

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
October 11, 12, 2012**

FRIDAY, OCTOBER 12, 2012

Location: Old Main 340

Time: 8:00 a.m.

- 1. CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Board of Trustees Meeting, August 16, 17, 2012
 - Board of Trustees Retreat, September 17, 18, 2012

- 2. PUBLIC COMMENT**
8:05 – 8:15

- 3. RECOGNITIONS AND INTRODUCTIONS**
8:15 – 8:30
 - Karen Hoelscher, Outstanding Faculty Leadership Award Recipient
 - Kevin Dixey, Outstanding Classified Staff Award Recipient
 - Dana Edward, Professional Staff Award of Excellence Recipient
 - Willy Hart, Diversity Achievement Award Recipient
 - Andy Bunn, Carl H. Simpson Bridging Award Recipient
 - James Loucky, Philip E. Sharpe Jr., Community Engagement Award Recipient
 - Team Recognition Award

- 4. BOARD CHAIR**
8:30– 8:40
 - Resolution No 2012-09 Welcoming Trustee Susan K. Sharpe
 - Summary of Board of Trustees Retreat

- 5. UNIVERSITY PRESIDENT**
8:40 – 8:50

- 6. ASSOCIATED STUDENTS**
8:50– 9:00

- 7. FACULTY SENATE**
9:00 – 9:10

ACTION ITEMS

8. ESTABLISHMENT OF DESIGN DEPARTMENT, COLLEGE OF FINE AND PERFORMING ARTS

9:10 – 9:15 Presentation: Catherine Riordan, Provost & VP for Academic Affairs
Gaye Green, Department of Art
Elsi Vassdal-Ellis, Department of Design

9:15 – 9:20 Discussion

9. ABOLISHMENT OF EDUCATIONAL LEADERSHIP DEPARTMENT, WOODRING COLLEGE OF EDUCATION

9:20 – 9:25 Presentation: Catherine Riordan, Provost & VP for Academic Affairs
Francisco Rios, Dean, WCE

9:25 – 9:30 Discussion

DISCUSSION ITEMS

10. COMPASS 2 CAMPUS UPDATE

9:30 – 9:40 Presentation: Cyndie Shepard, Director, Compass 2 Campus

9:40 – 9:50 Discussion

BREAK – 9:50 – 10:10 A.M.

11. CARVER ACADEMIC RENOVATION

10:10 - 10:20 Presentation: Richard Van Den Hul, VP of Business & Financial Affairs
Ed Simpson, Assistant Director, Facilities Development & Capital
Budget
LMN Architects, Seattle, WA

10:20 – 10:30 Discussion

12. FALL OPENING

10:30 - 10:40 Presentation: Eileen Coughlin, Sr. VP & VP for Enrollment & Student Services

10:40 - 10:50 Discussion

13. CENTER FOR INTERNATIONAL STUDIES REORGANIZATION

10:50 – 10:55 Presentation: Catherine Riordan, Provost & VP for Academic Affairs
Earl Gibbons, Vice Provost for Extended Education
Vicki Hamblin, Exec. Director, CIS

10:55 – 11:00 Discussion

14. **HONORS PROGRAM**
11:00 – 11:10 Presentation: Catherine Riordan, Provost & VP for Academic Affairs
Steve Vanderstaay, Vice Provost for Undergraduate Education
George Mariz, Director, Honors Program
11:10 – 11:20 Discussion
15. **CAMPAIGN UPDATE**
11:20 – 11:30 Presentation: Stephanie Bowers, Vice President for University Advancement
11:30 – 11:40 Discussion

REPORTS

16. **AUDIT COMMITTEE REPORT**
11:40 - 11:50
17. **INFORMATION ITEMS**
11:50 – 12:00

Academic Report
Alumni Relations Report
Capital Program Report
Development Report
Office of the Internal Auditor Annual Report
University Relations Report
WWU Annual Report : <http://www.onlinefast.org/wwutoday/annualreport>
18. **MEETING EVALUATION & FUTURE AGENDA TOPICS**
19. **DATE FOR NEXT REGULAR MEETING: December 13, 14, 2012**
20. **ADJOURNMENT**
21. **LUNCH - Board of Trustees with Associated Students Board of Directors in Viking Commons.**

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard
DATE: October 12, 2012
SUBJECT: **Approval of the Minutes**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustees Meeting Minutes.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- Approval of the Minutes of the Board of Trustees Meeting, August 16, 17, 2012
- Approval of the Minutes of the Special Board of Trustees Meeting, September 17, 18, 2012

Supporting Information:

Minutes of August 16, 17, 2012
Minutes of September 17, 18, 2012

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
August 16, 2012**

1. CALL TO ORDER

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 3:07 p.m., August 16, 2012, at Lakewood Lodge, 2410 Lake Whatcom Blvd., Bellingham, WA.

Board of Trustees

Betti Fujikado, Secretary
Dennis Madsen
Joseph Meyer
Ralph Munro
Karen Lee, Vice Chair
Phil Sharpe
Dick Thompson
Peggy Zoro, Chair

Western Washington University

Bruce Shepard, President
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Paul Cocks, Director, University Communications
Eileen Coughlin, Vice President for Enrollment and Student Services
Paul Dunn, Sr. Executive Assistant to the President
Ethan Glemaker, President, Associated Students
Catherine Riordan, Provost and Vice President for Academic Affairs
Karen Stout, President, Faculty Senate
Liz Sipes, Secretary to the Board of Trustees
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs

2. SPECIAL REPORTS

A. WESTERN'S SHARED COMMITMENT TO EXCELLENCE

Bruce Shepard, President, stated that Western Washington University is widely known for its quality of academic programs due to its dedicated faculty. Steven Garfinkle, President of UFWW and members of the UFWW Executive Board: Chuck Lambert, Bill Lang, Seth Fineberg, Sandra Alferts, Jeff Young, Kevin Leonard, and Bill Lyne, thanked the Trustees for standing behind Western's commitment to academic excellence, of which faculty is a critical

component. The UFWW Executive Board also thanked the Trustees for their support of President Shepard and for the President's and the administration's commitment to academic excellence. Garfinkle said that it means a great deal to the faculty to work at an institution that has a Board that recognizes how central faculty are to fulfilling the mission of the university. Bill Lyne noted that a huge amount of credit goes to President Shepard for the remarkable way in which he has brought the university together in a very short time.

Peggy Zoro, Chair, said that preserving the excellence of Western is a priority for the Board and improving the faculty salaries has been a priority for several years.

B. A UNIVERSITY THAT NEVER RESTS – HOW SUMMERS ARE USED AT WWU

Academic Affairs:

Catherine Riordan, Provost, opened the presentation by stating that Academic Affairs does not slow down in the summer. Karen Stout, Faculty Senate President, reported that Western had over 239 students studying around the globe, such as studying Marine Biology in Baja, Sustainability in Greece, Service Learning in Rwanda, Ecogastronomy in Italy, and Canadian Studies in Quebec. During Summer Session students were actively engaged in internships, summer classes were held in King County, and this year the annual Grandparents "U" included Shannon Point Marine Center. This year was the 30th anniversary of Western's Summer Youth Programs and the Asia University American program celebrated its 25th year. Stout noted that Western's faculty are also busy revising their courses during the summer. Kathy Kitto, Acting Vice Provost for Research & Dean of the Graduate School, noted that faculty/student research programs are very active over the summer and this is the time that faculty write their research proposals to external agencies. Kitto reported that during the summer, graduate studies faculty spend time on reorganization and revision of programs and new programs.

Enrollment and Student Services:

Eileen Coughlin, Sr. Vice President and VP for Enrollment and Student Services reported that her division hosts both Summerstart & Transitions, orientation programs for new students to Western. They also address the needs of returning students. Behind the scenes they are actively engaged in project upgrades and improvements in University Residences, and they are actively engaged in addressing the conference and camp needs of Western departments and outside groups.

Summer camps are offered in athletic sports and recreation services. Lynda Goodrich, Director of Athletics, reported that the Summer Athletic camps started in 1974 and have grown to five sports camps for both boys and girls. Some of Western's great student athletes have been recruited through these camps.

Sara Wilson, Special Assistant to the Vice President of Enrollment and Student Services, said that the annual planning and professional development conference, "Nakama" is an opportunity to bring the ESS division together. This is 24th year of the conference and approximately 200 Western staff members attended.

Business and Financial Affairs:

Richard Van Den Hul, Vice President for Business & Financial Affairs, said that this summer BFA has a number of behind the scenes projects and also some visible construction projects. There are currently over 200 active projects, including public works projects, job-order contracts, and public work design projects. These team efforts include staff from facilities design and project management, the lock shop, the custodial staff, parking lot maintenance, business services, and environmental health and safety.

The summer is also spent preparing the Capital Budget information and the Operating Budget requests. Van Den Hul said the division updates goals, critically looks at the division areas and implements needed changes. The Emergency Management & Training program is also conducted over the summer months. At the end of June BFA also closes out the current fiscal year, starts a new fiscal year, and plans for the next biennium.

University Advancement:

Stephanie Bowers, Vice President for University Advancement and Executive Director for the Western Foundation, said that a full calendar of activities continue throughout the summer, including the President's Club BBQ's in Bellingham and Seattle. The Alumni Association also hosts many activities. The University Advancement division has spent time planning and restructuring the major gifts program, the estate planning program, the stewardship program, the alumni membership and annual fund, and has rewritten process policies.

University Relations:

Steve Swan, Vice President of University Relations, reported that Sherry Burkey, Associate Vice President for University Relations coordinates fourteen different reports required by OFM. Swan noted that since the end of the legislative session there have been several requests from legislative staff to learn about what is going on at WWU. Burkey is also helping to conduct a search for a new Director for the Council of Presidents.

This summer University Relations hosted the annual Munro Seminar and also prepared for the upcoming legislative session. Each area of University Relations is updating and planning for upcoming year.

3. EXECUTIVE SESSION

At 4:32 Chair Zoro announced that the Board would convene in Executive Session for approximately 30 minutes to discuss personnel, real estate and legal issues as authorized in RCW 42.30.110. The Board reconvened at 5:07 p.m. and made the following motion.

RESOLUTION NO. 2012-06

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
AUTHORIZING INDEMNIFICATION**

WHEREAS, a legal action, as designated below, has been commenced involving this institution of higher education; and

WHEREAS, the officer and employee of the institution designated below has requested the board to authorize his defense under RCW 28B.10.842; and

WHEREAS, the Board has made a determination that such designated individual was acting in the performance of his duties and in good faith;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Western Washington University hereby specifically finds that the individual designated below acted within the scope of authority and in good faith with regard to the conduct alleged by the plaintiff to be wrongful, and the Board specifically authorizes defense and approves indemnification by the State pursuant to RCW 28B.10.842.

DONE in an open meeting by the Board of Trustees of Western Washington University this 16th day of August 2012.

Peggy Zoro, Chair

ATTEST:

Betti Fujikado, Secretary

Title of Action: Scott B. Stevens v. Western Washington University and Bruce Shepard, Cause No. 12-2-00891-1, Thurston County Superior Court

Individuals Indemnified: Bruce Shepard

I, Wendy Bohlke, Senior Counsel, Assistant Attorney General assigned to the university, have reviewed the facts and circumstances involving the request for indemnification and I concur in the determination by the Board of Trustees.

_____ August ____, 2012
Wendy Bohlke, Assistant Attorney General

_____ August ____, 2012
Deputy Attorney General

Indemnification

Approved _____ Disapproved _____

MOTION 08-01-12 Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the Board Chair, approve Resolution No. 2012-06 authorizing defense and indemnification of Bruce Shepard, President of Western Washington University.

Meeting recessed at 5:08 p.m.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MINUTES
August 17, 2012**

1. CALL TO ORDER, APPROVAL OF MINUTES

Chair Peggy Zoro reconvened the regular meeting of the Board of Trustees of Western Washington University to order at 8:00 a.m., August 17, 2012, in OM 340, Western Washington University, Bellingham, WA.

Board of Trustees

Betti Fujikado, Secretary
Dennis Madsen
Joseph Meyer
Ralph Munro
Karen Lee, Vice Chair
Phil Sharpe
Dick Thompson
Peggy Zoro, Chair

Western Washington University

Bruce Shepard, President
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Sherry Burkey, Associate Vice President for University Relations
Paul Cocks, Director, University Communications
Eileen Coughlin, Vice President for Enrollment and Student Services
Paul Dunn, Sr. Executive Assistant to the President
Ethan Glemaker, President, Associated Students
Catherine Riordan, Provost and Vice President for Academic Affairs
Karen Stout, President, Faculty Senate
Liz Sipes, Secretary to the Board of Trustees
Steve Swan, Vice President for University Relations
Richard Van Den Hul, Vice President for Business and Financial Affairs

MOTION 08-01-2012 Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the minutes of the Board of Trustees Meeting, June 7, 8, 2012.

Motion carried.

2. PUBLIC COMMENT

Per Substitute House Bill 2313, effective June 7, 2012, time was provided for public comment at the August 17, 2012 regular meeting of the Board of Trustees. There were no requests for public comment.

3. RECOGNITIONS AND INTRODUCTIONS

- **Associated Students Board of Directors**

Ethan Glemaker, 2012-2013 President of the AS Students asked each of the AS Board of Directors to introduce themselves:

- Victor Celis, Vice President for Academics
- Katie Savinski, Vice President Student Life
- Carly Roberts, Vice President for Activities
- Hung Le, Vice President for Business Operations
- Patrick Stickney, Vice President for Government Affairs
- Deng Duot, Vice President for Diversity

- **Dana Jack, Professor, Fairhaven College of Interdisciplinary Studies**

Roger Gilman introduced Dana Jack, recipient of the Ursula Gielen Global Psychology Book Award. Jack received the award for her latest book, *"Silencing the Self Across Cultures: Depression and Gender in the Social World."* Jack earned her BA at Mount Holyoke College, her MSW at University of Washington, and her Ed.D. at Harvard University.

