

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA**

**Friday, December 13, 2002**

**Time:** 8:30 a.m.

**Location:** Old Main 340

**1. BOARD OF TRUSTEES**

- a) Resolution No. 2002-14 Recognizing the Service of Board Member Mary Swenson (A)
- b) Resolution No. 2002-15 Welcoming Trustee Philip E. Sharpe, Jr. (A)
- c) Consent Items:
  - Approval of the Minutes of the October 4, 2002 Meeting of the Board (A)
  - Approval of the Minutes of the November 7, 2002 Special Meeting of the Board (A)
  - Approval of Fall Quarter Degrees (A)
  - Consultant Contract for Engineering Services for Steam Line Replacement (PW 403) (A)
  - Consultant Contract for Construction Administration for Birnam Wood Renovation, Phases I and II (PW 386) (A)

**2. PRESIDENT**

- a) Council of Presidents Coordinated Legislative Agenda (I)
- b) Governing Boards Working Group Report (I)
- c) Gardner/Evans Projects (I)
- d) Fairhaven College Fire Report (I)
- e) College Restructuring (A)

**3. ACADEMIC AFFAIRS**

- a) Academic Presentation – Graduate Education, Moheb Ghali, Vice Provost for Research/Dean of the Graduate School

**4. BUSINESS AND FINANCIAL AFFAIRS**

- \* a) Major Capital Projects Status Report (I)
- b) Annual Financial Report for the University (I)

c) Housing & Dining Financial Statements (I)

d) Bookstore Financial Statements (I)

\* e) University Police Report (I)

## **5. STUDENT AFFAIRS**

\* a) Student Right to Know and Clery Acts (I)

b) Student Rights and Responsibilities Code – Amended Chapter 516-23 WAC (A)

c) Capital Plan for Residential Projects (I)

## **6. EXTERNAL AFFAIRS**

\* a) External Affairs Report (I)

b) Legislative Update (I)

## **7. UNIVERSITY ADVANCEMENT**

\* a) Development Report (I)

\* b) Alumni Relations Report (I)

## **8. FACULTY SENATE**

a) Bylaw Change – 12.2 Senate Elections: Nominations (A)

\* b) Senate Recommendation on Restructuring (I)

## **9. ASSOCIATED STUDENTS**

## **10. EXECUTIVE SESSION**

\* Written Report

(A) Action

(I) Information

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
December 13, 2002**

**CALL TO ORDER**

Chair Betty Woods called the regular meeting of the Board of Trustees of Western Washington University to order at 8:30 a.m., December 13, 2002, in Old Main 340, Bellingham, Washington.

Chair Woods announced that consent item, Consultant Contract for Construction Administration for Birnam Wood Renovation, would be moved on the agenda to be presented under Student Affairs [5 (d)]. She also announced that Faculty Senate Recommendation on Restructuring [8 (b)] would be presented under the President's item on College Restructuring [2 (e)].

**Board of Trustees**

Kevin Raymond, Secretary  
Phil Sharpe  
Anita Sheety  
Brent Stewart  
Mary Swenson  
John Warner, Vice Chair  
Betty Woods, Chair  
Grace Yuan: Connected by conference phone for a portion of the meeting.

**Western Washington University**

Karen W. Morse, President  
Suzanne Baker, Assistant Secretary to the Board of Trustees  
Andrew Bodman, Provost and Vice President for Academic Affairs  
Wendy Bohlke, Assistant Attorney General  
Stephanie Bowers, Vice President for University Advancement  
Eileen Coughlin, Vice President for Student Affairs and Academic Support Services  
Robert Edie, Vice President for External Affairs  
George Pierce, Vice President for Business and Financial Affairs  
John Purdy, Faculty Senate President  
Elizabeth Sipes, Secretary to the Board of Trustees  
Allison Smith, Associated Student Body President

**1. BOARD OF TRUSTEES**

**a) Resolution No. 2002-14 Recognizing the Service of Board Member Mary Swenson**

Trustee Raymond read Resolution No. 2002-14.

**RESOLUTION NO. 2002-14**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
RECOGNIZING THE SERVICE OF BOARD MEMBER  
MARY SWENSON**

WHEREAS, Mary Swenson of Bellingham, Washington, has served on the Western Washington University Board of Trustees from April 5, 1994 to December 13, 2002; and

WHEREAS, Mary Swenson brought to her appointment as trustee exceptional knowledge, experience, and insight stemming from over 25 years of legal practice and involvement in a broad range of educational issues and community affairs; and

WHEREAS, Mary Swenson, as a resident of Bellingham and as Chair of the Board of Trustees, 2000-2002, contributed her time to the stewardship of the University above and beyond the usual expectations for Board service, and at considerable personal sacrifice; and

WHEREAS, Mary Swenson contributed to the increased stature and the future potential of Western Washington University through her participation in numerous activities and decisions affecting the University;

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees that Mary Swenson be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

President Morse said that Trustee Swenson's leadership was exemplary throughout her tenure on the Board. President Morse presented Trustee Swenson with a plaque and gifts recognizing her service at Western.

Trustee Yuan, speaking via conference phone, said how much she enjoyed working with Swenson during her tenure on the Board. She said that Swenson's experience as an attorney for the City of Bellingham and her work on the Bellingham School District Board enabled her to work easily and sensitively with the community on Western Board issues.

