

CAMPUS UPDATE ON 15 INITIATIVES to PREPARE TOMORROW TODAY **September 2009**

Introduction

After extensive campus feedback, in February 2009, we reported back on the initiatives you told me would help Western community to reach its collective vision of Western's future. A list of the 15 initiatives and descriptions can be found at: [Preparing Tomorrow Today: Initiatives](#). This report highlights actions and studies conducted by people throughout the university, working together to define and implement these initiatives. The life of the initiatives will be organic, their implementation an ongoing process. We expect that some of the initiatives will expand and take on a life of their own. Others may be less robust as time goes on and our needs change. Through your efforts, responding to the expressed aspirations of the university community embedded in these 15 initiatives, we will move toward our goal to be the best public comprehensive university in the nation.

Academic Division: Overview

There has been much activity within the academic division that is aligned with the 15 Initiatives. An extended list of these activities follows this overview.

1. During 2008/09 faculty members published 80 books and edited volumes, 379 refereed journal articles, presented 696 papers at scholarly conferences, and showed artistic creations at 232 exhibits and 479 performances in addition to producing 35 recordings. Two patents on inventions by faculty were issued and the reviews of two other patent applications are pending.
2. Innovative, interdisciplinary programs are being developed by faculty across campus. For example, the College of Business and Economics is developing a bachelor's degree combining study of environmental issues and policy, economic analysis, and business management. This will be one of the first in the country to combine these three areas in one degree. Another example--many College of Humanities and Social Sciences faculty are drafting a white paper on the "allied health" initiative. This work represents not only a desire to expand current degree programs, but also a willingness to take risks on many levels.
3. Through the addition of a Master in Teaching program in Everett, Woodring College of Education expanded its 20-year commitment to bringing quality educational opportunities to individuals away from the main campus. In fall of 2009, Woodring will enroll 1139 students in undergraduate, graduate, and certificate programs at sites in Bremerton, Everett, and Seattle. Program evaluations tell us that these extended programs provide students' only access to higher education and advanced professional studies.
4. In 2009-10, WWU will have one of its largest cohorts of international students studying on campus and contributing to the diversity and global awareness of the academic community. Nearly 300 students from abroad will be attending Western as either a matriculating student, exchange student or as a participant in an intensive English studies program. These students will represent over forty different countries. Some dozen international faculty will also spend time on the WWU campus this

coming year teaching, conducting research or participating in some other collaborative academic program.

5. Western students in every college are making their way around the world including art, theatre and music students performing in Italy, Greece, England, Japan, Argentina, Germany, Poland and Uruguay this year and Huxley students doing research and field work places like the Bering Sea, Costa Rica, Siberia and United Arab Emirates.
6. Shannon Point Marine Center continues its nationally-recognized "Multicultural Initiative in Marine Science: Undergraduate Participation" a program that will have achieved a remarkable 23 consecutive years of funding from NSF and is regarded by NSF as among its most successful diversity programs.
7. Essential partnerships are being formed regularly. For example, the College of Sciences and Technology, the Port of Bellingham and the Bellingham Technical College have partnered to found the Technology Development Center, a facility located on the waterfront that will provide research and development space for faculty and students who are working on projects in collaboration with private sector companies. The facility will be dedicated on Sept. 28.
8. Collaborative efforts and innovative thinking have led to the first steps in the establishment of a learning commons in the library, which promises to be a one-stop shop for learning resources for students and an incubator for creativity in the use of technology.
9. A year ago the Equal Opportunity Office implemented an important outreach to veteran at the Everett Naval Station, emphasizing Western's commitment to welcome and employ veterans.
10. Efforts to continuously improve are ongoing and increasingly evidenced-based within the academic division. For example, the Graduate School carefully studied four cohorts of Western graduate student to better understand the factors that influence completion rates and time to degree. This is the first study in the US regarding completion and attrition in masters' programs.

Academic Affairs – The President’s 15 Initiatives **Reports of Individual Units**

College of Business and Economics

1. Under “graduate programs” and “extending degree programs”, CBE is launching a part-time MBA program for working professionals at the University Center in Everett, beginning in January 2010. This will be the first CBE degree offered away from the Bellingham campus.
2. Also under “graduate programs”, along with Huxley, CST, and the Graduate School, we are planning to offer professional science master’s degrees, which are MS degrees with business-related coursework substituted for the thesis. These will be the first such degrees in the state of Washington.
3. Under “Sustainability”, CBE plans to submit a proposal for a bachelor’s degree combining study of environmental issues and policy, economic analysis, and business management. This will be one of the first in the country to combine these three areas in one degree.

College of Fine and Performing Arts

What are we to be + Marketing + Decision Making + Creative Activity + Advancement

- Create a Dean’s Arts Advisory Council – Fall, 2009
Develop a group of 15-18 community leaders to help guide the future of the arts at Western with an eye towards resource development, community relations, decision-making and our goals development. In process.
- College Masked Ball Fundraiser for Scholarships – December 11th, 2009
A new annual event held at the Majestic Ballroom at 1027 N. Forest St featuring live ballroom music by Western faculty and students, special masks created by Fine Arts students to be auctioned prior to the Ball and special ballroom evening classes offered as part of this event. All proceeds will be used to help support CFPA scholarships and activities.
- CFPA Annual Gala – April 17th, 2010 in the PAC Mainstage Theater
A reinitiated annual fundraiser to support arts scholarships featuring all areas of the College including a silent and live art auction, dance, music theatre, opera and multiple music and vocal ensembles. This one night, black tie optional event will be the highlight of our many annual CFPA activities.