4. BOARD CHAIR

Betti Fujikado read Resolution No. 2012-07 Welcoming Trustee Joseph Meyer

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

RESOLUTION NO. 2012-07 WELCOMING TRUSTEE JOSEPH MEYER

WHEREAS, on August 6, 2012, Governor Christine Gregoire appointed **JOSEPH MEYER** of Seattle, Washington, to serve a one-year term on the Western Washington University Board of Trustees; and

WHEREAS, **JOSEPH MEYER** is a senior in good standing at Western Washington University pursuing a B.A. in Economics/Environmental Studies with minors in Business Administration and Energy Policy; and

WHEREAS, JOSEPH MEYER brings to his appointment as a trustee dedication to the campus community through his service as the Associated Students Legislative Liaison, as Chairperson of the AS Election Board, as a member of the Board for the Washington Student Association, and as an administrative aid for Western Advocates and Western Votes; and

WHEREAS, JOSEPH MEYER brings to his appointment as a trustee dedication to his community through his leadership experience on as an intern with the Washington Clean Technology Board, as a designer and leader of an Eagle Scout project; as a U.S. Senate Page in Washington .D.C., and as a Constituent Services Intern for Senator Maria Cantwell; and

WHEREAS, JOSEPH MEYER was nominated by an Associated Students committee to serve as a student member of the Western Washington University's Board of Trustees; and

WHEREAS, JOSEPH MEYER 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 a warm welcome to **JOSEPH MEYER** 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 August 17, 2012.

MOTION 08-02-2012 Dick Thompson moved that the Board of Trustees upon the recommendation of the Board Chair accept Resolution No. 2012-07 Welcoming Student Trustees Joseph Meyer.

Motion carried

Dennis Madsen read Resolution No. 2012-08 Recognizing the Services of Trustee Phil Sharpe.

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**RESOLUTION NO. 2012 – 08
RECOGNIZING THE SERVICE OF 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 Governor Christine Gregoire reappointed him for a second term October 1, 2006 through September 30, 2012; and

WHEREAS, Philip E. Sharpe, Jr. brought 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. brought to his appointment as a trustee an extensive background in community affairs by 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. brought 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. as a resident of Bellingham and having served two terms as trustee on the Board, and as Chair of the Board of Trustees for 2008-2010, contributed his time to the stewardship of the University above and beyond the usual expectations for board service and at considerable personal sacrifice; and,

WHEREAS, Philip E. Sharpe, Jr. contributed to the increased stature and the future potential of Western Washington University through his participation in numerous activities and decisions affecting the University, including Chair of the Presidential Search Committee; and

WHEREAS, Phillip E. Sharpe, Jr. provided critical contributions during periods of major transition in its presidential leadership and transformation in its strategic direction, funding realities, and organizational culture; and

WHEREAS, Philip E. Sharpe, Jr. is an Honorary Distinguished Alumnus of Western Washington University; and

WHEREAS, Philip E. Sharpe, Jr. has exemplified what community services means as an engaged citizen, public servant and trustee; and

NOW, THEREFORE BE IT RESOLVED, that Western Washington University renames its prestigious annually conferred Community Engagement Award, the ***Philip E. Sharpe, Jr. Community Engagement Award***;

AND NOW, THEREFORE BE IT FURTHER RESOLVED, that Philip E. Sharpe, Jr. is the first recipient of the ***Philip E. Sharpe, Jr. Community Engagement Award***;

AND NOW, THEREFORE BE IT FURTHER RESOLVED, by the Board of Trustees of Western Washington University that **Philip E. Sharpe, Jr.** 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 August 17, 2012.

MOTION 08-03-2012 Dennis Madsen moved that the Board of Trustees upon the recommendation of the Board Chair approved Resolution No. 2012-08 Recognizing the Service of Trustee Phil Sharpe.

Motion carried.

5. UNIVERSITY PRESIDENT

Bruce Shepard, President, shared some reflections of the past year. Last year was a very successful and innovative year, and Shepard said that he is looking forward to the year ahead.

Chris Cox, Dean of Libraries was recognized for his leadership, planning and oversight for the university's libraries, including the main Mabel Zoe Wilson Library, the University Archives and Center for Pacific Northwest Studies, and a branch music library since 2008. Dean Cox has accepted the position of Dean of Library Services at the University of Northern Iowa.

5. ASSOCIATED STUDENTS

Ethan Glemaker, AS President, shared the Associated Students Strategic Plan. This comprehensive plan will set a strategic direction for the organization and will include mission, values, and objectives of the organization. Glemaker noted that the five values: Student Representation, Collaboration, Student Learning and Development, Inclusion, and Community and Social Engagement, guide them in developing their legislative agenda, issues that effective students, and the way they spend the resources in the AS. The Associated Students also have identified four Strategic Objectives that will move the AS toward fulfilling the mission and upholding the values of the AS.

6. FACULTY SENATE

Karen Stout, Faculty Senate President, briefed the Board on recent activities of the Faculty Senate. Stout said the Senate has been with working with the UPRC and other committees on of data gathering and quantifying quality, etc. Stout has spent the summer working with new members of the Senate Executive Committee, and revising governance documents. Stout reported that she has offered several classes in collaboration with Whatcom County through the Whatcom County Executive office.

7. CONSENT ITEMS

MOTION 08 -04 -2012 Ralph Munro moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent item:

- Approval of Summer Quarter Degrees

Motion carried.

At 9:57 Chair Zoro announced a ten minutes break. The Board reconvened at 10:10 a.m.

8. 2013-2015 BIENNIAL OPERATING BUDGET REQUEST

Bruce Shepard, President, said that the 2013-2015 Biennial Budget Request is the result of a bottom-up, strategically driven process. The request, driven by Western's mission to serve the people of the State of Washington, will be sent to the Governor's Office of Financial Management for her prioritization and recommendation.

Based upon the state's fiscal situation and the governor's recommendation, Western will begin a bottom-up process in January for a possible re-prioritizing. Included in the request are: Restoration of One-Time Cuts; Compensation for faculty and staff; Maintenance and Operations, and the four Decision Packages – Engineering, Energy, Math/Science Teacher Preparation, and Leveraging Leadership of Returning Veterans – A Northwest Higher Education Partnership Proposal. The final operating budget will be brought to the Board in June 2013 for their action.

MOTION 08-05-2012 Dennis Madsen moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2012-2015 biennial operating budget request of \$114,826,174 in state funds, in support of academic, administrative and departmental operations.

Motion carried.

9. COLLEGE OF SCIENCES & TECHNOLOGY VIDEO: RESPONDING TO STEM CHALLENGES

The College of Sciences and Technology is producing a series of videos highlighting the quality undergraduate STEM educations available at Western. Jeff Wright, Dean of CST, shared the first video in this series that will be shared with current and potential students, parents, employers, and state decision makers.

10. EDUCATIONAL COLLABORATIONS

Francisco Rios, Dean of the Woodring College of Education, introduced Karen Dade, the new Associate Dean of Woodring. Dade gave a brief introduction of herself to the Board.

Rios shared the mission statement of the Woodring College of Education, part of which is... *to develop collaborative partnerships to promote the learning and well-being of individuals, families and community.*

Rios shared the collaborations that Woodring is doing both internally and externally. On campus Woodring works collaboratively with CHSS, CFPA, CST, and SMATE on projects such as professional development centers and teacher education service learning, both outside and inside the schools. Externally, Western was chosen as one of three sites as a laboratory school in the state, is working with Bellingham schools, and is working on pipeline programs that reach out into the community, such as Campus 2 Campus, Latino's in Action, and Building bridges to Migrant Youth. Woodring has also developed a partnership with the Northwest Indian College (NWIC).

Future collaborations include the RN to BSNP (Registered Nurse to Bachelor of Science in Nursing Program), collaboration with Islandwood, and with MASA (Mathematics Education and Science Achievement).

At 10:55 a.m. Chair Zoro announced a break. The Board of Trustees meeting reconvened at 11:05 a.m.

11. MARKETING & BRANDING EFFORTS UPDATE

Steve Swan, Vice President for University Relations updated the Board on Western's branding effort. Swan reported that Western's brand and logo are well used by faculty and staff in their daily communications. Swan said that Western Style Guide and sub-branding guidelines, completed last year, are available in print and on the web.

Swan said that Western's new internet website and homepage focuses on the brand. He reported that Western participated in the Greater Good campaign in the Seattle Times; created the new Western Window TV show that will be shown on KVOS TV; developed the new Western Annual Report online, and is engaged in social media.

Swan reported that we continue to expand and improve Western's homepage. The Western logo will soon be on the vehicle fleet, and we are producing new branding posters. Western is also pursuing advertising at Bellingham's International airport, the Sea-Tac airport, as well as ads in Alaska/Horizon magazine.

12. CAMPAIGN UPDATE

Stephanie Bowers, Vice President for University Advancement and Executive Director of the Western Foundation, updated the Board on the campaign efforts. Bowers reported that we are in a good position after the 1st year of the Western Campaign with over \$11.1 Million in cash and pledges. Bowers reported that The Foundation staffing is nearly 100% following a restructuring of the division, and a restructuring of the Alumni Board and the Foundation Board. Bowers reported that a \$2M estate gift to WWU was just closed.

13. AUDIT COMMITTEE REPORT

Dick Thompson, Chair of the Board Audit Committee, reported that the committee heard:

- Updates on Internal Audit projects
- Received a draft Internal Audit report
- Reviewed and approved the President's expenses

14. INFORMATION ITEMS

- **Update on the Sale of Housing and Dining System Revenue Refunding Bonds**

Vice President Van Den Hul reported to the Board that on June 27th the Housing & Dining Bonds sold for \$9.2M, at 2.38% interest, resulting in a savings of \$760,000 over 10 years.

- **Academic Report**
Provost Riordan provided a Summary of the Undergraduate Student Survey.
- **Admission and Enrollment Summary**
Vice President Eileen Coughlin provided a general update on the university's enrollment and admissions.
- **Alumni Association Report**
Vice President Bowers provided a written report on the university's Alumni Relations activities.
- **Capital Program Report**
Vice President Van Den Hul provided a written report on the university's capital projects.
- **Development Report**
Vice President Bowers provided a written report on activities of the Western Washington University Foundation.
- **University Relations Report**
Vice President Swan provided a written report on the recent activities of University Relations.

15. MEETING EVALUATION & FUTURE AGENDA TOPICS

16. DATE FOR NEXT REGULAR MEETING: October 11, 12, 2012

17. ADJOURNMENT

The meeting adjourned at 11:35 a.m.

18. LUNCH

The Board of Trustees and University administrators saw a video presentation of the Munro Institute and lunched with the staff members responsible for the success of the Institute

Western Washington University
Board of Trustees
Special Meeting
September 17, 18, 2012

Chair Peggy Zoro called the Board of Trustees Special Meeting to order on September 17, 2012 at 12:19 p.m. in Room 5120 at Two Union Square, 601 Union Street, Seattle, WA 98101.

BOARD OF TRUSTEES

Peggy Zoro, Chair
Betti Fujikado
Karen Lee
Dennis Madsen
Joseph Meyer
Ralph Munro
Phil Sharpe
Dick Thompson

WESTERN WASHINGTON UNIVERSITY

Bruce Shepard, President
Liz Sipes, Secretary to the Board of Trustees

FACILITATOR

Dr. John Moore, Penson Associates, Inc.

Peggy Zoro, Chair welcomed Dr. John Moore, Penson Associates, as the meeting facilitator. Moore has been working with Western Washington University for 10 years. Introductions by each trustee were made.

1. THE PRESIDENT-BOARD RELATIONSHIP

Moore began the discussion by stating the importance of maintaining a respectful relationship between the President and the Board. This is a continuous relationship as the Board's responsibility is: to employ the President including recruitment, selection, appointment; to support the President in his professional development; to assess the President's performance; to retain the President; and finally to facilitate the President's transition out.

The President's position is multi-dimensional. This role is a collaborative effort with stakeholders (faculty, administrators, legislators, students, and fellow presidents) to make the university successful. He is also the intellectual leader of the campus, shaping the academic policy, as well as the manager of a \$256M operation. The President must have the skill to balance between educator, manager and political leader. For the President, it is an ongoing process to balance between the external role and the internal role. The more external the president becomes, it is important that there is an exceptional administrative team to fill the internal role.

The Board evaluates the President on the progress of the institution's improvement and the ability to maintain continuous support of the institution's stakeholders. The President must have the ability to take care of people (political leadership) and maintain the support of the stakeholders. The Board's role is to protect the true value of the institution.

Discussion followed on what are the driving forces impacting higher education around the nation and Western Washington University. The growing debt in the country, student loan debt and competition for good students were identified as some of the driving forces.

The group also discussed the characteristics of Academic Cultures, including the administrative/business side and the academic /teaching side. They noted that the role of shared governance has expanded and is evolving on Western's campus.

There was discussion of recent incidents at Penn State, UC, Davis, and UVa. The Board agreed that in-depth discussion of Ethical Decision Making will be a topic at a regular meeting of the Board of Trustees.

Chair Zoro announced a break at 2:37 p.m. The Board reconvened at 2:54 p.m.

A discussion followed regarding the considerable accomplishments of the past year and implications for Western's ongoing agenda.

2. EXECUTIVE SESSION

At 3:25 p.m. the Board convened in Executive Session to discuss the President's Performance Review. The Board reconvened in Open Session at 4:20 p.m.

3. BOARD ASSESSMENT AND DEVELOPMENT

The Board of Trustees discussed their effectiveness as a Board and what enhancements could be made. Generally, they felt that they are effective in carrying out their numerous accountability and oversight responsibilities. It was noted that the President's very competent leadership and communication skills helps facilitates the Board's performance.

There was brief discussion of the Thursday agenda items at the regular meetings of the Board. It was suggested to reduce the number of agenda items to allow more time for deliberations. There was also a desire to see more time provided for discussion of subjects considered in executive session. To enhance the performance of the Board it was suggested that the Board construct and pursue a long-term agenda related to critical strategic priorities and operation issues. Chair Zoro will follow-up on this recommendation. The Board will work together to facilitate that all members are heard and allowed time to comment at Board meetings. There was brief discussion of a Board "Rules of Engagement" which will be followed-up at tomorrow's meeting.

The meeting recessed at 5:15 p.m.

Chair Peggy Zoro called the Board of Trustees Special Meeting to order on September 18, 2012 at 8:00 a.m. in the conference room at Copacino+Fujikado, 1425 4th Ave., Suite 700, Seattle, WA 98101

BOARD OF TRUSTEES

Peggy Zoro, Chair
Betti Fujikado
Karen Lee
Dennis Madsen
Joseph Meyer
Ralph Munro
Phil Sharpe
Dick Thompson

WESTERN WASHINGTON UNIVERSITY

Bruce Shepard, President
Liz Sipes, Secretary to the Board of Trustees

FACILITATOR

Dr. John Moore, Penson Associates, Inc.

Chair Zoro reviewed yesterday's meeting. Moore noted that as a follow-up to the President's Review, that the point of vulnerability for a Board and President is when things are going well – we want to be careful to not fall into complacency, as was done at Penn State.

4. PROPOSED STATEMENT OF BOARD OF TRUSTEES EXPECTATIONS

The Trustees followed-up on yesterday's discussion of the Board Assessment. Trustees noted that socializing activities, i.e. the President and Board dinner, are important as they allow time to build relationships.

