.m. the Board reconvened in open session and requested that the University Public Information Office communicate the following statement pursuant to the annual evaluation of the president, both internally to the campus community and externally to the Bellingham Community.

STATEMENT  
WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES

The Board of Trustees of Western Washington University has completed its annual informal evaluation of the President's performance. It is the Board's conclusion that President Mortimer's leadership and performance continue to be excellent and of great worth to the University, students and staff; and we urge him to move forward in fulfilling the institution's mission and strategic plan.

In particular, we encourage the President to pursue external efforts to address the University's financial requirements at state, private and federal levels, as these issues will be critical to fulfilling the University's mission over the next few years.

Finally, the Board expresses its gratitude to Lorrie Mortimer for her tireless devotion to serving the University and the community and for helping to expand the institution's reach.

ADJOURNMENT

At 12:15 p.m. the meeting was adjourned.

  
\_\_\_\_\_  
MARY KAY BECKER, CHAIR

ATTEST:

  
\_\_\_\_\_  
CHARLOTTE CHALKER, SECRETARY

**BOARD OF TRUSTEES  
WESTERN WASHINGTON UNIVERSITY**

**October 2, 1992**

**CAMPUS PARKING & TRANSPORTATION STUDY**

Vice President George Pierce introduced Ms. Barbara Chance, the principal of the firm, Chance Management Advisors, who discussed their findings and preliminary recommendations. Ms. Chance met with the Master Planning Committee earlier in the morning and had the opportunity to hear a number of comments and suggestions regarding her preliminary recommendations. After further information gathering, a final report should hopefully be ready by the end of November for the Board's review.

The following is the recorded transcript of the presentation as delivered by Barbara Chance, founder and president of Chance Management Advisors, Inc. from Philadelphia.

## PRESENTATION TO THE BOARD OF TRUSTEES

by

**Barbara Chance, Chance Management Advisors, Inc.**

We are a management consulting firm. One of the areas of specialization we have is parking and transportation management systems. About 40% of the contracts we do are with universities working on access management issues. This is a term that we coin to try to get our clients to think about access in all of its capacities. Really the kinds of difficulties campuses have aren't just parking or transportation problems -- they are the whole aspect of how all pieces of access work together. Pieces such as: transportation systems, public transit, parking walkways for pedestrians, facilities for bicycles and motorcycles, guidance systems, and public information. It is important to work with our clients to see that all of these pieces fit together and provide access to and from campus.

The subcontractor on this project was Jones & Stokes, Inc. from Bellevue. They did a lot of field work on the campus and provided the traffic analysis. They also looked at the transit system, WTA, and how it serves the campus.

### **PURPOSES OF THE PARKING & TRANSPORTATION STUDY**

#### *To obtain an objective description of the existing conditions*

This campus, like many other campuses, did not really have existing data on a lot of conditions. You didn't know, for instance, how people arrive at this campus and how many arrive in which ways. That's something pretty basic if you're going to talk about working on a Master Plan or working on access.

#### *To review the campus Master Plan scheme in terms of parking and transportation issues*

We worked with the various committees and staff on campus in terms of transportation, parking issues and overall access and how the pieces connect on this campus.

#### *To recommend improvements to the existing operations, systems and conditions on campus*

There are some recommendations in the report for some more short-term type improvements that will head you in the direction of what the longer-term scheme is going to be. We feel very strongly as a consultant, that we want to try to advise our clients to do things which will work in the long run rather than do things which will either cause you to undo them or pay money that has to be unpaid later, or to head you, in terms of policies, in directions that aren't going to be consistent with the longer-range policies you're looking at for the Master Plan.

#### *To consider options for future access management*

We looked at how parking and transportation should adapt to facilitate the Master Plan and the campus as a whole. We see parking and transportation in the sense as part of the infrastructure of the campus. It has to be here; it has to serve the primary purposes that the institution serves; it needs to be a plan that is supportive of your overall goals.

