Western Washington University supports the pursuit of Engaged Excellence with slightly over 3.2 million square feet of academic, residential, and support facilities. These facilities offer a rich diversity of classrooms, offices, lecture halls, laboratories, theatres, practice rooms, dining facilities, residence rooms, and lounges that enable the University to promote and sustain its broad academic mission. The campus has a striking appearance, nestled beneath the Sehome Arboretum and overlooking Bellingham Bay. Western's ambience is further enhanced by the organization of the campus into distinctive plazas that encourage a sense of community and promote dialogue between students, faculty, and staff. The beauty of the campus is carefully maintained by the stewardship of a dedicated staff of gardeners and utility workers. Native vegetation is used wherever possible to extend and emphasize Western's connection to Puget Sound and the Pacific Northwest.

The main campus has experienced significant growth in the past ten years, compelling the University to optimize available space on the main campus while still ensuring that the “small college” character of Western is not diminished. Growth has also been accompanied by challenges to the aging infrastructure. Those challenges have been met in many areas, while on-going programs in others have been instituted to replace or repair needed systems.

In addition to increasing new facilities, Western has aggressively pursued enhancing its existing facilities with the latest technology and learning aids. This focus has resulted in a large percentage of classrooms equipped with a broad spectrum of media support, an advancement that enhances the quality of many aspects of the educational experience at Western.
Western’s campus includes 110 buildings, of which eighty-five are major structures over 2000 square feet in size. These include forty-eight academic and support buildings, twenty-seven residential housing and food service facilities, and ten auxiliary facilities. Academic facilities, both on and off the main campus, total roughly 2.01 million square feet of gross enclosed area. Residential and auxiliary facilities add approximately 1.19 million square feet, for an aggregate of 3.2 million square feet.

The oldest building on campus, Old Main, was built in 1895 and houses the primary administrative functions of the University, as well as academic classrooms. The newest academic building—the Communications Facility—was completed in 2004. While instructional space has historically been in short supply at Western, the University has, in large part, been able to keep pace with enrollment growth in most areas. Western has also ensured that the University’s facilities reflect the latest thinking, not only in safety and security, but also in sustainability.

**A Sustainable University**

Western has consistently been a leader in the effort to train future leaders on the impact of population and development on the world’s environment. As noted in Standards One and Three, for example, Western received the Green Power Leadership Award from the Environmental Protection Agency and the Department of Energy in 2005. In 2006, Western established an Office of Sustainability to help organize and lead sustainability efforts at Western. The Office of Sustainability is dedicated to helping Western achieve its strategic goal of sustainability in a number of ways:

- Prioritizing sustainability goals and working to achieve these goals by tailoring sustainability initiatives to meet campus needs.
- Further integrating sustainability into Western’s culture, academics, and student life by encouraging faculty, staff, and students to understand the environmental, social, economic, and human health consequences of their actions.
- Advancing knowledge of sustainability by facilitating faculty, staff, and students to research any aspect of campus sustainability.
- Acting as a liaison on sustainability initiatives between campuses regionally and nationally, building connections between Western and the greater Bellingham community, and publicizing Western’s efforts.

As noted in Standard One, in 2007 President Morse signed the President’s Climate Commitment, which sets Western on a path to climate-neutrality. In 2007 and early 2008, the Office of Sustainability, Facilities Management and the Sustainability Committee will be conducting a greenhouse gas inventory and developing a climate-neutral action plan for the University. Western is one of only fifty schools nationally to take on this important task. (See Standard One Exhibits for Office of Sustainability Self-
Study Report.)

Sustainability has been an underlying theme carried forward in many aspects of Western’s physical resources. Western prides itself on having some of the most beautiful grounds in the Pacific Northwest, and Western’s gardeners and outdoor utility workers have long emphasized sustainable stewardship as they work to maintain Western’s appearance. They have advocated and initiated a broad variety of sustainable grounds maintenance practices. For example, the gardeners have developed their own compost facility to recycle clippings, leaves, and prunings, and they have established pesticide-free zones, where they work with approved organic methods to eliminate the need for toxic chemicals. They have replanted certain areas of the campus with native vegetation to reduce the need for resource-intensive cultivation.

The Academic Custodial Services (ACS) have also led the way in sustainability. Even prior to the establishment of the Office of Sustainability, the ACS committed to using only cleaning products that are certified “Green” in order to minimize the impact of their cleaning activities on students, staff, and faculty. The ACS also experiments with different procedures to minimize the generation of waste. For example, two years ago the custodians transitioned to the use of ‘microfibers’ for their cleaning cloths, which can be used and reused in place of paper towels and/or regular cloths, which require cleaning.

**Outdoor Sculpture Collection**

Considered one of the top ten acclaimed university collections in the United States (*Public Art Review*, 2006), Western’s sculpture collection spans the last half of the twentieth century and is integrated with the terrain and architecture of the campus. Western’s collection is often considered a model for other universities, as Western boasts a unique history of public and private partnerships: since 1980, four sculptures have been completely funded by the state “percent for art” law; six were funded by Western’s historical Art Allowance (1959-1980); five were funded by National Endowment for the Arts grants, with matches from public and private sources including Western’s Art Allowance; and ten gifts were made, the majority from the Virginia Wright Fund and the private collection of Virginia and Bagley Wright, Seattle.

The collection now includes works by three internationally acclaimed artists, eighteen American artists with international reputations, and seven Northwest artists. Western made the wise decision to allow the artists to choose their own sites across the entire campus and, typical of Western’s goal of excellence, the University has an annual maintenance plan for the sculptures approved by a consultant from the National Institute of Conservation. In recognition of its forty-six year history and the growing importance of the collection, the President and the Board of Trustees, in 2006, set up the first specific line item dedicated to ongoing maintenance of

“I loved Western. Not only did it have a lot to offer academically but socially. I had a great college experience.”