The Trustees discussed a draft Board of Trustees Statement of Expectations. They all agreed they would be useful and should be included in the new trustee orientation.

The following suggestions were made to enhance the Boards performance over the next year:

- Allow more time for strategic thinking
- Develop a Board Rules of Engagement
- Enhance knowledge about Higher Education at the national level
- Use time well – allow more time for deliberation
- Ensure quality deliberations of “big ticket” times
- Review format and schedule of meetings
- Provide support for the President, i.e. resources
- Have more visibility on campus and interaction with stakeholders
- Develop a Committee on Trustees
 - Strategic succession planning
 - Orientation of New Board members
 - Assessment of individual trustees
 - Development of Board over time

At 9:15 a.m. Chair Zoro announced a 15 minute break.

5. EMERGING ISSUES AND PRIORITIES

President Shepard initiated a discussion of emerging priorities and issues by sharing a draft of the themes he was thinking about emphasizing in his upcoming Convocation remarks to faculty and staff. These involved a half dozen priorities for the year immediately ahead and then a set of strategies for navigating what is likely to be a decade or more of major forces transforming higher education. The Board then discussed these subjects, including: continuing engagement in Olympia, hiring more diverse TT faculty, addressing campus climate findings, the ongoing commitment to the fund raising campaign, expanding educational outreach but integrated under the concept of “One Western,”, and addressing compensation challenges for all categories of employees.

At 10:43 Chair Zoro announced a 15 minute break. The Board reconvened at 11:58 a.m.

Discussion of priorities resumed with attention to:

- Olympia Priorities
- Diversity
- Campus Climate
- Campaign/Funding
- Marketing and Branding (Tell the “quality” story)
- Administrative/leadership team
- Long-term/bottom-up engagement

Meeting adjourned at 12:00 p.m.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: October 12, 2012

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

Purpose of Submittal:

Substitute House Bill 2313, effective June 7, 2012, restates that governing boards of all institutions of higher education follow procedures for open public meetings in the Open Public Meetings Act. It also requires that Governing boards provide time for public comment at regular meetings.

Persons wishing to comment will sign in between 7:45 – 8:00 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

Outstanding Faculty Leadership – KAREN HOELSCHER

Professor, Elementary Education, Woodring College of Education

Karen Hoelscher has committed herself to Western through teaching, scholarship and community service since 1992. She graduated from Bemidji State University in 1974 and Harvard University Graduate School of Education in 1989.

Since 2006 Karen has co-facilitated the WWU Faculty Research-Writing Series (FRWS), supporting 70 tenure track faculty in finding joy and productivity as academic writers. Through monthly meetings and regular contact with colleagues, faculty develop productive habits, set realistic goals, and find balance in their scholarly lives. This year the FRWS will be comprised entirely of first-year faculty, with mentorship provided by recently-tenured alumni of the research-writing series.

Hoelscher has taught in 11 areas at Western's Woodring College of Education, including courses designed for college freshmen interested in becoming teachers and Woodring students who are in the K-8 certification program. She has dedicated herself to multicultural efforts, co-authoring a book on supporting student identity differences, assisting Western students at Village Books' annual Martin Luther King Jr. "read-in," and co-founding Woodring's Diversity Committee.

The *Outstanding Faculty Leadership Award* includes a \$1,500 stipend, made possible by the Western Foundation, for professional service-related activities.

Outstanding Classified Staff Award – KEVIN DIXEY

Information Technology Specialist 3, Academic Technology

Kevin Dixey earned a master's degree in Environmental Education in 2010 from Huxley College of the Environment. Kevin helped to establish the Tech Tonic Tech Expo in 2007 as a graduate student at Western. In 2011 he created the ATUS instructional video website in

his current position. Kevin earned his bachelor's degree in Theater from the University of California, San Diego. He started his technology career in Seattle where he managed his own media design firm, *Spinwire*. He and his wife moved to Bellingham in 2002 to pursue their graduate degrees.

Kevin believes in teaching skill; he specifically tailors his workshops and technology training to the academic needs of students, faculty and staff.

The *Outstanding Classified Staff Award* recognizes an individual who exemplifies a positive and creative approach to problem solving and innovation that significantly advances departmental goals and/or University Mission. With the support of the President, the two classified staff unions on campus (WFSE and PSE) together select one of their members to receive this award.

Professional Staff Award for Excellence – DANA EDWARD

Director, Certification & Accreditation, Woodring College of Education

Dana Edward had more than 25 years of experience in the public sector before she came to Western. She worked for the San Diego Convention Center Corporation, the San Diego Housing Commission, and the San Diego County Department of Social Services. Edward graduated from San Diego State University with a bachelor's degree in Public Administration and has been at Western since 1999.

During the academic year, she works with faculty and staff across campus dealing with curricular revisions and proposals, and advises on educator certification. For the last few years, her focus has been on the coordination of a concurrent state program approval and national accreditation site visit.

Edward enjoys walking the trails in Whatcom County with her husband, playing piano and visiting her daughter in San Diego.

The *Professional Staff Organization Award for Excellence* annually recognizes a professional staff employee for an assortment of exceptional efforts and contributions to Western.

Diversity Achievement Award –

WILLY HART

Director, University Residences

Willy Hart said that he received this honor because of the good work of many people in University Residences and the support of colleagues across the campus. He has helped to grow the diversity of University Residences staff and supported Ethnic Student Center heritage dinners from funds available through the University Dining Contract.

Growing up, Hart lived in seven states and three countries because his family was in the military. After earning a bachelor's degree in History and English at Webster College and a master's degree in Human Services at Southern Illinois University-Edwardsville, Hart worked in housing, campus planning, and human resources at the University of Oregon. He came to Western in 1991, taking the job of associate director of University Residences for facilities for 13 years. He became director eight years ago and will retire at the end of the year.

The *Diversity Achievement Award* recognizes outstanding contributions to enhancing multiculturalism on campus and beyond. The award comes with a \$1,500 stipend for use in research, teaching or professional enhancement, made possible by the Western Foundation.

Carl H. Simpson Bridging Award –

ANDY BUNN

Associate Professor, Environmental Sciences

Andy Bunn, Associate Professor of Environmental Sciences, teaches classes on climate and energy science, researches climate change in the modern era and over the history of the planet. Professor Bunn founded a cross-college initiative now in development, to integrate energy science, public policy, technology, economics and business at Western's new Institute for Energy Studies. Before he came to Western, Bunn worked as a researcher at the Woods Hole Research Center in Massachusetts, where he studied ecology and biogeochemistry. He did his undergraduate work at Evergreen State College, obtained his master's degree at Duke University and received his doctorate from Montana State University.

He enjoys spending time outdoors, biking and being on the water.

The Carl H. Simpson Bridging Award recognizes efforts to create bridges and forge new paths that others may follow and build upon. The award recognizes a Western staff, faculty or student who demonstrates a remarkable ability or innovative approach to bridging some aspect of academic or campus life. It includes a \$1,000 award.

Philip E. Sharpe, Jr. Community Engagement Award –

JAMES LOUCKY

Professor, Anthropology

James Loucky began teaching at Western in 1989, and specializes in Latin American affairs, international migration and intercultural education. Since his graduate study at UCLA, he has been involved with the Maya of Guatemala, through expert testimony in asylum cases and helping to build community wellbeing across the diaspora that now encompasses Whatcom County and most of North America. He serves on the Bellingham Sister Cities Association and for ten years has co-organized the Bellingham Human Rights Film Festival. Loucky is a vocal advocate for human rights, and frequent contributor to public awareness through presentations on immigration and social equity. He works closely with the Lummi community, public school teachers, refugees, and colleagues across campus to bring speakers on critical world issues. His international field courses have involved students in learning from small communities in Peru, India, Thailand, and Kenya.

The *Philip E. Sharpe Community Engagement Award* is given in recognition of a faculty or staff member or group of Western employees involved in outstanding community service, including outreach and engagement activities that benefit the well-being of the community or an individual(s) in the community.

Team Recognition Award -BACK2BELLINGHAM WEEKEND

Back2Bellingham Weekend is a collaborative event that brings together a large cross section of the University and showcases the best of Western for Alumni, students, prospective students, parents, volunteers and the community at large. B2B Weekend is jointly organized by the Alumni Association and New Student Services/Family Outreach. They brought together over 260 individuals to participate in the event.

BACK2BELLINGHAM WEEKEND TEAM MEMBERS:

Jo Akehurst, Admissions; **Tonya Alexander**, CST; **Alumni Office Student Staff**; **AS Board**; **Mike Bahn**, Alumnus; **Chris Baker**, University Communications; **Sue Bakse**, Alumni Office; **Tamara Belts**, Western Libraries; **Jeniene Bengtsson**, Alumni Office; **Mackenzie Boetes**, WWU Foundation; **David Bover**, CST; **John Bower**, Fairhaven; **Rich Brown**, Theatre Arts; **Anna Carey**, New Student Services Family Outreach; **Wes Carlson**, Financial Aid; **Chemistry Club**; **Jennifer Childress**, Athletics; **Fred Collins**, Student Activities; **Clark Cripps**, Campus Recreation; **Jeff Davis**, Student Activities; **Dead Parrots Society**; **Joanne DeMark**, L.E.A.D.S./WLA; **Deborah DeWees**, Alumni Office; **John Dlouhy**, Special Events; **Mary Doherty**, Alumni Office; **Tony Dominguez**, Athletics; **Mark Dudzinski**, Engineering Technology; **Steve Emory**, Chemistry; **Engineering Technology**; **Diane Flick**, Athletics; **Margaret Gegenhuber**, VU Operations; **Leigh Ann Giles**, Bookstore; **Peg Godwin**, Bookstore; **Stacia Green**, Alumni Office; **Thor Hansen**, Geology; **Hui o' Hawai'i**; **Courtney Hiatt**, CFPA; **David Hirsch**, Geology; **Sue Hoidal**, CST; **Bernie Housen**, Geology; **Zite Hutton**, Accounting; **Joshua Jirava**, Student, Accounting; **Brad Johnson**, Physics /Astronomy; **Jake Jorgenson**, Athletics; **Jill Jorgenson**, Special Events; **Jackie Kaplan-Auerbach**, Geology; **Zeck Koa**, Alumni Office; **Dale Kraus**, Facilities Management; **KUGS**; **Janice Lapsansky**, Biology; **Lori Larkin**, Admissions; **Kevin Leonard**, History; **Pete Lockhart**, Campus Recreation; **Jim Lortz**, Theatre Arts; **George Mariz**, History & Honors Program; **Geoff Matthews**, Computer Science; **M.E.Ch.A**; **Luke Minor**, Dining Services; **MOTley Crew**; **Jennifer Mott**, CST; **Zach Neuhaus**, Admissions; **Eric Nissen**, Admissions; **Caitlin O'Brien**, CST; **Greg O'Neil**, Chemistry; **Orientation Student Advisors/Coordinators**, New Student Services/Family Outreach; **Rick Osen**, Western Libraries; **Arunas Oslapas**, Engineering Technology; **Cheryl Perks**, Bookstore; **Jessie Philips**, CFPA; **John Purdie**, University Residences; **Dan Purdy**, CBE; **Fred Ramage**, CFPA; **Liz Raymond**, Chemistry; **Relay for Life of Western Washington University**; **Residence Life**; **Robotics Club**; **Chris Roselli**, Alumni Office; **Katie**

Rothenberg, Athletics; **Shar Sarte Prince**, Special Education; **Dietmar Schwarz**, Biology; **Cyndie Shepard**, Special Education; **Nam Slu**, Graduate Student, CST; **Brad Snowden**, Physics/Astronomy; **Ruth Sofield**, Environmental Sciences; **Sara Stamey**, English; **Pete Stelling**, Geology; **Kate Stevenson**, Student Activities; **Karen Stout**, Communications; **Student Admissions Representatives**; **Student Marketing Club**, CBE; **Kelly Triplet**, Dining Services; **Joan Ullin**, Student Outreach Services; **Vehicle Research Institute**; **VU Operations**; **Chris White**, WWU Alumnus; **Jeannine Woelkers**, New Student Services; **Jeff Wright**, CST; **Stephanie Zee**, Residence Life; **Jianna Zhang**, Computer Science; **John Zuzarte**, Central Stores

The *Team Recognition Award* recognizes a group or team of staff and faculty (and possibly students) who exemplify cooperation, collaboration and open communication. The group receiving the award must be comprised of supportive team players who worked in partnership on a project that significantly advanced departmental goals and/or University Mission.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: Peggy Zoro, Chair, Board of Trustees
DATE: October 12, 2012
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair Peggy Zoro will report to members of the Board and President Shepard and his staff on topics related to the Board of Trustees.

- Resolution 2012-08 Welcoming Trustee Susan K. Sharpe
- Summary of the Board of Trustees Retreat

RESOLUTION NO. 2012 - 08

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
WELCOMING TRUSTEE SUSAN K. SHARPE**

WHEREAS, on October 1, 2012, Governor Christine Gregoire appointed Susan K. Sharpe of Bellingham, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2018; and

WHEREAS, Susan K. Sharpe brings to her appointment as a trustee years of professional experience as Executive Director of St. Luke's Foundation; Sue Sharpe Consulting; and as a Health care planner and hospital manager and executive; and

WHEREAS, Susan K. Sharpe has served her local community by being a board member of the Northwest Economic Development Council; member and former president of Bellingham Bay Rotary, chair of WAHA "Transforming Healthcare in Whatcom County" Steering Committee; former board member and interim director of the Whatcom Community Foundation; board member and chair of Health Policy Committee of Whatcom Alliance for Healthcare Access (WAHA); co-chaired the successful Bellingham School District bond and levy campaign to rebuild Bellingham High School, and in 2004 was inducted into the Northwest Women's Hall of Fame; and

WHEREAS, Susan K. Sharpe has served the State of Washington as a member of the Washington State Health Insurance Partnership Board, co-chair of the Office of Insurance Commission Healthcare Reform Realization Committee; and as past chair of the Communities Connect, a statewide association of community based health care collaboratives; and

WHEREAS, Susan K. Sharpe earned her bachelor's degree in Speech Communication and Journalism at Western Washington State College and MBA at Western Washington University; and

WHEREAS, Susan K. Sharpe has declared her 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 a warm welcome to Susan K. Sharpe as she begins her term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on October 12, 2012.

Peggy Zoro, Chair

ATTEST:

Betti Fujikado, Secretary

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Bruce Shepard, President

DATE: October 12, 2012

SUBJECT: **President's Report**

PURPOSE: Information Item

Purpose of Submittal:

President Shepard will present brief reflections on issues of interest to the Board.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard on behalf of the Associated Students

DATE: October 12, 2012

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal

AS President Ethan Glemaker will review with the Trustees this year's goals for the Associated Students.