## **EXISTING CONDITIONS**

You currently have plus or minus 3,222 spaces. Temporary construction or temporary placement of trailers or other facilities can change the parking supply. You have some very positive conditions here. You have a rational permit system. You have handled very well the service and handicapped spaces on campus, especially considering that you have to deal with construction. The overall operations in response to needs that comes from Parking Services we found to be very good. They're very realistic given the resources they have to deal with. Probably one of the things which needs to be more widely understood on campus is the fact that parking and transportation have to be financially self-supporting. They do not receive other funds, and that puts a limit on the kinds of improvements you're able to make and the kinds of issues that can be addressed.

## **EXISTING CONDITIONS WHICH COULD USE IMPROVEMENT**

Unpaved lots are less desirable for people who park in them, and they are less efficient. If lots are paved and redesigned, spaces could be added and traffic patterns improved. One of the drawbacks about gravel lots is that people tend not to park where they are supposed to and spaces cannot be designed with the specificity that you would have on a macadam lot that is paved and striped and marked to do what you want.

The location and use of visitor and short-term parking throughout the campus is a little difficult. Related to this is an inadequate guidance system. It is very difficult, if you come here as a visitor, to find out exactly where you ought to go. If you come in from the south, the Visitor Center is easily located and staffed with people who can direct you to the location you want to be. If, however, you come to the campus from any other access point, you're hard-pressed to figure out where you should go and where you should park. The lack of a coordinated guidance system increases some of your traffic and confusion.

Short-term parking is important throughout the campus for a number of reasons. Part of it is related to visitors, but part of it is also related to the fact that faculty members, administrators, staff and students need access to short-term parking for specific kinds of activities. Short-term parking needs to be distributed throughout the campus at the points where people need to come for activities that take a short amount of time.

The parking demand on campus during the peak period, which is between nine and ten o'clock in the morning, is plus or minus 3,677 spaces or a range between 3,500 and 4,100 spaces. Approximately 64% of the commuter students drive to campus. Parking occupancy on campus during the peak period is only about 73%. Spaces are available during the peak period, but they aren't necessarily the spaces that people would like to be parking in. Therefore, the occupancy on the surrounding city streets is about 82%. Not all of that is related to parking at Western, but a great deal of it is. Street parking occurs for several reasons: some people don't want to buy a parking permit; some people feel they can park closer to where they want to be if they park on the street than if they park in the remaining spaces that are left in the lots that aren't quite as desirable to them; some want the flexibility of parking somewhere else.

If the campus were to meet the total demand on campus, you would need a range of 625 to 825 spaces to accommodate the people who are parking off campus and to accommodate what you need for special events. The basic number, the 650 spaces, does not take into account that you have seminars, outside meetings and a lot of other things that happen on campus that have to be accommodated. Those special functions need to be taken into consideration when you think about parking adequacy because, like most campuses, you are seeing more of these types of activities where people come for seminars or conferences that are related to your research or teaching mission, or other events which happen on campus. Those issues need to be factored into the overall parking demand.

There are several things that you can do to accommodate your parking deficit. You can encourage increased usage of public transit and other forms of alternative transportation. You can also anticipate that there will be some off-campus parking. Over 200 of the people who reported that they park off campus said that they park in off-campus parking lots. The issue about the on-street parking becomes one of the relationship between Western and its neighbors. There are some neighborhood residents that have concern about the parking on the street. Usually this type of on-street parking is an issue for any institution that's located adjacent to residential areas. The thing that's going to need to be considered over time is how you want to keep structuring that relationship and that use of parking that's on-street.

Because you have over 1,000 people reporting that they drive to campus and park off-campus, clearly indicates that there is a parking supply you don't control. There are a lot of cities that have enacted residential permit parking programs that have limited the kind of parking that can take place on residential streets. Other campuses have limited residential parking to two hours, unless you have a sticker, down to totally eliminating street parking. The amount of parking that takes place on the street near Western needs to be thought out in terms of your approach to dealing with this over time. It's an issue of the relationship with the neighborhood; it's the issue of having a system, perhaps, foisted on you at a time when you're not prepared for it, and spaces disappear when you haven't planned ahead to accommodate it; it's also the fact that you cannot demand people associated with the University to park on campus. If you want to have an impact on discouraging neighborhood parking, then you're going to have to make some aspects of parking on campus more attractive, such as paving the lots and perhaps running a shuttle system from the more peripheral lots to the heart of campus, or you need to develop the programs to support the use of alternative transportation -- incentives to carpool and incentives to have more park and rides on I-5.