International Programs:

- Art, Theatre and Music annual tours – Including Italy, Greece, England, Japan and Argentina, Germany, Poland and Uruguay.
These tours are associated with various department activities and course work and allow Fine and Performing Arts students to experience arts and culture first hand while presenting their own creative works to these countries.
- Annual Invitational Choral Festival
Each November, the WWU Concert Choir invites eight outstanding high school choirs to the Western campus. Each choir has the opportunity to sing for the others and to receive an on-stage clinic from a well-respected guest clinician. The festival ends with a performance by the WWU Concert Choir.

Academic Quality + Graduate Programming + Extending Degree programming

- Arts Academy for Youth
An idea to develop a structure through which the community and youth may take workshops, lessons and programs from University Arts faculty and students as they advance their own talents and interests in the Arts.
- Discussions to create an *Arts Administration* graduate program
Partnering with CBE and using a 2+2 MBA and MFA degree structure, this new program would address the need to replace over one million arts administrators nationally by 2015 thus making this potentially a huge growth area for CFPA.
- Discussions to create an *Integrated Arts* department in CFPA
Combing interdisciplinary interests with Fairhaven and other Colleges at Western, this department would house new programs and degrees that address the multidisciplinary interests and talents of current and future students through a broad based arts degree. Focus areas could include Film Studies, Native American Art, Entertainment Design and Technology, Museum Studies, etc.

Diversity:

- MOTley Crew (Multicultural Outreach Tour)
MOTley is a literature-based, assembly-style performance geared for K-5th grades. The goal of the Outreach Tour is to bring to life stories from all over the world revolving around a chosen theme for the year (example: Heroes, Wisdom, Friendship, etc.). The Tour serves many functions - as outreach to the community, performance and practicum experience for Drama in Education students and as a celebration of the wonderful diversity in children's literature.

Marketing + Creative Activity:

- Summer Youth Theatre Institute (SYTI)
Now in its fourth year, the Summer Youth Theatre Institute (SYTI) is a fun program for all ages that provides an opportunity for local community youth to collaborate with their peers, learn from WWU Drama in Education students, and PERFORM theatre in public showcases!

College of Humanities and Social Sciences

- **Research and Creative Activity AY 2008-09**

Books	22
Refereed articles	162
Other articles	40
Book chapters	78
Edited volumes	22
Conference papers	263
Posters	49
Recordings	8
Performances	40

- **Marketing/Advancement**

The College is currently working on a plan to utilize social networking resources such as Facebook to enhance and expand our outreach and ability to connect with potential donors and collaborators. Along with our new electronic newsletter that was distributed last spring, this initiative should greatly improve our communication with a significant number of alumni and community partners.

- **Decision Making**

The College engaged in the same transparent and “bottom-up” budget discussions that characterized the campus conversations on the issue. Producing a SCOT analysis that informed our decisions, the process led to what we believe to be a reasonable approach to budget reduction. This decision making process, while not new to the College, does represent response to the expressed campus desire that transparency and inclusion describe issues of this nature.

- **Risk Taking/Extending Degree Programs**

Many CHSS faculty participated in the drafting of a white paper on the “allied health” initiative. This work represents not only a desire to expand current degree programs, but also a willingness to take risks on many levels.

- **Academic Quality**

Agreeing that the General Studies Major needed an academic home, CHSS took administrative responsibility for the major during AY 2008-09. We made programmatic and curricular revisions designed to strengthen plans of study and facilitate disciplinary connections, and we have now dedicated specific faculty advisors to the major. We believe that by strengthening the coherence of the major, we’ve enhanced its academic quality as well.

Across the College, there is active student involvement in the learning process, including faculty/student collaboration in research projects, and experiential education opportunities such as internships, service learning and study abroad. Students majoring in programs in the College are actively engaged in the life of the community through a variety of educational service opportunities. In 2008-09, CHSS students contributed **158,708** volunteer hours to a wide range of agencies.

Huxley College of the Environment

Marketing

Huxley Dean Appointed to Fish and Wildlife Commission

http://www.wwu.edu/huxley/docs/gov_office_fwc_announcement.pdf

Graduate Programs

WWU Grad Student Wins Prestigious Knauss Fellowship

Western Washington University Environmental Science graduate student is the first Western student to ever be awarded a prestigious Knauss Fellowship.

<http://news.wwu.edu/go/doc/1538/284910/>

International Programs

Recent International student research and field work includes study in the Bering Sea, Costa Rica, Siberia and the United Arab Emirates.

Huxley's David Shull is researching the impact of global warming on Bering Sea fishery: <http://news.wwu.edu/go/doc/1538/271497/>

Huxley's Troy Abel to present "Ecotourism and Rainforest Immersion: Huxley's Study Abroad Program in Costa Rica": <http://news.wwu.edu/go/doc/1538/251877/>

Huxley's Andy Bunn and his students working in Siberia on The Polaris Project were featured in the New York Times' environmental-science blog Dot Earth:

<http://news.wwu.edu/go/doc/1538/296825/>

Two Huxley students awarded scholarships to study abroad spring quarter 2009, in collaboration with scientists affiliated with the Environmental Protection and Development Authority of Ras Al Khaimah in the United Arab Emirates.

Extending Degree Programs

WWU Offers Three New Degree Programs at University Center in Everett

<http://news.wwu.edu/go/doc/1538/242446/>

Institutional Research

Huxley College has been very successful in attaining research funding from the US Department of Agriculture, Environmental Protection Agency, National Oceanic and Atmospheric Administration, National Science Foundation, US Department of Ecology, Oxfam International, US Department of the Interior (National Parks Service)

<http://www.wwu.edu/depts/rsp/current.pdf>

Diversity

Developing MOU with Alabama A&M University, which is a HBCU (Historically Black College/University).

Developing new MOU with Northwest Indian College.

The dean of Huxley College is serving on the Advisory Board for the National Indian Center for Marine Environment Research and Education.