—Western graduate
the sculpture collection in the University budget. Western also has a small endowment for conservation.

Western's Outdoor Sculpture Collection reaches a wide audience through its permanency and international reputation. Visits increase each year, and Western's Information Center estimates more than 45,000 visitors annually to the campus. The Western Gallery provides tailored tours of the collection to a wide variety of organizations, including K-12 school groups and Elderhostel seminars. (See Exhibit 8.1 for a more comprehensive description of the Outdoor Sculpture Collection.)

**Arboretum**

The Sehome Hill Arboretum is a 180-acre, natural forest habitat cooperatively managed by The City of Bellingham and Western. The Arboretum is bounded by the University and residential neighborhoods of Bellingham, and it is home to a diverse collection of native plants and animals. The Arboretum has several miles of trails over varied terrain, with an observation tower that affords views of Bellingham and the surrounding area. An eight-member Board of Governors manages the Arboretum in accord with sound ecological methods to preserve its unique educational, research, aesthetic, and recreational opportunities.

**New Facilities**

Since 1998, Western has adopted an Institutional Master Plan (IMP) that fully takes into account an assessed need for more academic space (for a detailed discussion of the Institutional Master Plan, see Standard 8.B. later in this report). As recommended in Western's 1998 accreditation evaluation, this plan now serves as an official guide for Western's capital construction priorities, and several major new facilities have been completed within the scope of this plan.

**Campus Services Facility**

The new Campus Services Facility was completed in the summer of 2002. This building, totaling approximately 25,000 gross square feet (gsf), houses the Student Health Center on the second level and Public Safety (University Police, Parking and Transportation, and University Lockshop) on the first level. The building sits on the southern edge of campus, where it can serve visitors and all members of the campus community. The spaces in the core campus vacated by these programs are identified in the IMP as temporary structures scheduled for demolition to make way for new programs.

**Student Recreation Center**

A new 96,000 gsf Student Recreation Center was completed in 2003. This project, funded in part through student fees, includes a three-court gym, multipurpose gym, climbing wall, recreational pool, aerobic rooms, fitness
and weight equipment, and offices for Campus Recreation. Such a center has been needed for quite some time on Western's campus, and Western's joint public/private fundraising efforts have brought it to fruition. The Center is heavily utilized by students, faculty, and staff.

**Communications Facility**

Construction of Western's new Communications Facility was completed in 2004. This new 131,365 gsf building houses the departments of Communication, Computer Science, Journalism, and Physics. In addition to departmental space and labs, there are sixteen general University classrooms and seven general University computer labs. With four aboveground floors and one basement level, the building is the largest academic structure ever built on campus in a single phase.

**Administrative Services Building**

To free up core academic space in the heart of campus, Western purchased a new 30,000 gsf office building located nearby. The Telecommunications office, Purchasing Department, Accounts Payable Department, and Administrative Computer Center moved from their campus locations to this new Administrative Services building. The area vacated by these offices was then used to expand academic office space and to develop additional classrooms. The University also leased space in a second adjacent office building: Western's office of Extended Education and Summer Programs moved there from another leased facility, and the Human Resources Department moved from Old Main, which also freed more space for academic uses.

**Shannon Point Marine Center**

In August 2006, a new 12,000 gsf facility was added to Western's Shannon Point Marine Center (SPMC) in Anacortes, Washington. The new facility provides office space, student study areas, and analytical and chemistry laboratories as well as computer and information technology resources, and it connects to the existing Sundquist Laboratory, now providing elevator access to all three floors of both buildings.

SPMC suffered extensive damage from wind, rain, and fallen trees in December 2006. Three large trees fell on the library, two on the office wing, and one on the modular classroom. President Morse signed a Declaration of Emergency Purchase on December 15 to secure the building structures and broken windows to prevent further damage, and to clean up and return the buildings to habitable status. Following a professional assessment of the damage by structural engineers, the estimated cost of restoration was revised to $397,000. Newland Construction was available to respond to Western's request for immediate repair of the wind and rain damage. The facility opened as scheduled for the beginning of winter quarter, 2007.
**Academic-Instructional Center**

The Academic-Instructional Center (AIC), currently under construction, will house an additional 725 classroom seats plus provide new facilities for Psychology and Communicative Sciences and Disorders. The University was able to award a contract to a successful bidder in February of 2007. This facility is due to go on-line in late 2008. Western will request LEED certification for this facility in order to highlight the sustainable aspects of this structure. Notably, the facility includes many designs that will improve the long-term health of the occupants, such as state-of-the-art natural ventilation and low emission materials.

These new facilities allow Western to advance its strategic actions of growing and maintaining the campus infrastructure through “developing spaces that are flexible, efficient and sustainable,” and “ensuring the campus environment remains healthy, safe and secure.” All new facilities will be LEED silver certified in accordance with the desires of the Board of Trustees and Washington State Law. The LEED certification will have positive long-term impacts on Western’s infrastructure by incorporating energy efficiencies in the construction, as well as optimizing the building environment by using natural ventilation and day-lighting techniques.

**Renovations of Existing Facilities**

**Haggard Hall Renovation**

Haggard Hall, constructed in 1958 as Western’s science building, was renovated in 1998. The upper two levels of this approximately 105,000 gsf building were renovated into additional library space. The renovation added new offices for faculty and library staff, student study areas, new reference and circulation stations, and increased stack space for 32,000 lineal feet of shelving. The design included new library computer stations and data outlets at all study areas, as well as a sky-bridge connection to Wilson Library.

At the same time, the first floor of Haggard Hall was renovated as computer lab space for the Computer Science and Foreign Language departments, as well as general University computer labs, with approximately 230 stations. Contractors designed it as a 24-hour accessible space that includes a student study lounge with data outlets for access to the University system. The project also upgraded four existing classrooms with new seating and instructional media systems.