Trustee Warner said that he appreciated Swenson's wisdom and energy and that she set an example for other Board members in their role as a trustee.

Chair Woods said that she served as vice chair of the Board when Swenson was chair and that as they worked together on a Board self-assessment, she had the opportunity to get to know Swenson on a personal and professional level. She said that it was an honor to serve as chair after Swenson.

Trustee Raymond added how much the Board appreciated Swenson's wisdom, common sense, and sense of humor and that all the Board members would miss her.

Trustee Sheety said that she had learned a lot from Swenson and how to tackle a variety of issues.

Trustee Swenson said that she would miss all of the Board members and that it had been a pleasure to serve the institution of Western. She said it also had been a pleasure to serve with President Morse and her wonderful leadership team.

MOTION 12-1-2002      Betty Woods moved that the Board of Trustees of Western Washington University adopt Resolution No. 2002-14 Recognizing the Service of Board Member Mary Swenson.

The motion passed unanimously.

**b) Resolution No. 2002-15 Welcoming Trustee Philip E. Sharpe, Jr.**

Trustee Swenson read Resolution 2002-15.

**RESOLUTION NO. 2002-15**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
WELCOMING TRUSTEE PHILIP E. SHARPE, JR.**

WHEREAS, on October 10, 2002, Governor Gary Locke appointed Philip E. Sharpe, Jr. of Bellingham, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2006; and

WHEREAS, Philip E. Sharpe, Jr. brings to his appointment as a trustee over 20 years of experience in the practice of law and currently is a partner in the law firm of Adelstein, Sharpe, and Serka; and

WHEREAS, Philip E. Sharpe, Jr. brings to his appointment as a trustee an extensive background in community affairs by currently serving on the Bellingham Public Facilities District Board and the Whatcom Community College Foundation Board and previously by serving ten years on the Board of Trustees for Whatcom Community College; and

WHEREAS, Philip E. Sharpe, Jr. brings to his appointment as a trustee a commitment to education by serving as special counsel to the United States Senate Committee on Labor and Human Resources, which has jurisdiction over federal education policies, and also as co-chair of the Bellingham School District campaign that raised \$30 million for the renovation of Bellingham High School; and

WHEREAS, Philip E. Sharpe, Jr. earned his bachelor's degree from Washington State University and a law degree from the University of Colorado School of Law in 1976; and

WHEREAS, Philip E. Sharpe, Jr. has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends hearty congratulations and a warm welcome to Philip E. Sharpe, Jr. as he begins his term on the Board.

MOTION 12-2-2002      Mary Swenson moved that the Board of Trustees of Western Washington University adopt Resolution No. 2002-15 Welcoming Trustee Philip E. Sharpe, Jr.

The motion passed unanimously.

Trustee Sharpe spoke of his regard and affection for the recently-deceased trustee Red Haskell whose seat he is filling on the Board. He said that he learned from his friendship with Red what a remarkable human being Red was. He said that Haskell was a very unassuming man but could move mountains. Trustee Sharpe said that he was humbled and honored to be filling Red's seat on Western's Board.

Chair Woods said that the Board misses Red immensely and welcomes Trustee Sharpe.

### **c) Consent Items**

MOTION 12-3-2002      John Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Approve the minutes of the October 4, 2002 Board of Trustees meeting.
- Approve the minutes of the November 7, 2002 special meeting of the Board of Trustees.
- Approve the awarding of undergraduate and graduate degrees, upon the recommendation of the faculty and subject to the completion of any unmet requirements, to the candidates listed in the files of the Registrar and Graduate Dean, for Fall Quarter 2002, effective December 14, 2002.
- Award a consultant contract to Anvil Corporation, Bellingham, Washington, for a fee of \$90,000 (including reimbursables), to provide engineering services for the construction of new steam and condensate lines in the North Campus area.

The motion passed unanimously.

## **2. PRESIDENT**

### **a) Council of Presidents Coordinated Legislative Agenda**

President Morse said that she attended a Council of Presidents meeting in Seattle a few days prior and was encouraged by the openness of the meeting and the issues on the table.

### **b) Governing Boards Working Group Report**

Trustee Warner gave a report from a recent meeting of the governing boards working group. He said that despite differences among institutions, he was encouraged that the group worked together to find a common message. He said that the group delivered a message to Governor Locke that if state funding for higher education does not increase, institutions would be unable to add to enrollment.

Warner said that the Governor is in the process of developing his budget. Warner said that while the Governor emphasized that higher education is a priority, his description of the budget environment was not encouraging.

### **c) Gardner/Evans Project**

President Morse said that the effort undertaken by former Washington State governors Booth Gardner and Dan Evans to strengthen funding for the capital budgets in higher education benefits the whole spectrum of higher education including technical colleges,

community colleges, and baccalaureate and research universities. The President said that in essence the project asks for an increase of the debt limit to 7.9 percent, which is still under the constitutional limit.

Vice President Edie commented that it was encouraging that two ex-governors, a Democrat and a Republican, were willing to put a proposal forward and tour the state to promote it. He said that Gardner and Evans have formed a non-profit foundation and intend to follow-up with an in-depth study of the operating expenses in higher education and a long, multi-year effort to educate the public, press, and legislators about the status of higher education.