College of Sciences and Technology

What are we to be?

- In our quest to be one of the very best and most innovative colleges of science and technology in the country, CST has continued with development of its unique and interdisciplinary (i) undergraduate materials science program, through creation of the Advanced Materials Science and Engineering Center (AMSEC) and (ii) neurosciences program (BRAIN), run jointly by biology and psychology departments.
- In support of increasing student interest in biological and biochemical sciences and prehealth studies programs, CST has embarked on the construction of an addition to the chemistry building (Chem In-Fill) that will allow for expansion of our biology and chemistry faculty.

Graduate Programs

- Melissa Park (geology student) was awarded a \$96K NSF fellowship to pursue graduate studies in geology

Research and Creative Activity

- Numerous research grants were awarded to CST faculty during the year, e.g.: Craig Moyer (biology) received a \$250K National Science Foundation grant to study undersea thermal events; Bernie Housen (geology) received a \$160K NSF award to study sedimentation and erosion; and Mark Bussell (chemistry) received a \$360K NSF grant to study novel catalysts for removal of sulfur impurities from oil.

Diversity

- Kathleen Kitto, Arlan Norman and Sue Guenter Schlesinger received a \$200K National Science Foundation grant to study issues related to recruitment, retention and professional development of women faculty at Western.

Sustainability

- The College of Sciences and Technology has initiated, in connection with the CST Scholars program, and with support from an outside donor, a first-year experience program that deals with the science and technology issues of Our Sustainable Future.

Waterfront

- The College of Sciences and Technology, the Port of Bellingham and the Bellingham Technical College have partnered to found the Technology Development Center, a facility located on the waterfront that will provide research and development space for faculty and students who are working on projects in collaboration with private sector companies. The facility will be dedicated on Sept. 28.

Academic Quality

- Jackie Caplan-Auebach (geology) was the 2009 winner of the Elich Award for Excellence in Teaching.
- Merrill Peterson (biology) was the 2009 winner of the Olscamp Award for Outstanding Research
- George (Pinky) Nelson (physics and SMATE) was inducted into the NASA Astronauts Hall of Fame.

- Student excellence was demonstrated in many ways, e.g.: Forest Copeland (engineering technology) was the 2009 Presidential scholar - he is a star student and member of the group Engineers Without Borders; Dan Gifford (physics/astronomy) was awarded a Harvard Smithsonian Summer Grant; and 44 CST students did presentations of their research at the annual Scholars Day poster event.

Woodring College of Education

Risk-Taking

Through Woodring's Community Action Grant Program, faculty are provided with "seed monies" to pursue innovative programmatic ventures with partners in the community and other education agencies. Examples of the projects funded over the last year include a partnership program with DSHS to link foster children in Washington with higher education, a consortium of higher education institutions, P-12 schools, and community agencies to support English-language-learners and their families in the Skagit Valley, and a task force bringing together governmental and social service agencies in Whatcom County to mount a community-based plan to fight poverty. *Contact: Woodring College of Education Dean's Office.*

Extending Degree Programs

Through the addition of a Master in Teaching program in Everett, Woodring College of Education expanded our 20-year commitment to bringing quality educational opportunities to individuals away from the main campus. In fall of 2009, Woodring will enroll 1139 students in our undergraduate, graduate, and certificate programs at our three sites in Bremerton, Everett, and Seattle. Woodring programs extend our mission of "engaged excellence" through robust partnerships with Everett Community College, North Seattle Community College, and Olympic College. In our program evaluations, students tell us that our extended programs provide their only access to higher education and advanced professional studies. *Contact: Larry Antil.*

Research and Creative Activity

The Woodring College of Education Department of Secondary Education and the College of Science and Technology SMATE received a \$900,000 Noyes Grant from NSF to support the preparation of mathematics and science teachers. *Contact: Bruce Larson.*

Diversity

Through research and best practice, we know that the most successful method of bringing diverse under-represented students to college is through "pipeline" programs specifically targeting P-12 students. This year, Woodring received monies from JP Morgan Chase and the Alcoa Community Foundation to expand two of our exemplary school outreach programs, Youth4REAL and the Latino Community Leadership Project. Through these programs, Woodring teacher education candidates provide mentoring, tutoring, and support to elementary and middle school youth and their families to enhance school success and planning for college. *Contact: Angela Harwood.*

Sustainability

With funding from the Russell Family Foundation, Boeing, and Weyerhaeuser, Woodring College of Education led a partnership with Islandwood, the Superintendent of Public Instruction, Facing the Future, the Pacific Education Institute, and the Environmental Education Association of Washington to convene a

summer Sustainability Education Conference attended by over 500 educators from across the nation. This event established the WWU Woodring College of Education as a national leader in educating for sustainability. *Contact: Victor Nolet.*

Fairhaven College

International Programs

Fairhaven College is expanding its global studies initiatives with partner organizations in India, Kenya, and the Dominican Republic. These study programs combine research, language study, and service-learning projects.

Recent Fairhaven College graduate Alice Bremner received a Fulbright Scholarship to teach English in Dehli, India starting in July. The scholarship will cover the entire cost of her trip, including room and board and transportation. The teaching assistantship is only a half-time job, so Bremner will also volunteer at a local community healthcare clinic. Bremner, a native of Mercer Island, graduated from Fairhaven College in June with a major in Medicine and Social Justice. After her trip, Bremner plans on attending medical school to study global health and infectious diseases.

Diversity

Fairhaven has added a new community service practicum for students – The Domestic Violence Court Watch Program – organized by the college’s Center for Law, Diversity and Justice. The Center also helped found the Whatcom County Civil Rights Project.