**Bond Hall Renovation/Asbestos Abatement**

Bond Hall, built in 1967, housed the departments of Computer Science, Physics, Mathematics, and History in the campus core. The building was partially vacated when Computer Science and Physics moved to the new Communications Facility in late 2004. A rare window of opportunity was presented in 2004-05 that enabled the University to address long-standing asbestos abatement concerns, preserve and upgrade numerous building systems, provide ADA access in inaccessible mezzanines on two floors, and
add instructional seats by converting former lab space to classrooms. The Bond Hall Renovation project was completed in 2006.

Viking Union Addition

The Viking Student Union facility was renovated in 2001 and includes approximately 30,000 gsf of new space. The renovation tied the two-building student union together as a more cohesive facility with improved accessibility. The renovation also upgraded food service facilities, lounge spaces, conference rooms, offices and the Associated Students Bookstore. The project included the construction of a new 79-seat mediated classroom.

Integrated Signal Distribution

The University completed its Integrated Signal Distribution System (ISDS) project in 2001. This system provided a new telecommunications backbone to campus, serving the needs of voice, data, TV, building systems, and alarms signals. The project brought upgraded telecommunications outlets to virtually all faculty and staff offices, classrooms, and residence halls. Since completion of the ISDS project, the University has also begun installing wireless communications to expand data accessibility to University members. Western was later named one of the top “100 most-wired” campuses in the nation.

Campus Infrastructure Development

The Campus Infrastructure Development project was accomplished in phases over several biennia. Completed in 2006, this project added utility infrastructure in the south campus area for the proposed expansion of campus facilities. Upgraded utility capacities (electricity, steam, water, sanitary sewer, storm water, and telecom raceway) were based on the proposed facilities growth identified in the IMP. A major portion of the project included revision of the southern circulation routes to the campus, emphasizing pedestrian, bicycle, and transit access, as well as improved safety.

Renovation of Existing Classrooms

Western initiated a $10 million program in 1999 to renovate all 120 general University classrooms. Approximately 90% of the classrooms will be renovated by the end of 2007, and funding has been requested to complete the project in the 2007-09 biennium. The renovations vary according to site, but generally include upgraded lighting, improvement of the acoustical properties of the space, new seating if needed, carpets, and a full range of technology including computers, projectors, and network capacity.

Western is also changing classroom spaces to accommodate new teaching modalities. This is being accomplished by reducing the seat-density in some classrooms to facilitate the re-arrangement of chairs and tables, and by providing space in new buildings where students (or students and faculty) can work in collaboration. Western has also retrofitted a number of existing spaces for this purpose.
**Upcoming Renovations**

In addition to these projects, Western currently received funding to renovate Miller Hall (see Standard Seven). The Miller Hall renovation project, due for completion in 2011, will add another 210 general classroom seats and will allow for expansion of Woodring College of Education, as well as the department of Modern and Classical Languages. The MCL department will move to Miller Hall from the Humanities building, and the space vacated there will be used to accommodate the long-term expansion of the English department, as well as providing faculty offices for other disciplines. The space vacated in Parks Hall by Communication Sciences and Disorders will be used to accommodate growth in the College of Business and Economics.

Western has also requested pre-design funding to renovate Carver Gym, and $400,000 was awarded. The pre-design company has been selected, and it is in the process of working with faculty, staff, and administration to generate a proposal. When complete, this renovation will provide additional space for the department of Physical Education, Health, and Recreation (PEHR). (See Standard Two, College Summaries, for a description of the space needs of this department.) The University also plans to address the need for more science labs by adding new lab space by 2009.

**Need vs. Supply**

Figure 1 shows the projected need vs. supply for general university classrooms for the next eight years. The graph shows that, while Western
will remain “impacted” as compared to Washington State standards for classrooms, the University should be able to accommodate planned growth to 12,500 AY FTES. As part of the response to this need, Western's Master Capital Plan shows a new academic building slated for 2012.

Most departments at Western have (or will have) adequate space. As noted in Standard Two (College Summaries), major problem areas include the College of Fine and Performing Arts and Fairhaven College. The College of Fine and Performing Arts still needs additional performing space for the Dance program, scene and costume facilities for Theatre, and generalized studio facilities for Art. Currently, the Theatre Arts Department uses space in the Armory for scene shop production and classes. Due to the deteriorating condition of the Armory, the space has been assessed as inadequate for instruction or production any longer. Efforts are being made to locate acceptable space for the scene shop on a temporary basis while funding is identified for a long-term solution for CFPA space needs. Fairhaven College is out of space, and needs additional facilities to accommodate current as well as future enrollments. Work is being done to accommodate both of these areas but no decisions have yet been reached.

**Accessibility**

Western's Executive Director of Equal Opportunity serves as the campus Americans with Disabilities Act (ADA) Coordinator, and she chairs a campus-wide Disability Advisory Committee (DAC). This committee represents many of the departments that play a significant role in disability issues (Facilities, Environmental Health and Safety, Human Resources, the disAbility Resource Center), and it serves as the administrative body to develop and implement a strategic approach to ensuring campus accessibility for faculty, staff, and students.

The DAC has recommended that a campus accessibility study be undertaken. On December 5-10, 2007, a group of approximately fifteen faculty and staff will undergo rigorous training through the assistance of the Disability Business Technical Assistance Center (DBTAC), and they will then conduct a comprehensive campus assessment with a developed ADA checklist. Findings from this updated assessment will enable the DAC to be more effective in addressing campus needs in this area.

Western is committed to providing an accessible academic environment for individuals with disabilities. For example, a new elevator at Fairhaven College, fire alarm and extinguisher pull stations, emergency phone controls, and installation of benches for long distance routes between facilities were included as part of Western's 2005-07 biennium projects. Through Employee Accommodations in the Human Resources Office, Western responds to individual requests from faculty and staff for accommodation in the workplace, and the disAbility Resource Center provides the same type of service to students. For 2007-08, the budget for providing student disability resources was increased from $239,125 per year to $403,125 per
year. The 2007 legislature appropriated an additional $328,000 for the 2007-09 biennium (or an additional $164,000 per year).