Supporting Information

Please see attached.



Associated Students of Western Washington University
Board of Directors
AS Board of Directors Goals for 2012-2013

Priority Goals

- Assess the Structure of the ASBoD
- Address program saturation
- Have a state budget that serves students

Long-Term/Ongoing Goals

- Stronger support for committee members to fully utilize shared governance model
- Attentiveness to the legacy document process
- Increased ASBoD presence
- Increased ASBoD support for AS clubs
- Develop ways to engage the student voice in ASBoD decisions
- Make use of shared governance structure

Short-Term Goals

- Develop more student volunteer/internship opportunities within the AS
- Show support for board assistants
- Foster student connection to Bellingham community
- Address the initiatives that passed on the spring ballot
 - Water Bottle Initiative
 - Printing Quota
 - University Transparency

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard behalf of the Faculty Senate
DATE: October 12, 2012
SUBJECT: Faculty Senate
PURPOSE: Information Item

Karen Stout, President of the Faculty Senate, will update the Board on recent Faculty Senate activities.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: October 12, 2012

SUBJECT: **Establishment of Design Department, College of Fine and Performing Arts**

PURPOSE: Action Item

Purpose of Submittal:

According to *Board of Trustees Rules of Operation 2.3(e)*, it is the responsibility of the Board of Trustees to establish or abolish colleges, divisions, schools, departments, and degree programs.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approve the following institutional and administrative actions of the College of Fine and Performing Arts and divide the existing Department of Art into two separate departments, specifically the Department of Art and the new Department of Design effective September 1, 2012.

Supporting Information:

The creation of a new Department of Design comprised of faculty members of the current Department of Art has been under discussion for at least eight years. The key rationale for this change is the divergent nature of traditional art programs and the newer (graphic) design programs. The latter are highly applied, focused on meeting the visual communication needs of clients; computer software, technology, and production are all standard components of the design discipline. Traditional art programs do not regularly include these components, and instead epitomize fine and performing arts traditions. Not surprisingly the curricula in these programs are distinct with only one common course that occurs in both areas creating unique pedagogical and mission identities.

This past academic year, the art and design components of the Art Department functioned as if they had implemented the separation and that pilot was a success. The separation fostered important curricular coordination and improvements within faculty personnel processes. Two senior faculty stepped up to assume interim chair positions for the pilot departments and they effectively led the units over this past year. During the year the chairs created a detailed plan working with the dean to define how resources would be divided, including faculty, staff, budgets and facilities.

Design has restructured the entire department curriculum allowing all course work to be offered by six full time faculty. This reduces time to degree and part time faculty needs while providing a distinct course for Industrial Design, solving a long-standing curriculum conflict between the two departments and colleges (CFPA and CST). Art is similarly in curriculum revision while addressing time to degree and course access issues. Enrollment in both of these academic programs is robust. Each unit teaches large introductory sections for our general education program, and is experiencing an overall growth in the number of majors. In winter 2012 Design had 205 majors and the other art disciplines a total of 268 majors, with most of those majoring in studio art rather than art education or history. These two departments represent more than half of the total student enrollment in the College and enjoy high student demand. Due to facilities and faculty limitations we are able to accept less than half of all applicants into each area at this time. The individual departments will be developing strategies that will hopefully allow us to address this significant student demand.

The quality of both programs will be significantly strengthened and even better prepared to respond to needs in Washington State for well-prepared graduates in both Art and Design.

Source of Funds

The two units will continue to share staff. Total one-time cost for the additional department is less than \$5,000 and will be borne by the college, which has this reorganization as one of its top priorities. The Provost's Office will provide the additional chair stipend.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: October 12, 2012

SUBJECT: **Abolishment of Educational Leadership Department, Woodring College of Education**

PURPOSE: Action Item

Purpose of Submittal:

According to *Board of Trustees Rules of Operation 2.3(e)*, it is the responsibility of the Board of Trustees to establish or abolish colleges, divisions, schools, departments, and degree programs.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approve the following institutional and administrative actions of Woodring College of Education with regard to the dissolution of the Educational Leadership Department and the subsequent incorporation of existing academic programs into other existing Woodring College of Education Departments effective September 1, 2012.

- Approval for the dissolution of the Department of Educational Leadership;
- Approval for incorporation of the academic program in College and Continuing Education into the Department of Human Services and Rehabilitation Counseling;
- Approval for incorporation of the academic program in Educational Administration into the Department of Special Education; and,
- Approval for incorporation of the academic program in Instructional Technology into the Department of Elementary Education.

Supporting Information:

Given the rationale detailed below and the collaborative decision-making process used throughout, and upon the advice of the faculty and with the support of a leadership council of Woodring College of Education, the College reached the conclusion outlined in the Motion above. This decision allows current academic programs and course offerings to remain intact. An impact on students is not anticipated because the current academic programs will continue to exist. The current academic programs within the Department of Educational Leadership will be incorporated into different departments within the College with all of the associated administrative and programming support.

Decision Making Process

The discussions regarding the dissolution of the *Educational Leadership Department* began in late winter 2010 during strategic planning discussions with the college chairs and directors. Faced with budget cuts of up to ten percent, a number of proposals were carefully considered for reducing the overall college budget in ways that minimized the impact on teaching and learning.

During early 2011, the proposal to dissolve the *Educational Leadership Department* became a priority based on five key issues;

1. Budgetary savings- By dissolving the formal department structure and redistributing the remaining programs to other departments within the college, total college costs would be reduced. The stipend paid to the chair and monies used to hire adjunct faculty for the reduced teaching load of the chair could be eliminated from the budget. Staff serving programs within the department could also be reduced, providing further savings.
2. Multiple retirements- With two key faculty retirements within the department, a significant graduate degree program could be eliminated. This provided savings to the college budget because of the high faculty and staff costs of this particular program. A third faculty retirement within the department was also known to be occurring by the end of 2012.
3. Limited tenure-track faculty- With the known retirements, the number of tenure-track faculty members in the department would be reduced from five to three. The time required of these remaining three faculty members to participate on necessary curriculum and personnel committees within the department, college, and university would have been very taxing. Additionally, reviewing personnel files for purposes of tenure and/or promotion would have been problematic with such few faculty.
4. Department chair candidates- Of the three planned retirements, one is for the current department chair. He is set to retire as of September 2012. Of the remaining tenure-track faculty within the department, none are in the position of assuming chair responsibilities at this time. All teach and administer graduate programs that require their full participation into the foreseeable future. None have the time or inclination to serve as department chair.
5. Eclectic nature of department programs- The department currently consists of three distinct and important programs: *Continuing and College Education (CCE)*, *Educational Administration (Ed Admin)*, and *Instructional Technology (IT)*. There are few logical (academic) connections between these programs.

Processes Employed to Discuss and Determine the Future of the Department

Given the above rationale for a decision to consider the dissolution of the *Educational Leadership Department*, Dean Francisco Rios sought the advice and counsel of the members of the Department itself, recognizing that it was they who would be most directly affected by dissolution. They were presented with three choices that might address the challenges described above:

- expand (that is, incorporate other programs into the department),
- maintain (that is, stay as currently configured despite the challenges), or
- disband and move existing programs into other departments.

After analyzing the various options, the faculty of the Educational Leadership Department chose disbandment of the department and proposed the following:

- CCE joining HSR with Secondary as the second choice;

- Ed Admin joining SPED with ELEM as the second choice;
- IT joining ELEM; and,
- SAA, if approved, joining HSR.

Since then, the effected programs have met with each of the departments they identified (with exception of the Student Affairs Administration program, given that the SAA program continues on hiatus) and each of their first choices about where to go have been accepted by the receiving department.

Throughout the entire process, the counsel and recommendation of the College's Department Chairs and Program Directors has been invaluable. They have offered advice throughout and have provided a near unanimous approval (with one abstention) for the dissolution of the department and incorporation of academic programs into new departments.

The specific issues that will result from this department's elimination are being addressed and the College's expectation is that they will be resolved positively and productively. These issues include staffing, budget, faculty evaluation (in two instances, there are different unit evaluation plans), and department identity/naming.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Cyndie Shepard, Director of Compass 2 Campus

DATE: October 12, 2012

SUBJECT: **Compass 2 Campus Update**

PURPOSE: Discussion Item

Compass 2 Campus is entering its fourth year at Western. We have accomplished many things that benefit our university, community and state. From the number of service learning hours completed, Western students involved and children mentored, to the awards received and transports that have occurred, we are fulfilling the mission of Compass 2 Campus as the pilot for the state of Washington.

Compass 2 Campus will present updates to our program and highlight our successes while also sharing our intentions for the future as a leader in Washington for pipeline development.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Vice President Richard Van Den Hul

DATE: October 12, 2012

SUBJECT: **Carver Academic Renovation Design Presentation**

PURPOSE: Presentation Item

A presentation of the Carver Academic Renovation will be made by:

- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Ed Simpson, Assistant Director, Facilities Development and Capital Budget,
- LMN Architect Mark Reddington, FAIA, Design Partner
- LMN Architect Tom Burgess, AIA, Project manager

The Carver Academic Renovation study model will be on display in OM 340.

**Carver Academic Renovation
Board of Trustees
Design Presentation**

October 2012



Project Background

The original core of the Carver Academic Complex was built in 1936 to accommodate a campus enrollment of approximately 730 students. A major addition was constructed in 1960 when Western's enrollment level was approximately 2,950 students. Since then there have been only minor additions in 1970, 1984, and 1994. The expansion of this facility has not kept up with the growth of the University. The total identified need for space is 83% greater than the existing square footage of Carver. The mechanical, electrical, and life safety systems have exceeded their useful life with some existing equipment dating back to the original 1936 construction. Building systems are costly to maintain and parts are often difficult to obtain or unavailable. Many spaces currently do not meet ADA access requirements. High student demand for programs such as Community Health, Pre-Physical Therapy, Pre-Health Care Professions, P-12 Teacher Education in the Department of Physical Education, Health & Recreation (PEHR), Fitness Science and Sports Psychology, as well as a new degree program in Dance, has caused program space requirements to exceed the existing square footage of Carver. Because the square footage is insufficient to meet all program needs, classroom and office space is currently used in other buildings and in leased space off campus.

Technology requirements of the academic programs, as well as growth of women's athletics and Title IX Gender Equity legislation, have put further strain on this facility and its systems. Women's locker room space and access to equipment storage are the main deficiencies in meeting gender equity. The departments have made every effort to effectively utilize shared spaces in Carver and to extend the hours of use. One of the most serious and limiting space issues is the lack of laboratory space for teaching and research. Faculty recruitment is challenged by the shortfalls of the facility, and student enrollment into the specific majors has been limited by the facility.

The Carver Academic Renovation will begin to meet Western's critical needs for more instructional capacity for both departmental programs and general University use. The redeveloped building, along with modest additions and replacement spaces, will improve efficiency and accommodate the current unmet academic needs of PEHR, the Dance Program, and general University classes. At the same time, the needs of Intercollegiate Athletics would be accommodated and space for Campus Recreation provided. The proposed Carver Academic Renovation increases the potential for interdepartmental collaboration, flexibility and resource sharing on the campus. From a master planning standpoint, Carver is an important link between the Viking Union, Red Square and Haskell Plaza, by serving as a key student pedestrian way in the linear campus layout. The redeveloped plan for Carver recognizes this vital role and provides for the natural passage of students that Carver has always provided on campus.

Project Program

The program areas of each department are noted below:

| Program Area | Existing (Net Square Ft.) | Renovation / Addition (Net Square Ft.) |
|--|--------------------------------------|---|
| PEHR | 20,852 | 38,525 |
| Shared Space | 38,550 | 41,349 |
| Event Support | 252 | 252 |
| Ticket Office | 112 | 142 |
| General University Classrooms | 954 | 4,401 |
| Dance | 2,071 | 3,320 |
| Athletics | 9,840 | 16,110 |
| Building Services | 485 | 0 |
| Total Net Square Ft. | 73,130 | 103,999 |
| Total Gross Square Ft. | 110,700 | 164,000 |

Project Challenges/Opportunities

- Meeting program needs for the Department of Physical Education, Health & Recreation; Dance Program, Intercollegiate Athletics, and Campus Recreation.
- Correcting the facility's seismic and code issues.
- Designing the facility to be a more exciting welcoming facility for large events.
- Adding a food service venue.
- Adding a "Hall of Fame" space.
- Renovating the historic structures of the 1936 Gym and 1960 Addition.
- Developing spectators' access to large events without adjacent parking and roadways.
- Managing a challenging construction site in the core of campus.
- Minimizing impacts to building functions during construction.
- Providing temporary facilities during construction.
- Minimizing impacts to surrounding buildings during construction.

Sustainability Strategies

The project is targeting a minimum LEED Silver certification; sustainability project strategies being considered include:

- Access to Public Transportation
- Bicycle Storage and Changing Rooms
- Reflective Roof
- Green Roof
- Water Efficient Landscaping
- Energy Performance Optimization
- Enhanced Building Commissioning
- Green Power
- Building Reuse
- Construction Waste Management
- Recycled Materials
- Indoor Air Quality Management
- Use of Daylight/Lighting Control

Project Budget

| | |
|-----------------------------------|--------------------|
| Consultant Services | \$7,121,600 |
| Construction | \$52,488,900 |
| Construction Contingencies | \$3,087,700 |
| Sales Tax | \$4,835,200 |
| Equipment & Furnishings | \$4,527,600 |
| Equipment & Furnishings Sales Tax | \$393,900 |
| Artwork | \$255,600 |
| Other Costs | \$1,086,100 |
| <u>PM Fees</u> | <u>\$2,887,800</u> |

Total Project Cost \$76,675,000

| | |
|----------------------------|-------------|
| Previous Predesign Funding | \$391,000 |
| Current Design Funding | \$6,974,000 |

**Construction Phase
2013-15 Capital Budget Request \$69,310,000**

The Carver Academic Renovation project is estimated to reduce Western’s deferred maintenance backlog by \$10.8 million.



**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Senior Vice President Eileen V. Coughlin

DATE: October 12, 2012

SUBJECT: **Fall Opening**

PURPOSE: Discussion Item

Purpose of Submittal:

To provide an overview to the Board on the fall quarter 2012 opening and innovations in Western's recruitment and admissions efforts

Supporting Information:

As of the writing of this report, our enrollment numbers for fall quarter are not final. However, the estimates are that there are 2,700 new freshmen and 950 new transfer students this fall. The total headcount is estimated to remain very close to last year's figure. While the applicant pool was very high, the yield for this year's class was lower, signifying increasing competition and prospective students applying to multiple campuses.