Risk-Taking

Fairhaven College is just one example of how Western is leading necessary changes in higher education today, incubating new ways to promote student learning. I quote from the jacket cover of a new book that addresses the need for transformation in education today, “Fixing College Education: a curriculum for the Twenty-first Century,” by Professor Charles Muscatine of the University of California at Berkeley:

“Fixing College Education predicts new roles for students and faculty, redefines educational breadth and depth, and calls for deeper assessment of learning and teaching. Muscatine highlights the outstanding colleges and universities, including Harvard, Boston University Professor’s Program, and Fairhaven College at Western Washington University, that already remade their curricula successfully or adopted features like the ones he proposes. Muscatine argues that the new curriculum is better able than the old to produce good scholars and good citizens for the twenty-first century.”

This recognition is one measure of the Western’s success in setting new standards of best practices based on careful experimentation.

Western Libraries

What are we to be/Decision Making

- Both in response to the Northwest Commission on Colleges and Universities (NWCCU) request that Western Libraries' engage in "a fundamental and thorough planning effort, informed by assessment, to consistently support the University's academic mission," but also in response to the opportunity for us to focus our energies on making the Libraries more integral to the University and to the lives of its students, we underwent **a strategic planning process**. Assisted by the Dean of the College of Business and Economics, Brian Burton, and involving input from everyone in the Libraries as well as from students and faculty at Western, the Libraries now have a mission and values statement, as well as goals and initiatives to direct our development over the next three years. The plan is the Libraries' first in 10 years.

Marketing

- The Libraries formed a **Marketing and Communication Task Force** to maximize the use of library resources and services and increase the Libraries' visibility, by marketing and promoting them to the Western community. Their charge was to develop a marketing plan to provide the Libraries' employees with useful strategies for marketing library resources, programs, and services, as well as mechanisms for assessing the success of our marketing efforts; and to determine the best way of proceeding with the Libraries' marketing efforts in the future.

Risk Taking

- **Center for Pacific Northwest Studies and the Huxley Map Library:** The Libraries now manage two unique University collections: The Center for Pacific Northwest Studies (CPNWS) and the Huxley Map Library. Both collections are of seminal significance to the campus, and both have previously been managed by other academic units. This consolidation results in overall resource savings for the University, but more importantly provides improved access to both collections by students, faculty and staff.
- The Libraries, in conjunction with ATUS, the Writing Center, University Residences, and other campus partners, launched **Viking Village**, an interactive online community forum where students, faculty and staff can come together virtually to share ideas. The forum has been very popular, and was used by both President Shepard and by the Planning and Budgeting office to garner feedback regarding the budget reduction process.
- The **Student Technology Center** will be moving to an area of Haggard 2 adjacent to the IRS/reference service desk by the beginning of fall quarter, moving the Libraries closer to establishment of a learning commons, a one-stop shop for students to find the resources and assistance they need to compete their coursework.

Graduate School

1. The Role of Graduate Education at WWU

A Committee comprised of one faculty member of each college that offers graduate programs and a graduate student was chaired by a faculty member from outside the college structure. The Committee:

- Solicited information from the faculty at large, graduate students, graduate advisors and deans of the colleges.

- Produced a White Paper addressing:
 - the contribution of graduate education to the University mission, to undergraduate education and to faculty recruitment, retention and development;
 - The size of graduate enrollment;
 - Types of programs to encourage;
 - Performance metrics; and
 - Funding support for graduate students.
- The Committee made a number of recommendations.
- The White Paper was discussed at meetings of the Council of Deans.
- Plans call for campus-wide discussion during the fall quarter.

2. Institutional Research:

The 2009 Exit Survey of Graduate Students Completing Degrees in the Spring or Summer of 2009

- This is the first formal exit survey of graduating masters degree recipients at Western Washington University.
- Of the 280 recipients of this degree, Office of Survey Research received valid responses from 188 (a response rate of 67.1%).
- 74.5% of students said they would probably or definitely choose Western if given the chance to start their graduate career again.
- 77.7% indicated they would probably or definitely recommend someone to Western who was considering their program.
- 82.3% of students said they were satisfied or very satisfied with the overall quality of their program, and
- 84.7% say they are satisfied or very satisfied with the level of academic challenge.

Degree Completion, Attrition and Factors Affecting the Time to Degree

Staff at the Graduate School completed a study of data on four cohorts of graduate students to determine the completion and attrition rates as well as the time to degree. The study also examined the factors that influence completion rates and time to degree. This is the first study in the US regarding completion and attrition in masters' programs. The results were presented at a national conference and the study is currently under consideration for publication by an international journal.

Improving Operational Efficiency:

The Graduate School has taken the following steps to improve operational efficiency:

- The Graduate School now receives GRE, GMAT and TOEFL scores electronically and uploads the scores into Banner tables via NOLIJ interface. This generates ID, address, and basic biographical data so that when applications are received, the record already exists and streamlines application process. It also saves enormous amount of time filing paper copies of score reports often sent multiple times.
- The Graduate School has designed an automated degree evaluation procedure to replace inefficient manual paper file tracking because it cannot be completely accomplished through CAPP in Banner. The new system links Banner tables, runs queries, and extracts summary reports which identify missing degree requirements at specific deadline dates. Testing and improving the process for the fall 2009 graduates is in progress.

Extended Education and Summer Programs

Extending Degree Programs

Summer Session Online Courses: Two WWU departments offered three online courses for the first time this past summer session. Ninety-six students registered for these courses which included Environmental Science 101, Journalism 190 and Journalism 404. Many of these students also enrolled in other summer session courses.

Three new Self Sustaining Degree Programs: Extended Education and Summer Programs is pleased to announce that our collaboration with Huxley College of the Environment and the College of Business and Economics has resulted in three self-supporting degree programs to be offered at Everett's University Center of North Puget Sound.