Edie explained that the growth of new construction is squeezing out the ability for the state to provide maintenance and repair to existing buildings. He said that Gardner and Evans are proposing that the state pull out a large portion of the new construction budget and finance it separately, then preserve the base for maintenance and repair. By doing so, both areas can be provided for simultaneously. Edie said that this project has heightened the visibility of higher education, and that it is hopeful the project will lead the discussion on other budget issues and problems facing higher education.

#### **d) Fairhaven College Fire Report**

President Morse reported that a fire at Fairhaven College on November 26, 2002, would be covered by insurance. She said that the University would be working with the insurance companies and staff to ascertain the costs of clean up.

Trustee Warner asked about the cause of the fire. Assistant Attorney General Wendy Bohlke said that fire investigators were still researching the cause. She said that it appears that a clothes dryer was the source of the fire, but that it is in a laboratory being tested.

#### **e) College Restructuring**

##### **Faculty Senate**

Faculty Senate President John Purdy said that on November 18, 2002, at a regularly scheduled Faculty Senate meeting, the Senate passed a motion, "to reject the current proposal on restructuring of the College of Arts and Sciences, with the understanding that this is not a rejection of *change*, nor of the *concept* of restructuring." Purdy said that this statement closely parallels the recommendation of the University Planning Council (UPC), which was approved by Faculty Senate, and also reflects the Faculty Affairs Council of the College of the Arts and Sciences recommendation.

Purdy said that his colleagues are not resistant to change. He said their professional lives are based upon reason, logic, and argument. He said they debated the proposal and previous proposals and assessed their potential to achieve stated goals and weighed them against alternatives and costs, and they found the proposals lacking.

Trustee Swenson asked for further information on the last faculty vote. Purdy said that there had been a question whether or not a recommendation was needed because the minutes of the UPC were passed unanimously and the Senate recommendation is almost identical to the one the UPC needs. Purdy said that although a recommendation rejecting the proposal was already proven, an additional vote was offered. Purdy said that vote was close. The Provost clarified that the vote was 11 to 9 with two abstentions.

##### **Associated Students**

AS President Allison Smith reported that the Associated Students voted in favor of college restructuring and commented on the process they took to gather information and form their conclusion.

Smith said that college restructuring had been discussed extensively with the Student Senate over the last two years. She said that the AS Vice President for Academics sits on the Academic Coordinating Commission and attends Faculty Senate meetings and reports back to the Board of Directors. During the last two years, much information had been brought back to the AS Board regarding college restructuring. Smith said that both the AS Board of Directors and the Student Senate had separate conversations and separate votes but came to the same conclusion in favor of college restructuring. She said that the AS Board and the Student Senate are strongly in support of the proposal and feel that it would be a great benefit to both students and the institution as a whole.

## **President Morse**

President Morse thanked the Board for the opportunity to speak regarding college restructuring and for their careful consideration of the proposal. She noted that a special meeting was held (November 7, 2002) to hear testimony from faculty and staff on issues surrounding college restructuring. She said that this meeting provided the opportunity for faculty and staff to express their concerns.

President Morse said that this is an important and crucial decision for the future of the institution. The President said that she believes that she has heard and responded to the concerns put forth by the faculty. She said that the summary of her recommendations are to establish a College of Humanities and Social Sciences and a College of Sciences and Technology; to hire deans who would report directly to the Provost; and that resources to support the deans' offices be allocated internally. She said that it would be their hope to initiate a search immediately so that the recommended date of implementation could occur by September 1, 2003.

In responding to faculty concerns, she is recommending addressing some strategic, institution-wide concerns: (1) to charge the Faculty Senate committee to review proposed general education curriculum to ensure that the final document integrates a strong liberal arts core and degree programs for Western undergraduates; and, (2) because concern was expressed about the role of interdisciplinary programs, she is recommending a task force be created so that we can better facilitate such programs.

The President emphasized that the past and current efforts of the chairs, deans and faculty in the College of Arts and Sciences are commendable. She said that Western wouldn't have the accolades it has if it were not for these efforts. The President stated that we face a much more complex environment in higher education than in the past. She said that Western must adapt and respond to the needs of our society while at the same time preserve our core values.

President Morse addressed three questions that she found key to the overall discussion:

- Is the proposed change strategic, positioning the University to better meet future needs and challenges?
  - Would the change strengthen the mission of the University by better serving students and faculty?
  - Is the investment warranted, particularly in tight budget times?
1. The decision to form two colleges is strategic. Creation of two colleges will enable the deans to work both internally and externally in a more focused way for faculty and students. It will also build the organization necessary to provide and develop those opportunities for faculty and students.

The President noted that our deans' administrative burdens intensify as the University grows. She said with increasing enrollment and a changing environment for higher education, one cannot expect a dean with an unnecessarily broad span of control (20 departments and 3 programs in Arts and Sciences) to give sufficient attention to meeting departmental, faculty and student objectives as would a dean who oversees fewer departments and programs.

2. Restructuring will strengthen Western's mission. The creation of two colleges will create a narrow span of control enabling each dean to better understand the mission of each department and the needs of faculty within related disciplines. Decision-making and identification of targets of opportunity for faculty and students will be facilitated because the deans' responsibilities will be more focused.

With the dwindling of state resources dedicated to education, the importance of the role of private fund-raising to maintain our competitive edge is well recognized on a national level. The two new deans would be hired with fund-raising as an explicit expectation. Their ability to concentrate on the disciplines within their domain will enhance their likelihood of success in this area.

