

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
August 22, 2013**

**THURSDAY, AUGUST 22, 2013**

**Location: Old Main 340**

**Time: 11:15 a.m.**

- 1. CALL TO ORDER**  
11:15 a.m. – 11:20 a.m.
  
- 2. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**  
11:20 a.m. – 11:50 a.m.

**BREAK FOR LUNCH: 12:00 p.m. – 1:00 p.m.**

- 3. APPROVAL OF MINUTES**  
1:15 – 1:20
  - a. Board of Trustees meeting, June 13, 2013
  - b. Board of Trustees meeting, June 14, 2013
  - c. Board of Trustees meeting, July 18, 2013
  
- 4. PUBLIC COMMENT**  
1:20 – 1:30
  
- 5. RECOGNITIONS AND INTRODUCTIONS**  
1:30 – 1:50
  - Brent Carbajal, Provost and Vice President for Academic Affairs
  - Jack Herring, Dean of Fairhaven College
  - LeaAnn Martin, Dean of College of Humanities and Social Sciences
  - Kit Spicer, Interim Dean of College of Fine and Performing Arts
  
- 6. BOARD CHAIR**  
1:50 – 2:10
  - Resolution No. 2013 – 08 Recognizing the Service of Trustee Dennis Madsen
  - Resolution No. 2013 - 09 Welcoming Student Trustee Heather Flaherty
  
- 7. UNIVERSITY PRESIDENT**  
2:10 – 2:20

**8. ASSOCIATED STUDENTS**

2:20– 2:30

**9. FACULTY SENATE**

2:30 – 2:40

**BREAK: 10 min break**

**ACTION ITEMS**

**10. CONSENT ITEMS**

2:50 – 2:55

- Approval of Summer Quarter Degrees

**11. APPROVAL OF 2014 SUPPLEMENTAL OPERATING BUDGET REQUEST**

2:55 – 3:05

Presentation: Bruce Shepard, President  
Richard Van Den Hul, Vice President for Business & Financial Affairs  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Linda Teater, Budget Director, Budget Office

3:05 – 3:15

Discussion

**12. APPROVAL OF 2014 SUPPLEMENTAL CAPITAL BUDGET REQUEST**

3:15 – 3:25

Presentation: Bruce Shepard, President  
Richard Van Den Hul, Vice President for Business & Financial Affairs  
Rick Benner, University Architect/Director, Facilities Development  
& Capital Budget

3:25 – 3:35

Discussion

**DISCUSSION ITEMS**

**13. CAMPAIGN UPDATE**

3:35 – 3:40

Presentation: Stephanie Bowers, Vice President for University Advancement

3:40 – 3:45

Discussion

**14. RETENTION STRATEGIES FOR THE AT-RISK STUDENT**

3:45 – 3:55

Presentation: Eileen Coughlin, Sr. Vice President, VP for Enrollment and Student Services  
Reneé Collins, Associate Dean of Students/Director of Student Outreach Services  
Steven VanderStaay, Vice Provost for Undergraduate Education  
Sara Wilson, Special Assistant to the Senior Vice President and Vice President for Enrollment and Student Services

3:55 – 4:05

Discussion

## **REPORTS**

### **15. AUDIT COMMITTEE REPORT**

4:05 – 4:10      Presentation and Discussion: Dick Thompson, Chair, Board Audit Committee

### **16. COMMITTEE ON TRUSTEES REPORT**

4:10 – 4:15      Presentation and Discussion: Karen Lee, Chair, Board Committee on Trustees

### **17. INFORMATION ITEMS**

4:15 – 4:25

- a. Academic Report
- b. Admissions and Enrollment Report
- c. Alumni Relations Report
- d. Capital Program Report
- e. Development Report
- f. University Relations Report

**18. DATE FOR NEXT REGULAR MEETING: October 10, 11, 2013**

**19. ADJOURNMENT**

## **1. CALL TO ORDER**

**2. EXECUTIVE SESSION**

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** August 22, 2013  
**SUBJECT:** **Approval of the Minutes**  
**PURPOSE:** Action Items

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**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:

- a) Approval of the Minutes of the Board of Trustees Meeting, June 13, 2013
- b) Approval of the Minutes of the Board of Trustees Meeting, June 14, 2013
- c) Approval of the Minutes of the Special Board of Trustees Meeting, July 18, 2013

**Supporting Information:**

Minutes of June 13, 2013  
Minutes of June 14, 2013 and attachments  
Minutes of July 18, 2013 and attachments

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
June 13, 2013**

**I. CALL TO ORDER**

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 3:01 p.m., June 13, 2013, in the Board of Trustees Conference Room, Old Main 340 at Western Washington University in Bellingham, WA.

**Board of Trustees**

Peggy Zoro, Chair  
Karen Lee, Vice Chair  
Dennis Madsen  
Dick Thompson  
Ralph Munro  
Sue Sharpe  
Joseph Meyer

**Western Washington University**

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

**2. EXECUTIVE SESSION**

At 3:02 p.m. Chair Zoro announced that the Board would convene in Executive Session for approximately 2 ½ hours to discuss personnel, real estate and legal issues as authorized in RCW 42.30.110. The Board returned to open session at 5:32 p.m. with no action to report.

Meeting recessed at 5:32 p.m.

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
MINUTES  
June 14, 2013**

**I. CALL TO ORDER, APPROVAL OF MINUTES**

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m. June 14, 2013 in Old Main 340, Western Washington University in Bellingham, WA.

**Board of Trustees**

Peggy Zoro, Chair  
Karen Lee, Vice Chair  
Dennis Madsen  
Dick Thompson  
Ralph Munro  
Sue Sharpe  
Joseph Meyer

**Western Washington University**

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

MOTION 6-1-2013 Trustee Madsen moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes; Board of Trustees Meeting from April 11 and 12, 2013.

Motion carried.

**2. PUBLIC COMMENT**

Per Substitute House Bill 2313, time was provided for public comment at the June 14, 2013 regular meeting of the Board of Trustees. There were no requests for public comment.



### 3. RECOGNITIONS AND INTRODUCTIONS

- **Clara Capron, Assistant Vice President, Enrollment & Student Services**

Dr. Eileen Coughlin, Senior Vice President, Vice President for Enrollment and Student Services introduced Clara Capron, and said she has been with Western nearly 22 years, and has served the University as the Director of Financial Aid and Executive Director of Admissions and Financial Aid. In recognition of the critical importance of the admissions and financial aid functions to the well-being of Western and every one of its students, Clara was named assistant vice president for Enrollment and Student Services on November 16 of 2012. Clara has a degree in marketing and management from the University of Oregon and received her master's degree in Student Affairs Administration from Western in 1995.

- **Mark Greenberg, Dean of Libraries**

Dr. Catherine Riordan, Provost and Vice President for Academic Affairs introduced Dr. Mark Greenberg as the newly hired Dean of Libraries at Western Washington University. Dr. Greenberg bring 13 years of leadership experience with him from the University of South Florida where he was Associate Librarian and member of the Dean's senior management team with responsibility for the Special and Digital Collections, Florida Studies Center, Oral History Program and the Holocaust and Genocide Studies Center. Dr. Greenberg holds a doctorate in American History from the University of Florida, a master's of Library Science from the University of South Florida and a master's of Public History from the University of Western Ontario.

- **Fulbright Scholars & their Advisors**

Provost Riordan introduced Dr. Tom Moore, Fulbright Scholar Program Advisor and Dr. George Mariz, Director, University Honors Program. Tom described a little about the Fulbright program at Western, the average application process and the program criteria nationwide. This year Western had eight, possibly nine, Fulbright Scholars and the first Rhodes Scholar finalist. In the previous five years Western has had fourteen Fulbrights. Last year around the nation, no master's granting university had more than six Fulbright Fellowship award winners, so Western likely leads the nation among similar institutions. In addition Western students have won five Hollings Scholarships which are a National Ocean and Atmospheric Administration (NOAA) scholarship and internship program, three Boren Awards for language fellowship, six German Academic Exchange Scholarships, and five Gillman International Scholarship awards and a variety of other nationally competitive student scholarship programs.

- ❖ **Rebecca Donaldson**, English Teaching Assistantship (ETA), Brazil. Double major in Linguistics and Spanish with an additional concentration in Portuguese.
- ❖ **Valeria Fisher**, ETA, Germany. Double major in German and Sociology.
- ❖ **Elani Koogle**, ETA, Germany. Honors Program and German major.
- ❖ **Andrew Lapidus**, ETA, Austria. Major in German and minors in Spanish and Bilingual Education.
- ❖ **Ariel Morgan**, ETA, Mexico. Double major in American Cultural Studies and Bilingual Education with a Spanish minor.
- ❖ **Olivia Mothershead**, ETA, Austria. Double major in English Literature and German, with a Minor in TESOL.
- ❖ **Matthew Osborne**, ETA, Austria. Self-Designed major in Political Science and Music with a post-B.A. concentration in German and TESOL.
- ❖ **Hanna Jo Wolf**, Research, Romania. Theater major, with concentrations in Directing and Acting.

- **Dr. Catherine Riordan, Provost & Vice President for Academic Affairs.**

Chair Zoro asked President Shepard to introduce Catherine Riordan and invited Trustee Sue Sharpe to read Resolution 2013-05; Recognizing the Service of Dr. Catherine Riordan, Provost & Vice President for Academic Affairs.

**RESOLUTION NO. 2013 – 05**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS**

*Catherine Riordan*

WHEREAS, in 2009, CATHERINE RIORDAN was appointed by President Bruce Shepard as the Provost and Vice President for Academic Affairs at Western Washington University; and

WHEREAS, CATHERINE RIORDAN brought to her appointment as Provost and Vice President for Academic Affairs experience as Vice Provost, Assistant Vice President for Curriculum and Assessment, and member of the Psychology department at Central Michigan University; and

WHEREAS, CATHERINE RIORDAN brought to her appointment as Provost and Vice President for Academic Affairs experience as Director of Management Systems, Assistant to the Chancellor for Affirmative Action, Kellogg Fellow for the Missouri Youth Initiative at the University of Missouri-Rolla; and

WHEREAS, CATHERINE RIORDAN has served as a consultant for numerous commissions, advisory groups, committees within the government, private companies, published widely, and received numerous awards for distinguished teaching, advising, research, and service; and

WHEREAS, CATHERINE RIORDAN received her undergraduate degree from Eastern Michigan University; and her doctorate from the State University of New York at Albany; and

WHEREAS, under CATHERINE RIORDAN's exceptional leadership and strong commitment to student success and faculty development, Academic Affairs has unwaveringly focused on class access, transparency of processes and decision-making, decentralization of financial resources, team building within a strong dean model, and strategic planning; and

WHEREAS, under CATHERINE RIORDAN's guidance, Academic Affairs increased capacity and infrastructure for internationalizing the curriculum and student body, led efforts to expand access to Western's programs with institutions in the community and technical college system, and encouraged responsiveness to campus initiatives and task forces, and strongly supported diversity and equity in the workplace and in the classroom; and

WHEREAS, CATHERINE RIORDAN is a highly effective leader noted for her vision, energy, commitment, candor and ever-present good humor, and has served with commitment and distinction as Provost and Vice President for Academic Affairs and as a trusted member of the Western Washington University leadership team; and

WHEREAS, CATHERINE RIORDAN will be resigning from her position as Provost and Vice President for Academic Affairs at Western to pursue new adventures in the next stage of her life;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to CATHERINE RIORDAN on her many achievements and exemplary service as Provost and Vice President for Academic Affairs.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 14, 2013.

- **Roger Gilman, Dean, Fairhaven College**

Chair Zoro asked Provost Riordan to introduce Roger Gilman and invited Trustee Dick Thompson to read Resolution 2013-02; Recognizing the Service of Roger Gillman, Dean of Fairhaven College.

**RESOLUTION NO. 2013 – 02**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF DEAN**  
***ROGER W. GILMAN***

WHEREAS, in 2006, ROGER GILMAN was appointed by President Karen W. Morse as Dean of Fairhaven College of Interdisciplinary Studies at Western Washington University; and

WHEREAS, ROGER GILMAN also served as Interim Director of the Center for International Studies from September 2010 through December 2011; and

WHEREAS, ROGER GILMAN brought to his appointment as Dean of Fairhaven College of Interdisciplinary Studies, thirty years of experience at Northeastern Illinois University, which includes experience as a faculty member, as well as experience as Chair of the Department of Philosophy, and Associate Dean of the College of Arts and Sciences; and

WHEREAS, ROGER GILMAN received his undergraduate degree with honors from Western Washington University's Fairhaven College in 1972; and his graduate degree and doctorate from the University of Chicago; and

WHEREAS, under ROGER GILMAN'S leadership, Fairhaven College of Interdisciplinary Studies has successfully addressed a number of significant goals, including the college's very successful 40<sup>th</sup> anniversary celebration in 2010 which was of significant value to the college and university; and

WHEREAS, as Acting Director of the Center for International Studies, ROGER GILMAN encouraged the inclusion of international study and global perspectives as part of the university's mission statement and strategic goals; and

WHEREAS, ROGER GILMAN has been a tireless and effective advocate for interdisciplinary and global studies and for innovative pedagogies whose contributions to the Center for International Studies and to advancing global education within Fairhaven have been significant; and

WHEREAS, ROGER GILMAN has served with commitment and distinction as Dean of Fairhaven College of Interdisciplinary Studies and as a trusted member of the Academic Affairs leadership team; and

WHEREAS, ROGER GILMAN will complete his appointment as Dean of Fairhaven College of Interdisciplinary Studies on June 30, 2013;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to ROGER GILMAN for his many achievements and for his service as Dean of Fairhaven College of Interdisciplinary Studies.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 14, 2013.

- **Wendy Bohlke, Senior Counsel**

Chair Zoro asked President Shepard to introduce Wendy Bohlke and invited Trustee Karen Lee to read Resolution 2013-03, Recognizing the Service of Wendy Bohlke, Senior Counsel.

**RESOLUTION NO. 2013-03**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF SENIOR COUNSEL**  
**WENDY K. BOHLKE**

WHEREAS, WENDY K. BOHLKE, Senior Counsel and Assistant Attorney General for the Washington State Office of Attorney General, served as legal counsel for Western Washington University from July 1983 through June 2013; and

WHEREAS, WENDY K. BOHLKE served under five Washington state attorney generals: Slade Gorton; Kenneth Eikenberry; Christine Gregoire; Rob McKenna; and Bob Ferguson; and

WHEREAS, WENDY K. BOHLKE provided legal counsel to the Attorney General's Office Education Division, providing tireless service to the following institutions of higher education: Western Washington University; Skagit Valley College; and Whatcom Community College; and

WHEREAS, WENDY K. BOHLKE has served four Western Washington University presidents: G. Robert Ross; Kenneth P. Mortimer; Karen W. Morse; and Bruce Shepard; two interim presidents, Albert Froderberg and Roland DeLorme; nine provosts; and a multitude of administrators, faculty, and staff; and

WHEREAS, WENDY K. BOHLKE served with distinction as legal counsel for Western Washington University for thirty years, with unflagging good humor, compassion and concern for the best interests of all in the Western community; and

WHEREAS, WENDY K. BOHLKE has served Western Washington University's Board of Trustees attending approximately 211 board meetings, with the goal of minimizing risk, ensuring timely legal compliance of state and federal laws, and doing so in an ethical, cordial, efficient, and reliable manner; and

WHEREAS, the Board of Trustees gratefully acknowledges Senior Counsel Bohlke's dedicated and thoughtful oversight of numerous activities and decisions affecting the University;

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees of Western Washington University that WENDY K. BOHLKE be and is hereby honored for outstanding service to the University;

AND NOW, THEREFORE BE IT FURTHER RESOLVED, that WENDY K. BOHLKE 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 June 14, 2013.

- **Lynda Goodrich, Athletic Director**

Chair Zoro asked Vice President Eileen Coughlin to introduce Lynda Goodrich and invited Trustee Ralph Munro to read Resolution 2013-06, Recognizing the Service of Lynda Goodrich, Athletic Director.

**RESOLUTION NO. 2013 – 06**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF**  
***LYNDA GOODRICH***

WHEREAS, in 1987, LYNDA GOODRICH was appointed by President G. Robert Ross as the Director of Athletics at Western Washington University; and

WHEREAS, LYNDA GOODRICH brought to her appointment as Director of Athletics prior experience as Associate Athletics Director for two years and Director of Women's Sports for seven years, and 19 seasons as women's head basketball coach, all at Western; and

WHEREAS, LYNDA GOODRICH received both her bachelor's and master's degrees from Western; and

WHEREAS, LYNDA GOODRICH has provided exceptional leadership and the WWU Athletics Department has enjoyed unmatched success in school history for 26 years, now being recognized regionally and nationally both athletically and academically as one of the elite NCAA Division II programs; and

WHEREAS, LYNDA GOODRICH has been a highly effective leader noted for her vision, straight forwardness, energy and commitment and has served with commitment and distinction as Director of Athletics; and

WHEREAS, LYNDA GOODRICH has directed Western to nine team national championships, the only ones in school history, and guided the program in stepping up from the NAIA to NCAA Division II; and

WHEREAS, LYNDA GOODRICH led Western to nine Great Northwest Athletic Conference All-Sports Championships, including each of the last five years, and

WHEREAS, LYNDA GOODRICH took Western to its most successful campaign in school history in 2012-13, winning the most league titles (8) and garnering the most points (206) in GNAC history, along with the men's and women's basketball and men's golf teams all advancing to the national semifinals, the women's rowing team placing third, the women's soccer team reaching the Far West Regional final and the volleyball squad getting to the regional semifinals; and

WHEREAS, LYNDA GOODRICH, won 411 games in 19 seasons as women's basketball coach, never having a losing season, reaching the post-season 18 times, winning 20 games 13 times; and

WHEREAS, LYNDA GOODRICH, was twice a finalist for National Division II Coach of the Year honors in 1981 and 1982, directed the Vikings to two quarterfinal finishes at the NAIA National Tournament and three regional titles and subsequent trips to the AIAW National Tournament; and

WHEREAS, LYNDA GOODRICH, directed a program which had student-athletes graduate at rates well above the national average for NCAA Division II; and

WHEREAS, LYNDA GOODRICH, has garnered numerous sports administration honors, received the Distinguished Alumnus Award from Western's Alumni Association in 1988, and has been inducted into five Hall of Fames, including the NAIA, WWU Athletics, Northwest Women's Sports, Snohomish Country Athletics and Lake Stevens High School Athletics; and

WHEREAS, LYNDA GOODRICH will be retiring from Western to pursue new adventures in the next stage of her life;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to LYNDA GOODRICH on her many achievements and exemplary service as Director of Athletics.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 14, 2013.

- **Secretary to the Board of Trustees Liz Sipes.**

Chair Zoro asked President Shepard to introduce Liz Sipes and invited Trustee Dennis Madsen to read Resolution 2013-04, Recognizing the Service of Liz Sipes, Secretary to the Board of Trustees.

**RESOLUTION NO. 2013 – 04**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF SECRETARY TO THE BOARD OF TRUSTEES**  
***ELIZABETH SIPES***

WHEREAS, ELIZABETH SIPES, of Bellingham, Washington, was hired in 1984 as a manuscript typist in Western Washington University's Bureau for Faculty Research, now the Office of Research and Sponsored Programs; and

WHEREAS, ELIZABETH SIPES served from 1985 – 1999 as Administrative Assistant to the Western Washington University Director of Libraries, working with three different Libraries Directors; and

WHEREAS, ELIZABETH SIPES has served in several administrative roles in the President's Office from 1999 to the present, most recently as Secretary to the Western Washington University Board of Trustees; and

WHEREAS, ELIZABETH SIPES was instrumental in organizing searches for numerous senior leadership positions at Western Washington University, including those for the President, Provost and Vice President for Business and Financial Affairs; and

WHEREAS, ELIZABETH SIPES brought to her appointment as Secretary to the Board of Trustees a spirit of conscientious service, hard work and confidentiality, and a can-do attitude appreciated by all Board Chairs with whom she has worked; and

WHEREAS, ELIZABETH SIPES has been a highly valued colleague in the President's Office and throughout the institution, known for her teamwork, dedication, candor, and ever-present good humor, serving with distinction as Secretary to the Board of Trustees for fourteen years; and

WHEREAS, ELIZABETH SIPES will be retiring from Western to pursue new adventures in the next stage of her life;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University extends its gratitude and commendation to ELIZABETH SIPES for her exemplary service and dedication to the University.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 14, 2013.

MOTION 6-2-2013

Trustee Lee moved that the Board of Trustees, approve the following Resolutions:

- 2013-02 Thanking Roger Gilman
- 2013-03 Thanking Wendy Bohlke
- 2013-04 Thanking Liz Sipes
- 2013-05 Thanking Catherine Riordan
- 2013-06 Thanking Lynda Goodrich

Motion carried.

**4. BOARD CHAIR REPORT**

Chair Zoro said a few words and read Resolution 2013-01 Recognizing the Service of Student Trustee Joseph Meyer.

**RESOLUTION NO. 2013 – 01**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF TRUSTEE**  
**JOSEPH MEYER**

WHEREAS, JOSEPH MEYER of Seattle, Washington, has served as a member of the Western Washington University Board of Trustees from August 6, 2012 – June 30, 2013; and

WHEREAS, JOSEPH MEYER has the distinction of being the fifteenth student appointed by the Governor to the Board of Trustees of Western Washington University; and

WHEREAS, JOSEPH MEYER brought 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, and as an administrative aid for Western Advocates and Western Votes; and

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

WHEREAS, JOSEPH MEYER has contributed his time and commitment to the University at considerable personal sacrifice while pursuing a B.A. in Economics/Environmental Studies with a minor in Business Administration and Energy Policy; and

WHEREAS, JOSEPH MEYER contributed to the increased stature and the future potential of Western Washington University through his participation in numerous activities and decisions affecting the University;

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees of Western Washington University that JOSEPH MEYER 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 June 14, 2013.

**b) Report on AGB National Conference on Trusteeship, April 19 – 23, 2013**

Chair Zoro provided an oral report about the AGB National Conference on Trusteeship on April 19-23 in San Francisco. She attended pre-conference workshops that she thought would be helpful to her as the chair.

1. "Leadership Strategies for Board Chairs of Public Colleges and Universities." This workshop addressed assessing and working with leadership without micromanaging, managing the Board agenda, expectations of university leadership, and trustee relationships.
2. "Sharing Governance, Balance of Influence Between Board, Faculty and Administration." This workshop focused on the synergy between the three different groups and how to interact successfully.
3. "The Changing Academic Workforce." Chair Zoro learned that faculty is aging, graying, and staying. As faculty want to work until a later age, the average age of faculty is increasing. Also the split between full-time and part-time/adjunct faculty is changing and how to balance faculty workload and class schedules.

Trustee Karen Lee was invited to talk about her experience as well. She attend the "Strengthening the Board Through The Governance Committee: Recruiting Board Members, Assessing Board Performance, and Getting the Most From the Board Members", and came out with the impression that we have a such a good framework at Western for our Board that we don't have many of the challenges that other institutions deal with. Trustee Lee thanked the chair for the opportunity to attend the conference.

## **5. UNIVERSITY PRESIDENT**

President Shepard said it is a time of commencement, reflection and transition, adding that there will be nearly 2,000 students who will graduate and go on to live productive lives because of their education and service at Western. He acknowledged that it is Associated Student Body President Ethan Glemaker and Faculty Senate President Karen Stout's last meeting, and thanked them both for their service and input at the meetings. He went on to thank those who assisted and provided thoughtful input for his five year comprehensive review with Dr. John Moore, and said that the input was very valuable and will have tangible results. President Shepard said that as he talks with the Board over the coming months they will be discussing an agenda for the University going forward in the future.

Chair Zoro also thanked Ethan Glemaker and Karen Stout for all their service.

