

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
STUDY SESSION
MINUTES
March 18, 2004
Seattle, Washington**

CALL TO ORDER

Chair Woods called the study session of the Board of Trustees of Western Washington University to order at 8:45 a.m., March 18, 2004, at the offices of Preston Gates and Ellis, 925 Fourth Avenue, Seattle, Washington.

Board of Trustees

Kevin Raymond, Secretary
Phil Sharpe
John Warner, Vice Chair
Betty Woods, Chair
Grace Yuan
Peggy Zoro

Western Washington University

Karen W. Morse, President
Suzanne Baker, Assistant Secretary to the Board of Trustees
Andrew Bodman, Provost and Vice President for Academic Affairs
Wendy Bohlke, Assistant Attorney General
Stephanie Bowers, Vice President for University Advancement
Al Froderberg, Senior Advisor to the President
Judy McNickle, Assistant to the President for State Government Relations
George Pierce, Vice President for Business and Financial Affairs
Paula Rustan, Executive Director of University Planning and Analysis
Buff Schoenfeld, Executive Assistant to the President

1. EXECUTIVE SESSION

At 8:46 a.m. Chair Woods announced that the Board would go into Executive Session until 11:00 a.m. to discuss personnel and legal matters.

At 10:40 a.m. the Board returned to open meeting.

2. BOARD OF TRUSTEES

a) Consent Items

MOTION 3-1-2004 John Warner moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- Authorizes the president or her delegate to award contracts and execute documents for the construction of roadwork identified as Campus Infrastructure Development Phase II.
- Authorizes the president or her delegate to award contracts and execute documents for the construction of steam lines running from the north side of Edens Hall South, under Old Main, along East College Way next to Miller Hall, and connecting near the Steam Plant as identified under PW 403A.
- Authorizes the president or her delegate to award contracts and execute documents for the construction of the Ridgeway Omega Renovation as identified under PW 435.
- Authorizes the president or her delegate to award contracts and execute documents for the replacement of medium voltage cable as identified under PW 458.
- Authorizes the president or her delegate to award contracts and execute documents for the first phase of exterior brick renovation at Nash Hall as identified in PW 461.
- Authorizes the president or her delegate to award a consultant contract for design and construction administration services on the Bond Hall Renovation.
- Authorizes the president or her delegate to execute documents for the leasing of space at the Bellingham Towers Building, 119 N. Commercial Street, Bellingham, Washington, which will be used to house Western Washington University's Small Business Development Center.

The motion passed unanimously.

b) Board of Trustees Regular Meeting Schedule

Chair Woods led a discussion to review the regular meeting schedule of the Board of Trustees. It was agreed that an April 19 meeting with an abbreviated agenda be held in the Everett area.

MOTION 3-2-2004 Grace Yuan moved that the Board of Trustees of Western Washington University cancel the April 9, 2004 regular meeting of the Board and that a regular meeting be scheduled for April 19, 2004.

The motion passed unanimously.

3. EXECUTIVE SESSION

Chair Woods announced that the Board would go into Executive Session at 10:55 a.m. for approximately 20 minutes to discuss a personnel matter.

The Board returned to open meeting at 11:15 a.m. and the following people joined the meeting:

Ben Casler, Board Member

Eileen Coughlin, Vice President for Student Affairs and Academic Support Services
Paul Graves, Associated Student Body President
James Loucky, Faculty Senate President
Lynne Masland, Director of the Office of University Communications

4. BOARD OF TRUSTEES

a) Board of Trustees Regular Meeting Schedule

Chair Woods announced to people joining the meeting the new date for the April 2004 Board of Trustees meeting.

b) Board Self-Evaluation

Chair Woods reported on the recent Board self-evaluation and her review of past Board agendas and Board structures at other public baccalaureates. She recommends that the Board make no changes to the agenda or structure at this time. She said that Western's current structure allows for flexibility and serves the university well.