1) Expanded Degrees from Huxley College of the Environment in Everett

Huxley College has, for a number of years, offered highly acclaimed degree programs on the Kitsap and Olympic Peninsulas leading to a BS in Environmental Science and a BA in Planning and Environmental Policy. By popular demand these programs are expanding this Fall Quarter to integrate students in Everett and the metropolitan area into the Peninsulas' program.

2) Professional MBA Degree

The College of Business and Economics will be expanding its Master of Business Administration degree offerings with a new Weekend MBA program at Everett. This two year program, intended for working managers and professionals having at least five years experience, is to start Winter Quarter 2010 and is the only weekend MBA program currently offered in the North Puget Sound area.

3) Professional Science Master's Degree

EESP is also working in collaboration with Western's Graduate School, College of Business and Economics, and Huxley College to design a new self-sustaining graduate program, Professional Science Master's, the only program of its kind in Washington State. This outreach program may be offered in 2010 at the Peninsula site and will attract students with an Environmental Studies degree as well as others who are working in related fields.

These programs build on valued alliances with regional community colleges and contribute to meeting actual, demonstrable needs for higher education.

Center for International Studies

International

CIS received in August a \$175,000 grant from the Undergraduate Internationals Studies and Foreign Languages Program (Title VI) from the U.S. Department of Education to expand the university's efforts in international education. Dr. Douglas

Nord is the Director of the grant program and Dr. Edward Vajda is the Co-Director. More than a dozen faculty and staff from five different colleges on campus will be taking part in the program. The grant enables WWU to:

- develop new courses for the Minor in International Studies focusing on a variety of contemporary global issues (the environment, human rights, international trade, migration, and health care)
- expand its study abroad and international internship opportunities for students
- enhance its offerings in foreign languages (Russian, Mongolian)
- bring visiting scholars to the campus and encourage the forging of strong academic links with partner universities abroad—esp. in the Asia-Pacific region --develop new collaborative programs in international education with local
- partners including the K-12

Diversity

- In 2009-10, WWU will have one of its largest cohorts of international students studying on campus and contributing to the diversity and global awareness of the academic community.
- Nearly 300 students from abroad will be attending Western as either a matriculating student, exchange student or as a participant in an intensive English studies program.
- These students will represent over forty different countries around the world.
- Some dozen international faculty will also spend time on the WWU campus this coming year teaching, conducting research or participating in some other collaborative academic program.

Research and Creative Activity

Dr. Douglas Nord will be assuming the office of President of the Association for Canadian Studies in the United States this November. The Association represents some 1,000 scholars in the United States, Canada and around the world whose research is focused on Canada and its relations with the United States. Nord's new post is reflective not only of his long-established record of research on U.S.-Canada relations but in keeping with Western's long tradition of supporting research and teaching in this area

WWU's Center for Canadian-America Studies is one of only two National Resource Centers for the Study of Canada sponsored by the U.S, Department of Education

WWU is the home of the leading academic journal in the field of Canadian Studies, *The American Review of Canadian Studies*

Shannon Point Marine Center

Graduate Education

- Recognizing the significance of graduate education to the marine sciences at WWU, the Shannon Point Marine Center has undertaken an initiative to increase the level of external funding that supports graduate student tuition. Two supplements to existing NSF grants were proposed and approved that will provide over \$91,000 in graduate

tuition over the next four years. This is in addition to more than \$80,000 that had already been funded on external grants at SPMC for this purpose.

Diversity

- In 2009, the Shannon Point Marine Center implemented the first year of its new five-year NSF grant that supports its nationally-recognized "Multicultural Initiative in Marine Science: Undergraduate Participation" (MIMSUP). The program presently funded through 2013 will have received 23 consecutive years of funding from NSF at the conclusion of the funding cycle and is regarded by NSF as among its most successful programs aimed at increasing diversity in the sciences.

Research and Creative Activity

- Through private fundraising, the Shannon Point Marine Center has developed the facilities and implemented research programs to address the issue of ocean acidification. Ocean acidification is the projected result of increasing amounts of atmospheric carbon dioxide that dissolves in ocean water and changes its chemistry in ways that can affect marine organisms. Research activities have involved both senior investigators and undergraduate research interns.

Equal Opportunity Office

Diversity

1. The most recently available hiring data (October 2007 to October 2008) represent Western's on-going commitment to a diverse workforce. Of all tenure track faculty hired during this period, 21.6% were faculty of color, up from 14.8% in 2005. A similar trend can be seen with tenure-track women who constituted 54.1% of all tenure track faculty hired in 2008, compared to 37% of all tenure track faculty hires in 2005. In addition, the professional staff of color represented 23.3% of all hires in this employment category in 2008, compared to 11.8% of all professional staff hired in 2005. These positive trends reflect the significant commitment of Western's leadership and hiring authorities to create a more diverse and inclusive work force.
2. The 2009 Diversity Award continues Western's tradition of honoring faculty, staff, and students who have made significant contributions to promote inclusiveness and valuing differences. Dr. Lorraine Kasprisin, professor of Education in the Woodring College of Education, was this year's recipient, for her many outstanding achievements in this area. Many of Dr. Kasprisin's exemplary efforts on diversity resulted from her long-time service as Director of Woodring's Center for Cultural Pluralism (now known as the Center for Educational Equity and Diversity).
3. In August 2008, the College of Science and Engineering Technology received an NSF Advance Grant to enhance the recruitment and retention of women in science and engineering. The grant's Principal Investigators--Dean Arlan Norman, Associate Dean Kathleen Kitto, and Vice Provost Sue Guenter-Schlesinger have completed a climate assessment of the College, as the major undertaking for year one of this two-year grant. Results of this assessment will be used to better understand and respond to enhancing the overall organizational climate for all faculty. The grant is also looking at hiring trends for women faculty in the College.
4. Western's Diversity Handbook, a compilation of a wide variety of diversity projects, programs and classes is being updated this year and will contain nearly 300 entries,

almost 100 entries more than in the initial publication two years ago. This publication reflects the valuable contributions of faculty, staff and students who focus their efforts on issues ranging from disability, race and gender to sexual orientation, religion and internationalism. The Handbook is easily accessible on the web at www.wvu.edu/eoo.