## **6. ASSOCIATED STUDENTS**

Associated Student (AS) Body President Ethan Glemaker summarized the AS Board's legislative efforts for the year. Their top priority was the DREAM ACT and they succeeded by getting that the proposed legislation on the top of the list for the Washington Student Association, even though the bill didn't pass. The AS Board had 6 legislative lobby days, one being the largest Viking Lobby day ever in Olympia. There were two student initiatives that were focused on this year, the first being the printing quota which is now included in the student technology fee, and the other being the water bottle initiative which will be implemented soon. Work was also done on changing the AS Board meetings focus to quality over quantity, and lessened the overall workload to provide for real and meaningful participation.

Glemaker went on to introduce the new AS Board who will be assuming their official duties on June 15, 2013.

- Carly Roberts, AS President
- Mayra Guizar, ASVP for Diversity



- Josie Ellison, ASVP for Academic Affairs
- Hung Le, ASVP for Business and Operations
- Robby Eckroth, ASVP for Student Life
- Jarred Tyson, ASVP for Activities (unable to attend)
- Kaylee Galloway, ASVP for Governmental Affairs (unable to attend)

Trustee Munro reminisced about how when he was student body president in 1964 and made a request to appear in front of the Board of Trustees, his request was denied. He added that he is pleased the AS President is participating at the meetings now a days and how it is such a delight to work with student leadership.

## **7. FACULTY SENATE**

Dr. Karen Stout discussed how thankful she was to have had the opportunity to be Faculty Senate president and to work with President Shepard and the Board over the past two years. She discussed the three primary goals she had during her time in office: 1) strengthen shared governance across the campus; 2) improve communications; 3) address important topics and discussion issues with the Senators so they know their contributions make a difference. Dr. Stout commented that she feels good about the progress and changes she has made overall, highlighting her work in creating a faculty senate president's handbook, a reconstructed and more user friendly senate website, and the ongoing work with the Provost's office to create a Western Academic Honesty Policy.

## **8. CONSENT ITEMS**

MOTION 6-3-2013 Trustee Munro moved that the Board of Trustees of Western Washington University, on the recommendation of the President, approves the following consent items:

- Approval of Spring Quarter Degrees
- Construction Contract for Multipurpose Playfield (PW 660)

Motion carried.

## **9. 2013 - 2014 PRELIMINARY OPERATING BUDGET**

President Shepard gave a brief overview of the timeline and process of developing an operating budget request. He explained that we need to have the final budget numbers and expectations in language from the Legislature before a thoughtful, vetted and meaningful budget could be put together. Therefore, due to the lack of a legislatively approved and passed statewide budget Western cannot make final budget recommendations to the Board at this meeting. President Shepard noted that due to the lack of the state budget, students have not received their financial aid packages yet which puts them in a holding pattern. He added that Western may start the beginning of the fiscal year without a budget, and that the budget presented at this meeting is a temporary operating budget until such time as we can present a final recommended budget.

Vice President Van Den Hul described the recommended temporary authority budget proposals and answered questions. Please see **ATTACHMENT A** for specifics.

MOTION 6-4-2013 Trustee Thompson moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a preliminary FY 2013-2014 Annual State Operating Budget of \$140,113,687 consisting of a State Appropriation, WWU net tuition operating fee revenue, administrative services assessment, and one-time funds. At a special public Board of Trustees meeting, to be scheduled as soon as possible after the Legislature has passed a budget, the President will present the recommended operating budget for FY 2013-2014 and tuition recommendations for the 2013-15 biennium.

Motion carried.

## **10. 2013 - 2015 PRELIMINARY CAPITAL BUDGET**

President Shepard asked Vice President Van Den Hul to discuss the status of our current capital construction program summer schedule, and the status of legislation in Olympia. Please see **ATTACHMENT B** for specifics.

MOTION 6-5-2013 Trustee Munro moved upon recommendation of the President, that the Board of Trustees hereby delegates its authority to the President to make such expenditures out of the reappropriated capital funding as necessary to fund those contractual obligations as may become due and owing after July 1, 2013, as allowed by the Office of Financial Management; and, delegates permission to expend new Capital appropriations, once passed by the legislature and signed by the Governor. Once a final capital budget is approved, the President is to bring the budget back to the Board of Trustees for final approval.

Motion carried

## **11. 2013 - 2014 STUDENT FEES**

Senior Vice President Coughlin said her division brought forward this item with the knowledge that these fees are connected to the budget and policy in Olympia, but that the fees discussed at this meeting have been previously vetted and voted on by the Associated Students. The fees and action at this meeting are contingent upon the final budget and policy guidance from the Legislature, and if there are changes needed her office will adjust appropriately. VP Coughlin added that final amounts are needed to do the work necessary to build student financial aid packages. There were questions from the Trustees about what the different fees apply to. See **ATTACHMENT C** for specifics.

MOTION 6-6-2013 Trustee Munro moved that the Board of Trustees of Western Washington University approve, contingent upon passing of the 2013-15 legislative budget, the 2013-14 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees:

- Services & Activities Fee (*general S&A*) (\$6/quarter or 3.47% increase; or an increase up to the percentage that tuition increases, as limited by RCW)
- Health Services Fee (\$2/quarter or 2.86% maximum increase)
- Technology Fee (\$10/quarter or 40% increase)

- Non-Academic Building Fee (*No increase*)
- Green Energy Fee (*No increase*)
- Student Recreation Fee (S&A) (*No increase*)
- Student Transportation Fee (*\$1.25/quarter or 5% increase*)

Motion carried.

## **12. MATTERS CONCERNING WATERFRONT PRESENCE**

President Shepard started by saying that the proposed agreement and action brought to this meeting mark a significant step in the evolution of the University, and that the vision of expanding to the Waterfront has considerable history on campus. Vice President Steve Swan gave an overall history of the process, discussions and major developments regarding the Waterfront and Western since 2004.

VP Swan described the specifics of the Memorandum of Understanding (MOU) that was reached June 12, 2013 between the University and the Port of Bellingham. He noted that the MOU will facilitate the transfer of the Hannegan Road real property to the Western Crossing Development Corporation. Upon Board of Trustees approval, Western will transfer the Hannegan Road real property to the Western Crossing Development Corporation. As soon as reasonably practicable, the real property shall be marketed for sale by the Western Crossing Development Corporation. Within 30 days after the approval and execution of the Master Plan documents by the Port of Bellingham and the City of Bellingham, the Port of Bellingham will transfer approximately 6.1 acres of real property within the institutional mixed-use area of the Waterfront District to the Western Crossing Development Corporation. The University will then complete and approve a development plan no later than December 31, 2015.

Trustee Thompson thanked staff and legal counsel for previously working through and answering his questions and issues regarding this topic, and that he is confident this is the right action and critical for Western's future.

Trustee Madsen reminded everyone he has been a member of the Board for almost a decade and has had continuous and ongoing discussions about this opportunity his entire tenure. He noted that when you think something is an overnight success, it isn't; there is always so much preparatory work that goes on ahead of time and behind the scenes, and that this project is one of those times. Trustee Madsen added that this is not something that has been taken lightly, it has been a dream, discussed thoroughly, and now the University is headed to the next public step.

President Shepard said that he remembers when he was being hired and this was mentioned as a top priority. However, with the down turn in the economy over the past several years, planning slowed down significantly but still continued. Now with this step, we have something that will protect all the interest of the University and allow us to establish a presence on the waterfront. He is anxious to see further activity and to continue building a new partnership with the community.

**MOTION 6-7-2013** Trustee Thompson moved on recommendation of the President, that the Board of Trustees authorizes the sale or exchange of WWU's real property on Hannegan Road, approximately 24 acres, for real property of approximately 6.1 acres at the Port of Bellingham Waterfront, through the Western Crossing Development Corporation, the governmental Washington non-profit corporation created to facilitate such development; and that the

Board of Trustees hereby delegates to the President or his designee, to sign such papers and documents as may be necessary to effectuate such sale or exchange of real property.

Motion carried.

**13. DISCUSSION ABOUT BOARD COMMITTEES AND APRIL 2014 MEETING DATE AND POSSIBLE ACTION**

Chair Zoro started by saying that after looking at the structure of the Board, she would like to permanently add the newly formed Committee on Trustees to the official Rules of Operation. Trustee Lee, as the chair of the Committee on Trustees, added that this new committee will be helpful to new trustees in the future and is considered a best practice among other intuition's Boards. She added that this committee has been happening informally over the past couple of years and would like to formalize the committee in the Rules of Operation as well.

Official language to add:

**5.6 (b) Committee on Trustees.**

The Committee on Trustees assists the Board in fulfilling its responsibility to periodically facilitate assessments of board effectiveness, to assist in orientation of new trustees, to support effective succession planning, and develop guidance on trustee engagement. In sum, this Committee is responsible for good governance, and shall review and recommend to the Board practices affecting the performance of the Board of Trustees and its members in service to Western Washington University and to the public trust.

**MOTION 6-8-2013** Trustee Thompson moved on recommendation from the Chair, that the Board of Trustees amend Section 5.6 of its Rules of Operation to provide for the newly created Committee on Trustees.

Motion carried.

Chair Zoro introduced the alternative proposed dates for the April 2014 meeting and explained the request for a change. The established dates of April 10, 11, 2014 presented a potential conflict because the Association of Governing Boards (AGB) set their 2014 National Conference on Trusteeship for April 13 – 15, which would make it difficult for our Trustees to attend and participate. The date change would allow the Trustees to participate in both important functions.

**MOTION 6-9-2013** Trustee Sharpe moved on recommendation from the Chair, that the Board of Trustees change its currently scheduled meeting on April 10, 11, 2014 to the preceding Thursday and Friday of April 3, 4, 2014.

Motion carried.

At 10:15 a.m. Chair Zoro announced a 10 minute break. The meeting reconvened at 10:25 a.m.

**14. OTHER ACADEMIC PROGRAM FEES**

Provost Riordan introduced Ichi Pencil, Director, Academic Budgeting who explained what other academic program fees cover and which fees were evaluated at this year. The proposed maximum increase for fees this year was 4.5% with some fees increasing and some decreasing. Please see **ATTACHMENT D** for specifics.

There was conversation among the Trustees and Ms. Pencil regarding some specific fees and what program they were designated for, what the fees specifically apply to, how they are billed to students. There was also discussion about what triggers the process of a fee assessment and amount setting. President Shepard stated that fees are set and guided by our adopted University policies.

MOTION 6-10-2013                      Trustee Lee moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2013- 2014 Other Academic Program fee schedule.

Motion carried.

**15. 2013 - 2015 INTERNAL AUDIT SCHEDULE**

President Shepard noted that this proposed internal audit schedule was discussed in the Board Audit committee the previous day, and comes as a recommendation from the committee. Kim Herrenkohl, Director, Internal Auditor gave a brief explanation of the schedule and how decisions were made on which audits to conduct through management and leadership suggestions. Trustee Thompson said that based on conversations from the Audit Committee meeting that he believes we have the right workload balance between what matters on campus and our available resources in the audit schedule.

MOTION 6-11-2013                      Trustee Thompson moved that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Shepard, approve the 2013-2015 Internal Audit Schedule.

Motion carried.

Chair Zoro recognized that a motion had not been made or voted on for Resolution 2013-01, Thanking Trustee Joseph Meyer. She then presented him with his plaque and asked for an official motion.

MOTION 6-12-2013                      Trustee Sharpe moved that the Board of Trustees approve Resolution 2013-01 Thanking Trustee Joseph Meyer.

Motion carried.

## **16. INSTITUTE FOR ENERGY STUDIES**

President Shepard asked Provost Riordan to introduce Dr. Andy Bunn, Director, Institute for Energy Studies; Manca Valum, Director, Development for Western's College of Sciences and Technology and Huxley College of the Environment; and Joseph Meyer, Student and Member, Board of Trustees. Dr. Bunn gave an overview of the Energy Studies Program at Western and their goals for the next year noting that the program mission is to educate future leaders for a clean, efficient and renewable energy future. He added that Western fills a gap with this program within the Washington state educational system between the technical colleges and the research level. Dr. Bunn said that they launched the energy policy minor on campus this past fall of 2012, with some graduates in Spring 2013 and that they are still looking to attain public and private funding for the last part of the major program creation.

Student Trustee Joseph Meyer gave a brief explanation of his experience in the program, why he decided to participate and the great value of his education experience. He stated that the program and courses are built upon strong public viability, feasibility with a strong cross disciplinary perspective. Students are excited about this opportunity and classes are filling up fast and students are adjusting their schedules to try and fit it in.

## **17. REPORT ON THE PRESIDENT'S TASKFORCE ON EQUITY, INCLUSION AND DIVERSITY**

President Shepard introduced Bill Lyne, Taskforce Coordinator and Faculty Associate to the President. Dr. Lyne said when the taskforce was launched the first question they decided to address was "what diversity is". The committee was committed to being a meaningful way of fostering change to provide access to people who have been historically and structurally excluded.

The first recommendation made by the committee and approved by President Shepard regarded the grossing up of salaries for those employees who are in same sex partnerships. Currently there is a penalty implemented by the federal government on same sex partner's benefits. The recommendation was to gross up those particular salaries to cover the penalty. It is a widely practiced policy in private industry, but Western is only the second public institution in the nation to adopt the policy.

The second recommendation made and approved regarded being able to designate a preferred name, other than your legal name, for use on campus. This change made it much easier for transgender or any student to make known their preferred name, therefore in effect, being able to name themselves without the cost of a legal name change.

Other recommendations that are currently awaiting state funding are permanent funding for a women's studies director and three tenure track lines in the American Cultural Studies program. American Cultural Studies is the program that offers minors in several specific ethnic studies. Over the years this program has waned and waxed, but currently it is in a low and it was recommended that in order to increase diversity opportunities the program needed to be bolstered.

There was discussion among the Trustees and Dr. Lyne about campus diversity, accessibility and graduation requirements for diversity classes. Western currently requires the national standard for ethnic study/diversity classes. Trustee Sharpe asked Dr. Lyne, based on the surveys that the group conducted, what the group saw as the most significant areas that need attention. Dr. Lyne stated that subtle racism and salary structure are the biggest concerns right now, but both need further study, research and contextual information in order to have solid recommendation for meaningful changes.

## **18. CAMPAIGN UPDATE**

Stephanie Bowers, Vice President for University Advancement reported on the University Campaign, stating as of June 14, 2013 the campaign was at \$27.8 million dollars, which included a generous donation that had not yet been announced. The Foundation had also increased the Alumni database by 1,000 donors, and as of May 3, 2013, the campaign was \$1.5 million dollars above the cash donations from the previous year.

## **19. OLYMPIA UPDATE**

Sherry Burkey, Associate Vice President for University Relations, introduced the new Government Relations Specialist in their office, Brad Sherman. She then gave an update on activities in Olympia, stating that a budget had yet to be agreed upon. Burkey noted that all parties have agreed that education is a top priority, but disagreed on how to fund, either through revenue increase or savings through reforms. She said both chambers had introduced new budgets with in the past week with a reduction in controversial stands on both sides, but are still far apart on core pieces. The McCleary case continues to be a huge fiscal challenge in order to meet the funding requirement, because to meet the financial responsibility, it affects all of state government. Burkey said that higher education differences are relatively minor, but her office continues to emphasis that current maintenance levels are critical to be able to provide our core university curriculum, that it can't be reduced without reducing services. She also stated that her office is communicating that Western's ability to keep tuition increases to a minimum depends on new state investment, so any new investment from the state takes pressure off of tuition expenditures. In the current proposed state budgets the Senate has tuition set at zero, and the House at a three percent increase.

Burkey explained that there has been a focus from Western and throughout Olympia this legislative session on trying to fund Science, Technology, Engineering, and Mathematics (STEM) Programs, but that the funding for those programs need to be new money in order to move forward and respond to statewide needs. President Shepard pointed out that in current proposals there are only three named schools for STEM funding, University of Washington, Washington State University, and Western, and that says a lot about Legislators trust in our University. In normal budget situations, Associate Vice President Burkey thinks that our proposals would have been jumped at to be funded, but that there just isn't enough money to go around this budget cycle. She will have a more comprehensive report once the session ends.

## **20. COMPREHENSIVE REVIEW OF THE PARKING SYSTEM**

Vice President Richard Van Den Hul along with Randy Stegmeier, Director, Public Safety/University Police Chief and Rick Benner, University Architect/Director, Facilities Development & Capital Budget gave a presentation about the current efforts on the comprehensive review of the parking system here on campus. The issues identified in the early stages of the review were financial, transparency, sustainable planning, access to campus, fair fees and rates, and can we maintain what we currently have. The group has been meeting for just over a year, and have made the first of two recommendations from the early stages of the review.

## **21. AUDIT COMMITTEE REPORT**

Trustee Thompson provided a brief report of discussions from the Board Audit Committee meeting on June 13, 2013. He stated that the Committee was provided an update on the existing Audits on campus and that the committee deferred discussion on the Audit Committee Board Self-Evaluation until the next meeting in August.

**22. INFORMATION ITEMS**

**a) Academic Reports**

Provost Riordan provided a written report on this year's Fulbright Scholar award recipients from Western Washington University.

**b) Admissions and Enrollment Summary**

Sr. Vice President Eileen Coughlin provided a written report on general update on enrollment and admissions.

**c) Alumni Relations Report**

Vice President Bowers provided a written report to update the Board on Alumni Relations activities.

**d) Capital Program Report**

Vice President Van Den Hul provided a written report to update the Board on the campus capital programs with the Carver Academic renovation, the Fraser Hall renovation, and the scheduled summer construction and renovation projects.

**e) Development Report**

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

**f) Staff Diversity Climate Survey**

Vice Provost Sue Guenter-Schlesinger provided a written report on the Staff Diversity Climate Survey.

**g) Quarterly Grant/Contract Report**

Provost Catherine Riordan provided a written report with information from the Office of Research and Sponsored Programs concerning grant awards for the period of January 1, 2013 – March 31, 2013 and fiscal year 2012/2013.

**h) University Relations Report**

Vice President Swan provided a written report on the recent activities of University Relations.

**23. DATE FOR NEXT REGULAR MEETING: August 22, 23, 2013**

**24. ADJOURNMENT**

The meeting adjourned at 11:50 a.m.

**25. LUNCH**

The Board of Trustees enjoyed a lunch in the Solarium with the student recipients of the 2013 Presidential Scholars Award, along with their respective College Deans, Department Chairs and nominating faculty members.



# **ATTACHMENT A**

## 2013 – 2014 Preliminary Operating Budget

**WESTERN WASHINGTON UNIVERSITY**  
**2013-15 Biennial Operating Budget Request / 2013-14 & 2014-15 Annual Operating Budgets**  
**FY 2012-13 TIMELINE**

June 12, 2013 Update

			Planning Activities	
			1	2
Date	Olympia	WWU	2013-15 Biennial Request	2013-14 & 2014-15 Annual Operating Budget Process for Submission to BOT <u>Dates are tentative &amp; subject to change based on legislative process</u>
<b>Jul</b>	Jul 11 - 30-day Legislative Special Session (2) Ends	July 1 - Begin FY 2013-14 (year one of 2013-15 biennium)	Predicated on a Final Legislative Budget passed by June 28	<p>Jul 3 - President, VPs and Deans meet to finalize planning unit recommendations</p> <p>Jul 5 - 2013-14 &amp; 2014-15 Planning Unit Leader recommendation posted to the web for comments until Jul 14</p> <p>Jul 9 - President's Cabinet meeting for review and comment</p> <p>Jul 14 - Final day of comment period</p> <p>Jul 17 - President's 2013-15 recommendation mailed to BOT and posted to tBO's website</p> <p>Jul 19 - BOT Special Meeting (subject to signing of state budget into law) to discuss the following:</p> <ol style="list-style-type: none"> <li>1) 2013-14 Annual Operating Budget presented to BOT for approval;</li> <li>2) 2013-15 tuition levels presented to BOT for approval; and</li> <li>3) 2013-15 Annual Operating Budget presented to BOT for review only.</li> </ol>

# **ATTACHMENT B**

## 2013 – 2015 Preliminary Capital Budget

# WESTERN WASHINGTON UNIVERSITY

## 2013-15 CAPITAL REQUEST

<b>PROJECT LISTING</b> <small>with Funding Source</small>		WWU Request - Sept. 2012		*Gov. Gregoire Budget - Dec. 2012		Senate Budget - Apr. 9, 2013		House Budget - Apr. 10, 2013		Conference -	
		Bonds	Local	Bonds	Local	Bonds	Local	Bonds	Local	Bonds	Local
1	MINOR WORKS - Preservation	13,479,000			7,500,000		7,500,000		7,500,000		
2	MINOR WORKS - Program		9,900,000								
3	CARVER ACADEMIC RENOVATION	69,310,000									
4	GATEWAY COMPLEX (ACAD. SERV. & PERFORMING ARTS FACILITY)	7,235,000									-
5	INTERDISCIPLINARY SCIENCE FACILITY	500,000									
6	PERFORMING ARTS EXTERIOR RENEWAL	3,082,000		3,082,000		3,082,000		2,947,000			
7	NORTH CAMPUS UTILITY UPGRADE	3,764,000		3,764,000		3,434,000	120,000	3,582,000			
8	CLASSROOM & LAB UPGRADES PH. 2	2,450,000	2,450,000	3,984,000	916,000	3,774,000	916,000	3,860,000	886,000		
	Preventive Facility Maintenance & Repairs				3,629,000		3,629,000		3,614,000		
<b>TOTAL BY FUND SOURCE</b>		<b>99,820,000</b>	<b>12,350,000</b>	<b>10,830,000</b>	<b>12,045,000</b>	<b>10,290,000</b>	<b>12,165,000</b>	<b>10,389,000</b>	<b>12,000,000</b>	<b>-</b>	<b>-</b>
<b>BIENNIUM TOTAL - ALL FUNDS</b>		<b>112,170,000</b>		<b>22,875,000</b>		<b>22,455,000</b>		<b>22,389,000</b>		<b>0</b>	

NOTE: For the House Capital Budget Proposal

An additional \$21,000, not on this chart, was appropriated out of local funds to OFM for Higher Ed facilities assessments

Color Key:  
 ~ Predesign  
 ~ Design  
 ~ Construction  
 ~ Intermediate project

\* Governor Inslee made no changes to Governor Gregoire's budget

D. Rosen Rev 04-09-13

# **ATTACHMENT C**

## 2013 – 2014 Student Fees

# 2013-2014 Mandatory Student Fees

## Executive Summary

- This proposal is to increase four of the seven mandatory student fees for 2013-14 (Services & Activities, Health Services, Technology and Transportation Fees.)
- This proposal constitutes a net average increase of 4.44% for all existing mandatory student fees, an increase of \$57.75 from \$1,302.00 to \$1,359.75 per academic year.

### Fee Increases Proposed

- Services & Activities Fee: Increase 3.47% (from \$173 to \$179 per quarter) to fund increasing operational costs due to inflation in categories such as travel.
- Health Services Fee: Maximum increase of 2.86% (from \$70 to \$72 per quarter) as needed to meet operating budget expenses.
- Technology Fee: Increase 40% (from \$25 to \$35 per quarter) to fund:
  - Computer lab renewal and replacement
  - The Student Technology Center
  - Wireless network renewal and replacement
  - The STF Proposal Fund
  - The Microsoft Student Advantage
  - Virtual labs and U-drive upgrades
  - Student print quota
- Transportation Fee: Increase 5% (from \$25 to \$26.25 per quarter) to fund increased payments to WTA, a shared cost of the Western Card Office, and an increase in fuel costs.

### No Fee Increase Proposed

- Non-Academic Building Fee
- Green Energy Fee
- Student Recreation Fee (S&A)

*See Attachment A for a chart summarizing all of the mandatory fees.*

**Attachment A  
2013-14 Mandatory Student Fees**

**Summary of Current and Proposed Mandatory Student Fee Levels**

It is proposed to increase four of the seven mandatory student fees for 2013-14. This proposal constitutes a net average increase of 4.44% for all existing mandatory student fees.