At this time last year, we reported that Enrollment and Student Services had contracted with a consulting firm regarding positioning in the marketplace. Eight of the 22 recommendations that resulted from the report by the consulting firm of Scannell & Kurz, Inc. have either been implemented or are in process including:

- The Admissions Office has reduced the amount of time spent in review of files by extending the automatic admit criteria to an Academic Index lower than previously used, freeing up time and resources.
- We are in the process of reorganizing the manner in which tuition waivers are managed by dropping a compartmentalized approach and moving to a centralized strategic use of dollars.
- The offices of Financial Aid and Admissions have begun the process of cross-training their staff including affordability messages.

- Additional recommendations will be instituted; however, we are in the process of evaluating the structure of the Admissions Office to optimize recruitment and relationship-building efforts.

We also will be further studying yield trends of specific categories of students to identify new strategies.

In the meantime, we invested \$25,000 to increase our online presence. These web-based partnerships have allowed the Admissions Office to initiate several innovative programs that will enhance Western's market position.

- CollegeWeekLive is an online environment hosting virtual college fairs and private events for universities. Participating in these events allows Western to connect with students in all 50 states as well as internationally and provide information, views of campus and downloadable documents, much like a "live" college fair. In addition, students can log in and chat with Admissions representatives and current students during these events, strengthening rapport and enthusiasm for Western. Students can also do all of this on their phones or mobile devices. In just a few events so far (we have a total of 11 events in our agreement), we have already seen hundreds of new prospective students connecting with us in this environment, representing 20 different countries and over 40 different states.
- YouVisit creates web-based virtual tours for universities. When complete (we are still a couple of weeks away from being "live"), prospective students and their families will be able to "tour" campus from anywhere, including their mobile devices. This tour is unique in that it is interactive (the user "drives" the tour to where he/she wants to visit) so it generates greater engagement than a video that a user simply watches. It also provides a more in-depth experience of visiting campus because it includes 360 degree panoramic photographs of classrooms, residence halls, auditoriums and scenic outdoor settings, where students can literally navigate with their mouse or touchpad to view all aspects of the setting. Data shows that these virtual tours boost students' interest to participate in our regular campus tour, which has a strong correlation with yield.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: October 12, 2012

SUBJECT: **Center for International Studies Reorganization**

PURPOSE: Discussion Item

Purpose of Submittal:

An on-campus White Paper process on Internationalization in 2010, and the external reviews of two offices servicing international students on campus (International Programs and Exchanges; Intensive English Program) in early 2012, made it clear that the campus could not attract a qualified international student population without making internal changes to the current support infrastructure and talent pool. Vice-Provost Earl Gibbons, Extended Education, and Professor Vicki Hamblin, Executive Director of International Studies, developed the following plan as the first steps toward an increased commitment to the internationalization of Western's population, its curriculum, and its partnerships with other institutions.

Supporting Information:

The changes proposed for the Center are the following:

- Create a CIS office for **International Students and Scholars** staffed by a full-time immigration officer (primary DSO) and a full-time international student advisor by fall quarter 2013. This office will provide visa services for faculty, students and staff and will serve as the primary contact for Homeland Security purposes. The ISSS staff will also orient international students to campus services, serve as their contact point, and develop assessment processes to improve our record with regard to international recruitment. By funding one additional staff position, Western significantly improves its chances for success.
- Move the **Intensive English Program** and the **Asia University America Program** into **Extended Education**, where they will be restructured to reduce staffing and service redundancies. In addition, IEP will work with an external consultant to bring it into compliance with federal regulations and to develop its English-language program in preparation for national accreditation by the appropriate agency.
- Work with **International Programs and Exchanges** to integrate new computer software that will improve student application, program review, and enrollment assessment processes. This integration will create efficiencies within that office, allowing staff to substantially offset their paper record-keeping and to redistribute work assignments.

Intended outcomes of these changes:

- Attracting and retaining qualified international students who matriculate directly or as transfers from regional community colleges as part of bringing the world to Western;
- Providing a bridge program for students in the Intensive English Program;
- Offering improved support services to international students, domestic students, faculty and staff who travel, study, work, or do research in other countries as part of their Western experience.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Provost Catherine Riordan

DATE: October 12, 2012

SUBJECT: **Honors Program**

PURPOSE: Discussion Item

Purpose of Submittal:

Western's Honors program has recently completed a three year pilot expansion and external review. This presentation summarizes the positive impact of the expansion upon the university's ability to draw high-achieving students and the changes the program has undergone to sustain a larger freshman class. Steve VanderStaay, Vice Provost for Undergraduate Education, summarizes the enrollment impact of the expansion; Dr. George Mariz, Director of the Honors Program, and an honors student will describe the program and the many opportunities it provides students.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers, Vice President for University Advancement and Executive Director, WWU Foundation

DATE: October 12, 2012

SUBJECT: **Campaign Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Stephanie Bowers, Vice President for University Advancement and Executive Director of the WWU Foundation, will provide an update to the board on the Western Washington University campaign.



Ben Gamman

Recipient: 2012 Board of Trustees Scholarship

Freshman

Intended Major: double major **Math & Physics**
with endorsements to teach at high school level

Hometown: Bothell, Washington

Graduated: Bothell High School

Ben in Olympia working on his senior project.

What made you choose Western?

I visited campus during Spring Preview and I was very impressed with the Math Department. Also, it was a sound economic decision; Western is a great value for the price. I also like the location. Bellingham is a nice place and it is far enough away from home without being too far. Receiving scholarships was also a large part of the decision.

What do you enjoy about math?

It is logical and there are rules and I like that about it. Plus, I am good at it.

What makes you want to be a high school teacher?

I think teaching would be a rewarding career. It would be something that I would enjoy and would also be meaningful, so that appeals to me. I have done a lot of tutoring and I have really enjoyed that.

Is there anything else you would like to add?

Just thank you. It was a great feeling to receive the notification about my scholarship in the mail. It was reassuring and gave me a vote of confidence.



Ben working as the editor of his high school newspaper.



Western Washington University Board of Trustees

Members of the Board:

Thank you for selecting me to receive the Western Washington University Board of Trustees Scholarship. My name is Ben Gamman, and I would like to share a bit about how this scholarship will help me. I just graduated from Bothell High School as a National Merit Finalist with a GPA of approximately 3.9, in the top five percent of my class. I am greatly looking forward to living in Bellingham and attending Western Washington University next year. I will be entering the WWU Honors Program, and my intent is to double major in math and physics. I also plan to pursue a master's degree in mathematics, as well as endorsements to teach math and physics at the high school level. The money from this scholarship will be extremely helpful to me in paying my tuition, lightening my financial burden overall and thereby also making it somewhat easier for me to pay for my living expenses such as rent and food. I truly appreciate your great generosity in offering me this scholarship, and I thank you again for offering me your support.

Sincerely,

A handwritten signature in cursive script that reads "Ben Gamman". The signature is written in black ink and is positioned to the right of the word "Sincerely,".

Ben Gamman

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: Dick Thompson, Chair, Board Audit Committee
DATE: October 12, 2012
SUBJECT: **Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

Trustee Thompson will report to members of the Board of Trustees, and the university president and his staff, topics related to the Board Audit Committee.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Provost Catherine Riordan
DATE: October 12, 2012
SUBJECT: **Academic Report: The Essential Learning Outcomes**
PURPOSE: Information Item

Purpose of Submittal:

This is an opportunity to provide general information from a national report about liberal education outcomes. Information specific to Western Washington University will be shared at the Thursday, October 11 Board meeting.

Supporting Information:

The Essential Learning Outcomes listing from a report by the Association of American Colleges and Universities: *Making Progress? What We Know About the Achievement of Liberal Education Outcomes*

FIGURE 1

The Essential Learning Outcomes



Beginning in school, and continuing at successively higher levels across their collegé studies, students should prepare for twenty-first-century challenges by gaining:

★ Knowledge of Human Cultures and the Physical and Natural World

- Through study in the sciences and mathematics, social sciences, humanities, histories, languages, and the arts

Focused by engagement with big questions, both contemporary and enduring

★ Intellectual and Practical Skills, including

- Inquiry and analysis
- Critical and creative thinking
- Written and oral communication
- Quantitative literacy
- Information literacy
- Teamwork and problem solving

Practiced extensively, across the curriculum, in the context of progressively more challenging problems, projects, and standards for performance

★ Personal and Social Responsibility, including

- Civic knowledge and engagement—local and global
- Intercultural knowledge and competence
- Ethical reasoning and action
- Foundations and skills for lifelong learning

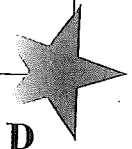
Anchored through active involvement with diverse communities and real-world challenges

★ Integrative and Applied Learning, including

- Synthesis and advanced accomplishment across general and specialized studies

Demonstrated through the application of knowledge, skills, and responsibilities to new settings and complex problems

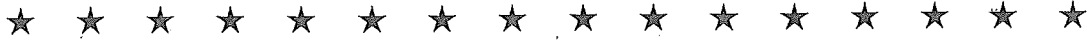
Note: This listing was developed through a multiyear dialogue with hundreds of colleges and universities about needed goals for student learning; analysis of a long series of recommendations and reports from the business community; and analysis of the accreditation requirements for engineering, business, nursing, and teacher education. The findings are documented in previous publications of the Association of American Colleges and Universities: *College Learning for the New Global Century* (2007) and *The LEAP Vision for Learning* (2011). For more information, see www.aacu.org/leap.



LEAP

FIGURE 2

Percentage of Employers Who Want Colleges to “Place More Emphasis” on Essential Learning Outcomes



★ **Knowledge of Human Cultures and the Physical and Natural World**

| | |
|---|------|
| • Science and technology | 70% |
| • Global issues | 67%* |
| • The role of the United States in the world | 57% |
| • Cultural diversity in the United States and other countries | 57% |
| • Civic knowledge, participation, and engagement | 52%* |

★ **Intellectual and Practical Skills**

| | |
|--|------|
| • Written and oral communication | 89% |
| • Critical thinking and analytic reasoning | 81% |
| • Complex problem solving | 75% |
| • Teamwork skills in diverse groups | 71%* |
| • Creativity and innovation | 70% |
| • Information literacy | 68% |
| • Quantitative reasoning | 63% |

★ **Personal and Social Responsibility**

| | |
|---|------|
| • Ethical decision making | 75% |
| • Intercultural competence (teamwork in diverse groups) | 71%* |
| • Intercultural knowledge (global issues) | 67%* |
| • Civic knowledge, participation, and engagement | 52%* |

★ **Integrative and Applied Learning**

| | |
|--|-----|
| • Applied knowledge in real-world settings | 79% |
|--|-----|

Note: These findings are taken from *Raising the Bar: Employers' Views on College Learning in the Wake of the Economic Downturn*, a survey of employers conducted for AAC&U by Hart Research Associates and published in 2010. For a full report on this survey and related employer findings, see www.aacu.org/leap.

*Starred items are shown in multiple learning outcome categories because they apply to more than one.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers, Vice President for University Advancement and Executive Director, WWU Foundation

DATE: October 12, 2012

SUBJECT: **Alumni Association Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Alumni Relations activities.

Supporting Information:

Report Attached

ASK!, the alumni-student online mentoring program continues to grow as students, faculty, staff, and fellow alumni utilize this career networking/mentoring tool. Over the past five months, searches of Ask! mentors by students have grown from 3,100 to more than 4,300—a 40% increase. Our 596 Alumni mentors represent 43 states and 10 countries.

Alumni Association memberships continue to be a key indicator in engagement with and support of the University. We have experienced a 6.8% increase in the first two months of this quarter. This is the result of a new strategy that includes: payroll deduction for faculty and staff, student memberships, creating value through advanced notices and increasing event pricing for non-members.

Approximately 200 faculty and staff attended the 5th Annual Get Your Blue On BBQ & Concert in September at which Woods Coffee Company presented a gift for scholarships. This event is part of a Get Your Blue On series to encourage Western pride and community. Since this effort began, we have seen a 261% increase (34 alumni members in 2007 to 123 alumni members in 2012) of Western staff who have become Alumni Association members.

Ongoing broad-based engagement opportunities continue to be a focus. Since July 2012, we have planned and executed 10 events and programs with more than 1,000 attendees including theatre performances, cycling on Lopez Island, Aqua Sox game, Annual GYBO BBQ. We have an additional 45 events planned through June, with 3 upcoming programs sold out: The Bellingham Bay Oktoberfest Cruise; the Seattle Sounders vs. Portland Timbers pre-game and game; and the WWU vs. Duke activities in Durham, NC.



Capital Program Report

Board of Trustees

October 12, 2012

MAJOR/INTERMEDIATE CAPITAL PROJECTS

- **Carver Academic Renovation**

The Carver Academic Renovation project has completed the schematic design phase and is now in design development. During the design development phase the design team will be meeting with the University's project representatives to integrate building systems (e.g. mechanical, electrical, data, and telecom) and further develop individual room information regarding user functions. The design development submittal is due to the University in mid-December 2012.

Mortenson Construction (GC/CM) is completing the process for procuring Electrical and Mechanical Contractor/Construction Managers (EC/CM and MC/CM) to assist with design. The EC/CM and MC/CM are scheduled to be under contract this month.

Construction is planned to start in mid-2014 and be completed spring of 2016, but is dependent upon state funding. A presentation of the project is scheduled for this Board of Trustees meeting.

- **Fraser Hall Renovation**

Construction documents are nearly complete and will be ready for bidding by early fall of 2012. A construction contract is scheduled to be submitted to the Board of Trustees for approval at the December 2012 meeting, and construction is scheduled to begin winter quarter 2013 with final completion by fall quarter 2013. A brown bag meeting with interested faculty and staff members was held on September 24 to explain the proposed renovation and answer questions. The meeting was led by the architectural team (Mahlum Architects, Seattle, WA) and project representatives from Western.

The renovation is intended to upgrade the facility mechanical and electrical systems, energy efficiency of the building exterior envelope, and ADA accessibility. Programmatic needs will also be addressed by the replacement of some fixed seating and the addition of technology to support a variety of learning modalities.

- **Classroom and Lab Upgrades – Phase 1**

Work on the 18 classrooms over the summer has been completed. Construction is now underway on the three classrooms scheduled for completion by winter quarter 2013. Work includes: hazardous materials abatement; new lecture podium systems with computer, video and projection equipment; projection screens; whiteboards; modifications to doors, walls and ceilings; new flooring, ceilings and acoustical wall treatments; modifications to mechanical and electrical systems; and updated furnishings in some rooms.