It's a great opportunity right now to work with WTA, as they are in their analysis of routes, to begin to restructure some things with them, to have more of the routes serve the western population that lives in adjacent areas. WTA provides eight to ten buses an hour traveling on High Street. There are four routes run on High Street and one route on Garden Street. WTA stated that approximately 2,000 passengers board every day at the stops on High Street and approximately 239 passengers board on Garden Street.

The traffic movement in and around the campus is really quite good. You had no intersections related to the campus with a level of service below "C", which is what the transportation planners and traffic engineers aim for in terms of a level of service. Many people do not want to think of Bellingham as an urban area and they don't want to think of the University as an urban area. But in fact, the very things that are desirable about Western and bring people here to campus are the things that generate traffic. You can't have the

desirable location and heart of the area without also having the traffic that it generates. For the acres that you have here on campus, and the nature of the traffic, you are indeed an urban area in terms of looking at traffic and traffic impact.

You obviously have peaks. You also have traffic issues that are related to very easy access from the southern part of the campus and more difficult access from the northern part of the campus. Those are some things that you are trying to address in the Master Plan, and they are fairly obvious in terms of what the traffic patterns and the roadways are on both ends of the campus.

## **CAMPUS SURVEY RESULTS**

About 41% of the campus population answered the survey and generally speaking, that's very good. The survey was conducted to provide a level of information that you did not have available when we came on campus. We also wanted to do the survey because we believe that Western, in the future, is going to be asked to provide detail about how its people come to campus. Plans must be developed now to reduce the number of vehicles that come to campus in order to be in compliance with the Clean Air Act. You are not currently in a non-attainment area, but non-attainment can change. As we see some of the growth projections for Bellingham, you may be in a non-attainment area in the very near future. In light of that, you will eventually have to have a data base of how people come to campus because the regulatory agencies will be asking you to say what happens now, what your goals are for change, and then to monitor whether or not you meet those goals over time. We felt that now is a good time to get a data base of what's happening, and we feel that this is information that you can build on and use in the future.

Faculty, administrators and staff are more likely to drive to campus than anyone else. Of the total population, 36% drives alone. Other campuses have much higher ratios of drive-alone people. Only 8% of the campus population rides the bus daily. 9% ride three or four times a week; 10% ride one or two times a week.

The primary negatives that people gave about the bus service are:

- 1) No evening service
- 2) The bus takes longer than driving -- the transfer station in the downtown area is not accommodating
- 3) Students need their vehicles to drive to work

44% of the commuter students would consider riding bus if evening service is available; however, survey statistics are not always an accurate figure of actuality. This figure is certainly a significant enough percentage to give strong consideration to work with WTA to provide evening service. 41% said that no changes of any type would entice them to ride the bus.

33% of the campus population lives in the southern or southeast area of Bellingham. This cluster of populations could be better served by specific transit routes that would bypass the downtown transfer station and come from a residential area directly to campus. We are passing that information along to WTA to identify those groups who would benefit from a direct route to campus.

Approximately 25% of the campus population lives within 2 1/2 miles of the campus. This also is a reasonable distance to consider a shuttle service, either run by WTA or by the University. Several campuses around the country have initiated a ring around the campus which would not allow students within that designated area to purchase parking permits for on-campus parking. Instead, the universities help to provide alternative transportation or carpool options to those students. 70% of respondents to the survey stated that alternative modes of transportation should be encouraged to improve the campus parking situation.