**2013-2014 Mandatory Student Fees - Proposed Increases Effective Fall Quarter\***

\*Subject to Board of Trustees Approval on June 14, 2013

Fee	Notes	Current Status	Quarterly Fee				Academic Year Fee			
			Current	Proposed	\$\$	%	Current	Proposed	\$\$	%
			2012-13	2013-14	Change	Change	2012-13	2013-14	Change	Change
<b>Services &amp; Activities (S&amp;A) Fee</b>	(1) (2)	<b>Proposed increase of \$6 per quarter (3.47%).</b> The S&A Fee Committee is recommending distribution by percentages for each constituent. Fee is prorated per credit with 10+ credits paying the full fee. Note: The % increase in this fee is limited by the % increase in undergraduate tuition which is unknown at this time. So, this proposal is subject to that restriction.	\$173.00	\$179.00	\$6.00	3.47%	\$519.00	\$537.00	\$18.00	3.47%
<b>Health Services Fee</b>	(4)	<b>Proposed increase of a maximum \$2 per quarter (2.86%).</b> The fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$70.00	\$72.00	\$2.00	2.86%	\$210.00	\$216.00	\$6.00	2.86%
<b>Technology Fee</b>		<b>The Associated Students Board has proposed an increase of \$10 per quarter (40%).</b> In Spring 2013, students voted 78% in favor of a 5 year renewal of this fee at the \$35 level. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits would be charged \$17.50 (previously \$12.50.)	\$25.00	\$35.00	\$10.00	40.00%	\$75.00	\$105.00	\$30.00	40.00%
<b>Non-Academic Building Fee</b>		<b>No change proposed.</b> Fee is charged to students taking 6+ credits.	\$39.00	\$39.00	\$0.00	0.00%	\$117.00	\$117.00	\$0.00	0.00%
<b>Green Energy Fee</b>	(3)	<b>No change proposed.</b> Spring 2010 student initiative passed with 80.6% approval (23.7% voter turnout), authorizing fee to be between \$4 and \$9/qr. for purchase of renewable energy certificates (RECs) and sustainable energy projects. Fee is charged as 70 cents per credit with a max of \$7 for 10 credits or more.	\$7.00	\$7.00	\$0.00	0.00%	\$21.00	\$21.00	\$0.00	0.00%
<b>Student Recreation Fee (S&amp;A)</b>	(1)	<b>No change proposed.</b> Recent bond refunding resulted in annual savings in addition to funds to support the multi-purpose field. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$95.00	\$95.00	\$0.00	0.00%	\$285.00	\$285.00	\$0.00	0.00%
<b>Student Transportation Fee</b>		<b>The Associated Students Board has proposed an increase of \$1.25 (5%).</b> In Spring 2013, students voted 84% in favor. The fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate would increase from \$20 to \$21 and covers just the bus pass.	\$25.00	\$26.25	\$1.25	5.00%	\$75.00	\$78.75	\$3.75	5.00%
<b>Total Mandatory Fees</b>			<b>\$434.00</b>	<b>\$453.25</b>	<b>\$19.25</b>	<b>4.44%</b>	<b>\$1,302.00</b>	<b>\$1,359.75</b>	<b>\$57.75</b>	<b>4.44%</b>

**Notes:**

(1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction.

(2) Bond Covenants pledge a minimum of \$32/full-time student per qtr and \$6.40/part-time student per quarter to the Housing & Dining System.

(3) Net fee revenues (from over-enrollment and/or lower-than-expected energy costs) are held in reserve. The reserve is being allocated systematically for sustainable energy projects.

(4) The Health Services Fee is proposed to increase by a maximum of \$2 per quarter (2.86%) as needed to meet operating budget expenses.

## **Attachment B 2013-14 Mandatory Student Fees**

### **Services & Activities Fee**

#### **Proposed Distributions and 3.47% Increase in Fee**

**Proposed Fee and Distribution: The Services and Activities (S&A) Fee Committee recommends a 3.47% increase to the Services & Activities Fee for the 2013-2014 academic year, maintaining the Summer 2014 rate at 65.15% of the academic year rate; and recommends approval of the distribution of fees for the 2013-2014 academic year and Summer 2013 as outlined.**

The committee proposes a 3.47% increase to the S & A Fee for the 2013-2014 year (from \$519 to \$537 per academic year, or \$173 to \$179 per quarter).

The following constituents receive funds from the Services & Activities Fee:

- Housing & Dining (per bond covenants)
- Associated Students (AS)
- Athletics
- Campus Recreation
- Department Related Activities (DRAC)

#### **Background**

The Services and Activities (S&A) Fee Committee operates under the authority of RCW 28B.15.045 and makes recommendations on the distribution of S & A Fees for the following constituent groups: Housing & Dining, Associated Students, Athletics, Campus Recreation and Department-related Activities (DRAC). In concert with the RCW, the committee is comprised of 12 members, seven voting and five non-voting. The voting members include one faculty member and six students representing Associated Students, Athletics, Campus Recreation and DRAC. The non-voting members include staff advisors from Associated Students, Athletics, Campus Recreation and DRAC, and a designee of the Vice President for Enrollment and Student Services who serves as Chair.

The S&A Fee Committee follows an established annual process to prepare its recommendations on the level and distribution of S&A Fees. This process includes the review of budget requests for each constituent group and an open hearing process to provide the opportunity for input from members of the campus community.

Maximum allowed increases for academic year S&A Fees are limited by RCW to percentages established for tuition increases.



**Proposed Fee Distribution**

- 3.5% to Student Financial Aid Fund as required by law.
- Music Copyright Fee to be allocated in the amount of \$14,890
- Housing & Dining to receive minimums as required by bond covenants for debt service. This amounts to \$32 per quarter per full-time student and \$6.40 per quarter per part-time student.
- Recommendation is based on projected revenue. Revenue in excess of projection to be allocated to constituents on a percentage basis.

Academic Year Allocations	2012-13 Actual	2013-14 Proposed	Variance
Fee Revenue	6,254,768	6,436,229	181,461
-Less 3.5% for Financial Aid Fund	218,917	247,493	28,576
<b>Net Available for Distribution</b>	<b>6,035,851</b>	<b>6,188,736</b>	<b>152,885</b>
Less: Housing & Dining (per bond covenants)	1,222,240	1,222,240	
Less: Music Copyright	14,890	14,890	
<b>Net for Further Distribution</b>	<b>4,798,721</b>	<b>4,951,606</b>	<b>152,885</b>
Associated Students	2,187,257	2,286,355	99,098
Athletics	1,466,490	1,505,149	38,659
Campus Recreation	346,947	350,668	3,721
DRAC	798,027	809,434	11,407
<b>Subtotal Distributions</b>	<b>4,798,721</b>	<b>4,951,606</b>	<b>152,885</b>
<b>Total Distributed</b>	<b>\$4,798,721</b>	<b>\$4,951,606</b>	<b>152,885</b>

## S&A Summer 2014

### Proposed Fee Level

As approved by the Board of Trustees in June 2002, the summer rate is set at 65.15% of the academic year rate. With an increase to the rate for the 2013-2014 academic year S&A Fee, the rate for Summer 2014 would increase from \$11.34 to \$11.66 per credit.

## S&A Summer 2013

### Proposed Fee Distribution

The Board approved the Summer 2013 rate of \$11.34 per credit in June 2012. It is proposed that Summer 2013 S&A Fee revenue be split on the following percentage basis after Housing & Dining receives \$32.00 per full-time student and \$6.40 per part-time student and after \$17,000 is put into a summer reserve fund due to a one-time decreased request from Department Related Activities.

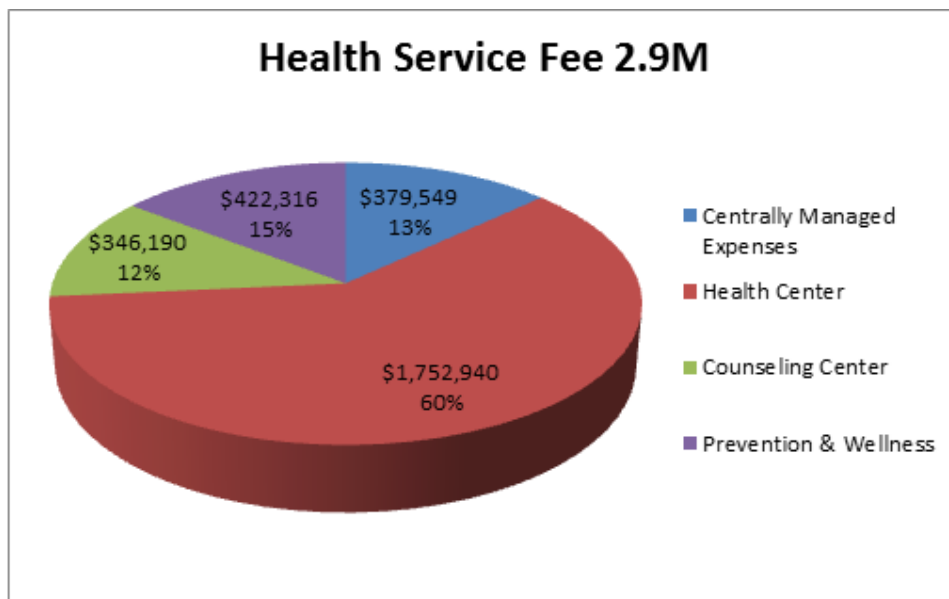
<u>Constituency</u>	<u>Summer 2012 Actual Distribution</u>	<u>Summer 2013 Proposed Distribution</u>
Housing & Dining (bond covenant) Reserve	\$ 56,742	\$ 56,742 \$ 17,000
Associated Students	\$ 137,938 (62.6%)	\$ 160,000 (77.8%)
Campus Recreation	24,350 (11.0%)	24,350 (11.8%)
Department Related Activities	<u>58,272</u> (26.4%)	<u>21,380</u> (10.4%)
	\$ 220,560	\$ 205,730
TOTAL	\$277,302	\$279,472

## Attachment C 2013-14 Mandatory Student Fees

### Health Services Fee Proposed Maximum 2.86% Increase in Fee

**Proposed Fee & Effective Dates:** The Associated Students Board recommends a maximum increase in the Student Health Services Fee of \$2 per quarter for students taking 6 credits or above effective Fall Quarter 2013.

- The Health Services Fee is proposed to increase a maximum of \$2 per quarter (2.86%) as needed to meet operating budget expenses. The fee is currently \$70 per quarter, and was last increased in 2006.
- Fee revenues are projected to total \$2.9 million in the current year (2012-13.)
- This fee supports the Student Health Center, Prevention & Wellness Services and approximately 40% of Counseling Center services. Over 75% of Health Services Fee revenue is committed to personnel.



#### **Fee Comparisons**

In comparison with the other public institutions in the state, Western's Health Services Fee of \$72 per quarter or \$216 per academic year would remain at the low end of the range. Fee proposals for the other institutions are not known at this time, but the rates for 2012-13 were:

2012-13 Fees per Academic Year:

- Western Washington University: \$210
  - Washington State University: \$278
  - Central Washington University: 237
  - Eastern Washington University: \$241.29 (outsourced)
  - The Evergreen State College: \$210
- Note: The University of Washington has no separate health fee

## Attachment D 2013-2014 Mandatory Student Fees

### Student Technology Fee Proposed 40% Increase in Fee

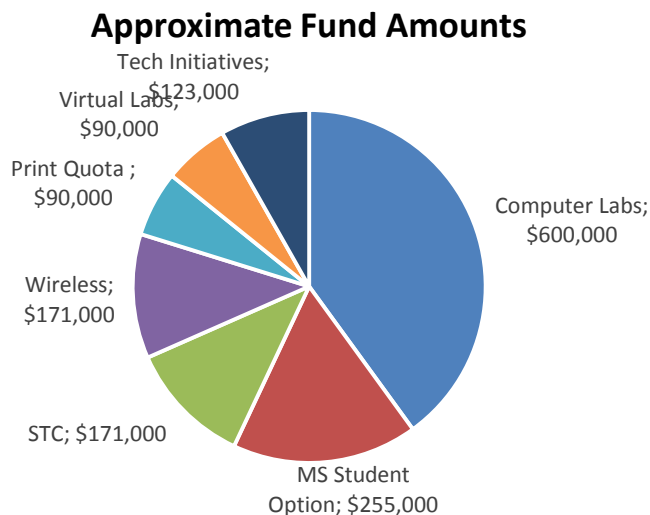
**Proposed Fee & Effective Dates:** The Associated Students Board recommends an increase in the Student Technology Fee to \$35 per quarter for students taking 6 credits or above and establishment of a \$17.50 amount for students taking 1-5 credits, effective Fall Quarter 2013 for a period of five years (through Summer Quarter 2018).

The Student Technology Fee exists as an effective means of meeting the direct needs of students in accessing technology on campus at a time when state-allocated equipment funds are inadequate to support the ongoing technological needs of students. Students supported the fee during the spring 2013 student elections with 78% of students voting in the affirmative for the fee. Students continue to recommend that efforts to procure state-allocated funding support continue and remain a priority.

During fall quarter 2012, the Associated Students Board appointed a committee to consider the amount and uses of a Student Technology Fee (STF) to be voted upon by the student body in spring of 2013. The task force made a recommendation that the fee be increased to \$35 per quarter with the funding dedicated to the following purposes:

- \$14 to computer lab renewal and replacement
- \$4 to the Student Technology Center
- \$4 to wireless network renewal and replacement
- \$3 to the STF Proposal Fund
- \$6 for the Microsoft Student Advantage
- \$2 for the virtual labs and U-drive upgrades
- \$2 for a print quota with 50 prints per quarter

This allotment will result in the following approximate fund amounts based on past enrollments:



## **Technology Fee Project Proposal Funding Allocations**

The Student Technology Fee Proposal Fund has the following mission:

- Broaden or enhance the quality of the student's academic experience through the use of technology in support of the curriculum;
- Provide additional student access to technological resources and equipment that are needed in support of instruction and to maintain and enhance the technological competency of students as it related to their academic endeavors;
- Increase the integration of technology into the curriculum.

For the Proposal Fund, students, faculty and staff are solicited for proposals that meet the mission of the STF. The Associated Students appoint a Student Technology Fee Committee to review the proposals. The STF Committee is comprised of four students, two faculty, and the Vice Provost for Information and Telecommunication Services. The committee reviews each proposal, receives input from the Deans with their proposal ranking within their college, receives advice from the Faculty Senate's Academic Technology Committee and solicits comments from the campus population. The STF Committee then makes fee allocation recommendations to the President and AS President who approve or modify their recommendations.

## **Fee Comparisons**

In comparison with the other public institutions in the state, Western's proposed Technology Fee of \$35 per quarter (\$17.50 per quarter for 1-5 credits) remains at the low end of the range.

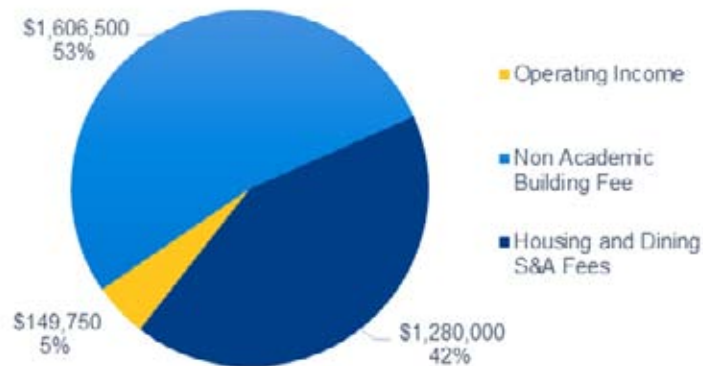
- University of Washington: \$41 per quarter
- Washington State University: No mandatory fee, but educators and administrators may request the establishment of special course fees to pay for operating costs associated with computer laboratories
- Central Washington University: \$30 per quarter
- Eastern Washington University: \$35 per quarter
- The Evergreen State College: There is no college wide fee but course technology fees can range from \$5.00 to \$100.00 depending upon the course.

## Attachment E 2013-14 Mandatory Student Fees

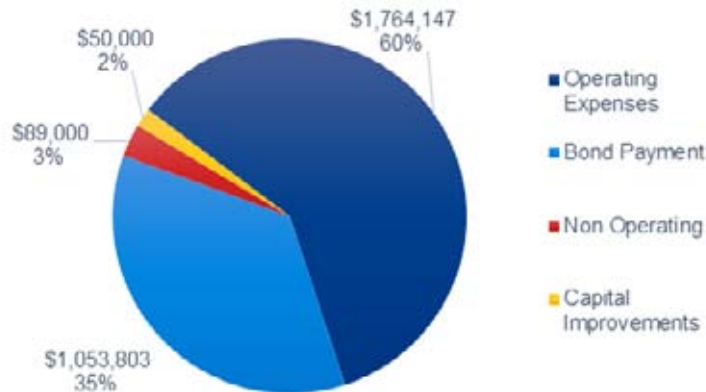
### Non-Academic Building Fee 2012-13 Program Report and 2013-14 Projections

- The Non-Academic Building Fee is proposed to remain at \$39 per quarter.
- The fee is one of three revenue sources that support Viking Union Facilities. Other revenue sources include Housing and Dining’s portion of the S&A fee and operating income from space rentals, event services fees, and Lakewood boat rentals and lessons.
- Revenues collected support the bond payment for the 2000 renovation of the Viking Union, capital and non-operating expenditures for the Viking Union and Lakewood, and operating expenditures for the Viking Union, Lakewood, and custodial/maintenance of the Child Development Center.

**FY14 Budgeted Revenue**



**FY14 Budgeted Expenditures**



## **Attachment F 2013-14 Mandatory Student Fees**

### **GREEN ENERGY FEE 2012-13 Program Report on Renewable Energy Credit Purchases and Sustainability Projects**

The Green Energy Fee (GEF) funds the purchase of Renewable Energy Credits to offset WWU carbon emissions in addition to on-campus sustainability pilot projects through the GEF Grant Program.

- Fee revenues are appropriate, at approximately \$300,000 in FY13. No additional increases are requested for this fee for 2013-14.
- The cost of renewable energy credits was \$1.60 per credit for the first half of FY13, and dropped to \$0.95 for the last six months of the year. Western purchases 40,000 megawatt credits annually (10,000 per quarter).

In the spring of 2013, the Green Energy Fee Grant Program awarded the following four *large* projects, all which will be under design and construction starting in the summer of 2013.

- **Sustainable and Energy-Efficient Dorm (SEED) Pilot:** An energy efficient and sustainable dorm room pilot. Funding approved for \$9,546.
- **Environmental Outreach Hydration Station (EOHS):** A sustainability information kiosk in the library with a water bottle refill station. Funding approved: \$ 23,457.
- **Driving Down Energy Consumption with Dashboards - Information is POWER!:** Electronic dashboards to make the electricity and utility use of campus more accessible to the campus community. Funding approved: \$ 184,735.
- **Western SOLutions:** A proposal to use solar thermal collectors to heat the pool at the Wade King Recreation Center. This project will decrease Western's CO2 emissions and will serve as a learning model and awareness tool for solar thermal energy. Funding pending final approval \$ 219,552.

In the spring of 2013, the Green Energy Fee Grant Program piloted a small grant program enabling applicants to request between \$500 and \$2,000. This small grant program allowed for a greater level of participation from the student body and in the long term will increase awareness about the Green Energy Fee Grant Program. In the spring of 2013, the Green Energy Fee Grant program awarded the following five small projects:

- **Green Lighting the Black Box:** Testing energy efficient LED lighting in the "Black Box" theater. Funding approved: \$ 2,000.
- **Green Residence Certification Pilot:** Piloting a sustainability certification program for on-campus residences. Funding approved: \$1,975.44
- **Outback and Arboretum Environmental Restoration:** Purchase of native plants and garden tools to conduct restoration in Outback and Sehome Arboretum. Funding approved: \$ 1,935.
- **The Built to Last Picture Show:** A sustainability film series at the library. Funding approved: \$ 500.
- **Project MUG:** A reusable travel mug pilot program. Funding approved: \$ 1,926.

The GEF Grant Program has participation from students, staff, and faculty from across the university. 2013 applications came from students, faculty and staff from the following

departments, colleges, and clubs: the Psychology Department, The Design Department, Huxley College of the Environment, Facilities Management, Computer Science, the Theater Department, Western Libraries, Dining Services, the Western Foundation, the Outback, the LEAD Club, Students for Sustainable Water, and Students for Renewable Energy.

The small grant pilot program was a success in the spring of 2013. Because of this, plans for the 2013-2014 academic year include offering one large grant proposal opportunity and four small grant proposal opportunities to the campus community. The GEF Grant Program remains a highly collaborative effort, projects chosen by the student/staff/faculty GEF Committee, financially managed by the Associated Students, informed by Facilities Management, Facilities Development and Capital Budget, and other departmental stakeholders, and is programmatically managed by the Office of Sustainability.



## Attachment G 2013-14 Mandatory Student Fees

### Student Alternative Transportation Fee Proposed 5% Increase

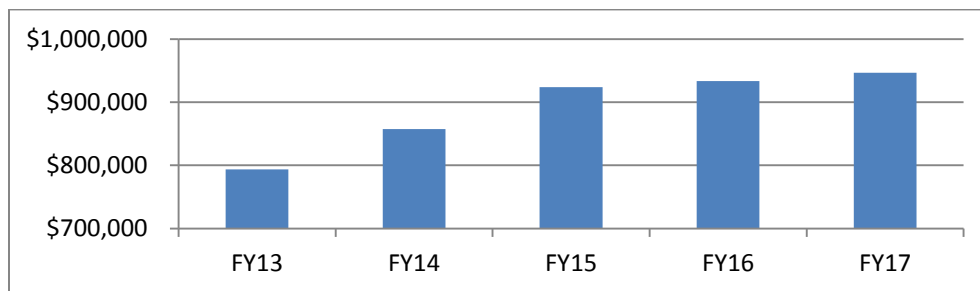
**Proposed Fee & Effective Dates:** The Associated Students Board recommends an increase in the Student Transportation Fee to \$26.25 per quarter for students taking 6 credits or above effective Fall Quarter 2013, and an increase to \$21 for Summer quarter.

The Student Alternative Transportation Fee was implemented in fall 2007 for a five-year term. In April 2012, 84% of the student body voters voted to renew the mandatory fee for an additional five year term. In accordance with the fee initiative, the fee may be increased up to 5% per year with approval by the Associated Students Board of Directors (ASBD).

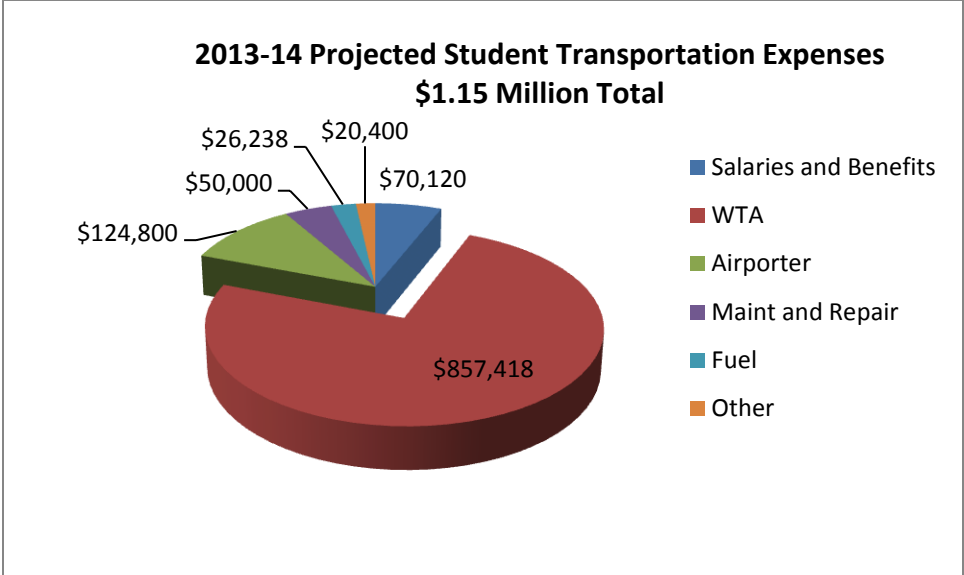
In March 2013, the Student Transportation Fee Advisory Committee conducted a financial review of projected revenue and expenses for FY14 through FY17 which resulted in the Committee's recommendation of a 5% increase (\$25.00 to \$26.25 per academic quarter and from \$20 to \$21 for summer quarter). The increase was approved by the ASBD and is the first increase since the fee was implemented in fall 2007.