2013-15 CAPITAL PLANNING PROCESS

The 2013-2015 capital planning process culminated with submission of the 2013-2023 Capital Plan and 2013-2015 Capital Budget Request to the Office of Financial Management (OFM) in early September.

As part of the State's Higher Education Capital Budget request process, Western submitted separate proposals for all Major (>\$5M) (excluding the Carver Academic Renovation*) and Intermediate (>\$2M and <\$5M) projects being requested in the 2013-2015 Capital Budget Request. These proposals were scored by evaluation panels and OFM. The results of that scoring are attached.

*As mentioned in the spreadsheet, projects identified as "Construction in the Queue" including the Carver Academic Renovation were not scored in the biennium for which they are requesting construction funds, as they are assumed to be the highest priority of all the projects and were already scored in their design phase request.

Per legislation, OFM will now take this information and develop a four-year higher education institutions single prioritized list following these steps:

- Start with raw score from categorical scoring process;
- Convert raw scores to a base of 100;
- Projects that preserve assets will receive 15 points (or zero points if not applicable);
- Projects that increase degree production: maximum of 10 points (or zero points if not applicable);
- Efficient use of Instructional Space: maximum 5 points; and,
- Tied scores will refer to raw scores to break tie by 1/10 of a point.

The single prioritized list will be released at the discretion of the Governor, but no later than the start of the 2013 Legislative Session.

For more information about the major projects, the Capital Program, and the Capital Planning Process, visit the Office of Facilities Development and Capital Budget website: <http://www.wvu.edu/wwuarchitect/>.

Attachment: OFM 2013-2015 Higher Education Capital Projects Scoring Results

2013-15 Higher Education Capital Projects Scoring Results

4-Year Institutions

1 October 2012

| Construction in the Queue (listed in alphabetical order by institution) | | | | 2013-15 Agency Request (in millions) |
|---|--|-------|-----------------|---|
| CWU | Category | Score | Phase Requested | Request (in millions) |
| CWU | Samuelson Communication & Technology Center | 48.8 | P-C | \$60.0 |
| CWU | Science Phase II | 43.7 | P-C | \$66.4 |
| UW | Denny Hall Renovation | 37.2 | P-C | \$54.6 |
| UW | Lewis Hall Renovation | 36.4 | D-C | \$3.7 |
| WSU | Clean Technology Laboratory | 33.8 | P-C | \$55.2 |
| WWU | Carver Academic Renovation | 32.7 | D-C | \$69.3 |
| Infrastructure Category (59 points maximum) | | | | |
| CWU | Combined Utilities | 48.8 | P-C | \$8.0 |
| UW | Infrastructure - Upgrade Campus Water System | 43.7 | P-C | \$7.5 |
| WWU | North Campus Utility Upgrade | 37.2 | P-C | \$3.8 |
| UW | UW Tower Building Chilled Water Replacement | 36.4 | D-C | \$7.5 |
| WWU | Performing Arts Exterior Renewal | 33.8 | P-C | \$3.1 |
| WSU | Infrastructure/Grimes Way Realignment | 32.7 | D-C | \$36.0 |
| UW | Magnuson Health Science Center Roofing Replacement | 31.4 | D-C | \$7.0 |
| UW | District Energy Resource Center | 29.6 | Design | \$2.2 |
| 2013-15 Agency Request (in millions) | | | | |
| Growth: Intermediate Projects (59 points maximum) | | | | 2013-15 Agency Request (in millions) |
| WSU | Library Retrieval System - Offsite Storage | 20.0 | P-C | \$4.9 |
| 2013-15 Agency Request (in millions) | | | | |
| Renovation: Major Projects (95 points maximum) | | | | 2013-15 Agency Request (in millions) |
| WSU | Troy Hall Renovation | 54.3 | Design | \$4.4 |
| TESC | Lecture Hall Renovation | 49.5 | Design | \$2.2 |
| 2013-15 Agency Request (in millions) | | | | |
| Renovation: Intermediate Projects (70 points maximum) | | | | 2013-15 Agency Request (in millions) |
| CWU | Brooks Library Renovation | 46.7 | P-C | \$4.9 |
| TESC | Science Lab 2 - 2ND Floor Renovation | 46.2 | P-C | \$5.0 |
| WWU | Classroom & Lab Upgrades Phase 2 | 43.3 | P-C | \$4.9 |
| TESC | Science Lab 1 - Basement Renovation | 42.0 | P-C | \$5.0 |
| 2013-15 Agency Request (in millions) | | | | |
| Replacement: Major Projects (95 points maximum) | | | | 2013-15 Agency Request (in millions) |
| CWU | Nutrition, Exercise, and Health Science (NEHS) Facility | 69.0 | Design | \$4.0 |
| WWU | Academic Services & Performing Arts Facility/Gateway Complex | 61.4 | Design | \$7.2 |
| EWU | Science I (aka Biology-Chemistry Science Center) ⁵ | 53.7 | Design | \$4.5 |
| 2013-15 Agency Request (in millions) | | | | |
| Replacement: Intermediate Projects (70 points maximum) | | | | 2013-15 Agency Request (in millions) |
| CWU | Peterson Hall Replacement | 48.4 | P-C | \$4.9 |
| 2013-15 Agency Request (in millions) | | | | |
| Research: Major Projects (102 points maximum) | | | | 2013-15 Agency Request (in millions) |
| WSU | Global Animal Health Building Phase II/WA Animal Disease Diagnostic & Research Facility ⁵ | 70.5 | Design | \$5.3 |
| WSU | Agricultural Animal Health Research Facility | 52.0 | Design | \$3.2 |
| WSU | College of Agriculture's Dairy Research/Teaching Milking Parlor ⁵ | 51.1 | D-C | \$8.3 |
| 2013-15 Agency Request (in millions) | | | | |
| Research: Intermediate Projects (77 points maximum) | | | | 2013-15 Agency Request (in millions) |
| WSU | Prosser-Agric Tech Bldg Addition ⁵ | 56.7 | P-C | \$2.5 |
| WSU | Prosser Viticulture/Enology Facility ⁵ | 56.3 | P-C | \$3.5 |
| 2013-15 Agency Request (in millions) | | | | |
| Pre-design Category (64 points maximum) | | | | 2013-15 Agency Request (in millions) |
| WSU | Plant Sciences ⁵ | 44.5 | Pre-design | \$0.5 |
| WSU | Plant Growth (Greenhouse) Facilities Phase 1 | 39.8 | Pre-design | \$0.2 |
| EWU | Science II Pre-design | 39.2 | Pre-design | \$0.4 |
| TESC | Seminar I Renovation | 32.0 | Pre-design | \$0.3 |
| TESC | Tacoma Campus Acquisition & Replacement | 31.5 | P-D | \$4.8 |
| UW | College of Engineering Classroom and Research Renovation | 30.5 | P-C | \$13.4 |
| UW | Health Sciences Education Phase I - T-Wing Renovation/Addition | 30.4 | P-D | \$8.0 |
| WWU | Interdisciplinary Science Facility | 29.0 | Pre-design | \$0.5 |
| UW | Tacoma Classroom Building Renovation - Urban Solutions Center | 27.6 | P-D | \$1.9 |
| UW | College of Engineering Interdisciplinary Education/Research Center I | 27.4 | Pre-design | \$0.4 |
| UW | Innovation Collaboration Center | 22.5 | Pre-design | \$0.4 |
| UW | Health & Life Sciences - Hitchcock West | 21.6 | P-D | \$10.5 |
| UW | Libraries Archival Storage - Sand Point Building 5 | 19.6 | P-D | \$1.0 |
| EWU | Riverpoint Building | 18.8 | Pre-design | \$0.4 |
| UW | Tacoma Innovation Partnership Zone Development - Phase I | 16.8 | Pre-design | \$0.5 |

Legend:

- P-C = Pre-design through Construction
- P-D = Pre-design through Design
- D-C = Design through Construction

Notes:

1. Construction projects in the queue: construction projects are not scored in the biennium for which they are requesting construction funds as they are assumed to be the highest priority of all the projects. All construction projects are scored at the design phase in a prior biennium.
2. Institutions had the option to indicate their top 3 priority projects in each of the three groups of categories: for Major (10, 8, and 6 points) and Intermediate (6, 4, and 2 points) projects: 1) Growth, Renovation, Replacement, & Research, and; 2) Pre-design, Acquisition, and Infrastructure (6, 4, and 2 points).
3. Intermediate projects range between \$2-\$5 million and generally occur within one biennium.
4. Major projects are \$5 million and greater.
5. Project scored within the prior two biennia but not funded. Biennial conversion factor applied to translate score to current point system.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard by Stephanie Bowers, Vice President for University Advancement and Executive Director, WWU Foundation

DATE: October 12, 2012

SUBJECT: **Development Report**

PURPOSE: Information Item

Purpose of Submittal:

Provide an update to the Board on Western Washington University Foundation activities.

Supporting Information:

Report attached

OFFICE OF DEVELOPMENT

The “Western Stands for Washington” campaign gift commitments are in excess of \$15.6 million since July 1, 2011. Recent commitments include estate gifts from Dianne and JP Sheehan, Daniel Smith and Dwight and Diane Walters. David and Denise Cole have made a significant cash pledge to support hiring the first faculty director of the campus-wide Entrepreneurship program.

The 2012 Bellingham Business Forum lunch will occur Wednesday, November 14 at the Hotel Bellwether Ballroom. Alumna, Foundation Board member and WWU parent Julie Larson-Green will be the keynote. Julie is Vice President for Program Management for Windows at Microsoft, and has been instrumental in the development of the completely re-imagined Windows 8 operating system.

The Foundation is organizing a welcome reception for donors, alumni and community members to meet the new Dean of Huxley College of the Environment, Steven Hollenhorst, for Tuesday, October 30 in Bellingham.

DeNel Stoltz has joined the Foundation team as the development officer for the College of Sciences and Technology. Previously, she served as the development director of the School of Music and Dance at the University of Oregon.

Gifts of Note

A gift of \$25,000 from Dennis and Debbie Madsen will support the Board of Trustees Scholarship Endowment.

A final distribution of nearly \$25,000 from the estate of Cheryl Bickford will support scholarships. The total scholarship endowment stands at more than \$34,000.

A gift in excess of \$14,000 from US Bank will support economic education and community financial literacy as well as scholarships for College of Business and Economics students.

A gift of \$25,000 from David and Darla Kennerud will establish an endowment to support visiting scholars in the mathematics department.

A gift of \$10,000 from Craig and Susan Cole’s Community Assistance Foundation will enhance the Cole Endowment, which promotes the appreciation of racial, ethnic and religious diversity at Western and across the United States.

Upcoming Events

October 10 – Athletics Scholarship Dinner

November 14 – Bellingham Business Forum featuring Julie Larson-Green

December 4 – Seattle Holiday Reception – Bellevue Hyatt

December 6, 7, 8, 10 – Bellingham Holiday Open Houses at the Shepard’s home

December 13 – Foundation Board Quarterly meeting

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Bruce Shepard and Board Audit Committee by Kim Herrenkohl,
Director of Internal Audit

DATE: October 12, 2012

SUBJECT: 2011-2012 Office of the Internal Auditor Annual Report

PURPOSE: Information Item

Purpose of Submittal:

To provide the Board of Trustees an annual overview of the 2011-2012 operations of the Office of the Internal Auditor. Report includes descriptions of internal audit services, results of audit and investigative activities, and goals for the upcoming academic year.

Supporting Information:

- *2011-2012 Annual Report to the Board of Trustees, Office of the Internal Auditor – document attached.*



**2011 - 2012
ANNUAL REPORT TO
THE BOARD OF TRUSTEES**



**Office of the Internal Auditor
Western Washington University**

October 12, 2012

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Prepared by Kim Herrenkohl, Director of Internal Audit

Western Washington University
Office of the Internal Auditor

2011-2012 ANNUAL REPORT
TO THE BOARD OF TRUSTEES

INTRODUCTION

The purpose of the annual report is to provide the Audit Committee and Board of Trustees with information on the university's internal audit program.

Historical Information:

The Office of the Internal Auditor has been providing internal auditing services to Western since the early 1980s. The oversight responsibilities for the Internal Audit program have changed over the years. In 2001, Internal Audit's reporting structure was changed from the division of Business and Financial Affairs (BFA) to the President's Office. The reporting responsibilities changed again May 1, 2005, when the Board of Trustees adopted the Audit Committee Charter. The Charter established that the Office of the Internal Auditor would report functionally to the Audit Committee of the Board of Trustees and administratively to the President. The Internal Audit Office was a one-person department until December 2005, when an additional staff auditor and a half-time administrative assistant were hired.

2011-2012 Governance Highlights:

The Audit Committee held five meetings between July 1, 2011 and June 31, 2012. The President and Office of the Internal Auditor participated in each of these meetings as did management from Business and Financial Affairs for relevant agenda items. The Audit Committee meetings also included entrance and exit meetings with the Washington State Auditor's Office for the university's financial statement and accountability audits. At the June 8, 2012 Board of Trustee meeting, the Board approved the 2012-2014 Internal Audit Schedule.

Statement of Independence: The Internal Audit Director confirms the Office of the Internal Auditor's organizational independence during 2011-2012.

International Standards for the Professional Practice of Internal Auditing

1110 – Organizational Independence

The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. The chief audit executive must confirm to the Board, at least annually, the organizational independence of the internal audit activity.

2060 – Reporting to the Board and Senior Management

The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.