All new facilities and projected building renovations are required to comply with ADA requirements. Planned renovation to Miller Hall will include modification, per ADA requirements, to signage, entrances, restroom, ramps, and emergency communication.

Off-Campus Locations

Properties in addition to the 215 acres of main campus include:
- Sehome Arboretum (38 acres)
- Shannon Point Marine Center in Anacortes (88 acres)
- Lakewood Recreational Center on Lake Whatcom (15 acres)
- Hannegan Environmental Center in Bellingham, used for environmental and aquatic analysts (24 acres)
- Canyon Lake Creek Community Forest, joint owned with Whatcom County, used for old growth forest research (2260 acres)
- Various other small parcels
- Armory (1.38 acres)—Note: although the Armory is located several blocks off campus, it is usually included in calculations of ground area for the main campus.

Academic and administrative space for Western's off-campus degree programs and courses has traditionally been leased from community colleges and other public or private organizations (see Exhibit 8.2: EESP Matrix). Extended Education and Summer Programs (EESP) provides support services, and Degree Programs, a unit of EESP, is directly responsible for assuring that off-campus facilities, operations, and student services are appropriate to the programs offered. Of the eight sites, six are integrated into community college campuses and two are incorporated into professional buildings/centers (one will relocate to a community college campus winter 2007). Western staff administers the University's programs at the community colleges in dedicated offices.

Contracts with the community colleges and centers provide the framework for our inter-institutional agreements. Western negotiates a flat-rate fee based on student FTE, and contracts specific classroom and program office space as well as student support services. Some additional services provided by community colleges—such as telephone service, mail, and copy/duplicating—are paid for separately. Facility oversight by EESP includes: office equipment purchases, furniture purchases, office technology, utilities (procurement/repair), and facility rentals away from the site.

Extension Education students have access to University resources through cooperative efforts with the Western Libraries, Academic Technology, Financial Aid, disAbility Resources, and other student services staff.
Facility Maintenance, Repair, and Operation

In general, the physical condition of older academic buildings has been assessed as “fair.” The condition of interior finishes and envelope enclosures is generally better than that of the supporting service systems, which are becoming antiquated. This leads to problems common in aging academic facilities: inadequate heating and ventilation systems; inadequate electrical and domestic water systems; and an aging site infrastructure.

Since 1995, Western has used a facilities management program, FacMan, to identify deferred and projected maintenance costs. FacMan provides the basis for annual and long-term major maintenance plans and funding requests. Audits of facilities provide updates to FacMan, which in turn updates the Backlog of Maintenance and Repair (BMAR). These audits also update the cyclic renewal needs documented in the Integrated Facilities Component System (IFCS). BMAR tracks needed repairs of facilities and related infrastructure. IFCS is a listing of facility and infrastructure components that will need renewing or replacing at the end of their definable lifecycles.

On a regular, periodic basis, the facilities are inspected and the results documented in FacMan. This inspection also provides revisions to BMAR and updates the life expectancy of the cyclic IFCS items. This information is then combined into the University’s backlog reduction plan, which is updated every two years and published with the University’s ten-year capital plan. Combining the priorities of backlog projects with future replacement needs is the cornerstone of the University’s annual and long-term major maintenance plan and associated funding requests.

Figure 2 demonstrates the interrelationship between the condition of facilities, the size of the backlog, and the annual need for renewal as facility components age and wear out. The differential between the Proposed Funding and the minimum funding required to keep pace with Cyclic Renewal Needs becomes the funding available for reducing the Backlog. The Proposed Funding and Cyclic Renewal need lines curve up over time due to inflation. The Facilities Condition Index line decreases (improving condition) as the backlog is reduced. The condition line levels off between 1% and 5% reaching the goal of Good Condition, which has an FCI between 0% and 5%.

As of July 2006, the funding need per year for cyclic renewal was roughly $20 million. To keep pace with the cyclic renewal requirements, the $20 million figure requires annual inflation each year thereafter. The preservation funding level provided by the state has improved in recent biennia, but as of 2005–07, funding is still less than ½ of the need.

Western’s move towards more major facility renovations instead of new facilities in the major capital plans will help reduce the University’s backlog, but it is still projected to have a net increase. Explained in terms of Figure 2, funding has consistently been below the annualized renewal need, so there is no differential available to reduce the backlog. This trend will result in an unavoidable degradation of facility quality and a higher Facilities Condition Index score.
The goal is for all facilities to have a "Good" condition score (<5%). The backlog is reduced to the lowest practical level at the same point in time.

Prioritization System

Western has implemented a rigorous prioritization process in order to make optimal use of limited resources. For the 2007-09 biennium, Physical Plant staff submitted over 200 specific capital preservation project proposals for evaluation. Facilities Managers then screened, prioritized, and ranked these proposals in conjunction with key administrative bodies and in consultation with a variety of University coordinating groups. The highest priority projects are forwarded to the Board of Trustees for review and approval for inclusion in the ten-year Capital Plan.

The first tier of priority is health, safety, and accessibility needs. The next tier focuses on preventing consequential damages or additional deterioration of the facility assets. The lowest priority projects are for needed repairs that are not time critical. Examples of projects that make up the majority of the backlog (BMAR) include updating mechanical and electrical systems, replacement of aging site infrastructure, interior finishes replacement, such as carpet and repainting, and preventative exterior waterproofing (see Exhibit 8.3).