3. The investment is warranted. The President said that the cost of restructuring was a concern to most faculty and staff who testified. The President recommends that the University meet the fiscal requirements for re-organization through administrative commitment and efficiencies. She said that the monies used to implement this structural change would not be allocated from the instructional budget, but reallocated from the

existing College of Arts and Sciences and University administration budget. The President said that restructuring would be revenue neutral.

President Morse said that faculty and staff were also concerned with implementation issues. She said that she would be charging the Provost with responsibilities for implementation if the recommendation were approved. The President emphasized that it was essential that faculty as stakeholders be integrally involved in addressing these issues. She said that faculty must lead implementation by preparing college mission statements, unit plans, college evaluation plans, budgets and whatever else is necessary to establish a strong and viable college that supports faculty interests in a learning environment.

She said that the Provost would meet with the chairs of the departments within the two colleges to define job descriptions and solicit input on draft descriptions from faculty within the two units. She said that the Provost would solicit nominations from the colleges for faculty to serve on the search committees and will select senior faculty members or administrators from outside each unit to serve as chairs of the search committees.

President Morse said that there were two institution-wide academic concerns that were expressed during faculty testimony. One was a commitment to the liberal arts and the second was interdisciplinary collaboration. The President believes that we should assure that our commitment to the liberal arts remains strong. She said that the strength of our liberal arts program lies in the dedication of faculty University-wide. The University Bulletin states that "Every major concentration -- whether technical, professional or liberal arts -- involves matters that are part of a liberal education."

The President said that the formation of the College of Sciences and Technology would not endanger the role of the liberal arts at Western. She said that student representatives testified that students do not anticipate an isolating experience in having new colleges; rather they believe that they will experience a stronger foundation for each. She said that if her recommendation were approved, she would charge the Provost to ask the Faculty Senate's Academic Coordinating Commission to review any proposed general education curriculum to ensure that the final document integrates a strong liberal arts core into the degree program for Western undergraduates.

The President said that there was considerable concern that interdisciplinary collaboration can more easily occur within a college as opposed to between colleges. There was also a concern that collaborative programs would be negatively affected and that initiatives for interdisciplinary programs would be discouraged by the formation of two colleges. In response to this faculty concern, she said that she would charge the Provost to establish an all-University task force to recommend mechanisms that facilitate, welcome, recognize, and support interdisciplinary efforts.

In conclusion, President Morse said that the most difficult part of her decision was to recommend a course of action about which her colleagues did not agree. The President noted that changes in the administrative structure have taken place throughout the life of the University. The President said that she carefully considered her recommendation to the Board and feels that the restructure is right for the University. She believes that the factors in favor of establishing two new colleges far outweigh those against.

Chair Woods opened up the meeting for questions and comments.

Trustee Stewart asked about the changing role of the deans and the fund-raising responsibilities that the deans would be taking on. He asked if the President had a sense of what percent of the job would be required for fund-raising. The President said that initially she could see about 20 percent of their duties devoted to fund-raising.

Trustee Warner stated that he observed two issues: The first he said was the issue of cost which he believes has to do with timing, not necessarily whether the concept is right or not. He said that given the current budget environment and dwindling state support, fund-raising becomes increasingly important and possibly could make up for the cost of restructuring. His second observation was regarding the comments that the restructure undermines collegiality and interdisciplinary efforts will be impeded. He said if faculty have trouble working together between colleges because of the department they're in, there is another type of problem that needs to be addressed.

President Morse said that the Provost would be working on this and that there are many opportunities for collaboration between departments and colleges.



Trustee Sharpe asked the President what she was sacrificing on the administrative side in order to fund the proposed restructuring.

The President said that she reviewed the budget in her area and there were two positions that she could hold and would be willing to sacrifice in order to implement the restructure. She said that the savings from the positions in the Provost's area and her area, together with the budget from the College of Arts and Sciences administrative structure, would be used to fund the two colleges. The President said that it is her intent that the restructure be totally revenue neutral.

Trustee Stewart said that he thought the implementation plan is an excellent one, but was interested in knowing how it would be communicated beyond today. He acknowledged that this has been a very emotionally charged discussion and it would be good if the opposition could see it as a win-win for the University.

President Morse said that she takes Trustee Stewart's comments seriously and believes that the administration should have extensive dialogue with faculty. She said that the Provost would be meeting with the chairs of the departments and that she would continue discussions with the Faculty Senate to listen to what the needs of the faculty will be during the implementation process.

Chair Woods asked if the effective date of September 1, 2003, continues to be a feasible one. The Provost said that he believed so, but that the search for deans was an unpredictable factor. He said that he would be patient on searches and that he would not appoint someone just to meet the deadline. He said it was a matter of getting the right deans in place and he would be working with the search committees to assure that is the case. Chair Woods asked if the September 1 date was contingent upon finding the deans to fill the spot. The Provost said that he did not think that the September 1 effective date would be contingent on that.

Trustee Yuan said that during the faculty testimony portion of the previous Board meeting, she was troubled by comments on diversity issues. She said that she agrees that Western needs to do more to improve the diversity of the faculty at Western, and she said that has been a primary objective of the Board and the administration. She emphasized that the University's commitment to diversity has not changed.

President Morse said that she reviewed the distribution on the number and percent of faculty by gender and ethnic group and then looked at the actual availability of this population. She said that it's a complex issue and one cannot simply count gender and diversity -- much depends on the availability of candidates nationwide. The President said that the University's commitment to diversity will not lessen and she would continue to work with faculty on this goal.