5. In Fall, 2008, the Equal Opportunity (EO) Office implemented a Veteran's Employment Outreach Initiative by developing a liaison with the Everett Naval Station to encourage retiring service members to apply for employment at Western. An EO Office representative provides periodic briefings at the Naval Station's Transition Assistance Program (TAP), emphasizing Western's commitment to welcome and employ veterans.
6. In line with its continuing commitment to better serving faculty, staff, students and the public with disabilities, Western installed new maps throughout the campus in June, 2009. For the first time, campus maps now show "accessible routes," "usable routes," "push-pad activated doors," and buildings containing "accessible restrooms." This initiative is one of many which focus on providing greater accessibility for individuals with disabilities.
7. Beginning this academic year, Western will conduct climate assessments for students, faculty and staff to understand how to more effectively develop and implement programs to enhance and maintain an inclusive environment for all.

Institutional Research

- In conjunction with Administrative Computing and the Registrar's Office, we have created several web-based tools to display student and other data. Some are analysis-oriented and have already been heavily used by academic departments to provide information needed for program efficiencies in the 2008-09 academic year. These reports, as well as some currently in development, will be available for both high-level decision-making and future efficiency challenges faced by Western's colleges and departments.
- We have a new KPI Dashboard that provides high-level indicators of institutional performance on a variety of measures. The Course Enrollment Chart developed along with the Dashboard was key to making important course-level efficiencies that allowed us to reduce course offerings by 10-12% in the 2008-09 academic year, while gaining an unprecedented level of course access for students.
- We now have an Academic Fact Book with some standard reporting. We are developing this further, with the goal that 80-90% of our ad-hoc data questions may be addressed by reference to the Fact Book.
- Our Enrolled Majors report is a web-based report within the Academic Fact Book that allows pivot-table access to enrolled students down to the program level. This will be put into production soon and will provide valuable analysis functionality for college and department-level decision-making.
- Still a few weeks away, is a Student Credit Hours/FTES report. We are working to get this web-based pivot table access to historical SCH data down to the instructor

and course level. Also in development is a web-based pivot table view of degree data.

- Various projects including development of new spreadsheets/ resources for Karen Copetas to use for enrollment projections.
- Coordinated WWU reporting of IPEDS data as newly designated IPEDS Keyholder.
- Support for issues surrounding change to spring registration of students continuing to the fall.
- Fall 2008 utilization of general university classrooms as well as contribution to Capital budget submission.
- Work with Jerry Boles on Performance Agreement last fall. Also, annual submission of performance measures.

Research and Sponsored Programs

The number of proposals seeking external funds in support of research and scholarship increased by 46% and the amount requested by these proposals increased by 68% over the previous year 2007/08.

FY	Number of Proposals	% Increase	Total Requested	% Increase
2007-2008	115		\$21,554,175.00	
2008-2009	168	46%	\$36,194,842.00	68%

During 2008/09 faculty members published 80 books and edited volumes, 685 journal articles and book chapters, presented 696 papers at scholarly conferences, and showed artistic creations at 232 exhibits and 479 performances in addition to producing 35 recordings.

Books	Refereed Journal Articles	Other Journal Articles	Book Chapter	Edited Volumes	Conference Papers	Exhibits	Recordings	Performances
46	379	165	141	34	696	232	35	479

Two patents on inventions by faculty were issued and the reviews of two other patent applications are pending.

Advancement

Advancement and Campaign Planning:

Western Washington University has embarked upon the planning stage for a Comprehensive Campaign. Initial conversations with the leadership of Western occurred late last spring and will be followed up with a retreat in September to begin the priority-setting process for the Western campus. The Foundation Board’s spring

retreat focused on the campaign and established a planning committee, comprised of Foundation and Alumni board members, that has been meeting and making initial decisions over the summer. A primary guiding principle of our campaign is that the funds raised and the process used to conduct the campaign will transform Western in many ways. Additional planning stages will take place quickly this next academic year such as completion of the priority setting, a feasibility study, recruitment of a campaign committee, identification of lead gifts, campaign branding and a communications plan, and a scan of the economic and other conditions to help determine the launch date for this very important effort for Western.

The Trustees and Foundation Board of Directors have launched a companion initiative, “100 Community Conversations about the Publicly-Purposed University.” Our intention is to create opportunities for dialog among key leaders in business and industry, education, the arts, the sciences, and our non-profit organizations to better understand how our community views the role of the public university in Washington.

Sustainability

George Pierce has the responsibility for gathering together all the grassroots elements of the campus who are involved in sustainability, and the Foundation staff has taken the lead in pulling together a select group to identify fundraising priorities. This group has started focusing on mission, goals, and the programs and projects that could benefit from private resources.

Risk Taking

University Advancement has undergone a review of its functions and completed a realignment of its organization to meet the needs of Western and to prepare for a campaign. Additional work is being done to review current practices and the possibility of having students conduct a Lean Office Analysis is in the works. Research is being conducted with our peer institutions as well as with some additional “aspirational” institutions to tap a wealth of best practices and to inspire new ones. University Advancement plans to be prepared and stay ahead of the many changes in our midst from the varying economic forecasts to the wide array of technological and communication vehicles available to reach our constituents.

Business and Financial Affairs

What are we to be?