Comparable Institutions

In 2001, the state legislature mandated that the Joint Legislative Audit and Review Committee (JLARC) study public higher education facilities to clarify the substantial and varying needs between the institutions. JLARC developed a comparable framework that compares each institution's deferred
maintenance needs and resulting facilities’ condition on a state-wide basis. This framework mirrors Western's FacMan program. The final report, dated January 2003 and updated in 2006, validates Western's self-assessment of the condition of campus. Of Western's academic buildings over 2000 gsf, 18% are in superior condition, 19% adequate, 46% fair, 15% need improvement (functionality), and 2% need major improvement (marginal functionality). These facility conditions are similar to the other higher education institutions in the state, indicating that most institutions of Western's size and situation face similar funding challenges (see Figure 3).

The JLARC condition assessments utilize the nationally recognized facilities condition index (FCI). The deferred maintenance total (BMAR) in combination with the current replacement value (CRV) of a facility or component is used to determine the FCI. The FCI is a benchmarking index that can be used to track the relative condition of an individual facility or the entire campus over time. Western has been a pioneer in using this methodology to consistently track facility condition for many years.

This historical record shows that, in spite of funding levels at a fraction of the documented need, the maintenance prioritization process used at Western has held the depreciation of our facilities to a few percentage points as measured by the overall campus FCI. Based on statistics from the 2006 JLARC Refresh of Preservation Information in Comparable Framework for Higher Education Facilities, Western's overall FCI increased from 14.25% in 2003 to 15.96% in 2006. Figure 4 shows the 2006 FCI of all state institutions of higher education.

One reason for Western’s condition degradation can be found by comparing preservation expenditures with benchmarks. The 2003 JLARC report showed Western’s combined operating and capital expenditures on facilities as the second lowest in the state. At that time, our operating expenditures were 84% of the JLARC benchmark average, while capital expenditures comprised only 54% of the benchmark average. Capital funding provides the core resources for cyclic renewal, and inadequate funding in this area is the single largest contributor to backlog increases. Also, a degrading condition can be due to inadequate support for facility operating requests and the lack of annual adjustments for inflation. Given the history of state funding, Western has been unable to provide optimum levels of maintenance and renewal.

**Steps to Address Maintenance Issues**

Western's Facilities Management has taken the following steps to address maintenance concerns:

- Facilities Management has worked to improve awareness of the backlog and renewal needs on and off campus. Managers from the Physical Plant utilize any opportunity to explain issues to Western central administrators, and they represent Western at the state level and with peer institutions.
The Community & Technical Colleges have the greatest amount of space needing immediate improvement (2.1 million GSF), followed by UW (1.9 million GSF), and WSU (0.9 million GSF).

Overall, the four Regional Universities have the smallest proportion of space in superior and adequate condition.

The average condition score of all higher education buildings, weighted by GSF, is 2.35 (roughly a third of the way between “adequate” and “fair”).

### Building Conditions by Institute Type

- **Research Universities**
  - Needs Improvement: 1.816,384 (15%)
  - Fair: 4,154,215 (48%)
  - Adequate: 1,163,969 (12%) - Marginal Functionality
  - Superior: 1,136,969 (12% - Limited Functionality)

- **Regional Universities**
  - Needs Improvement: 2,139,534 (25%)
  - Fair: 827,931 (45%)
  - Adequate: 115,923 (6%)
  - Superior: 115,923 (6%)

- **Community & Technical Colleges**
  - Needs Improvement: 1,843,997 (12%)
  - Fair: 989,799 (12%)
  - Adequate: 51,923 (6%)
  - Superior: 51,923 (6%)

*Includes SIRTI*
The **Facility Condition Index (FCI)** is a performance measure that accounts for differences in the type and quality of higher education buildings. The FCI can be monitored over time to track **average building conditions at the institutional level**.

The FCI is calculated as the ratio of preservation backlogs over current replacement value, expressed as a percentage.

- **Lower FCI** = Better Overall Condition
- **Higher FCI** = Worse overall Condition

Over time effective preservation should result in **decreasing** FCIs.

### FIGURE 4
**FACILITY CONDITION INDEX (FCI)**
*(STATE AND MIXED SUPPORTED BUILDINGS OVER 1,999 GSF)*

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>ESTIMATED PRESERVATION BACKLOG*</th>
<th>CURRENT REPLACEMENT VALUE</th>
<th>FACILITY CONDITION INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>UW</td>
<td>$497,196,451</td>
<td>$4,836,856,666</td>
<td>10.3%</td>
</tr>
<tr>
<td>WSU</td>
<td>$394,654,931</td>
<td>$2,876,788,295</td>
<td>13.7%</td>
</tr>
<tr>
<td>EWU</td>
<td>$69,065,497</td>
<td>$614,139,553</td>
<td>11.2%</td>
</tr>
<tr>
<td>CWU</td>
<td>$64,377,997</td>
<td>$572,095,608</td>
<td>11.3%</td>
</tr>
<tr>
<td>TESC</td>
<td>$45,502,517</td>
<td>$417,864,287</td>
<td>10.9%</td>
</tr>
<tr>
<td>SIRTI</td>
<td>$1,256,708</td>
<td>$25,134,168</td>
<td>5.0%</td>
</tr>
<tr>
<td>WWU</td>
<td>$99,823,101</td>
<td>$625,648,476</td>
<td>16.0%</td>
</tr>
<tr>
<td>CCTCs</td>
<td>$627,865,226</td>
<td>$4,685,568,681</td>
<td>13.4%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,799,742,427</strong></td>
<td><strong>$14,654,095,733</strong></td>
<td><strong>12.3%</strong></td>
</tr>
</tbody>
</table>

*Using Midpoint FCIs*
• Facilities Management has improved prioritization of funding requests based on condition, and it has worked to be more persuasive of the needs when requesting funding. As part of the 2007-09 biennium funding requests, for example, discussion was added to each project, explaining the consequences of not funding the improvement.

• Western added a full-time staff position to track backlog issues, support formulation of capital requests, and implement a quality assurance program to verify that any new construction meets campus maintenance and durability standards.