Trustee Sharpe commented that he thinks the proposal offers focus for both of the newly created colleges. He said that the new deans would be able to focus not only on the needs of the departments but the needs of the students and the University as well. He said that the restructure gives Western the opportunity to re-focus and re-commit to the things the University values, such as interdisciplinary collaboration and a strong liberal arts core. He said that this would not be a difficult decision but for the faculty's position on it. He said that ultimately the Board has a responsibility to position the University for the future and he feels this recommendation accomplishes that.

Trustee Sheety said that from the beginning of her appointment, this issue has been a primary concern. She said that after much deliberation, she feels that the restructure will accentuate the role of the humanities. She said that it will create advocacy and a tighter and more focused unit and that she, as a student of the humanities, is in support of it.

MOTION 12-4-2002

John Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the creation of a College of Humanities and Social Sciences and a College of Sciences and Technology, effective September 2003, to be funded from within existing administrative budgets, with the understanding that an immediate search will begin for the two deans. Further, the Board concurs with the President's recommendation to charge University-wide faculty committees to ensure that the liberal arts core is central to the general education requirements at Western Washington

University and to recommend approaches and mechanisms for fostering interdisciplinary programs.

The motion passed unanimously.

Chair Woods thanked President Morse for having the vision and courage to bring this proposal to the Board. The Board's job is to approve an appropriate structure to help meet the needs of the State of Washington as well as the mission of the University. Chair Woods also thanked Provost Bodman for his work.

Trustee Raymond said that he supported the President's recommendation for all of the reasons she outlined. He thanked the President for her leadership and thanked the Provost for his hard work. He also thanked the faculty, staff and students for the courage, integrity and caring with which they participated in this process.

Trustee Swenson said that she thought the restructuring decision was an easy one based on its merits, but that the difficulty in the decision was due to the lack of consensus. She said that she respects Western's faculty tremendously and their individual and collective goals for the betterment of the University. She said that she feels that it is more the measure of one's mettle how one responds to change, when you don't have the crest of riding with the change and leading it, but rather assimilating a change and reacting gracefully and with integrity. She feels that Western faculty is of that caliber, and she has reason to believe that the faculty will respond in that way and will join in to continue to make this a wonderful University.

The Board adjourned for a five-minute break.

### **3. ACADEMIC AFFAIRS**

#### **a) Academic Presentation: Graduate Education**

Provost Bodman introduced Dr. Moheb Ghali, Vice Provost for Research and Dean of the Graduate School.

Dean Ghali said that his presentation would address three areas:

- The current state of graduate education at Western;
- Viewpoints from stakeholders: A faculty member, an incoming graduate student, and a Masters' student who completed her degree at Western; and,
- Challenges and opportunities facing graduate education at Western.

Dean Ghali said that the purpose of graduate education at Western is to provide students with high quality advanced education, opportunities for conducting original research, and to offer programs designed to advance their professional development.

He said that graduate education at Western has four objectives:

- 1) To prepare students for teaching careers, either in a K-12 school setting or, in some cases, in community and technical colleges.
- 2) To equip students to pursue further graduate education leading to a Ph.D.
- 3) To offer advanced training to practicing professionals who wish to advance their careers.
- 4) To prepare graduates for employment as professionals in government, business, and non-profit sectors.

Dean Ghali discussed the size and scope of graduate education at Western. He said that Western offers six Masters degrees: Master of Arts, Master of Business Administration, Master of Education, Master of Music, Master of Science, and Master in Teaching. He said the Masters degree is offered in 32 graduate program areas and 27 academic units are involved in the program offerings.

Dean Ghali discussed quality control including internal program reviews and external reviews. He also discussed quality indicators and highlighted the quality of research and theses completed by Western graduate students. Other quality indicators include published works by Western graduate students, admission to Ph.D. programs, and regional and national visibility of Western's Graduate School. He also presented information on the market valuation of Western's graduate programs. He said an average of 81 percent of all

Western masters students are fully employed within one year of obtaining their degree in the field in which they were trained.

Dean Ghali introduced the following: Associate Professor James Vyvyan, Department of Chemistry; Natalie Martinez, first-year graduate student; and, Emily Hart Hayes, M.S. in Environmental Science.

Professor Vyvyan provided his perspective on the importance of graduate education as an individual faculty member. From a departmental perspective, he thinks the most important impact that the graduate program has is the instructional support provided by the teaching assistants. He said that frequently his colleagues at institutions that do not have graduate programs and do not have teaching assistants are of the opinion that faculty value graduate programs so they can teach less. He disagrees. He believes that faculty value the instructional support of teaching assistants not because they want to teach less, but because they want to teach differently. He said that the assistants enhance the experience of the undergraduates in the major program because the faculty are able to work more closely with those undergraduate majors than they would otherwise.

Ms. Martinez, a first-year graduate student in English, is a teaching assistant in the Department of English. Ms. Martinez said that what enticed her to Western was the offer of a teaching assistantship. She said that what she has noticed consistently on Western's campus is the support of the faculty. She said that she has benefited from the opportunity not only to learn theory but to apply it in the classroom as well.

Ms. Emily Hart Hayes earned her Masters of Science in Environmental Science last summer with a GPA of 4.0. She is currently teaching two courses in Environmental Toxicology and Chemistry at Huxley College of the Environment. She said that Western's small size gives it an edge above the research institutions in granting masters degrees and attracting students who want to earn masters degrees and not Ph.D.'s. She said that Western's graduate programs foster learning and high quality research in a non-threatening atmosphere. Her hope is that Western will continue to foster and support its graduate programs.