- No institution can be great without first class administrative services and strong financial metrics. While we have identified many areas where improvement is possible, BFA strives to provide premier business support services and maintain stewardship of university resources at the highest levels, while constantly looking for improved efficiencies and continuing with quality service and support.

Marketing

- Facilities Management (FM) has supported the graphic identity of Western by maintaining a project manager familiar with graphic standards, thereby ensuring consistency in appearance and messaging with other university departments. Upgrading signage in information kiosks on campus was one project recently completed.

- BFA worked successfully with the Office of Communications to achieve some enhanced visibility around mission-critical projects, such as the Buchanan Tower Addition construction project and bond financing, negotiation with Whatcom Transportation Authority on student alternative transportation fees, and facilities and construction updates.
- Human Resources was successful in placing 10 employees impacted by the layoff with employers in Whatcom County.

Risk Taking

- The most recent round of budget cuts has necessitated every BFA department to look at their respective operations with a more entrepreneurial eye. Examples of great ideas borne of budget cuts abound: developing a program innovation-type fund to incentive energy savings in departments (mentioned below in creative activity), introducing an internal hiring technician working tirelessly to reassign staff to mitigate layoff action. These are just a few examples of ideas that would not have happened without cuts in resources, motivated by a desire to provide the same or better services, at a lower cost. They will enable BFA to continue to provide the administrative support structure for faculty and staff who directly serve the academic mission, and to our students who are also feeling the impact of the budget cuts.

Research and Creative Activity

- Advocated use of alternate capital funds for the development of the Armory. FM is proceeding on a draft RFP for a public private partnership for the Armory, to be developed in conjunction with an open public process both with the Western community and the City of Bellingham.
- Echoing the theme stated: “During times of budget reductions, it is all the more important to emphasize and enable extramurally supported research and creative activity,” BFA submitted several grant applications related to the build-out of the Lincoln Creek Transportation Center, which would enable the \$8+ million final build-out of an inter-jurisdictional transportation center adjacent to the I-5 transportation corridor.
- The University Police Department played a leadership role in establishing the University’s Safety Assessment (Threat Assessment) Team and process. This team comprised of campus community members from various stakeholder interests and outside community organizations has become the first Assessment Team involving K-12 and higher education in the state. This team is active and has already stepped in to mitigate or intervene on several potentially threatening circumstances.
- Western has taken the lead role for all “in state higher ed” police departments in establishing the University Policing Committee in WASPC (Washington Association of Sheriffs and Police Chiefs), bringing these departments into the professional organization and fostering collaboration among the six universities.
- Implemented pilot project for employee performance evaluations by partnering with another Washington community college to acquire their electronic performance evaluation system, without necessitating a capital outlay.

Decision Making

- FM has supported the increased emphasis on ‘openness and transparency’ by publishing ‘Desk Notes’ every two weeks. This memorandum describes the construction going on around campus and attempts to give the campus community greater visibility on those projects that will have significant impact to the

learning/working environment. 'Desk Notes' has generated very positive responses from the campus community.

- Recommended significant changes to the campus capital planning process, with the goal of enhancing transparency and visibility around capital planning decisions. Key deliverables of an integrated capital planning process include earlier initiation of projects, better scheduling, streamlining execution/commissioning of projects, and better assessment of completed projects.
- Started finance data warehouse project, which will make financial data easier to access and put more information in the hands of users of budget and financial information.
- Human Resources implemented "ASK HR" to provide faculty and staff with up-to-date state, federal and local human resource activity.
- WWU successfully negotiated collective bargaining agreements in these very difficult economic times.

Resource Allocation

- The goal of "seeking closer alignment of resources and demands is something we can work toward whatever the budget situation" was a key consideration in taking a large budget reduction for the 2009-11 biennium. Examples of resource reallocations were:
 - Realigned duties and shifts in Custodial Services enabled maximization of remaining resources in FM, protecting classroom and common area cleanliness.
 - Going to a 100% paperless recruiting process saving staff resources while simultaneously expanding faculty/staff outreach, and supporting diversity initiatives.
 - Established formal wellness program for faculty and staff without significant increase in resources.
 - Reallocating administrative resources to funding sources that are not disappearing, such as capital projects funds, enables us to maintain core levels of administrative support.
- Reorganized administrative functions resulting in significant cost savings.
- Maintained our bond rating and issued financing for 100-bed addition to Buchanan Towers Residence Hall.

Institutional Research

- FM has established a set of metrics and benchmarks that measure Western's performance in facility operations against various higher education groupings and some specific peer Universities.

Sustainability

- The Office of Sustainability's proposed 10x10 Program, in which participating departments at Western would be awarded a portion of the energy savings that they affect in their facilities. While the institution did not fund this program due to budget reductions, FM has found funding to do a pilot project with the College of Business and Economics.
- Generated of a draft Climate Action Plan.
- Alternative Transportation has been on the forefront of sustainability by working with the Associated Students and WTA to realize a large increase in ridership on public transit in Whatcom County with student, staff and faculty participating.

- New metering using available capital infrastructure funding will allow much greater visibility over energy use on campus and, as a consequence, allows significant conservation without impact on the users.
- EHS has organized the Apple (Computer) Inc. free removal of electronic waste from the campus for the third consecutive year. Forty-five pallets of e-waste are being taken away – almost two semi-truck loads.
- EHS works with academic and administrative departments to minimize the amounts of chemical waste generated and to ensure that wastes are treated and recycled as feasible. Most importantly, we work with all affiliated with WWU to ensure that wastes are not disposed of inadvertently.

Student Affairs and Academic Support Services

What Are We to Be?