• Western has improved the knowledge base for informed decisions on the operating budget for facilities. Most recently, Facilities Management has analyzed the cumulative effect inflation has had on Operating Budgets over the past twenty years. Figure 5 demonstrates that funding has not kept pace with inflation, which results in shrinking budgets in terms of purchasing power. On a per square foot basis, the overall operating budget has reduced 18% (top two lines). Purchasing power for materials, tools, contracts, and other items experienced a 60% reduction in purchasing power (bottom two darkest lines).

**FIGURE 5**

**OPERATIONS AND MAINTENANCE (WITHOUT UTILITIES)**

![Graph showing the impact of inflation on operating budgets and staffing.](image)
Western is aggressively lobbying the state legislature to re-authorize the Washington Future Act. The Act would dedicate an additional $1.0 billion over the next three biennia for higher education capital preservation, renovation, and capacity growth to address two-year and four-year institutional building needs across the state. It would also provide critical funding for capital projects, as delineated in each sector's prioritized list, and maintain, improve, and increase the infrastructure of our institutions of higher education.

For equipment and materials, Western faces the same kinds of challenges the University has with maintenance of its facilities. Physical Plant vehicles and equipment are marginally adequate to meet Western's educational and administrative requirements, but, unfortunately, maintenance equipment replacements and upgrades are severely limited by shortage of funds.

Figure 5 demonstrates that operating funds have not kept pace with inflation. Equipment is part of the operational overhead that has been severely impacted, particularly for materials and tools. Facilities Management has taken a proactive approach to building awareness of this dilemma, highlighting how a priority on equipment maintenance/replacement links to key areas in Western's Strategic Action Plan.

The expansion of instructional reliance on computers across the curriculum has resulted in a growing need for additional computer infrastructure funding. That funding would address obsolescence, networking needs, wireless access, and the ongoing upgrade of faculty computers to access the campus-wide systems. In addition, the status of other types of academic and research equipment is inventoried, so that replacement costs can be anticipated and replacement can occur in a timely manner.

Campus Safety

*Environmental Health and Safety*

All aspects of campus safety are a high priority for Western, and safety plays a key role in Western's Strategic Action Plan. The Environmental Health and Safety (EHS) office was formed in 1992 as a response to needs identified in Western's strategic action guidelines. The mission, goals, and responsibilities of the EHS office, as determined by the staff, are published on the EHS website: [www.wwu.edu/depts/ehs/](http://www.wwu.edu/depts/ehs/).

The EHS office is responsible for many functions, some of which are needed in response to federal and state regulations. These include occupational and environmental health and safety; risk management and insurance; workers' compensation and return-to-work; fire safety; asbestos management; chemical, biological, and radioactive materials waste management and incident response; and indoor air quality, among many other concerns. The office also produces Western's *Safety Information Book*, a compendium of
safety information for chairs, department heads, and supervisors. It includes emergency information, Western’s accident plan, and information about personal protective equipment. (See Exhibit 8.4.)

Regulatory Review

The Washington State Department of Ecology visited Western in 2000 and 2006. The visit in 2000 involved hazardous waste management at the Physical Plant facility. The evaluation team found some issues with labeling waste containers, satellite accumulation areas, and training of Facilities Management employees; these problems were corrected as soon as possible. In 2006, the Department of Ecology conducted the first formal inspection of the campus’ hazardous and universal waste management program since 1988. All issues found were addressed and corrected in a timely manner. The Washington State Department of Labor and Industries oversees safety and health concerns and has visited the campus a number of times. All concerns raised have been addressed.

The Nuclear Regulatory Commission visited in 2005 and found that the radioactive sealed sources of interest were stored securely.

The Washington State Department of Health, Office of Radiation Protection, visited in 2006 and had no findings.

Training and Investigations

The EHS office has been active in developing and delivering training for many health and safety programs, such as asbestos awareness, respiratory protection, and fire safety for both employees and students. This training has been provided in formal sessions and on an individual basis.

The office also routinely evaluates any concerns raised within the Western community regarding safety and health issues. These investigations are tracked and pursued until a satisfactory resolution is achieved. In recent years, for example, the EHS office has received inquiries regarding major indoor air-quality concerns; EHS has seen a significant increase in indoor air-quality inquiries in the last ten years, and this increase reflects rising concerns about this issue in the general public. The office conducted major indoor air-quality investigations at High Street Hall, Administrative Services Building A (333 32nd Street), Viking Union, and College Hall, and these investigations involved extensive air sampling by third-party consultants, and in some cases, significant renovations to buildings. For example, assessment at the Administrative Services Building A led to extensive work that is still on-going.

Environmental Issues

Among the many environmental programs provided for the campus, the EHS office collects hazardous chemical, universal, and radioactive waste on campus for proper recycling, processing, and disposal. The office dismantles broken computers and electronic equipment, and recycles electronic parts
and broken monitors. The amounts of hazardous waste disposed on the main campus have been decreasing since 2000 as shown in Figure 6.

FIGURE 6
MAIN CAMPUS WWU HAZARDOUS WASTE

Space for chemical waste storage is available on the main campus in three locations: Biology Building, Room 131A; Chemistry Building, Room 141; and an unheated shed east of Ross Engineering Technology. Non-working computer and electronic equipment is dismantled in the Commissary. Waste from Facilities Management is stored in a shed on the 915 26th Street property, and a small storage facility for polychlorinated biphenyls is located in the Armory. The EHS office also owns two safety trucks.

Emergency Management

As the main planning unit for the University, the EHS office has worked steadily to improve the University’s response to emergencies and ensure that in a potential disaster, personnel have tools to respond. Western completed a comprehensive Emergency Management Plan to coordinate responses to a wide range of incidents that could affect Western’s community (see Exhibit 8.5). The Emergency Management Committee, active in the 1990s, reformed in November 2005 to improve emergency management on campus following the devastation of Hurricanes Katrina and Rita.