The following issues supported the decision to increase the fee:

- Payments to WTA will increase over the next five years per the contract negotiated in September 2012, and incorporate an estimated annual enrollment increase of 1.39%. If enrollment remains flat, as is now expected, payments may be negotiated accordingly.



- In May 2013, Student Transportation signed a memo of agreement to pay 25% of operating costs of the Western Card Office with Housing and Dining, Student Recreation Center, and Academic Affairs supporting the remainder. The expected expense to Student Transportation is \$10,000 per year.
- Fuel costs are expected to rise.



Below are the projected Operating Fund balances for FY14 through FY17 which include carry-forward balances from prior years. Even with the 5% fee increase, the FY14 operating budget is projected to dip into the carry forward balance by \$30,000 (compared to \$78,000 with no fee increase). This annual shortage is planned to continue until a target Operating Fund balance of approximately \$300,000 is reached (equivalent to three months of expenses.) Since this will most likely occur in FY17, it is expected that another fee increase vote will take place in FY16.

Projected Operating Fund Balance				
	FY14	FY15	FY16	FY17
No Fee Increase	\$ 525,000	\$ 366,000	\$ 190,000	\$ 2,000
5% Fee Increase FY14	\$ 573,000	\$ 462,000	\$ 335,000	\$ 195,000

*Note: The program also maintains a Capital Reserve Fund for bus replacement expenses. The current balance is \$200,000 to which 1% of revenue is budgeted to be added annually.*

# **ATTACHMENT D**

## Other Academic Program Fees

**WESTERN WASHINGTON UNIVERSITY  
2013- 2014**

**Other Academic Program Fees**

04-Jun-13

FUND: Fund Title, Department						
Fee Title		2012-13 Fee	2013-14 Proposed Fee	Change	Amount Change	Percent Change
<b><u>Academic Affairs</u></b>						
<b>25104: Elementary Education, Extended Education &amp; Summer Programs</b>						
Degree Programs via EESP	Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
Degree Programs via EESP	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
<b>25106: Continuing and College Education, Extended Education &amp; Summer Programs</b>						
Degree Programs via EESP	Graduate Course/Workshop Tuition	328.00	335.00	Increase to Fee	7.00	2.13%
<b>25107: Educational Administration, Extended Education &amp; Summer Programs</b>						
Degree Programs via EESP	Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
Degree Programs via EESP	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
<b>25110: Vehicle Design, Extended Education &amp; Summer Programs</b>						
Degree Programs via EESP	Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
Degree Programs via EESP	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
<b>25111: CSD - Comm. Science &amp; Disorders, Extended Education &amp; Summer Programs</b>						
Degree Programs via EESP	Graduate Course Workshops	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
Degree Programs via EESP	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
<b>25112: Environmental Studies, Extended Education &amp; Summer Programs</b>						
Degree Programs via EESP	Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%

FUND: Fund Title, Department		2012-13	2013-14	Change	Amount	Percent
Fee Title		Fee	Proposed Fee		Change	Change

**Academic Affairs**

Degree Programs via EESP	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
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**25113: MIMSUP - Shannon Pt., Extended Education & Summer Programs**

Continuing Education Programs and Courses	Undergraduate Course Workshop	374.00 per credit	393.00 per credit	Increase to Fee	19.00	5.08%
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**25115: Off-Campus Student Teaching, Extended Education & Summer Programs**

Degree Programs via EESP	Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
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Degree Programs via EESP	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
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**25120: AY Self-Sustaining Programming, Extended Education & Summer Programs**

Continuing Education Programs and Courses	Human Services - Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
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Continuing Education Programs and Courses	Human Services - Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
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**25121: Nursing, Extended Education & Summer Programs**

Degree Program Via EE	Special Course Fee		Variable	New Fee		
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Degree Program Via EE	Undergraduate Course Fee		268.00 per credit	New Fee		
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**25304: Independent Learning, Extended Education & Summer Programs**

Continuing Education Programs and Courses	Correspondence	128.00 per credit	131.00 per credit	Increase to Fee	3.00	2.34%
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**25306: Professional Development, Extended Education & Summer Programs**

Continuing Education Programs and Courses	Graduate Course Workshop	328.00 per credit	335.00 per credit	Increase to Fee	7.00	2.13%
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Continuing Education Programs and Courses	Undergraduate Course Workshop	262.00 per credit	268.00 per credit	Increase to Fee	6.00	2.29%
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FUND: Fund Title, Department		2012-13	2013-14	Change	Amount	Percent
Fee Title		Fee	Proposed Fee		Change	Change

Academic Affairs

**25309: Language & Culture Programs, Estended Education & Summer Programs**

Language & Culture Programs	Application Fee		100.00	New Fee		
Language & Culture Programs	Excursions and Events Fee		25.00 per quarter	New Fee		
Language & Culture Programs	Homestay Placement Fee		125.00 per quarter	New Fee		
Language & Culture Programs	IEP Course/Materials Fee		Variable	New Fee		
Language & Culture Programs	IEP Quarterly Tuition-Full Time		2,920.00 per quarter	New Fee		
Language & Culture Programs	IEP Quarterly Tuition-Part Time		127.00 per course contact	New Fee		
Language & Culture Programs	Sponsored Student Fee		150.00	New Fee		

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
SPECIAL MEETING MINUTES**

**Thursday, July 18, 2013**

**1. CALL TO ORDER**

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 10:00 a.m., on Thursday, July 18, 2013, in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, WA.

**Board of Trustee Attendees**

Peggy Zoro, Chair  
Karen Lee, Vice Chair  
Betti Fujikado, Secretary  
Dick Thompson – *by phone*  
Ralph Munro – *by phone*  
Sue Sharpe  
Heather Flaherty

**Western Washington University Attendees**

Bruce Shepard, President  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Steve Swan, Vice President for University Relations  
Sherry Burkey, Associate Vice President for University Relations  
Paul Cocke, Director of University Communications  
Linda Beckman, Division Director of Budget and Administration, Enrollment and Student Services Division  
Linda Teater, Budget Director, Budget Office  
Kerena Higgins, Assistant Attorney General  
Hung Le, Associated Student Vice President for Business and Operations  
Barbara Stoneberg, Assistant to the President and Secretary to the BOT  
Elissa Hicks, Assistant Secretary to the Board of Trustees  
Paul Dunn, Senior Executive Assistant to the President

**2. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**

At 10:01 a.m. Chair Zoro announced that the Board would convene in Executive Session for approximately 30 minutes to discuss (personnel and legal matters.)

The Board returned to open meeting at 10:29 a.m. with no action to report.

### 3. RESOLUTION 2013-07 THANKING THE WASHINGTON STATE LEGISLATURE

Chair Zoro asked President Shepard to introduce the first agenda item. President Shepard stated that we always need to remember to say thank you, and this is a chance to do that and to celebrate substantial progress in moving Western forward. Steve Swan, Vice President for University Relations and Sherry Burkey, Associate Vice President and Director of Government Relations talked about the actions in Olympia over this past legislative session and said that this resolution is a way to mark the progress and recognize that legislative members made a tough decision during this difficult year to fund higher education at Western and throughout Washington.

Chair Zoro asked Trustee Fujikado to read Resolution No. 2013-07 Thanking the Washington State Legislature.

**RESOLUTION NO. 2013 – 07  
A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
RECOGNIZING THE EFFORTS OF THE  
WASHINGTON STATE LEGISLATURE**

**WHEREAS, the WASHINGTON STATE LEGISLATURE** convened on Monday, January 14, 2013 to conduct the business of the people of the great state of Washington in another challenging budget year; and

**WHEREAS, the WASHINGTON STATE LEGISLATURE** with the 2013 – 2015 final budget compromise made a significant reinvestment in higher education after years of deep and difficult cuts to education due to the economic downturn; and

**WHEREAS, the WASHINGTON STATE LEGISLATURE** adopted a bipartisan budget that represents a return to Washington's proud history of prioritizing higher education, and is an important step forward in creating brighter futures for all of Washington's students; and

**WHEREAS, the WASHINGTON STATE LEGISLATURE** has provided a significant level of investment that will be instrumental and critical in preserving continued excellence at Western Washington University at an affordable cost to the students and families of Washington state; and

**WHEREAS, the WASHINGTON STATE LEGISLATURE** has provided the resources necessary for Western to achieve the outcomes of a 0% tuition increase for the 2013 – 2014 school year, full maintenance funding, additional funding that will provide enhanced institutional budget support and new funding for expansion in high-demand areas and programs; and

**WHEREAS, the WASHINGTON STATE LEGISLATURE** has recognized Western's efforts to improve STEM education in the state by providing funding for targeted investments which will allow the University to transition to a full Engineering program, increase our capacity for computer science graduates, and to further develop Western's expertise in key and developing areas to help meet the state's critical workforce needs; and

**WHEREAS, the WASHINGTON STATE LEGISLATURE** also provided for new institutional budget support which will enable Western to meet high-demand enrollment shifts, increase internship opportunities for students, create new degree programs aimed at meeting the needs of the new energy economy, and enhance Western's overall goal of building on our considerable strengths to serve the needs of the state of Washington; and



**WHEREAS, the WASHINGTON STATE LEGISLATURE** concluded their regular legislative session and two special legislative sessions after months of dedicated and hard work to serve the citizens and students of this great state on Saturday, June 29, 2013; and

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees of Western Washington University extends its appreciation to **the WASHINGTON STATE LEGISLATURE** for recognition of Western's excellence and their vision for our contributions to higher education in this state, and to express our utmost gratitude for making public higher education a funding priority in the 2013 – 2015 budget.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its special meeting on July 18, 2013.

MOTION 7-1-2013 Trustee Sharpe moved, that the Board of Trustees, approve Resolution number 2013-07, Thanking the Washington State Legislature.

Motion carried on voice vote.

President Shepard noted that a tweet about the resolution had just come out of the Board Room and had already been re-tweeted by someone else.

- 4. 2013 - 2014 OPERATING BUDGET OPERATING BUDGET AND RELATED MATTERS**
- a. 2013 – 2014 Tuition Rates
  - b. 2013 – 2014 Budget Plan

Chair Zoro asked President Shepard to present the next item on the 2013 – 2014 tuition rates. President Shepard started by saying that this proposed budget meets the mission and strategic vision for the University approved by the Board and that developing it was a process that was open and transparent, bottom up, and accountable. See **ATTACHMENT A and B** for details.

President Shepard went on to describe some highlights in the proposed budget such as, compensation increases to continue to ensure the quality of our people at the University. He said our staff allows us to continue to be effective, and apply our strengths to the critical needs of Washington State. The Trustees will also see funding for investment in high demand areas, such as science based curriculum. The extra funding provided to these areas will help keep our students on track for time to graduation and continue to attract top students. Specific examples of the programs within that curriculum are transitioning from applied engineering and technology to regular engineering and increased capacity in computer science programs, and the expansion of our energy program. President Shepard also said that state executive leadership in the Governor's office and the Legislature only approved this expanded funding for the University of Washington, Washington State University and Western Washington University, and that is a remarkable and valuable breakthrough for the University. He added that the recognition didn't just happen, a lot of work behind the scenes went into the proposals and budget and it speaks to the excellence of what this University is about.

Trustee Fujikado noted the great detail in the budget documents and that it helps the Trustees understand the budget and where the money is going and what some of the decisions were. She stated that the quality of the documents showed a commitment to a great institution, that is focused on maintaining a high quality of education as well as looking into new areas to serve the needs of the state. Trustee Zoro was also grateful for the detailed information to support her role as a Trustee of approving funding for the University.

Trustee Sharpe echoed her colleague's statements about how complete the materials were and that she could see that this budget was strategic and that was helpful. She had two questions about how the projected enrollment for 2013 – 2014 would have an impact on the budget, and how much of the resources are going to support at risk students. President Shepard responded by saying that enrollment is for the most part staying neutral for the next school year and that the impacts to the budget will be minimize. He said that things would be reevaluated for the second half of the biennium. As far as the money provided in the budget to support services, it is the beginning of an investment that is only going to grow in size as the nature and needs of our student body change in the coming years.

Trustee Lee also had some questions about the rebasing money and where it will be used. President Shepard talked about keeping resources as flexible as possible in order to address the needs with in programs as they arise. Trustee Lee then asked if the expanded energy program will be ready by the beginning of the school year. Provost Carbajal explained that the beginning stages of the program will be ready with non-tenure track professors and the process to hire tenure track faculty will begin and progress throughout the year. President Shepard also explained that this does not support capacity, just expansion of faculty to support current programs. Provost Riordan added that rebasing has been a multi-year process and something the University community has been working towards for a while. Trustee Zoro mentioned that these opportunities reminded her that Western is never reactionary, that they are always responsive, and that leadership and staff are prepared and it shows by being awarded funding.

Trustee Sharpe also observed that this budget reflects an overall investment in higher education in Washington, and asked if this is a new culture in the Legislature that we can look forward to in the future. Associate Vice President Sherry Burkey said it was the perfect storm this session and that higher education was the last part of the budget to align in negotiations and that the information provided from all institutions was timely and given to the decision making people, the right people at the right time. Trustee Sharpe stated this budget makes an investment in the students of this state, that people were losing sight of that, and for the future of our state, this budget is reassuring and a step in the right direction.

MOTION 7-2-2013 Trustee Flaherty moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2013-14 annual tuition rate for resident undergraduate students be held at the 2012-13 annual rate with no increase; and

FURTHER MOVED, that the 2013-14 annual tuition operating fees and capital building fees for the non-resident undergraduate, resident graduate, non-resident graduate and the Masters in Business Administration (MBA) rates for resident and non-resident students be raised by 3% respectively.

Motion carried by roll call vote, with all Trustees voting yes, and Trustee Madsen absent.

MOTION 7-3-2013 Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2013-14 Annual State Operating Budget of \$145,489,362 consisting of a State Appropriations in the amount of \$52,892,000; WWU net tuition operating fee revenue of \$89,589,483; and administrative services assessment revenue of \$3,007,879.

Motion carried by roll call vote, with all Trustees voting yes, and Trustee Madsen absent.

## **5. 2013 - 2015 CAPITAL BUDGET**

Chair Zoro asked President Shepard to present the next item, who then introduced Rick Benner, University Architect/Director, Facilities Development & Capital Budget. Mr. Benner made a short presentation regarding some of the high-level details of the proposed 2013 – 2015 Capital Budget up for discussion. See **ATTACHMENT C** for details.

There was an overall discussion about the Carver Academic Building Renovation not being funded in this biennium. Questions were asked about whether the lack of funding was due to a lack of resources from the state or if the project was not attractive for funding. Associate Vice President Burkey said we may have hit a road block because it was such a large request this biennium and there was a lack of resources this year. She pointed out that the Carver Academic Building Renovation was on the top of the preservation list, but she is hopeful for funding opportunities in future biennia.

MOTION 7-4-2013 Trustee Fujikado moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, accepts the 2013-2015 Capital Budget totaling \$29,936,000 comprised of \$7,547,000 in reappropriations and \$22,389,000 in appropriations, and approves the distribution by major categories.

Motion carried by roll call vote, with all Trustees voting yes, and Trustee Madsen absent.

## **6. DATE FOR NEXT REGULAR MEETING: August 22, 2013**

## **7. ADJOURNMENT**

Before adjourning Chair Zoro expressed her gratitude to all the staff involved in making this meeting happen, the materials and months of effort. She stated that the budget meeting is the most important meeting of the year that sets the stage for the rest of the year. President Shepard also expressed thanks to the Board for their clear vision and guidance throughout the process, for all the effective efforts in Olympia and for making yourself available for the special meeting.

Chair Zoro adjourned the meeting at 11:26 a.m. and announced that box lunches were available in the board room for those involved with the meeting.

# **ATTACHMENT A**

## 2013 – 2014 Tuition rates

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

**DATE:** July 18, 2013  
**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**SUBJECT: Action Item  
Approval of 2013-14 Academic Year Tuition Rates**

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**Purpose of Submittal:**

After a second special 30-day session, the Legislature and Governor have passed and signed an appropriations bill. Based on this approved bill, the Board is requested to approve 2013-14 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student.

**Proposed Motion:**

*MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2013-14 annual tuition rate for resident undergraduate students be held at the 2012-13 annual rate with no increase; and

*FURTHER MOVED*, that the 2013-14 annual tuition operating fees and capital building fees for the non-resident undergraduate, resident graduate, non-resident graduate and the Masters in Business Administration (MBA) rates for resident and non-resident students be raised by 3% respectively.

**Supporting Information:**

Please see attached supporting information, including charts detailing proposed dollar and percent increases for 2013-14 tuition fees and comparison data to other institutions of higher education.

**Additional Information:**

The 2013-14 annual operating budget plan which relies on tuition operating fee revenue generated by the tuition increases proposed under this submittal, will also be presented at the July 18, 2013 Board meeting.

Attachment:

*July 18, 2013 Memorandum, "Supporting Information on Setting 2013-14 Academic Year Tuition"*

**WESTERN WASHINGTON UNIVERSITY  
SUPPORTING INFORMATION  
SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce  
**DATE:** July 18, 2013  
**SUBJECT:** **Supporting Information on Setting 2013-14 Academic Year Tuition**

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In 2011-13 in House Bill 1795, the Legislature granted the Board of Trustees tuition setting authority. In the appropriations bill for 2013-15, funding was appropriated to alleviate pressure to increase resident undergraduate tuition, and therefore tuition setting authority for resident undergraduate students was suspended for FY13-14. In setting tuition to 0% for resident undergraduates, the Legislature appropriated an amount equivalent to what would have resulted from a 3% increase in resident undergraduate tuition. For non-resident undergraduates and all graduate programs, the Legislature did not restrict the long-standing authority of the Board to set those rates, nor was there an equivalent 3% tuition “buy down.” The Legislature defines “tuition” as the tuition operating fee and the capital building fee. The operating fee contributes to day-to-day operations of the University and supports Western’s annual operating budget plans.

**Proposed 2013-14 Tuition Rates for WWU**

The Legislature provided funding to hold resident undergraduate tuition increases to zero. It is recommended that Western hold the resident undergraduate operating fee and capital building fee at the 2012-13 annual rates, as required by the Legislature in the 2013-15 Operating Budget bill. After review by the campus, and upon the recommendation of the Vice Presidents and Deans, it is recommended that tuition fees for non-resident undergraduate, resident graduate, non-resident graduate, and Masters of Business Administration (MBA) rates for resident and non-resident students be raised by 3% respectively.

Table 1 below details proposed 2013-14 tuition fees (tuition operating and capital building fees). As required by law, proposed capital building fee percentage increases are equivalent to the tuition operating fee percentage increases for each student category.

Table 1

	2012-13	2013-14	\$ Change	% Change
<b>TOTAL TUITION (Operating Fee and Capital Building Fee)</b>				
Resident Undergraduate	\$7,503	\$7,503	\$0	0%
Non-Resident Undergraduate	\$17,850	\$18,392	\$542	3%
Resident Graduate	\$7,974	\$8,222	\$248	3%
Non-Resident Graduate	\$17,655	\$18,182	\$527	3%
Resident MBA	\$9,243	\$9,513	\$270	3%
Non-Resident MBA	\$18,993	\$19,562	\$569	3%

**Please see Attachment A detailing percentage and dollar increases for breakout of tuition operating fee and capital building fee components.**

**Resident Undergraduate Tuition:** The majority of Western’s students are resident undergraduates, making up approximately 88% of the headcount for the 2013 academic year. No increase in tuition is recommended for this student group.

- While the WSAC data shows this classification to be 16.8% higher than the national average, the study did not account for differentiation such as Carnegie classification, institution size, scope or type of degrees produced in the compilation of the national average.
- Both UW and WSU undergraduate rates are approximately 40.0% higher than Western.
- Comparing the Global Challenge States Peer List, 70% of Western’s peer group fall at or below Western’s undergraduate 2013 tuition and fees.
- With regards to the Board-approved Peer List, 77% of Western’s peer group fall at or below Western’s undergraduate 2013 tuition and fees.

**Non-Resident Undergraduate Tuition:** Non-resident undergraduate students represented approximately 8.4% of Western’s 2013 academic year headcount. The proposed tuition increase for non-resident undergraduate students is 3%, representing an annual increase of \$542.

- Tuition increases for this classification for the past two years were 5.6% and 6.2% as compared to resident undergraduate increases of 16.0% and 16.0% respectively.
- The WSAC data shows Western closer in this category than resident tuition at 13.1% over the computed national average.

- UW non-resident undergraduate tuition is 56.3% higher than Western.
- Comparing the Global Challenge States Peer List, 36% of Western's peer group fall at or below Western's non-resident undergraduate 2013 tuition and fees.
- With regards to the Board-approved Peer List, 72% of Western's peer group fall at or below Western's non-resident undergraduate 2013 tuition and fees.

**Resident Graduate Tuition:** Resident graduate students represented 2.9% of Western's 2013 academic year student headcount. The proposed tuition increase for resident graduate students is 3%, representing an annual increase of \$248.

- Tuition increases for this classification for the past two years were 14.5% and 14.7%, as compared to resident undergraduate increases of 16.0% and 16.0% respectively.
- This classification is the closest to the WSAC computed national average at 9.6% over average.
- UW resident graduate tuition is 54.8% higher than Western.
- Comparing the Global Challenge States Peer List, 30% of Western's peer group fall at or below Western's resident graduate 2013 tuition and fees.
- With regards to the Board-approved Peer List, 65% of Western's peer group fall at or below Western's resident graduate 2013 tuition and fees.

**Non-Resident Graduate Tuition:** Non-resident graduate students represented less than 1% of Western's 2013 academic year student headcount. The proposed tuition increase for non-resident graduate students is 3%, representing an annual increase of \$527.

- Tuition increases for this classification for the past two years were 5.6% and 6.2% as compared to resident undergraduate increases of 16.0% and 16.0% respectively.
- The WSAC study shows non-resident graduate tuition as 14.3% over the national average.
- UW non-resident graduate tuition is 41.2% higher than Western.
- Comparing the Global Challenge States Peer List, 55% of Western's peer group fall at or below Western's non-resident graduate 2013 tuition and fees.



- With regards to the Board-approved Peer List, 77% of Western's peer group fall at or below Western's non-resident graduate 2013 tuition and fees.

**Masters in Business Administration (MBA):** The MBA tuition rate is currently the only differentiated tuition Western charges. Approved by the Board of Trustees during the 2011-2013 biennial tuition setting process as part of a long-term strategy to price the MBA program appropriately in the marketplace, MBA resident and non-resident students are annually assessed \$1,269 and \$1,338 higher than other resident and non-resident graduate students, respectively. The proposed tuition increase for both resident and non-resident MBA students is 3%, representing an annual increase of \$270 and \$569 respectively, to continue this long-term strategy.