- Western's Academic Advising Center, Tutoring Center, and Career Services Center have merged to become Academic and Career Development Services (ACDS). The new blended model – designed to create synergy between students' academic and career advising – sets Western apart. At the time we moved in this direction, less than a dozen institutions were using some form of a blended model. ACDS utilizes an integrated service delivery model to support students' academic success; help them make academic plans consistent with their interests, skills and aspirations; and position themselves to achieve their career goals. The blended ACDS model has been evolving for the past two years and will be fully in place this fall.
- In 2008-09, the WWU Student Health Center transitioned to a new password-secured web portal for students, placing the Center among only 5% of ambulatory clinics nationwide that are now completely paperless. This transition has markedly improved documentation of patient history and electronic pre-visit screening of patients for symptoms of concern, such as depression, as well as past medical and family history. In addition, it has cut down on phone calls. Lab work results are now shared with students electronically within hours, and secure electronic communication with their health care provider is available daily.

Risk-Taking

The Division of Student Affairs and Academic Support Services is working collaboratively with Academic Affairs on two emerging efforts that directly support Western's 15 Initiatives.

- The Western Leadership Advantage (WLA) is a comprehensive campus-wide leadership development program, designed to maximize Western's long history of excellence by enhancing the student experience through a portfolio of leadership development opportunities that offers students a chance to assess their talents, develop new skills, and apply those skills. Over the course of the past year, Western's Leadership Development Specialist – housed in the Division of Student Affairs and Academic Support Services – has developed and launched a comprehensive leadership website, with information on student leadership programs, news, and events, and a range of resources for prospective and current students and their families; piloted a leadership e-portfolio program that will be fully in place this fall; and worked collaboratively on a WLA Leadership Speaker Series. In the coming year, the Division will work collaboratively with Dr. Joseph Garcia, chair of the new Karen W. Morse Institute for Leadership. The interdisciplinary institute will support and expand Western's goal to develop graduates who are well-

prepared to exercise responsible leadership in their chosen careers and communities. Western's efforts in the realm of leadership development continue to grow and evolve, and make progress towards becoming a defining hallmark of the Western experience.

- Student Affairs and Academic Support Services and Academic Affairs have partnered to appoint and co-chair a cross-divisional First-Year Planning Group, charged with assessing current first-year programs, identifying gaps, and recommending new directions and emphases. The group – which met during the winter and spring, and will finalize their work in the fall – has developed a mission statement and is the process of finalizing learning outcomes that can be applied to all first-year programs at Western.

Decision Making

- In May 2009, WWU provided an earlier registration option for continuing WWU students to register for fall 2009. In preparation for this, Administrative Computing and the Registrar's Office provided historical enrollment information and projected enrollment needs to departments for planning not only for seats needed for continuing students but also projected seats needed for new transfer students and new freshmen. Departments used this information in their course planning, reserving seats for new transfer students registering in July during Transitions and new freshmen registering in August for Summerstart. Not only was registration extremely successful with well over 90 percent of our eligible students registering in advance but our course access issues were significantly reduced through departmental use of these planning tools.

Diversity

- Building on the record number of freshmen of color applications for Fall 2009, the Office of Admissions has partnered with the Ethnic Student Center to strengthen multicultural recruitment efforts. A new initiative – the HANDS program (Helping Admit New Diverse Students) – will be co-led by Will Jackson (Admissions intern), Fabiola Arvizo (co-President of MEChA), and BreAnna Jones (President of the Black Student Union), and will involve many current and rising student leaders from across Western's campus. The initiative is designed to support the recruitment of students of color.

University Relations

Sustainability

- Fulfilling a commitment to institutional sustainability goals, while at the same time achieving significant budget savings, was achieved by eliminating a number print communications pieces and moving them on-line. The major communications pieces affected by this decision were the Academic Catalog, the President's Donor Report and the Fast publication.

Resource Allocation

- In an effort to maximize the use of institutional financial resources and to create production efficiencies, the graphic designers previously housed in the cost recovery based Copy and Print Services were moved to University Communications to fill two previously open positions. The result of this action is the elimination of charge backs for their services, an action that will result in savings of approximately \$100,000 to units across the campus.

- In looking to the future, the University Relations Division will enhance its work with the Port and City of Bellingham on land acquisition and subsequent development, much which will be done through the newly created Western Crossing Development. Internally, UR will continue to help drive the Western Crossing program planning.

Marketing

- A new annual report was created which will be used as a marketing tool to highlight the accomplishments of the WWU community in 2008-09. It will be distributed at the start of the fall classes. This printed and on-line communication piece is a gathering of the top news, achievements and stories of excellence from 2008-09.
- The 2009-10 academic year will mark the beginning of a new approach to university integrated marketing and communications. It will start with an institution-wide branding initiative this fall, an initiative that will help WWU better define itself and to develop a brand promise for its multiple constituent groups in the future. The new school year will also be the time that a new "Western Today" communication piece is put into circulation. This new on-line piece will be a one-stop customer driven daily information communication piece that is the result of the consolidation of a number of previous stand alone publications.

Decision Making

- Western's leadership and its government affairs lobbying team were extremely proactive in legislative advocacy in 2009, an effort that played an important role in limiting the budget cuts imposed upon WWU and public higher education for the 2009-11 biennium. While the budget cuts imposed by the state legislature were the most severe in state history, the excellent work by WWU representatives was acknowledged as a reason cuts for the school and higher education as a whole were not even worse.
- With an economic crisis that has redefined the world we live in and the priorities that drive it, UR is committed to engaging in pro-active work to build closer relationships with legislators and to better articulate to them the critical role higher education plays in the daily lives of the citizens of Washington state. To this end, it will work with our regional higher education partners in establishing an entity to create programmatic synergies from our common strengths and to articulate those strengths to the legislature. It will also partner with the students, alumni and labor unions at WWU to advocate and further articulate the uniqueness and value of the region's premier institution of its kind.