The implications of the Master Plan scheme are to have parking go more to the periphery of campus. We believe that parking can be successfully moved to the periphery and be supportive to the main mission of the institution; however, it is also necessary to invest in support and transportation in order to make that happen. Simply moving it to the periphery without having additional things happen is not going to be successful. In general, even as parking/transportation people, we are supportive of where you're headed -- which is to have the academic and research buildings and student functions be at the core of your campus.

The functions that draw considerable parking demand should be placed closer to the periphery of the campus. For example, the new recreation center that's on the Master Plan scheme, the satellite bookstore, the field house and other such things. If you're going to have a facility which draws a lot of parking, either short-term or for special events, you want to have it more at the edge, so that it's compatible now with your peripheral parking that's going more to the edge. It's very difficult to have a primary function embedded in the center of the campus and handle the parking and traffic that's associated with it. The movement of some of the major administrative functions to locations that can be served better by parking/transportation is all to the good, and we would encourage you over the years to put these types of facilities that draw a lot of parking and transportation in areas that are really appropriate for them.

In addition to parking, traffic is also an issue. While you might be able to, over time, build all the parking spaces on campus that you would require, there are some detriments to doing that. Parking is an issue; traffic is an issue; traffic circulation is an issue. There are pedestrian and safety issues associated with traffic on campus. There is pollution associated with traffic and general confusion that comes from people driving around on campus. Any of the types of ways that encourage less traffic but more access will be to your benefit in the long run.

WTA is a resource to be used. It can be a great resource for the campus, which at the moment, costs you nothing. As more routes and/or shuttles are dedicated specifically for the campus, it may cost you something. We believe that WTA should be worked with as closely as possible to encourage them to tailor their routes to help you on campus. It is going to be less expensive to do that in terms of bringing people to campus than a number of your other alternatives.

## **RECOMMENDATIONS TO MASTER PLAN**

### *Increase use of alternative transportation*

We would encourage you to develop a campus guidance system that will help visitors, first-time students and community people on the campus. You need to anticipate that it's going to be a system which will need to be revamped, improved and changed and have the design that you do be accommodating to



that. We encourage you not to invest too much in a guidance system that does not allow for change and flexibility. It is necessary to have a tasteful, aesthetically designed sign system which anticipates that you're going to be changing it over time.

***Improve transportation and parking planning***

Some of the functions of this study have started you down that path. You needed some new information about what was going on -- how many people were riding the bus and where your people lived. You needed to have that information coordinated so that it could feed into your policies and decisions. We've encouraged you in the report to update on a regular basis the kind of statistics generated from the survey. It's hard to make plans if you don't know what's going on now, so we encourage you to make sure that you do know what's happening in all of these areas.

***Develop and reinforce consistent campus policies***

Sometimes policies developed are going in the opposite direction. If you say in the Master Plan that you want to encourage a more pedestrian campus, then what you do with parking and transportation needs to encourage a more pedestrian campus. As you go through and develop the implementation that will come out of the Master Plan and that will come out of the Parking & Transportation Study, you need to be conscious of having the policies heading the same direction so that the incentives you're offering or the punishments that you give for bad behavior are consistent with where you want things to go over the longer run.

***Develop a multi-year parking and transportation financial strategy***

The fact that the improvements must be made by Parking Services with the money that it generates means that there has to be very careful planning for what you can afford to do and what you can't afford to do.

***Reconsider having Parking Services pay for all the costs of the Visitor Center***

While providing information about parking is part of the Visitor Center's function, it isn't all of their function. That's a piece of money in which the function serves the entire campus, but the burden is being borne by Parking Services. That's one particular issue in their budget we think could stand some other support from the rest of the University.

***Establish a scheme which raises rates to generate funds***

You need to establish a parking fund into which money goes and is not pulled out as you wait to use it over the years. You need to consider what the magnitude of increases in fees and fines is going to be over time in order to get you adequate funds to write down some of the costs to build garages and things like that. You need to consider the clients that are going to be served in the facilities so that some of the visitors who come to campus can help to support the facilities that you're building and not just have members of the campus community paying all of the funds that support these kinds of things. A very specific multi-year parking and transportation financial plan to go along with the other aspects of the campus Master Plan and the construction is going to be very important.