ORGANIZATION

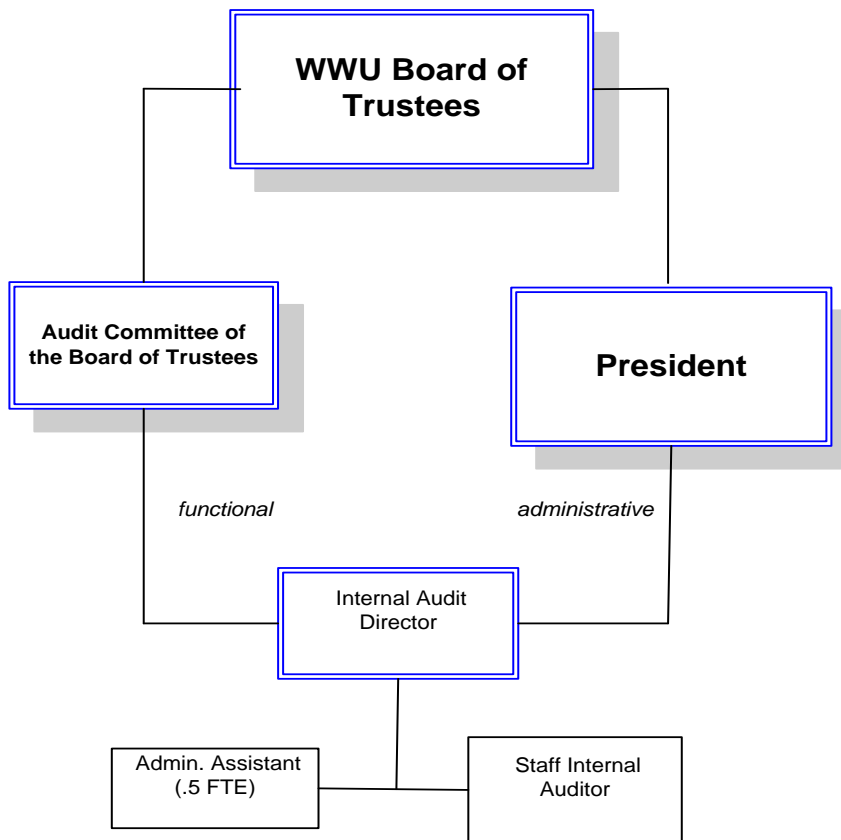
Personnel working in the Office of the Internal Auditor at the end of 2011-2012 are:

Kim Herrenkohl, CPA, CIA, CFE, Director

Paul Schronen, Internal Auditor

Suzanne Baker, Assistant to Internal Audit and Assistant Attorney General (.5 FTE)

Office of the Internal Auditor Organization Chart:



PURPOSE

Internal Auditing is an independent function established within the university to examine and evaluate its activities as a service to the organization. The objective of the Office of the Internal Auditor is to assist the Board of Trustees, President and University Management in the discharge of their oversight, management and operating responsibilities. This objective is accomplished by providing analyses, appraisals, recommendations and information about the activities reviewed by the Office of the Internal Auditor. The Office of the Internal Auditor

assesses the efficiency and effectiveness of internal controls with the goal of promoting effective controls at reasonable costs to the university. The internal audit function is an integral part of the institution and plays an important role in the management control system by measuring and evaluating controls. The internal audit review and appraisal process does not in any way relieve other university personnel of the responsibilities assigned to them.

Western Washington University's Office of the Internal Auditor is committed to the professional practice of internal auditing. Internal Audit's functional reporting to the Audit Committee of the Board of Trustees and administrative reporting to the President of the university provides the ability to maintain the proper level of independence noted as best practice as well as the Institute of Internal Auditor's standards. In addition, independence requires that the Internal Auditors perform work freely and objectively.

The Office of the Internal Auditor performs internal operational, compliance, and financial related audits of programs, services, departments and accounts that come under the budget authority of the University. Internal Audit performs four types of audit services:

1. Assurance Services: Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. Consulting Services: Consulting services are advisory and other service activities include counsel, advice, facilitation, process design and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence.
3. Special Investigations: Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.
4. Follow-up Engagements: Follow-up engagements evaluate plans and actions taken to correct reported conditions.

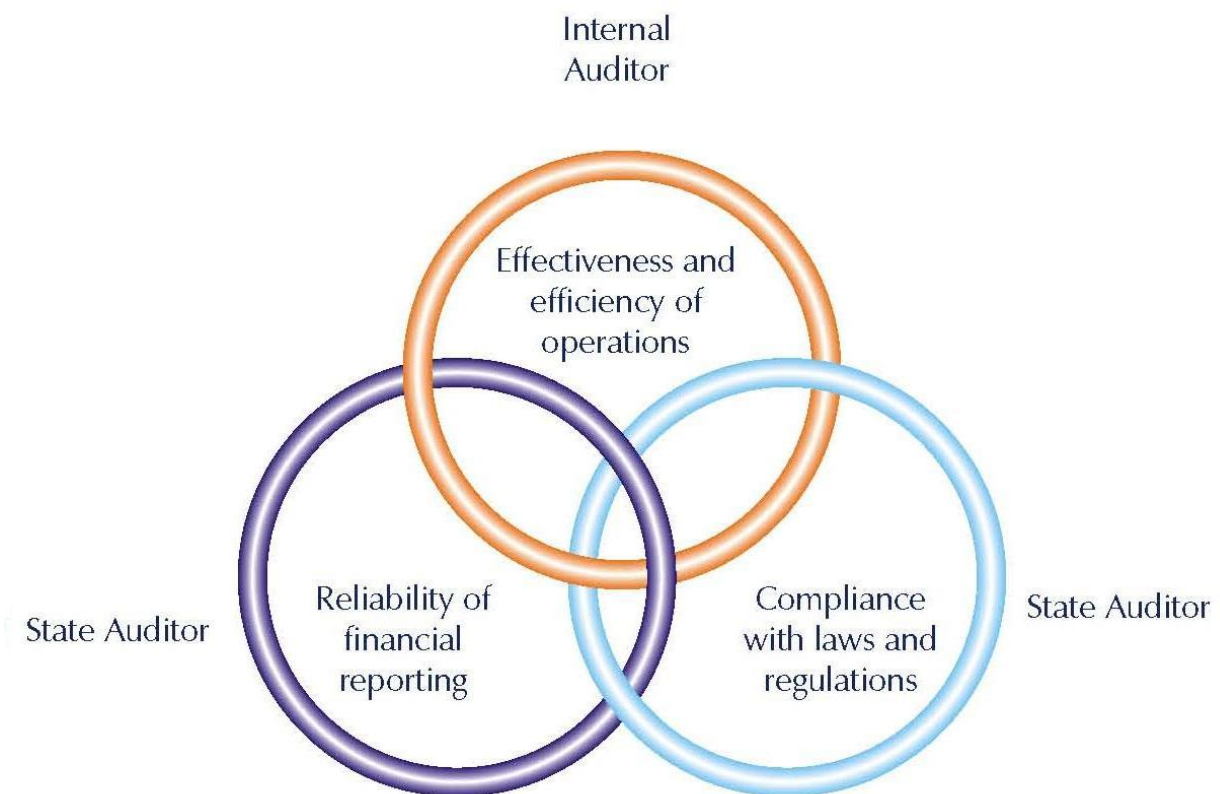
A biennial, risk-based audit schedule is created each year which allows for contingencies that develop during the year. The audit schedule is developed with input from the Audit Committee, President, Provost, Vice Presidents, and other university management. The Audit Committee reviews and makes recommendations regarding the audit schedule and the Board of Trustees approves the audit schedule. Audit services are coordinated with external auditors to reduce duplication of efforts and increase audit coverage of the University.

Final audit reports are distributed to the Audit Committee, President, Vice Presidents, and Deans or Directors involved in the audit. The President and appropriate university management have an opportunity to review and discuss all draft reports. Written responses are requested from management and are included in the audit reports to provide information on the university's plans to address the issues identified in the reports.

UNIVERSITY AUDIT COVERAGE OVERVIEW

The Office of the Internal Auditor works with the university's external auditors to provide a coordinated audit approach that maximizes audit coverage and avoids duplication of efforts. Each audit organization has a specific role which is defined by charter, law or university contract.

The following picture illustrates the primary objectives of each audit organization as well as how the audit activities intersect and complement each other:



RESULTS OF 2011-2012 AUDIT AND INVESTIGATIVE ACTIVITIES

Summaries of the audit and investigation reports issued by the Office of the Internal Auditor during fiscal period July 1, 2011 through June 30, 2012 are provided below:

AUDITS AND CONSULTING

University and Theatre Department – Special Course Fee Consultation Follow Up Audit

We performed a follow up audit of the original audit report issued July 23, 2004. In the original report we made recommendations related to strengthening policies, procedures and documentation of special course fees. We also recommended that the university establish and publish accounting and review processes to provide an appropriate level of control over special course fee monies. In addition, there were recommendations related to accounting errors and asset accountability. During the follow up audit, we determined that all of the original recommendations had been completed or substantially completed.

Public Safety Office – Ethical Use of Resources Investigation Follow Up Audit

We performed a follow up audit of the original audit report issued January 23, 2009. In the original report we evaluated documentation from the Public Safety Office concerning two employee's inappropriate use of the university's long distance phone and Internet services. Based on our original review of Public Safety's documentation and additional telecommunication activity documentation, we determined that ethical violations had occurred and that there were opportunities for improving Public Safety Office processes. We made recommendations related to review procedures, training opportunities, and proper implementation procedures for restitution agreements. During the follow up audit, we determined that all of the original recommendations had been completed or substantially completed.

Decentralized Accounts Payable – Associated Students Finance Office Audit

The focus of the audit was to evaluate the adequacy of system and operational controls related to Associated Students Finance Office's decentralized accounts payable process and to verify that the controls were operating effectively, efficiently, and in accordance with management's criteria and legal requirements. We made recommendations related to invoice approvals and delegation of authorities, university purchasing and contracting restrictions, travel-related payments and reimbursements, travel advance process, coffee and light refreshments/meal reimbursements, permissible uses of Service and Activity fee expenditures, transaction documentation, business process efficiencies, and system access controls providing appropriate separation of duties or compensating controls.

Facilities Design and Construction Administration – Ethical Use of Cell Phone Special Investigation Follow Up Audit

We performed a follow up audit of the original audit report issued March 5, 2009. In the original report we substantiated concerns that Facilities Design and Construction Administration (FDCA) employees were making excessive personal use of university cell phones which violated the Ethics In Public Service Act and we identified an opportunity for improving FDCA's monitoring process. During the follow up audit, it was determined that the original report recommendations on review procedures, training opportunities, and proper procedures for obtaining restitution agreements had been completed or substantially completed.

Quarterly Audit of President's Expenses

Internal Audit was delegated responsibility from the Audit Committee of the Board of Trustees to perform a quarterly audit of all state-funded travel and entertainment expense reimbursements to President Shepard. During fiscal year 2011-2012, Internal Audit performed four audits and reported on the results to the Audit Committee. The reviews did not identify any reimbursed expenses that were not allowed by state rules.

SPECIAL INVESTIGATIONS

Human Resources Special Privileges Complaint Special Investigation

Internal Audit reviewed allegations that the Human Resources Director had used her position to gain a special privilege by requiring her staff to pick up her child after school. Based on our review of email messages, Outlook calendars and interviews with university employees, we did not substantiate the allegations.

Admissions Office Conflict of Interest and Scholarship Compliance Special Investigation

Internal Audit reviewed allegations that the Admissions Director asked a former Admissions Office employee to provide a tuition waiver to one or more of the Admissions Director's relatives as part of the applicant's admission into Western's undergraduate program. Internal Audit received an additional allegation that at least one (non-related) student was provided with a number of scholarships, for which he did not meet the eligibility criteria, in return for his work in the Admissions Office. Internal Audit's review substantiated that a number of students had received scholarships outside of documented eligibility criteria established by the WWU Foundation or donors. These scholarships were awarded both for one-time

unique circumstances and in exchange for work performed in the Admissions Office. We noted that the exchange of scholarships for work performed potentially violated Internal Revenue Service codes, the Immigration and Naturalization Act and the Fair Labor Standards Act. We also identified evidence to substantiate allegations that the Admissions Director violated the Ethics In Public Service Act regarding actual or perceived conflicts of interest, both in her involvement with the admission of her great nephew and great niece and the awarding of financial scholarships or tuition waivers to them by the Admissions Office.

Center For Economic Vitality Irregularities Special Investigation

Internal Audit reviewed allegations that the Director of the Center for Economic Vitality (CEV) "*employed questionable and possibly illegal accounting and operational practices,*" including: using his position as director to secure outside consulting jobs with clients; collecting duplicate funding; using grant funds to augment his salary; and receiving a salary commensurate with full-time employment while working a part-time schedule. Our investigation substantiated the allegation that the director used his official state position to obtain a financial benefit by performing outside compensated activities and acquire a financial interest in an outside for-profit business. We also determined that the director had been informed in 2004, by his former supervisor, to cease performing outside compensated work and to bring the work and revenue into the CEV. We also identified possible theft of university funds and perjury related to travel reimbursement requests from the director and noted concerns over his use of university computing resources. We did not substantiate any concerns related to the three other allegations.

2012-2014 PLANNED INTERNAL AUDIT ACTIVITIES

Internal Audit Schedule and Risk Assessment Processes:

As outlined in Internal Audit's charter, policy and procedure, the Office of the Internal Auditor creates a risk-based annual audit schedule to maximize the effective use of Western's Internal Audit resources. In establishing the biennial audit schedule for 2012 – 2014, we met with the President, Provost and each Vice President. We also met with each Dean and solicited input from Assistant Vice Provosts, Executive Directors, Directors and Academic Chairs regarding potential or inherent risks warranting review by Internal Audit.

Input from the campus provides us with both a broad overview and specific areas of university risk for consideration. Internal Audit's experience with university operations as well as understanding of inherent operating risks is also considered in the process. In addition, the *International Standards for the Professional Practice of Internal Auditing* requires internal auditors to perform follow-up audits of prior audit activities to ascertain that appropriate action is taken on reported audit recommendations. The audit schedule is also developed to allow for contingencies that may develop during the year. Finally, the Internal Audit schedule considers audit services provided by outside audit organizations such as the State Auditor's Office in order to reduce a duplication of efforts and increase audit coverage to the university. A preliminary audit schedule was drafted and discussed with the Audit Committee and President and the Board of Trustees approved a final biennial audit schedule for 2012-2014 at their meeting on June 8, 2012. (See Appendix A.)

Other Audit and Consulting Activities:

The Office of the Internal Auditor also performs the following other activities throughout the year:

- Questions and advice consulting services **
- Department ethics training upon request
- Participation on university committees, including Policy Technical Review Committee and Banner Initiatives Projects
- Participation in audit meetings and discussions with the State Auditor's Office
- Tracking incidents of reportable losses or other illegal activities to the State Auditor's Office
- Liaison to the State Auditor's Office Whistleblower Program

** Internal Audit receives questions and requests for advice throughout the year. These inquiries require research and summary opinions and advice. Internal Audit works closely with the Assistant Attorney Generals in responding to many of these requests.

| | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 |
|--|------|------|------|------|------|------|------|------|------|
| Number of questions and requests for advice received by Internal Audit per calendar year | 77 | 71 | 77 | 80 | 66 | 68 | 68 | 60 | 57 |

Internal Audit Goals for 2012-2013:

- Complete a minimum of 60 percent of the scheduled audit and consultation activities for the fiscal period 2012-2013.
- Continue to provide proactive services such as ad hoc advice and department ethics training, upon request.
- Continue to participate on university or division risk, budget, Banner and policy committees.
- Continue to improve and refine the annual risk assessment processes for identifying inherent university risks to ensure that the university’s internal audit resources are being appropriately deployed.
- Ensure that reviews assist departments by identifying and highlighting opportunities for operational efficiency and effectiveness improvements, especially in light of economic factors causing increased pressure to downsize university staff positions.