Beginning in February 2006, the University coordinated with the City of Bellingham and Whatcom County Departments of Emergency Management and Health, along with over 100 other stakeholders in Whatcom County, to develop the foundation of a Whatcom County Pandemic Plan. The Emergency Management Committee discussed pandemic planning
extensively, held several training sessions, and in August 2006 conducted a table-top exercise regarding pandemic. In September 2006, a pandemic preparedness web page went live on the EHS website including, PowerPoint training, documents, information, and links to external resources.

In October 2006, the President’s Council and all Deans participated in a pandemic tabletop exercise. Based on information refined during the exercises, the EHS office drafted a Pandemic Plan Annex to the University’s Comprehensive Emergency Management Plan.

Risk Management

Since Western hired a full-time Risk Manager in 1999, the University’s risk management functions have become increasingly visible and important, driven by not only internal needs, but by external factors common across universities around the nation. Risk management functions include: risk analysis; selection and administration of risk-finance techniques; investigation and management of claims (property and casualty); contract review; loss control; education; and working in partnership with other areas of the University to reduce risk.

An outside insurance firm, Raleigh, Schwartz, and Powell, performed an analysis of Western’s risk-finance program in 1999, and, in response, Western implemented several additional areas of insurance coverage, such as student property insurance options and day-care accident insurance. Western also has put in place a program for helping departments evaluate, mitigate, and transfer risk.

The Risk Manager has also implemented state-mandated driver safety for all who drive on behalf of the University, and he also created twelve- and fifteen-passenger van safety programs. Currently, Western has phased out fifteen-passenger vans due to the significant hazards of rollover.

Working broadly across the University, the Risk Manager created the WWU-Sponsored Study Abroad Manual to assist faculty and others who work with students studying abroad. Since 2001, the Risk Manager has also been active in implementing Enterprise Risk Management concepts for the Business and Financial Affairs Division. With a committee formed in 2005, this effort places Western at the forefront of universities who wish to integrate risk evaluation and mitigation into all their operations.

Based on all these activities and many others, the Risk Manager, Paul Mueller, was nominated for and received a State Risk Manager’s Award in 2005. Western itself was also nominated for a state risk management award in Sustained Achievement, which recognizes agencies with the most effective risk management programs over the last five years.

Campus and Community Involvement

The Central Health and Safety Committee, chartered in 1993, reviews University safety issues, including chemical and biological concerns. This committee is mandated by the Washington Administrative Code and
includes faculty, staff, administrators, and a student representative.

In keeping with Western’s Strategic Action Plan, the EHS office also remains closely involved with local and professional communities. For example, the EHS Director represents the University on the Whatcom County Local Emergency Planning Committee (performing chemical emergency planning required by federal and state law), and the EHS office also participates in the local chapter of the American Society of Safety Engineers (ASSE). The EHS Director has served as Section Secretary of the ASSE for the past eight years.

**Benchmarking**

Western has participated in several benchmarking studies for environmental health and safety functions created by the Campus Safety Health and Environmental Management Association (CSHEMA). The EHS Director has participated in the creation of the benchmarking tool for a number of years.

One well-used, trailing indicator of safety performance is the number of recordable cases of workplace injury or illness per 100 employees. As shown in Figure 7, the numbers of recordable cases at Western are significantly below the average reported in 2005 by sixty-five universities in a CSHEMA benchmarking study.

**Public Safety**

The Department of Public Safety includes the University Police, Student Security Patrol, Lockshop, and Parking Services. The department’s mission statement emphasizes a dedication to providing a safe, secure, and accessible educational environment; striving for excellence, and maintaining

![Figure 7: Comparison of WWU Recordable Cases with CSHEMA National Benchmark](image-url)
a partnership with the community; and sharing protection responsibilities as they encourage public safety and crime prevention through education and problem solving.

Through the enactment of this mission, Western remains a safe community. The University experiences a very low rate of violent crime and crimes against persons, as evidenced by Annual Campus Safety (Cleary) reports that have averaged just thirty crimes in the “serious” categories each year from 2003 to 2005 (see Exhibit 8.6). This rate is lower than Western’s surrounding city community and much lower than major metropolitan areas.

Law Enforcement and Security

Western maintains a police department consisting of sworn police officers, support staff, and student security personnel. The officers are armed, certified by the State of Washington, and have full police authority off-campus, as well as on-campus. At each level, officers are certified by the state Criminal Justice Training Commission (CJTC): Executive, Mid-Management, First-Level Supervision, and basic Peace Officer.

University Police officers work in the local community as well as the campus. They developed an Amber Alert training program and now train officers from agencies in surrounding counties. Officers work with local agencies in special Traffic Enforcement emphasis activities, party patrols, and pedestrian safety awareness efforts. Administrative staff members participate in a Campus Community Coalition to address issues pertinent to off-campus activities of students, particularly alcohol and behavioral issues.

Even before the 2007 tragic events at Virginia Technical University, a situation that galvanized safety efforts on campuses across the nation, Western’s police department sponsored significant training for local agencies to respond to Active Shooter situations. After Virginia Tech, University Police responded immediately to faculty, student, staff, and departmental concerns, providing informational sessions on how to diffuse potentially violent situations and how to respond should such a situation arise. The event also sparked administrative discussions about how to effectively communicate with the campus community in the event of an emergency.

University Police also serve on the Campus Enterprise Risk Management and Emergency Planning Committees. Additionally, officers have served on a county Pandemic Influenza Task Force, and the department has entered into agreements with local emergency management organizations to share the University emergency operations center facilities when appropriate. University police are also involved with local planners developing regional public safety communications and data integration systems.

The Campus Services Facility, which houses the department of Public Safety, is protected from power outages with an auto-start generator capable of powering the entire building at full load. Critical circuits, such as those at the dispatch center and Emergency Operations Center, are automatically
powered by the generator. Less critical circuits can be added as needed.