5. LEGISLATIVE UPDATE

Judy McNickle, Assistant to the President for State Government Relations, distributed the March 18, 2004 issue of the *2004 Legislative Report*.

McNickle reported that the legislature sent more than 270 bills to the governor, most of which were approved by large margins. She thought legislators also sent three messages to higher education last session:

- They value higher education. Lawmakers provided \$145 million in the operating budget to higher education, the third largest appropriation granted to any sector of government, exceeded only by long-term care and natural resources. Legislators also earmarked \$117 million for higher education capital projects.
- They want more cooperation among the sectors of education. Legislators passed numerous bills that encourage educational sectors to work better together, especially on issues affecting transitions between K-12 and higher education and between two-year and four-year institutions.
- They want to explore alternative ways to serve more students. Legislators heard a lot about current over enrollments in higher education, and they understand the costs required to educate up to 45,000 more students by the year 2010. They want the higher education community to fully investigate alternatives for expanding services, from converting branch campuses to baccalaureates to funding tuition vouchers and supporting enrollments at private institutions.

McNickle concluded that the legislative session was successful for higher education. She noted the uncertainty of the next session, which will be shaped by election results, potential passage of initiatives, and the state's economy.

The Board discussed high-demand enrollment issues.

6. LEAGUE OF EDUCATION VOTERS INITIATIVE

Trustee Warner provided an update on the League of Education Voters Initiative. He said that since the January 29, 2004 joint governing boards meeting, there hasn't been much new information to report. He said that the League plans to use paid signature gatherers to collect the 200,000 signatures required to place the initiative on the November ballot. Warner said that the initiative had been revised to provide money for salary increases for teachers. As a consequence, he said the Washington Education Association has agreed to support it.

7. FUTURE OF THE UNIVERSITY

President Morse and Chair Woods led a discussion on strategic principles and planning assumptions related to enrollment and size of the university. President Morse said the discussion would provide important direction as the university community plans for the next decade.

Provost Bodman and Paula Rustan, Executive Director of University Planning and Analysis, presented enrollment growth scenarios and a graph illustrating state enrollment projections from 2003 to 2021. The data includes forecasts on higher education enrollment trends from the Office of Financial Management and HECB goals as noted in the Interim 2004 Strategic Master Plan for Higher Education.

President Morse sought guidance from the Board on how best to balance Western's Strategic Action Principles and "niche" with possible future enrollment growth. She also said that as higher education in this state evolves, it is important to consider what Western's role will be as a public institution.

Chair Woods suggested that in addition to considering Western's niche and future enrollment growth, the Board needs to consider the future workforce and the vocations for which students should be prepared.

Trustee Raymond stated he thought it was important to uphold Western's vision as a forward thinking university and not merely respond to market demands. He said we could respond to training needs for students but also do much more. He emphasized the importance of Western's strategic goals and of higher education's role in preserving and enhancing society.

The Board adjourned for lunch at 12:20 p.m. and reconvened at 12:52 p.m.

Vice President Coughlin presented information on WWU Strategic Enrollment Goals.

The Board discussed student headcount on Bellingham's main campus and Western's size. It was noted that a large part of Western's appeal is its size. In a 2003 Freshmen Enrollee Survey (WWU Office of Admissions), 69 percent of entering freshmen indicated that Western's size, not too big and not too small, influenced their decision to enroll.

President Morse asked the Board what issues they believe should be addressed as the university continues discussion of enrollment growth on campus and off. The president presented data that illustrates the extent of WWU off-campus programming. For the 2002-03 academic year, off-campus student enrollments accounted for 1,843 student FTE.

Provost Bodman noted that the enrollments are not state funded and primarily are part of Woodring College of Education.

Chair Woods posed two pertinent questions:

- How do we maintain the integrity of Western's niche as the university grows?
- What amount of enrollment growth would compromise the integrity of Western's niche?