MINUTES  
SPECIAL MEETING OF THE BOARD OF TRUSTEES  
WESTERN WASHINGTON UNIVERSITY  
OCTOBER 21, 1992  
SEATTLE, WA

CALL TO ORDER

The special meeting of the Board of Trustees of Western Washington University, held in Seattle, Washington, was called to order at 10:29 a.m. by Martha Choe.

This special meeting was held for the sole purpose of taking action in regard to adoption of a resolution authorizing the sale and issuance of Housing and Dining System Revenue Bonds, Series 1992.

ATTENDANCE

Trustees

Martha Choe  
Craig Cole  
Wayne Ehlers  
James Waldo

Western Washington University

Mary Carlson, Director of Fiscal Services  
Sheila Edwards, Executive Assistant to the President  
Penny Glover, Administrative Assistant/Board Secretary  
Lynne Masland, Director of Public Information Office  
Kenneth P. Mortimer, President  
George Pierce, Vice President for Business/Finance  
Kay Rich, Director of University Residences  
Kurt Willis, Acting Business Manager of University Residences

Others present:

Greg Sundberg, Puget Sound Securities  
Lloyd Tyler, Seattle-Northwest Securities Corporation  
Cynthia Weed, Preston Thorgrimson Shidler Gates & Ellis

Housing and Dining System Revenue Bonds, Series 1992

Following a presentation by Lloyd Tyler, Seattle-Northwest Securities Corporation; Greg Sundberg, Puget Sound Securities; and Cynthia Weed, Preston Thorgrimson Shidler Gates & Ellis; the Board of Trustees took the following action:

MOTION        Wayne Ehlers moved, seconded by Craig Cole, that the  
10-5-92        Board of Trustees of Western Washington University, upon  
the recommendation of the President, adopt Resolution No.  
92-05, authorizing revenue bonds of the Housing and  
Dining System to be issued in series to finance and  
refinance facilities for the System; creating and  
establishing a lien upon net revenues of the Housing and  
Dining System for the payment of such bonds; and making  
covenants and agreements in connection with the  
foregoing.

The motion passed unanimously.

RESOLUTION NO. 92-05

A Resolution of the Board of Trustees of Western Washington University, Authorizing the Sale and Issuance of Housing and Dining System Revenue Bonds, Series 1992, of the University in the principal amount of \$11,000,000 for the purpose of undertaking and providing permanent financing for additions and improvements to its housing and dining system and refunding certain outstanding housing and dining system revenue bond anticipation notes; fixing the date, forms, terms, maturities for such series; and authorizing the approval of interest rates and sale of the bonds.

The 66 page Resolution is on file in the President/Board of Trustee Office, and the office of the Vice President for Business and Financial Affairs.

ADJOURNMENT

The meeting was adjourned at 10:45 a.m.

3013  
October 21, 1992

*Passed*  
*10/21/92*

SERIES RESOLUTION  
WESTERN WASHINGTON UNIVERSITY

RESOLUTION NO. 92-5

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY, AUTHORIZING THE SALE AND ISSUANCE OF HOUSING AND DINING SYSTEM REVENUE BONDS, SERIES 1992, OF THE UNIVERSITY IN THE PRINCIPAL AMOUNT OF \$11,000,000 FOR THE PURPOSE OF UNDERTAKING AND PROVIDING PERMANENT FINANCING FOR ADDITIONS AND IMPROVEMENTS TO ITS HOUSING AND DINING SYSTEM AND REFUNDING CERTAIN OUTSTANDING HOUSING AND DINING SYSTEM REVENUE BOND ANTICIPATION NOTES; FIXING THE DATE, FORMS, TERMS, MATURITIES FOR SUCH SERIES; AND AUTHORIZING THE APPROVAL OF INTEREST RATES AND SALE OF THE BONDS.

ADOPTED: October 21, 1992

Prepared by:

PRESTON THORGRIMSON  
SHIDLER GATES & ELLIS  
Seattle, Washington