Dean Ghali discussed the challenges and opportunities within the Graduate School. He said that the small size of the program is a challenge. He feels that Western's graduate programs are below what a critical size for graduate education should be. At present, graduate students represent 6 percent of enrollment at Western. For a number of years Western has set the goal for graduate enrollment in its Strategic Plan at 10 percent. He said the challenge is to determine the optimum ratio of graduate to undergraduate students -- one that maximizes the quality of both undergraduate and graduate education at Western.

Dean Ghali said that graduate education at Western is expensive and represents another challenge. Full-time tuition and fees for this academic year are \$15,495 for non-residents and \$5,262 for residents. He said the challenge is to make full-time graduate education a viable economic option for bright students. He said that by increasing the amount of financial support available in the form of Graduate Teaching Assistantships, fellowships, and tuition waivers, could ease the financial burden for students. Dean Ghali stated that types of programs, faculty resources, and retraining of scientists and engineers also represent challenges for the Graduate School.

Trustee Warner asked what percentage of a graduate student's tuition is paid from fellowships. Dean Ghali said that two types of students receive tuition waivers, one is the teaching assistantship and the other category of assistance is designed to attract applicants to certain disciplines. He said Western supports not more than 25 to 28 percent of its graduate students.

Trustee Raymond commented that it seemed as though interdisciplinary collaboration could excel from within the Graduate School and could meet the needs of the outside world and could also provide a niche for Western. Dean Ghali said that Western has to seize the opportunity to move in the direction of interdisciplinary programs or be left behind.

#### **4. BUSINESS AND FINANCIAL AFFAIRS**

##### **a) Major Capital Projects Status Report**

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

**b) Annual Financial Report for the University**

**c) Housing and Dining Financial Statements**

**d) Bookstore Financial Statements**

Vice President Pierce introduced Trustee Swenson as the Board of Trustees representative for University financial statements. He said that Trustee Swenson sat on three exit interviews: one with the State Auditor to conclude the annual financial report for the University, and the other two with a private consultant for the Bookstore and Housing and Dining Systems.

Trustee Swenson added that Trustee Sheety attended the exit interviews as well and that it was good to have two Board representatives attending.

Swenson commented on the University's implementation of new accounting rules for financial reporting. The change in reporting was required by the Governmental Accounting Standards Board (GASB), the independent creator of accounting rules for state and local governments, including public colleges and universities. Swenson said that the institution is to be congratulated on getting up to speed quickly with the new requirements.

Swenson said that the significant changes to financial statements include a single column of figures instead of the multi-column fund accounting Western previously had. The single column of figures will make the report look more like a private sector statement. Other changes noted were that depreciation is now included and interest on debt as it accrues is included.

Swenson said that the State Auditor complimented staff that all of the issues that came up last year were fully resolved to their satisfaction.

Swenson reported that the independent auditor for the Housing and Dining and Bookstore Systems found no findings. She summarized that the financial performance demonstrates that both of these divisions are in solid financial shape.

Swenson noted two items from the session with the State Auditor on the University-wide audit.

The first was an issue with the 32<sup>nd</sup> Street building. In 1998, when the University had a critical need for additional office space, the University sought to purchase a building. Several optional locations were considered. A proposal for a building to be built on 32<sup>nd</sup> Street that was being designed by the private sector was selected. During that time Western worked with legal counsel, who advised the Board that it was not required to follow the state-wide bidding public works processes since the proposal was to purchase real estate with a new building on it. Now, three years later in hindsight, the Assistant Attorney General who advises the State Auditor, has concluded that Western and institutions like ours can never purchase, under those types of circumstances, a building that is not fully built. Swenson said that given the good faith that the University proceeded with there would not be any implications from this citing other than to inform us that is the case.

Assistant Attorney General Wendy Bohlke said the auditors felt that Western did not follow the correct public works process. She explained that public works laws exist for several reasons. One is to ensure that there is a public process in order to save public resources, and the second, which is emeshed within that, is to ensure that the workers who are building the structure are paid prevailing wages. Bohlke said that both of those items were present in the process that Western followed.

Bohlke said it would behoove the University to seek legislative change to have the same design-build authority that University of Washington and Washington State University have.

Chair Woods asked about the process for making a response to the audit. Trustee Swenson confirmed that the University would respond to the finding. Trustee Swenson said the second issue that was reported was on invoicing of conference accommodations and expenses.

Swenson said that other than those two issues there were many positive comments about the diligence and cooperation of the staff.

Vice President Pierce recognized Mary Carlson, Assistant Vice President for Business and Financial Affairs, and her staff, Terry Ely, Accounting Director, and Shonda Shipman, Financial Reporting Manager, worked with auditors to put all the GASB information into the correct format.

Pierce said that staff are in the process of producing the final draft of the University Financial Statement. He said that it would become available sometime in January.

Chair Woods said that the University Police Report would be moved on the agenda until after lunch.

## **5. STUDENT AFFAIRS**

### **a) Student Rights and Responsibilities Code -- Amended Chapter 516-23 WAC**

Vice President Coughlin provided Board members copies of the original Student Rights and Responsibilities Code and the proposed new Code. She said that the proposed changes include technical amendments and also clarify the University's behavioral expectations of students. She noted that a public hearing was held on the matter and that no opposition was heard at that hearing.