Attachments:

***Attachment A – Proposed Western Tuition Dollar and Percentage Increases 2013-14***

***Attachment B – WSAC 2012-13 Tuition and Fee Report Comparison of WA Institutions***

***Attachment C – Global Challenge States Peer List & Board-approved Peer List Comparison Chart***

Western Washington University Proposed 2013-2014 Tuition Rates (Operating Fee and Capital Building Fee)				
TUITION FEES				
	2012-13	2013-14	\$ Change	% Change
<b><u>Operating Fee</u></b>				
Resident Undergraduate	\$7,209	\$7,209	\$0	0%
Non-Resident Undergraduate	\$17,142	\$17,663	\$521	3%
Resident Graduate	\$7,767	\$8,009	\$242	3%
Non-Resident Graduate	\$17,118	\$17,630	\$512	3%
Resident MBA	\$9,023	\$9,285	\$262	3%
Non-Resident MBA	\$18,424	\$18,977	\$553	3%
<b><u>Capital Building Fee</u></b>				
Resident Undergraduate	\$294	\$294	\$0	0%
Non-Resident Undergraduate	\$708	\$729	\$21	3%
Resident Graduate	\$207	\$213	\$6	3%
Non-Resident Graduate	\$537	\$552	\$15	3%
Resident MBA	\$220	\$228	\$8	3%
Non-Resident MBA	\$569	\$585	\$16	3%
<b><u>TOTAL TUITION (Operating Fee and Capital Building Fee)</u></b>				
Resident Undergraduate	\$7,503	\$7,503	\$0	0%
Non-Resident Undergraduate	\$17,850	\$18,392	\$542	3%
Resident Graduate	\$7,974	\$8,222	\$248	3%
Non-Resident Graduate	\$17,655	\$18,182	\$527	3%
Resident MBA	\$9,243	\$9,513	\$270	3%
Non-Resident MBA	\$18,993	\$19,562	\$569	3%

**Western Washington University  
2012-13 Tuition and Fee Rates\* for Washington Universities  
Compared to National Averages  
WSAC 2012-13 Tuition and Fee Report**

	Undergraduate		Graduate	
	Resident	Nonresident	Resident	Nonresident
<b>Western Washington University</b>				
Tuition and Fees	\$8,805	\$19,152	\$9,276	\$18,957
National Average	\$7,539	\$16,939	\$8,463	\$16,586
Dollar +/- National Average	<b>\$1,266</b>	<b>\$2,213</b>	<b>\$813</b>	<b>\$2,371</b>
Percent +/- National Average	<b>16.8%</b>	<b>13.1%</b>	<b>9.6%</b>	<b>14.3%</b>
<b>University of Washington</b>				
Tuition and Fees	\$12,383	\$29,938	\$14,358	\$26,768
National Average	\$9,647	\$25,090	\$11,121	\$23,818
Dollar +/- National Average	<b>\$2,736</b>	<b>\$4,848</b>	<b>\$3,237</b>	<b>\$2,950</b>
Percent +/- National Average	<b>28.4%</b>	<b>19.3%</b>	<b>29.1%</b>	<b>12.4%</b>
<b>Washington State University</b>				
Tuition and Fees	\$12,300	\$25,382	\$12,600	\$26,032
National Average	\$9,647	\$25,090	\$11,121	\$23,818
Dollar +/- National Average	<b>\$2,653</b>	<b>\$292</b>	<b>\$1,479</b>	<b>\$2,214</b>
Percent +/- National Average	<b>27.5%</b>	<b>1.2%</b>	<b>13.3%</b>	<b>9.3%</b>
<b>Eastern Washington University</b>				
Tuition and Fees	\$7,933	\$18,678	\$10,259	\$23,012
National Average	\$7,539	\$16,939	\$8,463	\$16,586
Dollar +/- National Average	<b>\$394</b>	<b>\$1,739</b>	<b>\$1,796</b>	<b>\$6,426</b>
Percent +/- National Average	<b>5.2%</b>	<b>10.3%</b>	<b>21.2%</b>	<b>38.7%</b>
<b>Central Washington University</b>				
Tuition and Fees	\$8,925	\$19,557	\$9,468	\$19,973
National Average	\$7,539	\$16,939	\$8,463	\$16,586
Dollar +/- National Average	<b>\$1,386</b>	<b>\$2,618</b>	<b>\$1,005</b>	<b>\$3,387</b>
Percent +/- National Average	<b>18.4%</b>	<b>15.5%</b>	<b>11.9%</b>	<b>20.4%</b>
<b>The Evergreen State College</b>				
Tuition and Fees	\$8,395	\$19,561	\$8,431	\$20,560
National Average	\$7,539	\$16,939	\$8,463	\$16,586
Dollar +/- National Average	<b>\$856</b>	<b>\$2,622</b>	<b>(\$32)</b>	<b>\$3,974</b>
Percent +/- National Average	<b>11.4%</b>	<b>15.5%</b>	<b>-0.4%</b>	<b>24.0%</b>

\*Note: Tuition and Fees for Washington's 4-year institutions includes the institution's operating fee, capital building fee, and all mandatory fees

# Western Washington University

## FY 2013 Comparison of Tuition and Mandatory Fees Global Challenge States - WWU Peer Group

	WWU Tuition and Fees (FY 2013)	Global Challenge States (60th Percentile)	\$ Difference	% Difference	Percentile Rank
Resident Undergraduate	\$ 8,805	\$ 8,590	\$ 215	2.5%	70%
Nonresident Undergraduate	\$ 19,152	\$ 19,754	\$ (602)	-3.0%	36%
Resident Graduate	\$ 9,276	\$ 9,477	\$ (201)	-2.1%	30%
Nonresident Graduate	\$ 18,957	\$ 19,319	\$ (362)	-1.9%	55%

	WWU Tuition and Fees (FY 2013)	WWU Peer Group (60th Percentile)	\$ Difference	% Difference	Percentile Rank
Resident Undergraduate	\$ 8,805	\$ 8,079	\$ 726	9.0%	77%
Nonresident Undergraduate	\$ 19,152	\$ 18,569	\$ 583	3.1%	72%
Resident Graduate	\$ 9,276	\$ 8,860	\$ 416	4.7%	65%
Nonresident Graduate	\$ 18,957	\$ 17,970	\$ 987	5.5%	77%

**NOTE:**

- A) The Global Challenge States peer group is comprised of 11 institutions (see the Budget Office website for list).
- B) WWU Peer Group is comprised of 25 institutions (see the Budget Office website for list).
- C) "Percentile Rank" represents WWU's relative position to the peer group. For example, a 60% percentile rank indicates that 60% of the peer group are at or below WWU tuition and fee rate.

# **ATTACHMENT B**

## 2013 – 2014 Budget Plan

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

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard

**DATE:** July 18, 2013

**SUBJECT:** Approval of the 2013-14 Annual Operating Budget

**PURPOSE:** Action Item

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**Purpose of Submittal:**

Based on the conference committee budget passed during the second 2013 special 30-day session of the Legislature, and as signed by the Governor, the Board is now asked to approve the 2013-14 State Operating Budget for WWU.

In addition, the Board will be asked to approve 2013-14 tuition rate increases at its July 18, 2013 meeting, providing revenue necessary to support the 2013-14 annual operating budget.

**Proposed Motion:**

*MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2013-14 Annual State Operating Budget of \$145,489,362 consisting of a State Appropriations in the amount of \$52,892,000; WWU net tuition operating fee revenue of \$89,589,483; and administrative services assessment revenue of \$3,007,879.

**Supporting Information:**

See attached memo on the 2013-2014 Operating Budget.

**Source of Funding:**

State appropriations (general fund-state, education legacy trust funds, and capital projects account); net tuition operating fee revenue; and administrative services assessment revenue

*Attachment:*

*July 18, 2013 memorandum, "Supporting Information for Board Approval of the 2013-14 Annual Operating Budget"*

**WESTERN WASHINGTON UNIVERSITY  
SUPPORTING INFORMATION  
SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** July 18, 2013  
**SUBJECT:** **Supporting Information for Board Approval of the  
2013-14 Annual Operating Budget**

**Schedule of Approvals for 2013-14 Annual Operating Budgets**

On July 18, 2013, the Board will be requested to approve tuition rates for all student categories for the 2014 academic year. At this same meeting, the Board will be asked to approve the 2013-14 Annual Operating Budget, which relies on the projected tuition operating fee revenues generated from these tuition rate proposals.

**Introduction**

In order to fund the basic instructional and academic support missions of the institution, the President is proposing, for Board approval, a 2013-14 budget for state funded operations which reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees, and the administrative services assessment.

**Proposed FY 2013-14 Annual Operating Budget**

A summary of all revenue sources is included in the table below. Please note that tuition operating fee revenue is presented net of tuition waivers and Western’s student loan/grant fund contribution at 4.0%.

<b>2013-14 Fiscal Year</b>		
<b>WWU State Operating Budget</b>		
<b>by Funding Source</b>		
Funding Source	Proposed for Board Approval FY 2014	% of Budget
<i>State Appropriations</i>	\$52,892,000	36%
<i>Net Tuition Operating Fees</i>	\$89,589,483	62%
<i>Administrative Services Assessment</i>	\$3,007,879	2%
<b>State Operating Budget</b>	<b>\$145,489,362</b>	<b>100%</b>

Western's state operating expenditures have been historically supported by a combination of state appropriations and tuition operating fees. In the 2012-13 budget, state appropriations represented 31% of WWU's state operating budget compared to 67% in net tuition operating fees, so progress was made this legislative session to move back toward a goal of a 50%-50% split.

### **Western's Student Loan/Grant Fund**

Gross tuition operating fees collected are currently subject to a 4.0% minimum set-aside for the WWU student loan and grant fund. The capital building fee (part of tuition) and student activities fee are assessed at 3.5%. While this is the minimum for all higher education institutions in the state, tuition setting authority brought with it requirements on the amount contributed based on tuition levels established by each institution. Western has not exceeded tuition increase levels provided in the Legislative operating budget, so is not required to fund higher levels. For the 2013-14 fiscal year, Western will allocate close to \$4.0M to this form of financial aid.

### **Western's Budget Process**

While Western's request for new biennial funding was submitted to the Governor's Office in September 2012, the campus's transparent, bottom-up budget building process started in earnest in January. Campus Planning Unit Leaders submitted proposals for new campus initiatives and funding requests for the 2013-15 operating budgets. Proposals were vetted through the University Planning and Resources Council, voted on, and top priorities were recommended and approved by the Faculty Senate. Planning Unit Leaders made presentations which were audiocast to the campus with venues for feedback, which was then used to establish straw budgets for consideration once the Legislature and Governor passed an appropriations bill.

### **Budget Recommendation Detail**

This extended Legislative session ended with an infusion of new funding for higher education, including nearly \$3.0M for expansion of Western's computer science and engineering programs, and \$10.5M in additional institutional support. The culmination of six months of deliberations on campus produced a recommendation from the Vice Presidents and the Deans for the utilization of these new funds. Please see Attachment A for a copy of this recommendation. The version with active hyperlinks may be reviewed at the following web page.

<http://www.wvu.edu/upb/brdoc/1315campusmessage/memotocampus.pdf>

The President now recommends the Board of Trustees approve the state operating budget in the amount of \$145,489,362 for the 2013-14 Fiscal Year.





**MEMORANDUM**

**TO:** Bruce Shepard, President and the Western Community

**FROM:** Western Washington University Vice Presidents and Deans  
Catherine Riordan, Provost and Vice President for Academic Affairs  
Eileen Coughlin, Sr. Vice President/Vice President for Enrollment and Student Services  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Steve Swan, Vice President for University Relations  
Brian Burton, Dean, College of Business and Economics  
Brent Carbajal, Dean, College of Humanities and Social Sciences  
Mark Greenberg, Dean, Libraries  
Kathleen Kitto, Dean, Graduate School  
Marie Eaton, Acting Dean, Fairhaven College of Interdisciplinary Studies  
Dan Guyette, Dean, College of Fine and Performing Arts  
Francisco Rios, Dean, Woodring College of Education  
Jeff Wright, Dean, College of Sciences and Technology  
Steve Hollenhorst, Dean, Huxley College of the Environment

**DATE:** July 5, 2013

**SUBJECT:** Western's 2013-2014 Operating Budget

We are pleased to transmit our unanimously agreed to recommendations regarding Western's 2013-14 operating budget.

We believe you will find, in our recommendations, that we are driven by the priorities established in the University's strategic goals, vision, and mission while remaining true to the outstanding work done by so many as budget options were built, bottom up, and then openly and transparently reviewed, questioned, and critiqued.

Our report and recommendations begin [here](#).



## Vice Presidents and Deans Recommendations for 2013-14 Operating Budget July 5, 2013

### Background

Preparing Western's operating budget for the 2013-15 biennium takes years:

- The process began in the fall of 2011 as, bottom up, planning units formed proposals for possible inclusion in the 2013-15 budget *request*.
- Through an open review process, importantly involving the broadly representative [University Planning and Resources Council](#) (UPRC), a [2013-15 budget request](#) was approved by our Board of Trustees last August.
- That proposal was then considered by then Governor Gregoire as she prepared her budget proposal, available last December.
- Then began legislative consideration with multiple budget proposals coming forward as both houses dealt with significant fiscal challenges and differing policy priorities. The various proposals, as they would affect Western, are summarized [here](#).

Even as the legislature struggled with those challenges, fiscal 2013-15 was rapidly approaching. We had to move from "budget request" mode to an actual *operating* budget. We could not wait until a budget appropriation became law. This required planning under considerable uncertainty – not just regarding dollars but also on a variety of policy unknowns ranging from the status of tuition-setting authority to proposed performance-based funding to proposed "budget provisos" directing that existing (and already committed) budget be spent for different purposes.

Uncertainty notwithstanding, steps to build the 2013-15 operating budget recommendations now before you began in earnest in January. The many steps in that process are described [here](#). The [widely representative Budget Panel](#) made presentations in April and means were provided for campus comment on the presentations. Once again, UPRC played a critical role, reviewing, refining, and evaluating proposals in open and audio cast Budget Panel meetings culminating with identification of priorities.

We – deans and vice presidents along with President Shepard – then began a series of meetings to build recommendations for the campus to consider. We built upon the work already done, not adding items additional to those previously and openly considered.

We began meetings long before there was anything certain coming out of Olympia. So, we developed a series of "straw budgets" based upon "worst," "better," and "best" case assumptions. In each of these straw budgets, full funding of the [priorities identified by UPRC](#) were the starting point. The [recommendations](#) of the President's Diversity Task Force were also considered in each hypothetical straw budget.

That planning paid off as the funding assumptions built into our final "best case" straw budget turned out to be quite close to what finally emerged in Olympia. We were able to then meet and quickly finalize the recommendations that we now offer for your critical review.

## Recommendations

Our recommendations are for the 2013-14 operating budget. Next spring, we will follow usual budget processes for refining and then presenting a 2014-15 operating budget to our Board of Trustees for their action.

Nevertheless, one annual budget may not be reasonably evaluated without considering consequences for the years that follow. So, we present our recommendations for the annual budget in the context of a biennial budget. Please also understand that, although not shown in these pages, we looked beyond the current biennium to make sure there are no commitments being proposed for today that would expand to become budgetary gaps in future biennia.

Our recommendations carefully follow the University's [Mission Statement and Strategic Plan](#). We believe you will find, in the dollars-and-cents language of a budget, tangible evidence of our intention to live that mission and plan. Components that particularly drive our recommendations include:

- Bring together individuals of diverse backgrounds and perspectives in an inclusive, student-centered University that develops the potential of learners and the well-being of communities.
- Build upon Western's strengths to address critical needs in the state of Washington.
- Expand student access to rigorous and engaging education.
- Apply Western's expertise and collaborative approach to scholarship, creativity, and research in ways that strengthen communities beyond the campus.
- Serve as a model for institutional effectiveness, innovation, diversity, and sustainability.
- Build a stronger Washington by being an international leader in active learning, critical thinking, and societal problem solving.

Our presentation of recommendations is designed to meet the needs of those with varying interest in details. We begin with an overview and summary. From that page, you will find a link to a table of "Uses and Sources" showing individual items on the expenditure and revenue sides. That table provides links, item by item, for those who wish further detail. And, many of those links provide links to yet further detail. And, of course, the full detail – *about 300 pages of detail* – will be prepared and [posted, as always](#), once the operating budget is adopted.

[Go To Overview and Summary](#)

## Next Steps

Western's budget building timelines had to be regularly readjusted as expectations for completion of the state's budget kept being pushed further into the future. This meant that the period for critical review and comment had to be abbreviated.

Our recommendations are posted to the web on July 5<sup>th</sup>. Comment, critiques, and improvements are sought through July 14<sup>th</sup>. The President will then finalize his recommendation to the Board of Trustees, mailed to them on July 16<sup>th</sup>, in preparation for action by the Board at a special meeting scheduled for July 18<sup>th</sup>.

### Asking Questions, Providing Feedback

Budgets involve complex matters. Questions and clarifications are best raised through [Viking Village](#) so that all can see the answers. Western's Budget Office is monitoring that forum and will offer clarifications.

The same link may also be used to offer feedback and to stimulate discussion on the proposed operating budget. We will be following that forum in order to benefit from your thinking.

Other avenues exist for providing input including governance structures and the widely representative President's Cabinet.

### Overview and Summary

We have often heard Bruce, when asking for our patience, observe something like: "When things look bleak, they never turn out to be that bad; when things look good, they never turn out to be that positive."

The final budget result violates his rule: it is a case where, as things were looking more and more bleak in the waning days of the legislative sessions, the budget for Western turned out to be even better than the most positive possibilities seen earlier in the session.

Both the House and the Senate, hands seriously tied by major K-12 obligations and a state revenue structure designed for an economy that no longer exists, sought nevertheless – and almost competitively – to come through for public higher education. Both houses, both sides of the aisle, ended with a budget for public higher education of which they were rightly proud. They deserve our commendation.

This is a return to a historical pattern in Washington of supporting higher education as the key lever the state has for building brighter futures for all. It had been preceded by two biennia of cumulative cuts unlike any seen elsewhere in the nation. The result: state support per student for baccalaureate education in Washington ranked 49<sup>th</sup> out the 50 states. Last biennium, they drew a firm line: no more cuts to higher education. This time around, they started reinvesting.

It is important for us to digress from the task at hand for just a paragraph to remind ourselves of why this has happened. It required a persistent multi-biennia effort in which Western was a leader in making sure our elected officials continually heard from constituents. We all – students, faculty, administration, trustees, alumni, parents, union leadership, community members, private sector allies – stayed together and on message. And, real leadership emerged in Olympia. Finally, among those of us who spent time in Olympia, there is absolutely no doubt that Western, in particular, was effective because of the reputation we have for excellence, and because our academic programs delivered well-thought-out proposals clearly connected to legislative priorities.

In overview, the state budget did the following for Western and our capacity to apply our strengths to building brighter futures:

- Tuition for resident undergraduates will not be increased for 2013-14 and, for 2014-15, the budget effectively buys down the equivalent of a 3% tuition increase. Biennially, this is an addition of \$10M.

- There is full funding of our “maintenance level” budget.
- Included is restoration of full funding of the 3% “furlough” cut that was required for the 2011-13 biennium (and that Western funded with one-time funds to avoid the consequences for employees and the critical functions they perform).
- Western receives new (additional) funding for engineering and computer science of about \$3M. In years past (e.g., in both the Gregoire and Inslee budgets) there were initiatives proposed in this area. Only UW and WSU were to be funded, though. In the final budget, WWU (alone) is added. When it comes to recognition of Western’s excellence and what we have to contribute to the state, this is a breakthrough perhaps of greater importance than even the significant dollars involved do represent.
- Western’s low funding per student was partially addressed in the final budget.

There were also challenging budget proposals that appeared to be viable at one time or another – even certainties at times – but that did not become law:

- Problematic “provisos” in earlier budget proposals would require internal reallocations (cuts) in order to fulfill obligations stipulated in the provisos. They are not to be found in the final product.
- Earlier budgets mandated savings and efficiencies that, for institutions already the most efficient in the country, were clearly just pulled out of thin air. No such mythical savings are assumed in the final budget.
- Earlier budgets assumed a “tax” on international students that would have, actually, decreased rather than increased revenues. No such tax is included in the final budget.
- Western, outstanding performer that we are, never feared connecting performance to funding. But, the connections proposed in earlier budgets were seriously defective, basically being unworkable. While public performance accountability remains an important and welcome obligation in the legislation, the problematic connections to funding are gone.
- Earlier versions of the budget included removing certain part-time employees from eligibility for state health care coverage. Significant numbers of Western employees would have been affected. The final budget does not contain such provisions.

Pretty good starting point.

We have a state budget that allows us to then support a number of efforts in the years ahead. Considering our mission and vision, one concept underlies much of it: to apply our considerable strengths to meeting critical needs for Washington and beyond.

Delivering on that plan has several components. There are the applications of strengths to needs, and these you will find throughout the proposed budget and in multiple ways.

As important to that strategic commitment, though, is to sustain our strengths so that they may serve, as they currently do, ongoing critical needs through outstanding, liberal arts based undergraduate education.

Competitive compensation is, by far, the most critical threat we have faced in protecting that core strength. Going into this biennium, we stated competitive compensation to be our top priority. While the legislature did not provide funding for compensation increases, that need and that commitment to

excellence remains. In the budget we recommend, you will find, measured in dollars and cents, that that top priority receives by far the greatest funding.

There are other efforts critical to sustaining our excellence. We simply must become a much more diverse faculty and staff. That, as you will see, is another clear priority in the budget being recommended to you.

And, our excellence depends upon being able to continue to attract outstanding students, retain them, and graduate them in a timely fashion. Fail in any of these dimensions and our ability to attract strong students will quickly erode. The budget we recommend to you addresses these needs by keeping tuition increases at zero for 2013-14 for resident undergraduates, and at very low levels for other categories of students; by funding access to classes (including new tenure lines) in areas of expanding student enrollment; and by continuing to upgrade our efforts to connect with students and, yes, to market Western's excellence.

### [Go To Uses and Sources](#)

#### [Return](#)

#### Uses and Sources

Rather than simply present a line-item budget, we use the format of "Uses and Sources." We assume status quo revenues and expenditures and then, at that margin, capture how expenditures (Uses) and revenues (Sources) would be affected in our proposed operating budget.

In this way, we believe one can most clearly zero in on the changes being proposed.

Thinking in terms of biennial budgets is something sane people avoid. To understand the Uses and Sources table, though, you do need to understand that the column for 2013-14 shows what is an ongoing, permanent base budget allocation; anything in the 2014-15 column would be an amount *in addition* to that ongoing allocation.

To illustrate, if the proposal is to expend \$1M in 2013-14 and the 2014-15 column has \$500K showing then that means: year one budget is \$1M, year two budget is \$1.5M (and the biennial total is \$2.5M).

Most items in the table are hyperlinks. Click on them for further detail.

Please also note that our focus is upon the operating budget for recurring, base-budgeted tuition and state appropriations. Non-recurring one-time expenses (e.g., startup costs for new faculty positions) are not shown in this presentation but were considered by us; wherever we propose to base fund an initiative, we also assured that associated one-time costs would also be covered, usually through divisional reserves.