Waterfront Futures Group

President Morse distributed a document developed by the Waterfront Futures Group on a vision for a Western Washington University off-campus site. The president introduced Lynne Masland, Director of the Office of University Communications. Dr. Masland has attended the Waterfront Futures Group meetings with Bob Edie, past Vice President for External Affairs, who served as Western's representative to the group.

Dr. Masland explained that late in 2002, City and Port elected officials appointed an 11-member Waterfront Futures Group comprised of business, community, and university leaders. The group was charged to involve and engage the community in drafting a vision for developing Bellingham's waterfront.

The Waterfront Futures Group is reviewing an area encompassing 11.5 miles, from Cliffside Drive at the north end to Chuckanut Bay on the south. Masland said that the group has expressed enthusiasm for Western to establish an off-campus site on the waterfront. Discussions of a possible WWU site have focused on an area along the City Center waterfront close to the shipping terminal, several blocks west of Western's main campus.

President Morse commented on the potential for the university if it were to expand to the waterfront. She said that a wide range of academic and other campus activities could be accommodated at that site, which could relieve congestion on campus. She noted Bellingham's thriving retirement community and the possibility of sponsoring programs for retirees and other community members. She said that establishing a center in a downtown location would provide increased community access to Western and foster community relationships. The president said that with this type of expansion, the university could help meet Washington's growing demands for education and also boost the economic development of the state and the region.

Trustee Zoro said that she felt it was important that President Morse stay connected with the waterfront development project. Trustee Sharpe said that the development project is the single-most important thing that will happen in Bellingham over the next decade and he thought the university should move on it sooner rather than later. He said that the waterfront plan needs an institutional anchor and that Western should fulfill that role. He indicated it would be important to examine how the expansion would fit into Western's vision and plans.

The Board discussed timelines for growth. Trustee Warner asked, if the university expanded to the waterfront, would the expansion provide enough access to accommodate the growth needed to meet state enrollment growth forecasts.

Senate President Loucky said that Western already is involved in educational initiatives in the community, including the Small Business Development Center and many education programs. He suggested the possibility of initially using existing facilities in the downtown area until space develops within the new project.

Trustee Warner said that as Western proceeds, the university must reserve its right to limit growth as well as to expand. Chair Woods reiterated that the university should preserve the integrity of its niche.

Trustee Zoro asked what the Waterfront Futures Group expected of Western. President Morse said that she expects the group to develop a plan that includes Western as a presence.

Trustee Sharpe said that he believes the connection with the community and the goodwill it could create would be positive for both the city and Western.

Chair Woods highlighted positive points of Western's involvement with the waterfront development:

- Expands the "Western brand" or Western programs.
- Enhances Western's role in the community.
- Accommodates growth if needed and reduces congestion on campus.
- Offers potential to serve the growing retirement community.

Trustee Yuan reminded the Board that there had been previous discussions about expanding to specific off-campus properties. She said the Board had a philosophy that functions of the university that did not directly impact students or where students weren't required to interact with university programs could go off campus, but that functions related to classes and those that required student interaction with university programs would remain on the core campus. Yuan wondered if the Board was shifting their thinking and, if so, how might that position be modified. She suggested the Board should specifically indicate interest in expanding to the waterfront site. Trustee Warner suggested suspending past Board philosophies on off-campus growth during this interim planning period.

Chair Woods said that the Board's strategic objective is to maintain the integrity of Western's niche and all actions should be considered under this principal. Trustee Raymond said that the waterfront group proposal fits well within Western's strategic action principles. He noted that one of the strategic goals is community service, which he thought could be well served by this development.

Chair Woods said that further dialogue on the plan needs to occur with faculty and community leaders.

Trustee Yuan clarified the Board's consensus that the Board was not recommending opening discussion of all opportunities off campus, but was recognizing the unique aspects of the waterfront development and its close proximity to Western's campus.

8. EXECUTIVE SESSION

Chair Woods announced that the Board would go into Executive Session at 2:35 p.m. to discuss personnel issues.

The Board returned to open meeting at 2:50 p.m. and the meeting was adjourned at 2:51 p.m.