MOTION 12-5-2002      Mary Swenson moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve adoption of the new Chapter 516-23 WAC, Student Rights and Responsibilities Code.

The motion passed unanimously.

**The Board adjourned at 11:53 a.m. for lunch.**

**At 1:00 p.m. the Board reconvened in Old Main 340.**

## **6. BUSINESS AND FINANCIAL AFFAIRS**

### **a) University Police Report**

Vice President Pierce presented the annual University Police Report.

## **7. STUDENT AFFAIRS**

### **a) Clery Act (Student Right-to-Know Act)**

Vice President Coughlin presented an update on the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act and provided copies of the *In Brief* brochure.

### **b) Housing & Dining System Capital Plan for Residential Projects**

Vice President Coughlin recognized staff involved with the capital plan for residential projects: Kay Rich, Director of University Residences and Interim Director of Viking Union; Kurt Willis, University Residences Associate Director for Business and Information Systems; and, Linda Beckman, Division Director of Budget and Administration for Student Affairs and Academic Support Services.

Dr. Coughlin said that her presentation would focus on four areas: (1) introduce to the Board the new Financial Advisor for the University; (2) review the fiscal principles that were adopted in 1993; (3) update the Board on the Capital plan; and, (4) present several optional site locations for future new residence halls.

Linda Beckman introduced Susan Musselman, of the independent advising firm Susan D. Musselman, Inc., as the new financial advisor for the University. The new financial advisor serves the entire University, assisting with issues surrounding Parking, Housing, and the Student Recreation Center. Ms. Musselman has 20 years of experience in public finance and is currently the financial advisor to Central Washington University and Washington State University.

Beckman reviewed for the Board the fiscal principles for the Housing and Dining System and reported on current housing renovation projects. She reported that the Highland Hall

renovation is halfway completed and that the project consisted of upgrades to ventilation systems, seismic data lines, and furnishings. Beckman said that the renovation to Birnam Wood apartments would be quite extensive and that costs needed to be increased due to asbestos abatement.

Beckman presented site location options for new residence halls. She said that the projected demand would be for a total of 150 new residence hall beds. She listed the new site location options in priority order, the first for Ridgeway, the second in Fairhaven, and the third at Highland.

The Board concurred with the capital projects and proposed financial plan as presented.

MOTION 12-6-2002      Brent Stewart moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a consultant contract to Olympic Associates, Seattle, Washington, for a fee of \$128,258 (including reimbursables), to provide construction administration services for the renovation of Birnam Wood, Phases I and II.

The motion passed unanimously.

## **8. EXTERNAL AFFAIRS**

### **a) External Affairs Report**

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

Edie provided copies of the 2001-2002 President's Report.

Edie handed out documents from the Gardner/Evans announcement.

Edie said that he was among a small group of people that were asked by ex-governors Gardner and Evans to help design and structure a capital proposal for the next ten years for higher education. Edie said that he emphasized three things in promoting this project:

- That the group work openly with the legislature;
- That the group emphasize that this proposal has the potential to be one of the few bright things that comes out of the next session of the legislature; and,
- That this is a very timely proposal with interest rates at the lowest level they've been in decades and the need for economic stimulus in the state.

Edie said that the design of the proposal is to provide an extra source of funding for new construction so that the base capital budget is freed up for more maintenance and repair. The joint audit committee of the legislature has come out with a report that states that the maintenance and repair needs of higher education are somewhere between one and two billion dollars. He said that the proposal is approximately a 50 to 60 percent increase in construction and maintenance and repair in higher education over the next ten years. He explained that the financing of the proposal would be accomplished by increasing the statutory debt limit to 7.9 percent.

### **b) Legislative Update**

Vice President Edie reported that the governor's budget would be presented in the next week and that there would be more detail coming soon.

## **9. UNIVERSITY ADVANCEMENT**

President Morse introduced Stephanie Bowers as Vice President for University Advancement. She said that this was the first meeting for a Vice President of University Advancement sitting at the Board table.

Vice President Bowers introduced Ted Pratt who was recently appointed as Interim Director of Alumni Relations and Executive Director of the Alumni Association for a one-year time period. She noted that Mr. Pratt holds two Western degrees and in addition has worked on campus for over 15 years. She said that Pratt is on leave from his duties as Dean of Students to work with the Alumni.

Bowers handed out a WWU Foundation folder with materials that provides information on the Foundation, scholarships and faculty and academic support. She also distributed an Academic Resource Book, which is a compilation of every academic department on Western's campus.

**a) Development Report**

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

**b) Alumni Relations Report**

Vice President Bowers provided Board members a written report updating them on the University's Alumni Relations.

**10. FACULTY SENATE**

**a) Bylaw Change - 12.2 Senate Elections: Nominations**

Faculty Senate President John Purdy proposed that the language of bylaw 12.2 Senate Elections be changed from two voting faculty members to five voting faculty members. He said that when language was approved at the June 2002 Board meeting to change the number of signatures required for eligible faculty to be nominated to Senate positions from "five" to "two," it was done in error. He said that the Senate voted down a motion to make this change, but the change was forwarded to the Board in error. The Senate wishes to retain the original language unchanged, which requires "five" signatures and asks the Board to approve the original language.