USES	FY13-14	FY 14-15	13-15 Total
<b>Apply WWU Strengths to Washington Needs</b>			
<u>Meet STEM/High Demand enrollment shifts (UPRC #1)</u>	\$331,059		\$662,118
<u>Engineering conversion and Computer Science expansion</u>	\$1,497,000		\$2,994,000
<u>Multi-college Energy Academic Program</u>	\$383,487	\$543,548	\$1,310,522
<u>Pre-Health advising, increased demand for tutoring</u>	\$80,703		\$161,406
<u>Expand internship programs to Seattle area</u>	\$50,000		\$100,000
<u>Fund Small Business Development Center</u>	\$55,000		\$110,000
<u>Fund corporate development position in Seattle</u>	\$50,000		\$100,000
<u>Program support adjustment for University Relations</u>	\$14,300		\$28,600
<u>Tuition waiver increase to cover tuition increases</u>	\$79,830	TBD	
<u>Need-based financial aid mitigation</u>		TBD	
<b>Sustain Excellence Across the Curriculum, Across the Campus</b>			
<u>Permanently fund Yr 1 faculty contract commitment</u>	\$3,200,000		\$6,400,000
<u>Faculty contract commitments, years 2 and 3</u>	\$2,649,066	\$2,840,123	\$8,138,255
<u>Fund selected Chair Compensation Committee recommendations</u>	\$395,614		\$791,228
<u>Fund Classified Staff CBA commitments</u>	\$214,850	\$269,740	\$699,440
<u>Unrepresented staff competitive compensation adjustments</u>	\$709,678	TDB	
<u>Fill vacancies in Counseling Center (UPRC #3)</u>	\$31,907		\$63,814
<u>Move selected IT services to the cloud</u>	\$135,000		\$270,000
<u>Fund mandated upgrades in Child Development Center</u>	\$50,000		\$100,000
<u>Fund facilities maintenance (UPRC #2)</u>	\$153,000		\$306,000
<u>Utility manager to realize utility savings</u>	\$72,885		\$145,770
<u>Web Services campus support</u>	\$29,000		\$58,000
<b>Sustain Excellence in a Future Evermore Enriched by Diversity</b>			
<u>Recommendations of President's Diversity Taskforce:</u>			
<u>Director of Women Studies (UPRC #4)</u>	\$18,000		\$36,000

Two full-time tenure lines, half-time in American Cultural Studies	\$145,474	\$290,948
Two summer teaching grants	\$14,196	\$28,392
Diversity teaching and research fellowship	\$11,830	\$23,660
Additional Diversity Initiatives		
<u>Bridge funding to support early opportunity hires</u>	\$200,000	\$400,000
<u>Employment Inclusion Manager</u>	\$85,097	\$170,194
<u>Retention and support services for at-risk students</u>	\$70,092	\$140,184
<b>Sustain Excellence by Building Connections to Western</b>		
<u>Base funding for Back 2 Bellingham</u>	\$75,000	\$150,000
<u>Visual journalist</u>	\$68,938	\$137,876
<u>Enhancing Western initiatives</u>	\$50,000	\$100,000
<u>Targeted Admissions Recruiting</u>	\$62,000	\$124,000
<b>Projected Utility Budget Increase</b>	\$174,838	\$523,695
<u>Items Previously Funded through Parking Fees</u>		
Employee bus pass	\$70,000	\$140,000
Sustainable transportation program	\$27,451	\$54,902
Public safety functions	\$67,536	\$135,072
Bond payments for Lincoln Creek acquisition	\$200,000	\$400,000
<b>TOTAL USES</b>	\$11,522,831	\$3,827,430
<b>SOURCES</b>		
<u>Funds rebased in 2011-13 to address compensation priorities</u>	\$4,100,000	\$8,200,000
<u>Tuition: 0% increase resident undergraduates; 3% other categories</u>	\$666,918	TBD
Utility savings	\$72,885	\$145,770
<u>Diversity Initiative Fund</u>	\$150,000	\$300,000



<u>Continuing implementation of previously adopted auxiliaries assessment</u>	\$355,560	\$248,090	\$959,210
<u>Tuition Estimate Adjustments</u>	\$925,027		\$1,850,054
<u>Permanently reduce recurring contingency fund</u>	\$1,725,000		\$3,450,000
Appropriation for Engineering and Computer Science	\$1,497,000		\$2,994,000
Increased institutional funding appropriation	\$5,230,000		\$10,460,000
Appropriation for year 2 1% Classified raise		\$227,698	
<u>Rollover to Yr 2 of recurring Yr 1 under (over) commitments</u>		\$3,199,559	\$3,199,559
<b>TOTAL SOURCES</b>	\$14,722,390	\$3,675,347	
<b>SOURCES - USES</b>	\$3,199,559	(152,083)	
<b>Surplus (Deficit) carried forward to 2015-17</b>		(152,083)	

### **Permanently Reduce Recurring Contingency Fund**

The University maintains a base-budgeted contingency fund to cover unexpected and unbudgeted expenses. For example, in recent years that fund has been used several times to “buy time” in order to make budget reductions thoughtfully; we drew upon the contingency fund to send the dollars Olympia immediately required as a cut in our budget while we took a year, bottom up, to make permanent cuts.

At the end of a fiscal year, unspent balances feed the University’s reserves, and those reserves are also available to cover one-time unexpected and unbudgeted expenses. Based upon our experiences as we have successfully weathered five difficult years, we believe it possible to now permanently reduce the size of the recurring contingency fund in order to free up funds to provide base budget funding for other needs.

### **[Return to Uses and Sources](#)**

### **Rollover of Year 1 to Year 2**

If sources exceed uses in the budget for 2013-14, then there is a base budget capacity available for commitment in 2014-15. This line shows that effect. You will notice that the amount for carryover to 2014-15 is exactly equal to the amount for 2013-14 in the “Sources – Uses” line.

We have to have a substantial carryover between the two years. This has to do with the way the legislature appropriates across a biennium compared to the commitments we have for the biennium. Because our appropriations are essentially the same for both years of the biennium, and so is our tuition revenue, there are about the same number of dollars to expend in 2013-14 as in 2014-15. However, our expenses in 2014-15 are significantly higher than in 2013-14, and this is largely because we are budgeting for annual compensation increases both years.

### **[Return to Uses and Sources](#)**

### **Engineering and Computer Science**

Western’s Engineering decision package had two variants: conversion from Engineering Technology to Engineering, and conversion plus expansion of enrollments. The Computer Science (CS) decision package would increase graduates in computer science while developing Western’s CS expertise in key and emerging areas.

As strong as our Engineering Tech programs have been, the handwriting has been on the wall for some time now: we have to convert to full Engineering. This requires, among other things, expansion of access to certain courses in mathematics and the sciences. We likely would have had to make the switch ourselves through rebasing; having new money to do so is very helpful.

Further explanation of the Engineering decision package is available [here](#). The Engineering financials in the original decision package are laid out [here](#). The details on the original CS proposal are available [here](#).

The dollar amount shown as a Use on this line is exactly equal to the legislative appropriation designated for these purposes. That amount would largely fund the Engineering conversion (but not enrollment expansion), and what we had originally proposed to do in the area of Computer Science.

As the total enrollment of the University would not increase, impacts on other units (e.g., GUR's and academic support services other than the Library) are not budgeted.

[Return to Uses and Sources](#)

### **Add Retention and Support Services for At-Risk Students**

Several years ago, now, the number of students graduating from Washington high schools peaked. There has been a slight decline toward what will then become a plateau.

Within that constant number of graduates, though, there has been a remarkable shift in the backgrounds of the graduates. Graduates are increasingly coming from families where parents have not gone to college.

It is essential to our mission – applying our strengths to critical needs – as well as to our academic integrity and fiscal health, that we attract, retain, and graduate this demographically shifting population of prospective students.

Multiple considerations come into play. Here we address one: enhancing support services. And, expect this to be a need requiring continuing additional investment.

Details are available [here](#).

[Return to Uses and Sources](#)

### **Permanently Fund Back 2 Bellingham**

Back 2 Bellingham was started as an experiment addressing several needs: to strengthen connections with alumni, to create an annual event that featured – in several hundred ways – the many strengths that constitute Western's excellence, and to bring prospective students and their families to our campus. As an experiment, one-time funding was used. After three years, our conclusion is that the experiment has met and exceeded expectations and now needs to be base funded.

Further details are available [here](#).

[Return to Uses and Sources](#)

### **Funds Rebased in 2011-13**

As explained when the 2011-13 budget was presented to campus, that budget would carry forward into 2013-15 funds that, while fully committed through 2011-13, would be available the next biennium to meet highest campus priorities. And, at that time and in that explanation, we noted that the highest priority was competitive compensation. It was that foresighted budgeting that has allowed us to make progress in working with UFWU partners and that will also provide means to address issues of competitive compensation for other groups of employees.

[Return to Uses and Sources](#)

### **Tuition**

There will be no tuition increases for resident undergraduates for 2013-14.

The legislature provided funds for Western equal to a 3% increase in tuition paid for resident undergraduates. The legislature provided no such "tuition buy-down" for other categories of students.

We propose, then, to increase tuition by 3% in 2013-14 for graduate students and for non-resident undergraduates. This modest increase keeps those tuitions at or below the tuition levels among Western's peer institutions while supporting program improvements.

[Return to Uses and Sources](#)

#### **Diversity Initiative Fund**

Four years ago, Western permanently budgeted \$150,000 to support, through annual competition, proposals that would advance the University's commitment to diversity. This allowed for innovation and experimentation. Now, we are ready to shift to permanently funding particular initiatives. So, this particular fund goes away, being replaced by far larger commitments to diversity identified in the "Uses" section.

[Return to Uses and Sources](#)

#### **Increased Income from Auxiliaries**

Auxiliaries are the various components of the University's operation that run as businesses that must generate revenues to cover costs. Our residence halls would be but one example.

The University charges fees to auxiliaries to cover overhead services provided. Last biennium, the fee structure was carefully studied and then significantly revised.

Included was a somewhat higher fee to be charged beginning 2013-14. This is not an addition we are now proposing be added but, rather, is the realization of income from a fee increase our auxiliaries knew was coming and have been budgeting for. This line also reflects revenue growth because auxiliary activity has been increasing and, consequently, revenue realized from the overhead charge has increased as a result of that greater activity.

[Return to Uses and Sources](#)

#### **Tuition Adjustment**

Tuition revenue is the result of a complex interplay of considerations involving not just rates, enrollment, graduation, and matriculation. Average credit loads and student mix are important. Actual revenues are always uncertain. It is more difficult to start cutting programs and classes if revenues fall short than is adding classes if revenues (and enrollments) are higher than expected. Consequently, we tend to conservatively budget for tuition revenues. This line represents a decision to less conservatively budget expected tuition revenues. It *is not* a result of charging more for tuition.

[Return to Uses and Sources](#)

### **Bridge Funding to Support Early Opportunity Hires**

This is a modification of a proposal from the Diversity Taskforce. Rather than fund a small number of additional faculty lines (once funded, the dollars are gone), we propose a program to support bridge funding for faculty and staff positions.

Periodically, and often in the context of searching to fill one position, units identify outstanding candidates that do not fulfill the immediate need but who would be a great fit for a position expected to come open through retirement, expansion, or other means. Where that individual would advance the diversity priorities of the University, this fund would allow for hiring such individuals earlier than would otherwise be possible and before the opportunity would disappear. As the anticipated opening occurs for a person brought in early, the bridge funding would return to the University level for use as new opportunities emerge.

[Return to Uses and Sources](#)

### **Employment Inclusion Manager**

Last year, we used one-time support to try out the idea of an “employment inclusion manager” to provide assistance to units involved in searches and as they seek to advance the University’s critical diversity priorities. The experiment was successful. This line makes the commitment ongoing.

[Return to Uses and Sources](#)

### **Meet STEM/High Demand Enrollment Shifts**

As with any dynamic organization, enrollment patterns at Western do shift. Over the last six years there has been a consistent shift toward science-based majors – about a 40% increase. Total enrollment for Western has remained largely constant, though.

There are several ways to adjust to assure that we offer the courses and the sections that a changing student body needs to graduate in a timely fashion. The most obvious approach would be to rebase. Net enrollment growth is zero. So, shift resources from the areas that have dropped in enrollments in order to expand capacity in areas where demand has increased.

In this budget proposal, we choose not to take that approach for, if not done thoughtfully and carefully, such an approach would weaken the caliber of the programs that have been losing enrollment. Instead, we propose adding new resources to the growth areas without taking those resources from areas with declining enrollment.

Details are available [here](#).

[Return to Uses and Sources](#)

### **Multi-College Energy Academic Program**

This is an initiative of three colleges: Huxley College of the Environment, the College of Sciences and Technology, and the College of Business and Economics. The proposal, in ways unique to the West Coast, prepares students for leadership in the energy economy of the 21<sup>st</sup> century. The proposal has strong support from among prospective employers, and would be funded through a combination of state appropriation and private philanthropy.

Among the proposals before us, the Energy Program epitomizes most clearly what it means to take strengths particular to Western and apply them to critical needs. That it involves partnerships among three colleges and with public and private sector entities is also appealing. So, we have included funding for the state support piece even though the state did not appropriate funds specifically for this decision package but, instead, providing increased general institutional support; the funding obligation related to private fundraising remains.

Details are available [here](#).

[Return to Uses and Sources](#)

### **Internships and Corporate Relations**

This is a shared proposal involving University Advancement, and Enrollment Management and Student Services. One position would be responsible for meeting two interrelated needs: expand opportunities for internships in the Seattle area, and expand our development/fund raising initiatives among corporations and foundations in the Seattle area. The initiative further responds to a priority that emerged during our “100 Conversations”; namely, to get on the radar in Seattle.

Funding details are available [here](#).

[Return to Uses and Sources](#)

### **Child Development Center**

To meet accreditation mandates, Western would be required to increase staffing levels at the Child Development Center. Our choices are to close the center (as has been happening at universities across the country), or meet those standards through fee increases or additional subsidization. Given the importance of the center to recruiting and retaining outstanding faculty and staff, we propose to increase the subsidy. Financial details are available [here](#).

[Return to Uses and Sources](#)

### **Parking Subsidization of University Activities**

Over the years, any number of activities ended up being charged to the Parking Services budget. It is only recently that we have been able to fully untangle these budgets.

Our first conclusion is that, even when pulling out these subsidies, current parking fees are not going to be able to cover projected future costs of parking; fee increases will be coming.

Step one is to pull out and regularly budget the items that had been subsidized by parking income. This budget initiative accomplishes that need. Details are [here](#).

Next will come the need, over some years, to increase parking fees to cover the costs directly related to parking. That is a matter for future campus consideration and analysis.

[Return to Uses and Sources](#)

### **Fund Small Business Development Center**

University Relations is becoming University Relations and Community Development as responsibilities are being expanded to include University-level initiatives involving community development. One component involves shifting the Small Business Development Center (SBDC) from the College of Business and Economics (CBE) to University Relations and Community Development. CBE had subsidized SBDC using revenue sources no longer available. This budget item would maintain SBDC at its current level by regularly budgeting the amount CBE had been covering.

Details are available [here](#).

[Return to Uses and Sources](#)

### **Tuition Waiver Increase**

Tuition would be increased modestly in this proposal for graduate students and for non-resident undergraduates. The amount proposed here would allow us to maintain the same number of (slightly) more expensive tuition waivers for these categories of students.

[Return to Uses and Sources](#)

### **Tuition Financial Aid Mitigation**

Should, in 2014-15 and after wide consultation and deliberation, Western decide to increase tuition for resident undergraduates, even 1%, need-based tuition remission of about \$1M would be required under the provisions of state law on tuition flexibility. Whether or not that happens, Western's capacity to provide need-based aid is small relative to competitors and so, if we are to continue to be competitive in attracting strong students, some such investment in aid will be a question we will face as we build the 2014-15 budget.

[Return to Uses and Sources](#)

### **Base Fund Year 1 of Our Contract with Faculty**

The base budget commitments for year 1 of the University/Faculty Collective Bargaining Agreement (CBA) were covered using one-time reserves. This was done knowing that permanent, recurring savings from rebasing would become available in 2013-15. That recurring revenue of \$4.1M shows on the sources side of this table. In this line, \$3.2M is committed to permanently funding the year 1 CBA costs.

[Return to Uses and Sources](#)

### **Recommendations of the Chairs Compensation Committee**

As part of our mutual obligations under the current Faculty/University Collective Bargaining Agreement, a committee studied issues involving adequate remuneration for academic department chairs. Assuring high quality departmental leadership is critical to sustaining excellence. In this budget, we do provide for some means to partially address certain of those recommendations immediately rather than waiting for negotiation of the next contract. The particulars would need to be agreed to by the president of Western and the president of UFWU, and so are not detailed here.

## [Return to Uses and Sources](#)

### Fund Classified Staff Collective Bargaining Agreements

In agreements previously reached with classified colleagues, there would be a 1% increase in 2014-15. When full funding of Step M is added in along with the cost/value of additional days off, the total contract benefit is approximately 1.9%/1.9% for the biennium. This line funds the contract. That contract does provide for a reopener to allow us to mutually explore contract improvements.

## [Return to Uses and Sources](#)

### Pro Staff and Executive Compensation

These categories of employees have received no salary adjustments for five years. Increasingly, we are losing staff of critical importance to our success – e.g., being hired away by two-year college neighbors at significantly improved salaries. A study of salary competitiveness has been completed and will be the basis for a phased approach to addressing this threat to continued excellence. We propose an amount for year 1 with the amount for year 2 to be set as we develop that budget next spring.

## [Return to Uses and Sources](#)

### University Relations and Community Development

Commensurate with our strategic goal of applying Western strengths to community needs, University Relations has been assigned responsibility for University-level initiatives involving community and regional development. These range from our increasing presence in Skagit County to development of the Armory to heavy involvement with the development of the Waterfront. The Small Business Development Center will also become the responsibility of this division. To reflect this addition, the division will be renamed University Relations and Community Development.

The Unit has also taken on expanded responsibilities for our web presence, our expanded federal agenda, social media, and audiovisual production.

The Vice President's office currently has one part-time clerical support position, period. This initiative would increase the position to full-time. Further details are available [here](#).

## [Return to Uses and Sources](#)

### Priorities Identified by University Planning and Resources Council

As identified in the [minutes of their April 17](#) meeting:

#### UPRC MOTION TO RECOMMEND FUNDING FOR FOUR PROPOSALS

Council discussed the ramifications of funding or not funding these proposals and their impacts and agreed that it was important to forward a recommendation using the survey results as a starting point for identifying those proposals.

A motion was made (moved by Bernie Housen, seconded by Johann Neem) that: *UPRC recommends that the following four items be funded, with or without new money:*

- AA1 – STEM/High Demand Enrollment Shifts (currently envisioned as 4 TT lines, depts. TBD)
- BFA2 – Facilities Management: Preventative, Routine, Corrective Maintenance
- ESS1 – Dollars Necessary to Fill Multiple Vacancies in the Counseling Center



- PresDiv1 – Permanent funding for a Director of Women's Studies

The **motion** passed.

Council recognizes that the Compensation package is the University's priority request and supports that completely

The actions of UPRC were subsequently approved by Western's [Faculty Senate](#).

[Return to Uses and Sources](#)

# **ATTACHMENT C**

## 2013 – 2015 Capital Budget

## **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:** July 18, 2013

**SUBJECT:** **2013-2015 CAPITAL BUDGET**

**PURPOSE:** Action item

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### **Purpose of Submittal:**

Implementation of the 2013-2015 Capital Budget.

### **Executive Summary:**

Western Washington University requested a state capital budget of \$119,717,000 of which \$112,170,000 was related to new appropriations and \$7,547,000 to reappropriations.

Western received \$22,389,000 in new appropriations and \$7,547,000 in reappropriations for a total budget of \$29,936,000. Of the \$22,389,000 in new appropriations, \$12,150,000 is generated as Local Funds through the University from the Normal School Fund (timber sales) and the portion of tuition and fees dedicated to construction. The State Building Construction Account (general obligation bonds) provides \$10,239,000.

The attached chart compares Western's 2013-2015 capital budget request, Governor Gregoire's/Inslee's proposed budget and the legislative proposed and final appropriations.

Options are being explored for the resubmission of the Carver Academic Renovation Request during the 2014 Supplemental Capital Budget Request cycle (due late September/early October 2013). This would allow construction to begin as early as summer 2014. A motion and further information will be brought to the Board at the August meeting.

### **Proposed Motion:**

Moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, accepts the 2013-2015 Capital Budget totaling \$29,936,000 comprised of \$7,547,000 in reappropriations and \$22,389,000 in appropriations, and approves the distribution by major categories.

# WESTERN WASHINGTON UNIVERSITY

## 2013-15 CAPITAL REQUEST

PROJECT LISTING <small>with Funding Source</small>		WWU Request - Sept. 2012		*Gov. Gregoire Budget - Dec. 2012		Senate Budget - Apr. 9, 2013		House Budget - Apr. 10, 2013		Conference Final - June 29, 2013	
		Bonds	Local	Bonds	Local	Bonds	Local	Bonds	Local	Bonds	Local
1	MINOR WORKS - Preservation	13,479,000			7,500,000		7,500,000		7,500,000		7,500,000
2	MINOR WORKS - Program		9,900,000								
3	CARVER ACADEMIC RENOVATION	69,310,000									
4	GATEWAY COMPLEX (ACAD. SERV. & PERFORMING ARTS FACILITY)	7,235,000									-
5	INTERDISCIPLINARY SCIENCE FACILITY	500,000									
6	PERFORMING ARTS EXTERIOR RENEWAL	3,082,000		3,082,000		3,082,000		2,947,000		2,947,000	
7	NORTH CAMPUS UTILITY UPGRADE	3,764,000		3,764,000		3,434,000	120,000	3,582,000		3,462,000	120,000
8	CLASSROOM & LAB UPGRADES PH. 2	2,450,000	2,450,000	3,984,000	916,000	3,774,000	916,000	3,860,000	886,000	3,830,000	916,000
	Preventive Facility Maintenance & Repairs				3,629,000		3,629,000		3,614,000		3,614,000
<b>TOTAL BY FUND SOURCE</b>		<b>99,820,000</b>	<b>12,350,000</b>	<b>10,830,000</b>	<b>12,045,000</b>	<b>10,290,000</b>	<b>12,165,000</b>	<b>10,389,000</b>	<b>12,000,000</b>	<b>10,239,000</b>	<b>12,150,000</b>
<b>BIENNIUM TOTAL - ALL FUNDS</b>		<b>112,170,000</b>		<b>22,875,000</b>		<b>22,455,000</b>		<b>22,389,000</b>		<b>22,389,000</b>	

Color Key:  
 ~ Pre-design  
 ~ Design  
 ~ Construction  
 ~ Intermediate project

<p>NOTE: For facilities assessments:                   An additional \$21,000 was appropriated out of local funds to OFM<sup>1</sup></p> <p>Total Local Funds = 12,021,000</p>	<p>NOTE: For facilities assessments:                   An additional \$21,000 was appropriated out of local funds to OFM<sup>1</sup></p> <p>Total Local Funds = 12,171,000</p>
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\* Governor Inslee made no changes to Governor Gregoire's budget

D. Rosen Rev 07-11-13

<sup>1</sup> An additional \$21,000 from Western's Local Capital funds was appropriated in the Capital Budget to the Office of Financial Management for the continued collection and reportage of Higher Education Preservation Information. A total of \$300,000 was appropriated from the Local Capital Project Funds of the six Higher Education institutions to cover this mandate.

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

**TO:** Members of the Board of Trustees

**FROM:** Bruce Shepard, President

**DATE:** August 22, 2013

**SUBJECT:** **Public Comment Period**

**PURPOSE:** Information Item

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**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 1:00 p.m. – 1:20 p.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 1:20 p.m.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard  
**DATE:** August 22, 2013  
**SUBJECT:** Recognitions and Introductions  
**PURPOSE:** Information Item

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**Dr. Brent Carbajal, Provost and Vice President for Academic Affairs**

Brent Carbajal was appointed to a two-year fixed term as provost and vice president for Academic Affairs at Western Washington University starting July 15, 2013. Carbajal was previously dean of Western's College of Humanities and Social Sciences, the university's largest college with 13 academic departments.

Carbajal has master's and doctorate degrees from the University of Washington. He has been at Western since 1997, serving as a professor of Spanish and for eight years as chair of the University's Department of Modern and Classical Languages. Prior to Western, he was an assistant and associate professor of Spanish at Stephen F. Austin State University in Nacogdoches, Texas. He has published widely in the areas of Latin American literature and culture and Hispanic-American literature and culture.

**Dr. Jack Herring, Dean of Fairhaven College**

John "Jack" Herring started on August 1, 2013 as the new dean of Fairhaven College of Interdisciplinary Studies at Western Washington University. Dr. Herring, was previously dean for the campus-based undergraduate program at Prescott College in Prescott, Arizona.

Herring has a doctorate in Atmospheric Sciences from the University of Washington. At Prescott College he has served as a faculty member in the Environmental Studies Program, and as an associate dean and dean in the Resident Degree Program. Prior to that, he was a research associate in the Department of Meteorology at the University of Maryland, a Congressional Science Fellow and Legislative Aide in the U.S. House of Representatives, a post-doctoral research associate at the University of Alaska Fairbanks Geophysical Institute, and an environmental chemist for the Alaska Department of Environmental Conservation.

### **Dr. LeaAnn Martin, Dean of College of Humanities and Social Sciences**

Starting on July 15, 2013, LeaAnn Martin was appointed to serve for a fixed term as dean of the College of Humanities and Social Sciences at Western Washington University. Dr. Martin was previously associate dean of CHSS and a professor in Western's Department of Physical Education, Health and Recreation, where she also served as department chair.

