

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
THURSDAY, April 3, 2014**

1. CALL TO ORDER

Chair Peggy Zoro called the regular meeting of the Board of Trustees of Western Washington University to order at 3:00 p.m., Thursday, April 3, 2014 in the Board of Trustees Conference Room, Old Main 340, at Western Washington University in Bellingham, Washington.

Board of Trustees

Peggy Zoro, Chair
Karen Lee, Vice Chair
Betti Fujikado, Secretary
Dennis Madsen
Dick Thompson
Ralph Munro
Sue Sharpe (*via conference phone*)
Heather Flaherty

Western Washington University

Bruce Shepard, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Eileen Coughlin, Senior VP, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Steve Swan, Vice President for University Relations and Community Development
Carly Roberts, Associated Students President
Lisa Wochos, Assistant Attorney General
Sherry Burkey, Associate Vice President for University Relations and Community Development
Paul Cocke, Director of University Communications
Paul Dunn, Senior Executive Assistant to the President
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Elissa Hicks, Assistant Secretary to the Board of Trustees

2. GRADUATE PROGRAMS

President Shepard introduced Brent Carbajal, Provost and Vice President for Academic Affairs who introduced Kathy Kitto, Dean, Graduate School & Vice Provost for Research & Sponsored Programs, Michael Barr, Associate Dean, Graduate School and Kristi Lemm, Graduate Council Representative. Provost Carbajal said that the graduate programs at Western Washington University are well aligned with Western's mission, vision, and strategic goals and contribute

significantly to each of Western's five strategic goals. The mission of the Graduate School itself is to advance, promote, and serve graduate faculty, students and programs through advocacy, leadership, and oversight. Dean Kitto gave a presentation regarding Western's current graduate programs and how programs are decided and administered.

Kitto noted that consistent with WWU's mission, eight types of graduate degrees are currently offered:

- Master of Arts
- Master of Science
- Master of Education
- Master of Business Administration
- Master of Music
- Master of Professional Accounting
- Master in Teaching
- Master of Fine Arts (new, Fall 2013)

She said that five objectives guide the diverse set of graduate programs at Western:

- preparing qualified professionals to be certified for professional associations;
- preparing highly-qualified teachers;
- providing postgraduate education and training in disciplines by emphasizing research methods and skills for completing an independent research project;
- preparing students to enter PhD programs or other advanced study; and
- providing advanced training for practicing professionals.

Kitto said that several of Western's degree offerings are also accredited by external agencies. She noted that the University is a member of the Council of Graduate Schools (CGS) and adheres to the general policies and criteria established by this national association. Western offered its first entirely distance learning masters' degree in Continuing and College Education starting last academic year. During budget reductions, five low enrollment masters programs or options were either closed or placed in moratorium (meaning no new students are admitted). The Master in Professional Accounting was revitalized this academic year and a new Master of Fine Arts was successfully launched.

Kitto said that currently, there are 670 active graduate students, while there are an additional 268 "dormant" graduate students. She explained that the term "active" is used for graduate students actively enrolled in the current quarter. Dormant is the term for students pursuing a graduate degree, but are not actively enrolled in the current quarter. Kitto said that graduate students contribute significantly to instruction and mentoring of our undergraduates. With about 240 different graduate students serving as Teaching Assistants (TAs). This equates to roughly 180 TA positions or about 90 FTEs, with about 60% being funded from the graduate school and 40% by the colleges. Another 60+ graduate students are currently working as research assistants. She said that since July 2012, graduate students are no longer eligible for federally subsidized student loans. About two-thirds of the graduate enrollment is within two colleges (40% within

Woodring College of Education; 27% within the College of Humanities and Social Sciences). The remaining third is fairly evenly divided among the College of Business and Economics, the College of Sciences and Technology, and the Huxley College of the Environment. There is also a small program within the College of Fine and Performing Arts.

Kitto said that this academic year the Graduate School is conducting an appraisal for each of Western's graduate programs. According to the Council of Graduate Schools, "an appraisal provides critical information about the size and stability of the program, its future faculty resources and student market, its equipment and space needs, its strengths and weaknesses, and its contribution to the mission of the institution. It helps set goals and directions for the future and ensures that overall academic planning and budget decisions are based on real information and agreed-upon priorities, not vague impressions or theoretical schemes." Completing the appraisal is the first step in a process designed to help the Graduate Council create guidelines for future strategic investment in graduate education at Western. The Graduate Council will thoroughly review the information provided during the summer and fall of 2014, and this review will be incorporated into discussions timed with the next University budget cycle.

Trustees had questions regarding time to degree and whether a thesis is required. Kitto said each program is different as far as requirements to degree and thesis projects, but that all require some kind of culminating project. There was also discussion on whether Western's programs were comprehensive or terminating degrees meant to prepare for further education or to prepare students for their chosen careers. Kitto said that it depends on the program, but that Western has some of both. Trustees also commented on the fact that TAs assist in the classroom and had questions about their teaching involvement and any possible tuition assistance for the work that they do. Kitto stated that Western is looking at participating in a federal grant program for matching money to help with paying TAs. Kitto also stated that TAs are always supervised by a faculty member and that students still have contact with the faculty member. Trustees asked what can they do to help the graduate programs and were told that it was important to support the graduate students as well as the undergrads and continue to fund and help build the programs as requests come forward to the Board for approval.

3. 2015 – 17 DECISION PACKAGE PROPOSALS

President Shepard introduced Richard Van Den Hul, Vice President for Business and Financial Affairs and Linda Teater, Director, Budget Office to present the next agenda item. Vice President Van Den Hul reminded the Trustees of a presentation at the December 2013 Board Meeting regarding Western's planning and budgeting process, showing how it is a bottom-up, transparent and collaborative process while tying budget decisions to strategic long term plans. Van Den Hul said the divisions had submitted 13 decision package proposals for consideration to be part of Western's FY 2015-2017 budget request. The proposals have been presented to the University Planning and Resources Council (UPRC), the Deans and audio cast to the campus and placed on the University's website. These proposals are now being considered at the university level and that he welcomes any Board insight.

Van Den Hul said that after Board discussion at this Board meeting, and after receiving UPRC and campus input, the President, Vice Presidents and Deans will develop a list of recommendations, and share those recommendations with the UPRC and the campus for comment prior to returning to the June Board meeting for a penultimate review. The Board will act in August to adopt a proposed 2015-17 budget request incorporating decision packages as the Board sees fit.

Trustees expressed gratitude for being able to have several looks and discussions on the proposals, they feel it lets them be more knowledgeable about their votes at the end of the process. Trustees discussed which of the proposals built on current Western strengths or which ones propped up a current weakness and were the best use of campus resources. There was also discussion on whether there had been lessons learned in this process as far as areas that could be funded in other alternative ways or reorganized/reworked. Trustees discussed attributes of some of the specific proposals but did not specify which ones should be selected. Trustees did agree that student success in all its aspects should be a high priority for the university.

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

At 4:39 p.m. Chair Zoro announced that the Board would convene in Executive Session for approximately twenty five minutes to discuss (real estate, personnel, and legal matters.)

The Board returned to open meeting at 4:52 p.m. with no action to report, and adjourned the meeting until Friday morning.