MOTION 12-7-2002      Kevin Raymond moved that the Board of Trustees of Western Washington University, approve the following bylaw change to 12.2 Senate Elections:

*BL 12.2 Nominations. Eligible Faculty members are nominated for Faculty Senate positions by a petition signed by ~~two~~ five voting members of the Faculty. The petition must include a signed statement from the candidate to the effect that the candidate accepts the nomination and is willing to serve if elected.*

The motion passed unanimously.

**11. ASSOCIATED STUDENTS**

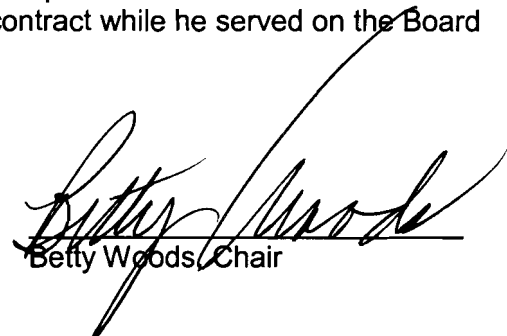
No items were brought forward by the Associated Students.

**12. EXECUTIVE SESSION**


There were no items for Executive Session.

Assistant Attorney General Wendy Bohlke said that she had developed an informational handout on legal obligations of Board members and has reviewed this document with new trustees as they've come on to the Board. She said that conflict of interest information is included in this handout. She said that Trustee Sharpe has completed a Conflict of Interest form, as he is a member of a law firm that has a pre-existing contract to provide legal services to the University in land use and related matters. Trustee Sharpe indicated he and others in his firm would not do any work for the University under that contract while he served on the Board of Trustees.

The Board adjourned at 1:50 p.m.

  
Betty Woods, Chair

ATTEST:

  
Kevin Raymond, Secretary

**RESOLUTION NO. 2002-14**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
RECOGNIZING THE SERVICE OF BOARD MEMBER  
MARY SWENSON**

WHEREAS, Mary Swenson of Bellingham, Washington, has served on the Western Washington University Board of Trustees from April 5, 1994 to December 13, 2002; and


WHEREAS, Mary Swenson brought to her appointment as trustee exceptional knowledge, experience, and insight stemming from over 25 years of legal practice and involvement in a broad range of educational issues and community affairs; and

WHEREAS, Mary Swenson, as a resident of Bellingham and as Chair of the Board of Trustees, 2000-2002, contributed her time to the stewardship of the University above and beyond the usual expectations for board service, and at considerable personal sacrifice; and

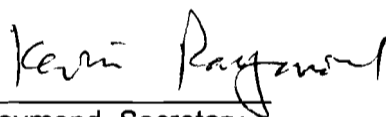
WHEREAS, Mary Swenson contributed to the increased stature and the future potential of Western Washington University through her participation in numerous activities and decisions affecting the University;

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees that Mary Swenson be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on December 13, 2002.

  
Betty Woods, Chair

ATTEST:

  
Kevin Raymond, 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. 2002-14 is a true and correct copy of a resolution of the Board finally adopted at the regular meeting thereof held on the 13<sup>th</sup> day of December 2002, 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 13th day of December 2002.

  
Kevin Raymond, Secretary



**RESOLUTION NO. 2002-15**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
WELCOMING TRUSTEE PHILIP E. SHARPE, JR.**

WHEREAS, on October 10, 2002, Governor Gary Locke appointed Philip E. Sharpe, Jr. of Bellingham, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2006; and

WHEREAS, Philip E. Sharpe, Jr. brings to his appointment as a trustee over 20 years of experience in the practice of law and currently is a partner in the law firm of Adelstein, Sharpe, and Serka; and

WHEREAS, Philip E. Sharpe, Jr. brings to his appointment as a trustee an extensive background in community affairs by currently serving on the Bellingham Public Facilities District board and the Whatcom Community College Foundation board and previously by serving ten years on the Board of Trustees for Whatcom Community College; and

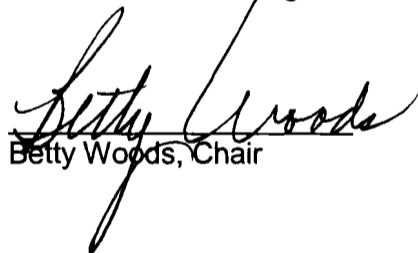
WHEREAS, Philip E. Sharpe, Jr. brings to his appointment as a trustee a commitment to education by serving as special counsel to the United States Senate Committee on Labor and Human Resources, which has jurisdiction over federal education policies, and also as co-chair of the Bellingham School District campaign that raised \$30 million for the renovation of Bellingham High School; and

WHEREAS, Philip E. Sharpe, Jr. earned his bachelor's degree from Washington State University and a law degree from the University of Colorado School of Law in 1976; and

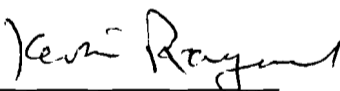
WHEREAS, Philip E. Sharpe, Jr. has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends hearty congratulations and a warm welcome to Philip E. Sharpe, Jr. as he begins his term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on December 13, 2002.

  
Betty Woods, Chair

ATTEST:


  
Kevin Raymond, 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. 2002-15 is a true and correct copy of a resolution of the Board finally adopted at the regular meeting thereof held on the 13th of December 2002, 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 13th day of December 2002.

  
Kevin Raymond, Secretary