Martin, who began at Western in 1991, has a master's degree from the University of Arizona and a doctorate from the University of Texas. She teaches in the kinesiology and physical education program. In 2011, Martin was honored with Western's Peter J. Elich Excellence in Teaching Award. In 2003, Martin was awarded the Washington Award for Excellence in Teacher Preparation by the State Board of Education, and in 1995 she was named the College Professional Physical Educator of the Year by the Washington Alliance for Health, Physical Education, Recreation and Dance. Martin is active in the National Association for Sport and Physical Education and the United States Handball Association.

### **Dr. Kit Spicer, Dean of College of Fine and Performing Arts**

Christopher "Kit" Spicer has been appointed, effective August 1, 2013, to serve for a one-year term as interim dean of the College of Fine and Performing Arts at Western Washington University. Dr. Spicer succeeds Dan Guyette, who recently resigned as CFPA dean to become dean of the College of Fine Arts at Western Michigan University.

Spicer has a doctorate in Organizational Communication from the University of Texas at Austin. From 2003 to 2011, he was dean of the College of Fine Arts & Communications at Towson University, in Towson, Maryland. From 1995 to 2003 he was dean of the School of the Arts at Pacific Lutheran University in Tacoma. At Pacific Lutheran University, he also served as associate professor, professor and chair of the Department of Communication and Theatre. In 1999 he was a Fulbright Scholar at European University in Lisbon, Portugal.

**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:** August 22, 2013  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**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 No. 2013-08, Thanking Dennis Madsen
- Resolution No. 2013-09, Welcoming New Student Trustee Heather Flaherty



**RESOLUTION NO. 2013 – 08**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**RECOGNIZING THE SERVICE OF**  
***TRUSTEE DENNIS MADSEN***

**WHEREAS**, on September 13, 2004, Governor Gary Locke appointed **DENNIS MADSEN** of Mercer Island, Washington, to serve a term on the Western Washington University Board of Trustees through September 30, 2007 and Governor Christine Gregoire reappointed him for a second term October 1, 2007 through September 30, 2013; and

**WHEREAS, DENNIS MADSEN** brought to his appointment as a trustee over 38 years of experience with the Seattle-based company, Recreational Equipment, Inc. (REI), a national retail cooperative of outdoor gear and clothing; and brought leadership qualities developed during his extensive career, including service as the company's President and CEO; and

**WHEREAS, DENNIS MADSEN** brought to his appointment as a trustee an extensive background in community service by founding The Youth Outdoors Legacy Fund which focuses on helping urban kids get involved in outdoor activities and stewardship; and

**WHEREAS, DENNIS MADSEN** has demonstrated a commitment to community service by serving on a number of boards related to conservation and outdoor recreation including the national Rails-to-Trails Conservancy, Washington Wildlife and Recreation Coalition, IslandWood, and the Bicycle Alliance of Washington; and

**WHEREAS, DENNIS MADSEN** has been a significant contributor to the efforts of the Western Washington University Foundation, as a past President, and to the strength of the *Western in Seattle* committee; and

**WHEREAS, DENNIS MADSEN** has shown a true dedication to the University by funding several *Inspired for Teaching Excellence Scholarships* at Western's Woodring College of Education; and

**WHEREAS, DENNIS MADSEN** 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 participation with the Presidential Search Committee; and

**WHEREAS, DENNIS MADSEN** has demonstrated throughout his service on the Board, vision, energy, commitment, candor, good humor and respect, and has served with commitment and distinction as a trusted member of the Western Washington University Board of Trustees; and

**NOW, THEREFORE BE IT RESOLVED**, that **DENNIS MADSEN** has exemplified what community services means as an engaged citizen, public servant and trustee; and

**NOW, THEREFORE BE IT FURTHER RESOLVED**, by the Board of Trustees of Western Washington University that **DENNIS MADSEN** 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 22, 2013.

**RESOLUTION NO. 2013-09**  
**A RESOLUTION OF THE BOARD OF TRUSTEES OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**WELCOMING TRUSTEE**  
***HEATHER FLAHERTY***

**WHEREAS**, on July 1, 2013, Governor Jay Inslee appointed **HEATHER FLAHERTY** of Bothell, Washington, to serve a one-year term ending on June 30, 2014 on the Western Washington University Board of Trustees; and

**WHEREAS, HEATHER FLAHERTY** is a graduate student in good standing at Western Washington University pursuing a Masters in Business Administration, after having already earned a Bachelor of Science in Community Health Education with a minor in Spanish from Western Washington University; and

**WHEREAS, HEATHER FLAHERTY** brings to her appointment as a trustee dedication to the campus community through her service as a Resident Advisor, an Orientation Student Advisor with the New Student Service and Family Outreach office, an award-winning Office of Admissions Representative, and as an Alumni Association Student Support Staff Representative who was recognized with the "Heart in the Office and Passion in Life" award; and

**WHEREAS, HEATHER FLAHERTY** brings to her appointment as a trustee dedication to her community through her participation in the Leukemia and Lymphoma Society Big Climb of Seattle and an evening cohort representative for the WWU MBA program; and

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

**WHEREAS, HEATHER FLAHERTY** 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 **HEATHER FLAHERTY** 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 August 22, 2013.

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

**TO:** Members of the Board of Trustees

**FROM:** Bruce Shepard, President

**DATE:** August 22, 2013

**SUBJECT:** **President's Report**

**PURPOSE:** Information Item

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**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:** August 22, 2013

**SUBJECT:** **Associated Students**

**PURPOSE:** Associated Students Report

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Purpose of Submittal:

AS President Carly Roberts will brief the Board of Trustees on recent activities of the Associated Students.

Dear Legislator,

We offer you our most sincere thanks on behalf of all Western Washington University students. The funds allocated towards our school in the recently released state budget give WWU students great hope for the future.

We know that the budgeting process is a long and complicated one with many important needs competing for the same funds. Thank you for making higher education in our state a priority. Our university has been able to freeze in-state tuition for the first time in over two decades, and greatly needed expansion will now be possible in some of our highest demand departments. With this support, Western will continue to be an affordable and high-quality school for the students of our state.

By investing in Western students, you are investing in the future teachers, scientists, businesspeople, leaders, and entrepreneurs of Washington. Thank you for valuing the future, and supporting the families and students of Western Washington University.

Carly Roberts, Associated Students President 2013-14

Kaylee Galloway, Associated Students Vice President for Governmental Affairs 2013-14

Ethan Glemaker, Associated Students President 2012-13

Patrick Stickney, Associated Students Vice President for Governmental Affairs 2012-13

**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:** August 22, 2013

**SUBJECT:** **Faculty Senate**

**PURPOSE:** Information Item

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Johann Neem, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Bruce Shepard by Provost Brent Carbajal  
**DATE:** August 22, 2013  
**SUBJECT:** **Consent Items**  
**PURPOSE:** Action Items

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**Purpose of Submittal:**

Approval of the university recommendations provided on the consent item agenda of approval of summer quarter degrees. Board of Trustees responsibility to approve awarding of degrees.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Summer Quarter 2013, effective August 24, 2013.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

<b><i>Students</i></b>	<b><i>August 2013</i></b>	<b><i>Comparison: August 2012</i></b>
<i>Undergraduates</i>	321	423
<i>Masters</i>	52	70

**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:** August 22, 2013

**SUBJECT:** **2014 SUPPLEMENTAL OPERATING BUDGET REQUEST**

**PURPOSE:** Action item

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**Purpose of Submittal:**

In preparation of the 2014 legislative session, Western must submit its supplemental operating budget request in late September or early October. This is a request for Board approval to submit a \$1,000,000 decision package to support a new WWU STEM Teacher Preparation model for the Next Generation Elementary Math and Science Education program in Washington State.

**Proposed Motion:**

Moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2014 Supplemental Operating Budget Request in the amount of \$1,000,000 for the new WWU STEM Teacher Preparation model.

**Supporting Information:**

See attached supporting information.



**WESTERN WASHINGTON UNIVERSITY  
SUPPORTING INFORMATION  
SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard

**DATE:** August 22, 2013

**SUBJECT: Supporting Information:  
Board Approval of the 2014 Supplemental Operating Budget Request**

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The new WWU STEM Teacher Preparation package addresses the need in Washington State for a more highly qualified and diverse STEM workforce by focusing on creating a larger cadre of outstanding elementary teachers who are able to inspire students to consider STEM as a future career. Research shows that by middle school most students have already decided that they are either good or not good at, or interested or not interested in STEM, and that elementary teachers in general are not confident teaching science or mathematics. Western, however, already graduates teachers highly qualified to teach mathematics and science, as demonstrated by well above average scores on WEST E test (Washington Educator Skills Test).

We are proposing the creation of a model for the Next Generation Elementary Math and Science Education program in Washington State which produces highly qualified elementary teachers, able to help all students succeed in Math and Science, and create a set of elementary Math and Science education specialists (in-service teachers) to support the adoption and integration of the model in their schools. As part of this effort we also propose to recruit, support, and graduate more diverse cohorts of STEM teachers.

Finally, we propose to create new online/hybrid methods courses for both Math and Science education that support our new Elementary Teacher Preparation curricula, while allowing us to reach out to a more diverse audience of non-traditional students (e.g. people not able to be on campus or be full time students because they have jobs, families, etc.) who might be interested in becoming STEM educators. In order to expand the capacity in our current teacher preparation programs from 100 to 150 students, we will need approximately \$1,000,000 in funding over the biennium.

Initial plans include hiring three tenure-track faculty: two in Math Education, and one in Science Education. Additionally, the funding will provide support for a diverse recruitment, retention and support services specialist, a part-time assessment coordinator, support for on-line/hybrid course development, and the NTT faculty necessary to increase capacity. The package includes \$10,000 of support per faculty-line for library resources (\$30,000), additional operating funds (\$20,000), and 6% of indirect costs to support our physical facilities and student affairs (\$25,000).

**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:** August 22, 2013

**SUBJECT: 2014 SUPPLEMENTAL CAPITAL BUDGET REQUEST**

**PURPOSE:** Action item

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**Purpose of Submittal:**

Western Washington University's highly ranked top priority capital project, Carver Academic Renovation, was not funded for construction in the 2013-2015 Biennial Capital Budget. Due to continued critical life safety and preservation issues, this project will be requested during the 2014 Supplemental Session. Due to inflation and other cost adjustments incurred from the delay of one year for construction, the supplemental request is approximately 3% more than the original 2013-15 request of \$69.31 million.

**Proposed Motion:**

Moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2014 Supplemental Capital Budget Request for Carver Academic Renovation from State-appropriated funding sources of \$71,000,000.

**Supporting Information:**

The 2013-15 Higher Education Capital Projects Scoring Results with Final Funding is attached for informational purposes only. It was our understanding that "Construction in the Queue" projects would receive first priority for funding this biennium.

2013-15 Higher Education Capital Projects Scoring Results with Final Funding							
4-Year Institutions							
Jun-13							
						2013-15 Agency Request (in millions)	2013-15 Final Budget
<b>Construction in the Queue (listed in alphabetical order by institution)</b>							
						Category	
CWU	Samuelson Communication & Technology Center				Renovation	\$60.0	\$0.0
CWU	Science Phase II				Growth	\$66.4	\$61.2
UW	Denny Hall Renovation				Renovation	\$54.6	\$30.6
UW	Lewis Hall Renovation				Renovation	\$3.7	\$2.6
WSU	Clean Technology Laboratory				Research	\$55.2	\$30.3
WWU	Carver Academic Renovation				Renovation	\$69.3	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
<b>Infrastructure Category (59 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
CWU	Combined Utilities		1	48.8	P-C	\$8.0	\$6.2
EWU	Infrastructure - Upgrade Campus Water System		1	43.7	P-C	\$7.5	\$7.3
WWU	North Campus Utility Upgrade		3	37.2	P-C	\$3.8	\$3.6
UW	UW Tower Building Chilled Water Replacement		1	36.4	D-C	\$7.5	\$0.0
WWU	Performing Arts Exterior Renewal		2	33.8	P-C	\$3.1	\$2.9
WSU	Infrastructure/Grimes Way Realignment		3	32.7	D-C	\$36.0	\$0.0
UW	Magnuson Health Science Center Roofing Replacement		-	31.4	D-C	\$7.0	\$6.5
UW	District Energy Resource Center		2	29.6	Design	\$2.2	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
<b>Growth: Intermediate Projects (59 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
WSU	Library Retrieval System - Offsite Storage		1	20.0	P-C	\$4.9	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
<b>Renovation: Major Projects (95 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
WSU	Troy Hall Renovation		2	54.3	Design	\$4.4	\$2.0
TESC	Lecture Hall Renovation		1	49.5	Design	\$2.2	\$1.3
						2013-15 Agency Request	2013-15 Final Budget
<b>Renovation: Intermediate Projects (70 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
CWU	Brooks Library Renovation		2	46.7	P-C	\$4.9	\$0.0
TESC	Science Lab 2 - 2ND Floor Renovation		1	46.2	P-C	\$5.0	\$4.7
WWU	Classroom & Lab Upgrades Phase 2		1	43.3	P-C	\$4.9	\$4.7
TESC	Science Lab 1 - Basement Renovation		2	42.0	P-C	\$5.0	\$1.8
						2013-15 Agency Request	2013-15 Final Budget
<b>Replacement: Major Projects (95 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
CWU	Nutrition, Exercise and Health Science (NEHS) Facility		1	69.0	Design	\$4.0	\$0.0
WWU	Academic Serv. & Performing Arts Facility/Gateway Complex		1	61.4	Design	\$7.2	\$0.0
EWU	Science I (aka Biology-Chemistry Science Center) <sup>5</sup>		1	53.7	Design	\$4.5	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
<b>Replacement: Intermediate Projects (70 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
CWU	Peterson Hall Replacement		1	50.8	P-C	\$4.9	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
<b>Research: Major Projects (102 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
WSU	Global Animal Health Building Phase II/WA Animal Disease Diagnostic & Research Facility <sup>5</sup>		1	70.5	Design	\$5.3	\$0.0
WSU	Agricultural Animal Health Research Facility		3	52.0	Design	\$3.2	\$0.0
WSU	College of Agriculture's Dairy Research/Teaching Milking Parlor <sup>5</sup>		-	51.1	D-C	\$8.3	\$0.0
						2013-15 Agency Request	2013-15 Final Budget
<b>Research: Intermediate Projects (77 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
WSU	Prosser-Agric Tech Bldg Addition <sup>5</sup>		3	56.7	P-C	\$2.5	\$2.1
WSU	Prosser Viticulture/Enology Facility <sup>5</sup>		2	56.3	P-C	\$3.5	\$2.8
						2013-15 Agency Request	2013-15 Final Budget
<b>Pre-design Category (64 points maximum)</b>						Phase Requested	
						Inst. Priority	Score
WSU	Plant Sciences <sup>5</sup>		1	44.5	Pre-design	\$0.5	\$0.5
WSU	Plant Growth (Greenhouse) Facilities Phase 1		2	39.8	Pre-design	\$0.2	\$0.2
EWU	Science II Pre-design		2	39.2	Pre-design	\$0.4	\$0.4
TESC	Seminar I renovation		2	32.0	Pre-design	\$0.3	\$0.0
TESC	Tacoma Campus Acquisition & Replacement		1	31.5	P-D	\$4.8	\$0.0
UW	College of Engineering Classroom & Research Renovation			30.5	P-C	\$13.4	\$0.0
UW	Health Sciences Education Phase I - T-Wing Renov/Addition		3	30.4	P-D	\$8.0	\$0.0
WWU	Interdisciplinary Sciences Facility		1	29.0	Pre-design	\$0.5	\$0.0
UW	Tacoma Classroom Building Renovation - Urban Solutions Ctr			27.6	P-D	\$1.9	\$1.9
UW	College of Engineering Interdisciplinary Education/Research Ctr I			27.4	Pre-design	\$0.4	\$0.0
UW	Innovation Collaboration Center			22.5	Pre-design	\$0.4	\$0.0
UW	Health & Life Sciences - Hitchcock West			21.6	P-D	\$10.5	\$0.0
UW	Libraries Archival Storage - Sand Point Building 5			19.6	P-D	\$1.0	\$0.0
EWU	Riverpoint Building		3	18.8	Pre-design	\$0.4	\$0.0
UW	Tacoma Innovation Partnership Zone Development - Phase I			16.8	Pre-design	\$0.5	\$0.0
						Agency Request	2013-15 Final Budget
<b>Projects Added (Not Scored)</b>							
WSU	Everett University Center				Design Build	\$0.0	\$10.0
WSU	Pullman Pedestrian Bridge					\$0.0	\$1.5
						\$502.2	\$185.1
<b>Legend:</b>							
P-C = Pre-design through Construction							
P-D = Pre-design through Design							
D-C = Design through Construction							

**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:** August 22, 2013

**SUBJECT:** **Campaign Update**

**PURPOSE:** Discussion Item

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**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.

## **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 Coughlin

**DATE:** August 22, 2013

**SUBJECT:** **Retention Strategies for the At-Risk Student**

**PURPOSE:** Discussion Item

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### **Purpose of Submittal**

The purpose of this session is to engage the Board in a discussion of some of the current and emerging strategies used to retain at-risk students at Western.

### **Supporting Information**

Western has a strong record of successfully supporting students towards graduation. Freshmen retention rates remain strong at 85% and graduation rates are near 70%. Retention and graduation rates for students of color, first generation, and low-income students are also comparably high and have steadily improved through the efforts of Student Outreach Services and other initiatives aimed at providing support to these students. As a result, today those rates are more than 10% higher than those of our Integrated Post-Secondary Education Data System (IPEDS) comparison schools.

Despite a strong overall retention rate, we also recognize that approximately 30% of students are not graduating, that our graduation rates for students of color are not as strong as our overall graduation rates, and that a greater percentage of those students dropping out are leaving with debt that may take years to repay, all without the benefit of a college degree and the higher salary that usually accompanies that degree.

Furthermore, though our rate of success with low-income students is better than IPEDS comparison schools, Western has a significant differential in its graduation rates for low-income students (59% as opposed to 67% overall). This differential is greater than that of the other state universities in our system, and greater than that predicted by academic ability.

As an institution, these concerns have our attention and we take responsibility for ensuring that our students have the support and information they need to be academically successful and to graduate from Western. While not a comprehensive list of retention efforts at Western, what follows is a description of some present and newly emerging retention strategies.

### **Student Outreach Services [SOS]**

As a publicly purposed university, Western has always had a deep commitment to provide access to and serve traditionally underrepresented and/or underserved students (first-generation, non-

traditional, low-income, and students of color). SOS was created to: (1) serve student populations with unique struggles and provide holistic academic, social and cultural support as they integrate and adjust to college life; (2) provide academic advising, coaching and mentoring and the requisite tools and resources that enhance academic achievement and personal success; (3) monitor students' progress and intervene when students are academically at-risk; and (4) engage in community building with these students to develop, maintain and enhance the motivation needed for academic success through to graduation.

SOS is part of an integrative unit that includes the Ethnic Student Center and the LEADS (Leaders Engage in Action, Discernment, & Skills-building) Program. Under the leadership of Western's Associate Dean of Students/SOS Director, this unit works together to address the challenges faced by these students and to invite participation in a broad array of SOS programs and services, including some listed below that promote persistence, retention and graduation.

**Strategies for Success (SFS):** SFS serves first-year students identified as first generation or Pell-eligible. Upon acceptance to Western, these students are invited to participate in SFS. Generally, about 250 students choose to participate each year. SFS participants get specialized advising during Summerstart and Transitions and one-on-one advising throughout the year. These students are also invited to participate in the Mentor Project (a program that matches incoming students with upper class students), to enroll in EDUC 108 (a 2-credit course designed to assist students with their transition to college and to understand the process of adult learning), and to attend workshops designed to enhance their academic and study skills.

**All Nations Louis Stokes Alliance for Minority Participation (ANLSAMP):** Funded by the National Science Foundation, ANSLAMP is a national initiative that targets Native American students pursuing degrees in Science, Technology, Engineer and Mathematics (STEM). SOS and the College of Sciences and Technology partner to provide a quarterly stipend and to offer opportunities for broad involvement in conferences, internships, mentoring relationships, and undergraduate research for students in the program.

**College Success Foundation (CSF) programs:** CSF manages many scholarship programs including the Gates-funded Washington State Achievers Scholarship Program, the Costco Scholarship Fund, the Washington State Governor's scholarship for Foster Youth, and the Washington State Opportunity Scholarship. CSF programs target Washington state students from high-potential, low-income backgrounds with a goal to improve college access.

**ACCESS:** A year-long program targeting first-year students who have low academic-index scores but show potential for high achievement if provided "access" to higher education and a different life experience. Students are invited to participate in the program. Participants are assigned an Academic Support Coordinator to assist with class selection, financial aid needs and developing long-term educational plans. ACCESS students are assigned priority class registration and generally benefit from further preparation in math and study skills.

**First Alert:** SOS and Academic Advising staff provides outreach and access to resources for multicultural students whose academic performance puts them at risk of dismissal.

**Transfer Access Program (TAP):** TAP offers support to transfer students from under-represented and/or underserved populations. These students are encouraged to enroll in the EDUC 108 class. In addition, they receive the support of a full-time Academic Support Coordinator for selecting classes, navigating financial aid, developing an educational plan, and preparing for a major.

### **Academic Care Team [ACT]**

ACT was formed 2011 and meets regularly to provide coordinated individual support to students who utilize two or more of the offices represented on ACT, to examine data to more holistically understand general academic success and retention trends, and to offer ideas for improved policies/practices to the appropriate sources. ACT includes representatives from Residence Life, Academic Advising, Financial Aid, disAbility Resources for Students, the Tutoring Center, Student Outreach Services, Institutional Research, Student Life and the Registrar's Office.

### **Student Success Collaborative [SSC]**

After substantial review, involving more than 100 faculty and staff, Western joined a 3-year pilot initiative in January 2013 using the Student Success Collaborative (SSC), a predictive analytics tool and advising platform created by the Education Advisory Board in Washington, D.C.

Using more than a decade of historical academic data from Western, the SSC combines technology, research, and predictive analytics to reveal the correlates, pathways and course sequences shown to be characteristic of successful students at Western. This data and information is expected to (1) help departments and colleges adjust their curriculum to improve graduation, (2) help administrators identify where resources will make the most impact, and (3) assist advisors in more rapidly identifying those students who have deviated from a recommended pathway or course sequence. Via an alert system, advisors can be more proactive in supporting students and getting them back on track before more serious consequences, such as course failure, occur. Furthermore, we expect that SSC data can be used to assist with two specific areas of concern: time to declaration of major and the differential in graduation rates for low-income students.

Implementation will begin this fall with five early adoption workgroups at Western: the College of Business & Economics, Huxley College of the Environment, the College of Fine & Performing Arts, the Academic Advising Center, and Student Outreach Services.

Western is on the forefront of this national initiative. It is one of only 22 universities in the official first pilot phase of the SSC, the first institution in Washington state to sign up with SSC, and one of 60+ schools who will be adopting the platform over the next year. Furthermore, Western's thoughtful and thorough approach to implementation has been recognized by EAB staff and a representative has been asked to serve on a new Product Advisory Council and help shape the future direction, language and features of the platform. Only 12 members were selected from across the country to serve on this council. Other schools of similar size in the winter 2012/2013 cohort include: East Tennessee State University (TN), Eastern Kentucky University (KY), James Madison University (VA), Southern Illinois University – Carbondale (IL), Stephen F. Austin University (TX), University of North Florida (FL), and University of Texas – Brownsville (TX).