QUALITY ASSURANCE

The Office of the Internal Auditor evaluates its audit and consultation services to ensure useful and high quality service, compliance with university policies and audit standards, and development of staff.

Customer Surveys:

One of the primary methods to obtain feedback on the effectiveness of Internal Audit’s audit and consultation services, as well as the value received by audit clients, is through Internal Audit’s Customer Survey process. The Office of the Internal Auditor’s Customer Survey forms are sent to the Vice Presidents and members of management, faculty and/or staff most involved in the audit or consultation after the completion of the review. Internal Audit considers the feedback provided in the customer survey responses and takes action deemed necessary to address quality service or performance issues. Internal Audit summarizes each audit or consultation Customer Survey results and discusses them with the President and Audit Committee at Audit Committee meetings.

Note: Internal Audit does not request feedback via the Customer Survey process for special investigations due to their unique purpose and scope. We also do not request Customer Survey forms for some small follow up audits.

The Customer Survey results for two audit reports issued from July 1, 2011 through June 30, 2012 are as follows:

| | SURVEY QUESTIONS | AVERAGE SCORE |
|----|---|---------------|
| 1 | The Internal Audit department conducted business in a courteous and professional manner | 4.00 |
| 2 | Audit or consulting related activities were conducted with as little inconvenience to me as possible | 3.67 |
| 3 | The objectives of audit or consulting related activities were clearly communicated to me | 4.00 |
| 4 | The results of the audit or consultation were discussed with me on a timely basis | 4.00 |
| 5 | Deliverables or reports were clearly written and logically organized | 4.00 |
| 6 | The audit covered key business and operational risks | 3.67 |
| 7 | My input regarding the scope and objectives were solicited, considered and addressed in a reasonable manner | 4.00 |
| 8 | My concerns and perspectives were adequately considered during interactions | 4.00 |
| 9 | The duration of the audit was reasonable | 3.67 |
| 10 | Audit recommendations were accurate and constructive | 4.00 |
| 11 | Overall, the involvement of internal audit provided value to my organization | 4.00 |

AVERAGE RESPONSE 3.91

Survey Scale: 4= Excellent; 3 = Good; 2 = Fair; 1 = Poor; and N/A Applicable

In addition to the above questions, the Customer Survey form also provides the opportunity for written comments. Some positive feedback provided included:

“I have a very strong professional belief about the important role that the audit function serves in providing important information to our operation. That belief is shared by the staff within our Finance area . . . Having had interaction with a number of auditors over my 25 years at Western I believe the current staff is the strongest team in my tenure. The professional quality of Kim and Paul, the commitment to the university they bring to their work, and their human attitude are very helpful in addressing the issues. Although their function is a "third party" I feel like we are all on the same team.”

“Our main contact was with Paul on this audit project. I found him to be a strong professional who had a very sharp eye for the details of our operation. It was very helpful that he was willing to invest the time and energy to look beyond the transactions to the goals and purposes of our system, to see the learning experience we provide for students . . . and to hold us accountable to insure we strictly adhere to university, state and our own rules. Finally Kim and Paul were very open to hearing our concerns about specific topics and refining the report. Excellent service.”

**Western Washington University
Office of the Internal Auditor
2012-2014 Internal Audit Schedule**

2012-2013

2013-2014

| OPERATIONAL/FINANCIAL AUDITS | OPERATIONAL/FINANCIAL AUDITS |
|---|---|
| <p>Associated Bookstore Overtime Special Investigation – IN PROCESS</p> <p>To review concerns related to overtime time keeping in the Associated Students Bookstore.</p> <p>Huxley College - Audit of Fee Expenditures– IN PROCESS</p> <p>To review and evaluate Huxley Colleges’ course and lab, service and facility rental fees for compliance with the university’s processes.</p> <p>Services and Activities Fee Process</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s processes for administering services and activities fees.</p> <p>Athletics Department – Financial Operations</p> <p>To review and evaluate the efficiency, effectiveness and compliance of the Athletic Department’s financial operations.</p> | <p>Registrar’s Office</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s registration, transcript, and grade reporting processes and maintenance of sensitive information.</p> <p>Grant Administration Process</p> <p>To review and evaluate the operational efficiency, effectiveness and compliance of the University’s grant processes.</p> <p>Department Purchasing Card Audit</p> <p>To review and evaluate department’s compliance with state law and University purchasing card policies and procedures.</p> <p>Laboratory Chemicals Audit</p> <p>To review and evaluate the administration and handling of the University’s laboratory chemicals for safety and compliance.</p> |

2012-2013

2013-2014

Student Travel Abroad Oversight Compliance

To review and evaluate if all events or programs where Western Washington University students travel and study outside of the United States are administered under the direction of the Center for International Studies in compliance with University policies.

Fraud Risk Management Program - Assessment

To evaluate the University's fraud risk management practices and controls to determine if the potential risk of fraud is reasonably managed.

Cash Audits

This on-going project monitors the efficiency, effectiveness and compliance of the University's cash handling processes.

Quarterly President Expense Reviews

To review the President's state-funded travel and entertainment expenses for compliance with state rules and University policies.

Student Sports Clubs

To review and evaluate student sports club fundraising processes for efficiency, effectiveness and compliance.

Cash Audits

This on-going project monitors the efficiency, effectiveness and compliance of the University's cash handling processes.

Quarterly President Expense Reviews

To review the President's state-funded travel and entertainment expenses for compliance with state rules and University policies.

FOLLOW UP AUDITS

- Vending Machine Contracts – IN PROCESS
- Payroll Time Keeping Audit
- Purchasing Card Audit
- Outside Consulting and Employment Audit
- Payments and Reimbursements to Board of Trustees Audit
- Computer Science Department Payroll Overpayment Investigation

FOLLOW UP AUDITS

- Accounts Receivable and Collections Audit
- Property Management Contract Consultation
- Accounts Payable Process Audit
- Lakewood Center Use of Resources Special Investigation

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees
FROM: President Bruce Shepard by Steve Swan, V.P. for University Relations
DATE: October 12, 2012
SUBJECT: **University Relations Report**
PURPOSE: Information Item

Purpose of Submittal:

A written report is provided on the recent activities of University Relations.

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS**

REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES

UNIVERSITY RELATIONS

Economic Development

Based on a series of interviews that were conducted with stakeholders in the region by Brian Burton, Dean of the College of Business and Economics; and VP Steve Swan, a decision has been made to discontinue operations of the Center for Economic Vitality. This decision, which will not be made public until November, was made by Dean Burton.

The primary reasons for the decision were a cut back in state and local funding for economic development programs, damage caused to the CEV brand by the actions of the past executive director, and a continuing effort to create efficiencies in fostering economic development in Whatcom County.

The CEV is engaged in fulfilling obligations and providing deliverables to complete several export related grants and will continue operations until December 31, 2012. At that time some operations of the CEV will be moved to other Western entities to strengthen those operations. These actions include a general business counselor being moved to the Small Business Development Center (SBDC) and a researcher to the Center for Business and Economic Research (CBER).

Western Window

The Western Window television show is now being shown on KVOS-TV Mondays at 5:30 p.m. The show, which is largely driven by student interns and hosted by CFPA faculty member Patrick Dizney, brings Active Minds Changing Lives to life to the general public by showcasing the work of students and faculty on campus and in the greater community.

KVOS, which is affiliated with MeTV, is carried via Comcast from Seattle through Bellingham and on Direct TV from Seattle through Olympia. The students are part of an internship program in Fairhaven College and produce one show a month. Previous shows are recycled to fill the monthly schedule.

Waterfront Development

Review of the draft Subarea Plan document for the Bellingham Waterfront Development continues at the staff level of the City of Bellingham and the Port of Bellingham. Final documents are expected to move on to the Planning Commission of the COB early next year for review, public comment and approval. The document will then be forwarded to the COB City Council and to the POB Commissioners in the Spring of 2013 for final review and approval.

The POB is in the final stages of creating its process which will result in the selection of a developer for the project. Western has met in recent months with developers who are assessing the project.

OFFICE OF UNIVERSITY COMMUNICATIONS

Our skilled professionals worked hard on a wide range of online, print, social media, video and graphic design communications and marketing, which included:

- [Western's Annual Report](#), a look back at the many accomplishments of students, faculty and staff throughout the past year, is now online. Created by **Mary Gallagher** and **Matthew Anderson**, the report is published online only for the first time. Designed in an attractive, colorful format, the interactive site pulls highlights from [Western Today](#) over the past year, sortable by various categories.
- University Communications and Marketing staff helped with outreach with the beginning of fall quarter, including publicizing a wide range of fall opening events, including [move-in days](#), [Welcoming Convocation](#) and a [quest editorial](#) in the Bellingham Herald by President Bruce Shepard.
- Our most recent online [Soundings family newsletter](#), with many useful tips for new and continuing students and their families, received the most visits ever.
- Our staff successfully placed a number of stories in the media, including a [front-page Bellingham Herald story](#) on WWU Biology Professor Merrill Peterson's research website on moths, which also ran in the Tacoma News Tribune. Our office also highlighted a number of Western achievements for both PR and marketing, including [U.S. News](#) and [Forbes](#) university rankings, the Chronicle of Higher Education's ranking of Western as a "[Great Place to work](#)" and Western's designation as a [military friendly school](#).
- New Media Coordinator **Matthew Anderson** continues to work on a wide range of social media efforts on behalf of Western, including Facebook, Twitter and [Western's Viking Village](#).
- Office of Communications and Marketing assistant director and marketing manager **John Thompson** is working with the university's Marketing Committee to ensure a cohesive, unified response to several upcoming external advertising efforts, including ads in the Alaska and Horizon airline magazines and the Seattle Times special supplement on Higher Ed.
- Booking **faculty speakers** by **Pam Smith** through [Western's Speakers Bureau](#).
- Completion of **graphic design projects** by **Chris Baker** and **Derek Bryson** with many campus offices, including New Student Services, University Residences, website updates for Compass 2 Campus, Canadian-American Studies, media guides for men's and women's basketball, design templates for College and Department websites, Campus Directory cover designs, the Annual Report brochure design and print ad design for placement in Alaska Airlines magazine.

MEETING EVALUATION & FUTURE AGENDA TOPICS

DATE FOR NEXT REGULAR MEETING

- December 13, 14, 2012

ADJOURNMENT

**WESTERN WASHINGTON UNIVERSITY
Board of Trustees
October 12, 2012**

LUNCHEON

Members of the Board of Trustees, President Shepard, and Sr. Vice President Coughlin will join members of the Associated Students Board of Directors for lunch in the Viking Commons. A table has been reserved for this purpose and meal tickets will be distributed.

Members of the AS Board of Directors attending are:

- Ethan Glemaker, AS President
- Victor Celis, VP Academics
- Deng Duot, VP Diversity
- Patrick Stickney, VP Government Affairs

FYI - Carly Roberts, AS VP for Activities and Hung Le, AS VP for Business and Operations will be attending a conference in Eugene, OR. Katie Savinski, AS VP for Student Life has a class.

2012-2013 Associated Students Board of Directors



Ethan Glemaker, President x3265 AS.President@wwu.edu
English Lit/Fairhaven– Diversity and the Cultural Creation of Identity in the classroom (Senior) Resident Advisor, Student Senator, Hall Council, NRHH Pres hometown–Elk, WA

- Be a visible resource who remains attentive to student concerns for the duration of my service.
- Empower students as self-advocates to take initiative with their voices and their actions.
- Sustainability on campus.



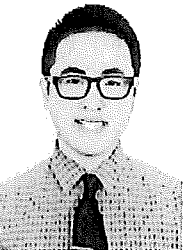
Victor Celis, VP Academics x2941 ASVP.Academics@wwu.edu
Political Science, Spanish, Latin American Studies (Senior) hometown- Auburn, WA
 Has served on many committees including Academic Coordinating Commission, AS Student Senate

- Actively engage in issues that matter most to the students and work to influence policies and regulations that impact students daily
- Increase opportunities for students to be active in university decision making. Increase connection between the AS and university colleges and departments.



Carly C. Roberts, VP Activities x3463 VP.Activities@wwu.edu
Human Services (Junior) hometown-Olympia, WA
 2 years working in AS Productions-productions asst and Underground Coffeehouse Coordinator.

- I want to use the knowledge I have gained to empower clubs to reach out to our WWU community in fresh and innovative ways and connect other student leaders to the many resources the AS has to offer.
- If elected, I will be an advocate for these indispensable places where students find entertainment, community, and support.



Hung Le, VP BusOps x2941 ASVP.BusOps@wwu.edu
Business (Senior) hometown- Kent, WA
 Studying business and economics focusing on finance, accounting, management and marketing.

- My philosophy is guided by three principles: to be student focused, transparent and to produce high quality work.
- Use more effective marketing techniques to broaden the reach of the AS.
- Empower students to make the changes they seek.



Deng Duot, VP Diversity x3463 ASVP.Diversity@wwu.edu
Law, Diversity & Justice, International Relations (Senior) hometown– Bor, South Sudan & Federal Way, WA
 11-12 VP Diversity, previously President African and Caribbean Club

- Increase participation in Viking Lobby Day.
- Helping Western to learn and potentially adapt their diversity practices, policies and procedures so that we can help all students regardless of their identity.
- Increase diversity and empowerment of more students to serve on university and AS committees.
- I'm committed to collaborating with any department and putting student opinions & voices 1st.



Patrick Stickney, VP Govt Affairs x3736 ASVP.Gov@wwu.edu
Fairhaven/Political Science (Junior) hometown– Spokane, WA
 Vice Chair of the Legislative Affairs Council, Club Liaison of Western Votes, and AS REP work study

- My priorities are: expanding work study and working towards long-term positive budget solutions.
- Help supervise a stellar voter registration program campaign
- Increase participation in Viking Lobby Day
- Create a Legislative Agenda that effectively speaks the needs of students to Olympia



Katie Savinski, VP Student Life x3736 ASVP.Life@wwu.edu
English Literature with Secondary Education Interest (Junior) hometown– Lake Stevens, WA
 AS Board Assistant past two years, aided in establishment of AS Comm & Marketing Office

- Expand the relationship between the AS and campus athletics, guide improvements to campus dining services, and increase outreach to underrepresented students.
- Continue working on educating students about the Green Energy Fee project process.
- Administrator and student collaboration so we can see sustainability on a larger scale.
- Strengthen shared governance with AS and administration.