# RETENTION STRATEGIES FOR THE AT-RISK STUDENT

DR. RENEE COLLINS, ASSOCIATE DEAN OF STUDENTS & DIRECTOR, STUDENT  
OUTREACH SERVICES

DR. STEVEN VANDERSTAAY, VICE PROVOST FOR UNDERGRADUATE EDUCATION

SARA WILSON, SPECIAL ASSISTANT TO THE VICE PRESIDENT FOR ENROLLMENT  
AND STUDENT SERVICES

Board of Trustees  
August 22, 2013





# INTRODUCTION: WHAT WE KNOW

- Washington state has one of the highest graduation rates in the country
- Western's freshmen retention rate is high (85%)
- Western loses approximately 10% of students between the sophomore and junior year. Sophomore to junior retention rates are higher for those students with a declared major.
- Western has the second highest 6-year graduation rate (69%) in the state (tied with WSU)
- Western's graduation rates for students of color (64%) is 10% better than IPEDS comparison groups
- The differential in 6-year graduation rates for low-income students (61%) and students of color (64%) is concerning

# MAJOR BENEFITS OF SSC

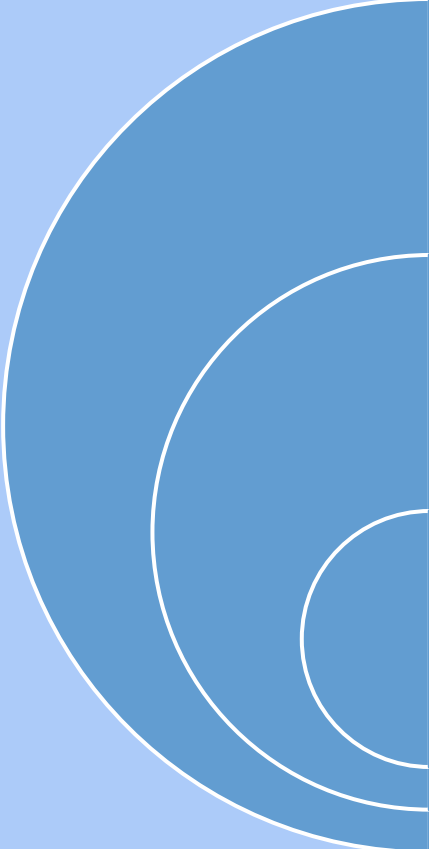
- SSC's alert system helps to quickly identify which students aren't on a pathway to be successful in their intended major
- Provides opportunities for early intervention before a student reaches levels of academic performance for which it is difficult or impossible to recover.
- Interventions recorded in the platform provide a summary that results in better coordination of efforts. Advisors can quickly see what interventions have occurred and consult with colleagues, as needed.

# STUDENT OUTREACH SERVICES

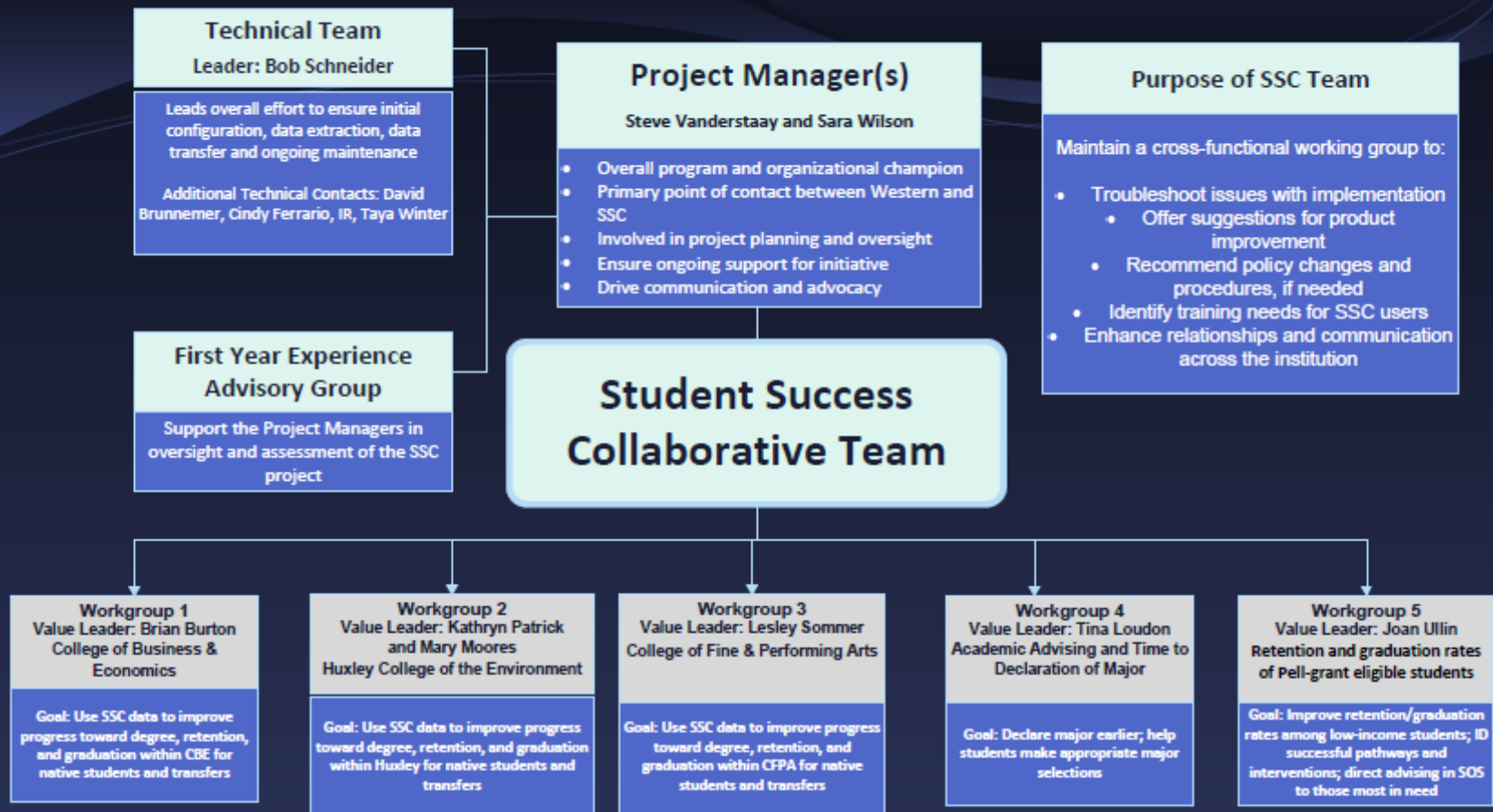
Offers a multitude of services to support traditionally under-represented and underserved students (first-generation, non-traditional, low-income, students of color)



# OUTREACH FROM THE STUDENT VIEW



<b>Prospective Student</b>	<ul style="list-style-type: none"><li>• Applies to Western and is accepted</li><li>• Indicates academic interest in application</li></ul>
<b>Admitted Student</b>	<ul style="list-style-type: none"><li>• Identified by Admissions staff</li><li>• SOS send invite letter; ask students about interests and needs</li></ul>
<b>Enrolled Student</b>	<ul style="list-style-type: none"><li>• Specialized advising at Summerstart</li><li>• Peer Mentor outreach</li><li>• Ongoing support/advising</li></ul>



Value Leaders are selected based on their interest in serving as an early adopter in this pilot program, for their institutional knowledge pertaining to the college or focus area, and for their ability to lead and engage users and maximize value derived from this program

**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:** August 22, 2013  
**SUBJECT:** **Board Audit Committee Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair 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:** Karen Lee, Chair, Board Committee on Trustees  
**DATE:** August 22, 2013  
**SUBJECT:** **Board Committee on Trustees Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Lee will report to members of the Board of Trustees and the University President and his staff topics related to the Board Committee on Trustees.

# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

**TO:** Members of the Board of Trustees

**FROM:** President Bruce Shepard by Provost Brent Carbajal

**DATE:** August 22, 2013

**SUBJECT:** **Academic Report: WWU Graduates with Earned Research Doctorates**

**PURPOSE:** Information Item

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## **Purpose of Submittal:**

*Western Today* shared information from the recent *Survey of Earned Doctorates* (SED) which has determined that Western Washington University is ranked 13<sup>th</sup> among all masters-granting institutions in the nation for the number of its undergraduates who subsequently earned a research doctorate in the past decade. Western was previously ranked at 19<sup>th</sup> and the current SED ranking places the university within the top 2 percent of all 560 U.S. masters-granting institutions.

The *Survey of Earned Doctorates*, which only tracks research doctorates, is sponsored by six federal agencies: the National Science Foundation, National Institutes of Health, U.S. Department of Education, U.S. Department of Agriculture, National Endowment for the Humanities and the National Aeronautics and Space Administration. The recent survey incorporated information from the period 2002-2011.

The SED is widely recognized as a key national benchmark of university quality; a high ranking indicates that a university's undergraduate curriculum successfully prepares students for advanced study and research.

Western's Provost Brent Carbajal noted: "We're very pleased by this recognition and by what it says about our programs and graduates. Western prioritizes faculty/student collaboration at the undergraduate level and facilitates opportunities for student participation in academic research and creative activity. This investment prepares Western graduates interested in continuing their education at the next level, equipping them with a scholarly sensibility and with skills that position them well to successfully pursue terminal degrees."

## **Supporting Information:**

*Western Today*, August 6, 2013 <http://www.onlinefast.org/wwutoday/features/western-13th-in-nation-in-grads-who-earn-doctorates>



**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 Coughlin  
**DATE:** August 22, 2013  
**SUBJECT:** Admissions and Enrollment Report  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

To provide a general update on enrollment and admissions

**August 2013 Enrollment and Admissions Report**

Prepared by Clara Capron, Assistant VP for Enrollment and Student Services

Western remains on track to welcome a Fall 2013 incoming class of approximately 2,775-2800 freshmen and 950 transfer students. Confirmations from students of color remain at 26% of confirmed students, the highest percentage in Western's history.

Thanks to President Shepard, New Student Services/Family Outreach is making arrangements to start the year off in celebratory fashion with fireworks at Welcoming Convocation, scheduled for September 24, 2013.

Efforts to recruit students for 2014-2015 have begun. On July 18<sup>th</sup>-20<sup>th</sup>, Western's Office of Admissions hosted the seventh annual Western Scholars Invitational (WSI). This event welcomed 96 top prospective high school students from across the state and country for an in-depth campus visit experience. Similar to years past, this was group of academically talented students with an average GPA of 3.7, and a diverse mix of academic and extracurricular accomplishments. Non-resident students made up 15% of the total participants, coming from eight different states.

The primary goals of Western Scholars Invitational are for the attendees to experience college life on Western's campus, to explore different academic interests, to learn about the college admission and scholarship processes, and to have the opportunity to interact with faculty, students and admissions staff. Throughout the program, students had the opportunity to sample university classes on topics including marketing, plant

biology, neuroscience, art, and mathematics. Students attended open houses hosted by all seven colleges, the Honors Program, International Programs & Exchanges, and the Associated Students. In addition to the academic side of things, students had the chance to participate in some of the classic Western experiences like staying the night in residence halls, hiking the Arboretum, visiting the Wade King Recreation Center, and exploring Boulevard Park.

Historical trends show that students who attend Western Scholars Invitational have a higher confirmation rate than other admitted freshmen. Out of last year's incoming freshman students, WSI participants had a 59% confirmation rate.

**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:** August 22, 2013

**SUBJECT:** **Alumni Association Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Provide an update to the Board on Alumni Relations activities.

**Supporting Information:**

**OFFICE OF ALUMNI RELATIONS**

**News**

The WWU Alumni Association Board of Directors met on June 21, 2013 for their quarterly meeting and annual strategic planning session. Four new board members were in attendance. The annual board dinner followed the meeting.

Alumni Association memberships continue to be a key indicator in engagement with and support of the university. We continue to experience an increase in number of new memberships and a slight decrease in member attrition, and ended the fiscal year at **97%** of our 3500 member goal; a **17.4% increase** over this time last year (2895 vs. 3398). Additionally, of the alumni who are AA members, 620 donated since July 2012 which is a 7% increase in donors from our AA Alumni member-donors over this time last year (620 vs. 581).

- Over the past five years, the number of Western employees who have become Alumni Association members has grown from **1.67%** to **5.15%**.

We are showing a steady rise in engagement with our constituents via social media and email communications. Our results are on par with industry standard for communications engagement and consistently above industry standard on open rates for our email communications leading up to events, ranging between 18%-19%.

Ongoing broad-based engagement opportunities continue to be a focus, with 49 events executed since July with an additional 10 in the upcoming three months. We continue to see a

steady increase in alumni, donors, parents, family and friends attending Alumni Association events and programs bringing our total attendance to 6,351 since July 2012.

### **Alumni Events**

<b>Student Programming</b>	<b>Broad Based Alumni Programs</b>
On-going ASK! Promotion	4/10 Rebecca Skloot, Western Reads author—PAC
On-going GYBO/Western Wednesday events	4/16 Executive Committee Meeting
	4/18 Student Alumni Member Coffee Hour with Employers prior to Career Fair—Campus
	4/18 Dining with Vikings, Bellingham
	4/19-28 Travel Program: Antebellum South Riverboat Cruise
	4/20 Alumni Board of Directors meeting
	4/20-28 Travel Program: Mediterranean Marvels
	4/20 San Diego Chapter reception
	5/16 Alumni Awards programs and dinner
	5/16-19 Back2Bellingham Alumni & Family Weekend
	5/18 Golden Vikings Brunch & Induction Ceremony—Class of 1963
6/12-13 Senior Celebration	6/20 New Alumni Board of Directors Orientation
6/15 Graduation	6/21 Alumni Board of Directors Meeting & Strategic Planning Session and Annual Dinner
	6/27 Western in Minnesota: Networking Happy Hour in Twin Cities
	7/10 Recent Graduate Happy Hour, Seattle
	7/12 Dinner and “Chicago” Performance, Everett
	7/18-19 Grandparent’s U Classes, Campus

### **UPCOMING PROGRAMS:**

<b>Student Programming</b>	<b>Broad Based Alumni Programs</b>
On-going ASK! Promotion	8/1 Western in Tokyo Dinner with President Shepard
On-going GYBO/Western Wednesday events	8/1 Western in Washington D.C. Networking Event
8/23 Senior Celebration	8/4 Reception and tour of LeMay Museum, Tacoma
8/24 Graduation	8/5-8 Grandparent’s U, Anacortes
	8/12-13 Grandparent’s U, Seattle
	8/14-27 Travel Program: British Isles and Norwegian Fjords
	8/23 Alumni at Everett AquaSox Baseball Game
	8/24 Lopez Island Bike Ride
	9/8 15 <sup>th</sup> Annual Salmon BBQ in Olympia
	9/11 GYBO BBQ on Campus



## Capital Program Report

Board of Trustees  
August 22, 2013

### **MAJOR/INTERMEDIATE CAPITAL PROJECTS**

- **Carver Academic Renovation**

The Carver Academic Renovation project is approximately 90% complete with the contract document phase. Western representatives are reviewing the 90% documents which are scheduled to be complete in September. Construction activities are delayed until Western receives construction phase funding.

- **Fraser Hall Renovation**

Interior finishes are nearly complete and lecture hall seating is being reinstalled. Mechanical and electrical system commissioning has begun, and final testing for telecommunication and classroom mediation is about to begin. The exterior waterline work is complete and sitework is well underway.

This project is on schedule for August 2013 substantial completion with occupancy Fall Quarter 2013.

- **Multipurpose Field**

The contractor mobilized on June 24. South College Drive has been closed along the project site to allow safe movement of trucks during the mass excavation activities. South College Drive is scheduled to be reopened on September 6. The excavation work is proceeding on schedule. Rock has been encountered along part of the west slope and is being removed during the same time as the soil. A sewer line that ran across the north end of the site has been relocated. The new south retaining wall is complete. Excavation and fill work is about 50% complete.

The field portion of this work is scheduled for substantial completion at the end of December 2013. All other components and amenities are scheduled for completion in spring 2014.

### **OTHER SMALLER PUBLIC WORKS PROJECTS IN CONSTRUCTION THIS SUMMER**

There are seven smaller public works projects being executed across campus this summer:

1. PW642 Mathes Hall Renovation Phase II
2. PW661 Ridgeway Alpha Renovation
3. PW662 Fairhaven Entry Road Improvement
4. PW663 Humanities Exterior Renewal
5. PW666 Parking Lot 7G Alley Repair
6. Special Project #016 Fairhaven Food Services Remodel
7. Special Project #018 Ross Engineering Technology Roof Repair (complete)

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/>.

**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:** August 22, 2013

**SUBJECT:** **Development Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

Report attached

## **OFFICE OF DEVELOPMENT**

Contributions to the WWU Foundation exceeded \$5 million, an increase of nearly 10% over the previous year, for the fiscal year ended June 30, 2013. Outright cash gifts – excluding gifts received through bequests – were \$4.2 million, the highest total since 2008 and the second highest total in the history of the Foundation. The overall number of donors to the Foundation increased by more than 1,100 and the number of alumni donors increased by 17%.

The Western Stands for Washington Campaign continues to outpace expectations, a total of \$29.4 million in gifts, pledges and gift commitments secured since July 31, 2011.

Campaign leadership joined with Foundation Governing Board members at a Campaign Leadership Summit meeting at Safeco Field in June to discuss campaign goals, objectives and outcomes as well as review collateral materials.

## **Gifts of Note**

Generous estate commitments from:

- Norma Hall to the Music Department to create an endowed scholarship for students pursuing a career in voice
- Mark Nelson to benefit CBE
- Karen and Joseph Morse to endow a scholarship for student research experiences in Chemistry
- Robert and Marilyn Monahan to support the Patrick L. Monahan Scholarship
- Sheran Fiedler to the Music Department in support of Music Education
- Mary Robinson to support the Mary R. Robinson Staff Training Endowment

A gift of \$90,000 in surplus materials from Boeing for use in the Engineering Technology program

A gift of \$40,000 from Manfred and Diane Parker to create two new endowments, one for the Library and one for Physical Education, Health and Recreation

A gift of \$35,000 from Dave and Ann Mann to support renovation of the Learning Commons in Wilson Library, completing their \$200,000 campaign commitment

A gift of \$25,000 from John and Maria Bliss to establish a scholarship endowment for Huxley College students

A gift of \$25,000 from the Muckleshoot Tribe for the second consecutive year in support of scholarships for entering students

## **Upcoming Events**

September 12 – Viking Night Auction

September 19 – Foundation Board Quarterly meeting

October 8 – Athletics Scholarship Dinner

**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:** August 22, 2013  
**SUBJECT:** **University Relations Report**  
**PURPOSE:** Information Item

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**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 AND  
COMMUNITY DEVELOPMENT**

**REPORT FROM THE VICE PRESIDENT TO THE BOARD OF TRUSTEES**

**UNIVERSITY RELATIONS AND COMMUNITY DEVELOPMENT**

Effective with the start of the new fiscal year the University Relations Division is now named University Relations and Community Development (URCD). The new title reflects organizational changes that have added new programs within the Division.

The operational entities that now call URCD home are the Small Business Development Center (SBDC), Web Communication Technologies (Web Tech), and the Front Door to Discovery. They join a division that previously included Government Relations, Community Relations, Communications and Marketing, waterfront development planning, and Copy Services. The reorganization also led to the move of Copy Services to the Business and Financial Affairs Division.

As a part of its Community Relations program, URCD is an active partner in community economic development efforts and the SBDC is a vital program in the outreach efforts. SBDC previously reported to the College of Business and Economics. URCD represents Western on the boards of the Northwest Economic Development Council and the Whatcom Council of Governments.

The move of Web Tech from Academic Technology and User Services to URCD is to enhance Western's ability to provide a comprehensive, efficient, and cohesive spectrum of marketing and communications services. Web Tech will work in close physical proximity and in collaboration with University Communications and Marketing to achieve this goal.

The Front Door to Discovery Program will continue to be developed this fall under the leadership of a .50 FTE Director. The scope of the program has been fine tuned to provide a classroom laboratory for special campus and community projects. The director will be working to develop an interdisciplinary curriculum that is focused on concepts such as design innovation, innovation engineering, and lean startup.

Waterfront Development

The Port of Bellingham received three responses to its RFP for development of the initial 10.8 acres of property for the Bellingham Waterfront Development. A committee composed of Port staff, Mayor Kelli Linville, County Executive Jack Louws, and Western representative Steve Swan are reviewing the proposals.

- The Bellingham City Council conducted its first public hearing on the Bellingham Waterfront Development Master Plan on August 5<sup>th</sup>. The plan was reviewed and moved forward on a 7-0 vote by the City Planning Commission in July.
- Western Crossing Development has issued an RFP for the selection of a realtor to market and sell Western's Hannegan Road property.

Educational Channel

The Bellingham City Council voted to provide funding for a combined educational and public access channel, as opposed to separate channels for each. The higher education

partnership which includes Western, Northwest Indian College, Bellingham Technical College, Whatcom Community College, the Bellingham School District, and University of Washington TV is concerned about the decision as it includes non-censored public access for the single channel. The higher education partnership will be submitting a proposal in response to the city issued RFP for the channel, but the proposal will include parameters that include censoring of objectionable material. The group's proposal will include a listing of what it, as public educational institutions, considers to be objectionable content.

## **GOVERNMENT RELATIONS**

The legislature ended the regular session and two special sessions on June 29th and passed a bipartisan 2013-15 operating budget that included significant reinvestment in higher education, allowing for a 0% resident tuition increase in 2013-14. Western was one of three universities to receive new STEM investment funding. Western received \$2.995 M which will allow us to expand opportunities in computer science and transition to engineering.

The legislature also appropriated \$10.4M of new institutional funding to Western. This new reinvestment by the State will allow us to fund our decision package for the Institute for Energy Studies and make significant investment in other important initiatives that will enhance quality education at Western. The legislature also passed a \$22M capital budget for Western.

The office of Government Relations has begun preparing for the 2014 legislative session and working with the campus to develop decision packages on both the operating and capital budget side. We are also working to bring legislators and staff to campus during the interim to give them a chance to meet faculty, students and campus leadership and to highlight some of the excellence that is Western

For a complete session review, we put together a website that highlights bills of interest to Western, important end-of-session documents, and updates from throughout the session this year:

<http://www.wvu.edu/univrelations/2013review.shtml>

## **OFFICE OF COMMUNICATIONS AND MARKETING**

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

- Our staff successfully helped place a number of prominent stories in the media, including on the [trustees' approval of Western's budgets](#); extensive media coverage of [Western's expanded partnership with Olympic College](#); stories on WWU being on the [Forbes list of top colleges](#); and rated among the [nation's top academic workplaces](#);
- Huxley Professor Michael Medler was quoted in several publications, including [Rolling Stone magazine](#), on how climate change is affecting the severity of wildfires and Western faculty member [Rachel Severson](#) discussed her research on how children relate to nature. We also helped with the announcement of [LeaAnn Martin](#) being appointed to a fixed term as dean of the College of

Humanities and Social Services and [Christopher "Kit" Spicer](#) being named interim dean of the College of Fine and Performing Arts.

- In addition, the office completed work on a full-page ad that was vetted by the university's Marketing committee and is running in the Horizon Air in-flight magazine for the month of August.
- Our office continues to push out great news and stories about Western via social media and have led efforts on campus on best practices for social media, including New Media Coordinator **Matthew Anderson's** work on developing Western's new social media guidelines.
- Publications Editor **Mary Gallagher** is preparing the fall edition of Window magazine, and we are expecting to expand the magazine this year, providing more opportunities to showcase our talented alumni and keep readers connected to Western. Mary also is preparing our annual back-to-Western editions of the Soundings family newsletter and cataloging the year's accomplishments in our University Relations Annual Report.
- Assistant Director/Manager of Marketing **John Thompson** this summer is undertaking a complete redesign of the Office of Communications & Marketing's web presence. In addition, the web site will include tabs for Western Today and Western's "Brand Central," which will also be expanded.
- 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: Admissions, Athletics media guides for fall sports, New Student Services, Academic Advising, Residence Life, Compass 2 Campus, Office of Sustainability, President's Events, template design for College of Humanities and Social Sciences website, and design guidance to the Klipsun publication.

## **DATE FOR NEXT REGULAR MEETING**

- **October 10 and 11, 2013**

# **ADJOURNMENT**