Public Safety maintains a 24-hour communications center that provides dispatch services, alarm monitoring, and access control services for the campus. This center monitors fire, security, and equipment alarms, and it serves as a single-point of contact for all after-hours emergency reports. Telephone call boxes located strategically throughout the campus call directly into the center. Dispatchers use a state-of-the-art Computer Aided Dispatch (CAD) and a records management system that integrates the dispatching, report writing, and records management functions of the department.

The department’s DUI processing room houses a Datamaster breath tester provided by the city police and maintained by the State Patrol. It is available for law enforcement officers from any agency to use for processing drivers suspected of being impaired. University Police also recently acquired a Live-Scan automated fingerprint scanning system. Live-Scan is used for positive identification criminal history record, checking on applicants for University employment.

A Student Security Patrol, known on campus as “Greencoats,” provides walking and driving patrols of the campus, serving as eyes and ears for the police officers who supervise them. These students lock and unlock buildings, provide after-hours access to secured spaces, provide personal safety escorts, and generally perform non-law enforcement services for the community.

**Lockshop**

The University Lockshop ensures access control for the campus. A key-control policy defines the process for decision-making concerning authorizations for access to University spaces, and the Lockshop manages an access control program, providing traditional keys and maintaining locks, safes, and related hardware. (See Exhibit 8.3: Key Control Policy.) Working with Facilities Management, the Lockshop is now implementing electronic card access control on campus. Primarily in new construction and major re-models, this technological advancement is also implemented in areas of high security, such as the University’s animal research labs and computer labs.

**Parking and Transportation Services**

Western charges the Parking and Transportation Services unit with the task of managing a severely limited resource—parking spaces—in an environment of high demand. The unit administers parking permit allocations, enforcement of parking regulations, special event parking, special access parking, parking lot maintenance, and transportation issues. This office also manages fine and penalty collections and appeals. Working with Accounting Services, staff can pay for parking permits via tax-deferred payroll deduction.

To ensure excellent service to the campus and the wider community, Parking Services operates both a drive-up and walk-in Visitor Information Center, where guests receive information and temporary parking passes.
User-friendly computers will soon be available in the lobby of the Campus Services building, allowing individuals access to their parking records, and parking permit applications are now available online at the Parking and Transportation Services website.

Alternative transportation and sustainability programs remain a vital part of the program, and Parking and Transportation Services is making significant strides in promoting sustainability efforts, including paperless transactions for parking permits, registration, payroll deductions, citation appeals, and other transactions. Parking enforcement officers use electric vehicles and bicycles. Members of the staff participate in various community committees, including the City Bicycle and Pedestrian Committee, Farmhouse Gang Committee, and the Community Transportation Advisory Group through the Whatcom Council of Governments.

Parking and Transportation Services also works with Whatcom Transportation Authority (WTA) to provide bus passes and incentives to faculty and staff, and a recently acquired drive-in movie theater lot has been converted into the Lincoln Creek Transportation Center, providing parking for residents of Whatcom, Skagit, and Island counties. The Associated Students, with the endorsement of the Board of Trustees, has also voted in a Transportation Fee to enhance the transportation access demands of the growing campus community. By virtue of this Transportation Fee, all Western students will now enjoy unlimited rides on WTA buses, and the fee also funds a “late night” shuttle service to allow student transportation to high demand areas of the city. This initiative will provide sustainable methods of access to the campus facilities while diminishing the demand for traditional parking.

As an auxiliary to the University, Parking and Transportation Services remains self-sufficient in funding and expenses. In addition, significant mandated and statutory demands on parking and access shape the department’s efforts to conform with Western’s Institutional Master Plan, the City of Bellingham and WWU Memorandum of Understanding regarding parking standards, Commuter Trip Reduction, Residential Parking Zones, and Labor Agreements. Parking and Transportation Services continues to work closely with city, county, and regional transportation agencies, as well as state and federal agencies, in exploring grants and other funding sources to meet the growing access needs of the campus and surrounding community.

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**Standard 8.C
Physical Resources**

*Shaping a Comprehensive and Collaborative Institutional Master Plan*

Since 1998, Western has continued to work closely with campus groups and the City of Bellingham to implement planning documents that will support the University in achieving its Mission, Vision, and Strategic Objectives. Specifically, Western has worked to build mutual relationships through:
• Collaboration with the local community in developing and implementing sustainable practices.

• Collaboration with surrounding neighborhoods to develop a viable neighborhood plan that would respect the integrity of adjacent neighborhoods while at the same time allowing Western the ability to meet the needs of its students.

• Collaboration with the city to finalize and implement an Institutional Master Plan.

• Collaboration with the City of Bellingham and the Port of Bellingham to explore the possibility of Western’s involvement in the waterfront re-development.

Current plans began in 1989, when then University President Mortimer directed Western planning staff to develop a comprehensive master plan for the overall campus. The President appointed members to the Master Plan Committee (University staff, faculty, and student representatives) and the Master Plan Advisory Group (University staff, faculty, student, and community representatives). The efforts of the planning staff, Master Plan Committee (approximately fifty-six meetings), and Master Plan Advisory Committee (approximately seven meetings plus an additional nine meetings held jointly with the Master Plan Committee) culminated in the Draft Comprehensive Master Plan, January 1997 (DCMP). Public review included both on and off campus presentations, as well as the state-required environmental review process of the “Campus Conceptual Plan” (the basis for the Draft Comprehensive Master Plan).

While Western developed the DCMP as an internal planning document, the concepts and intent of the document have been used as the basis for cooperative design of the Western Washington University Neighborhood Plan, developed during early 1997 through fall 1998, as part of the city’s comprehensive planning activities under the State Growth Management Act. (Since that time, the city has reconfigured the Neighborhood Plans and related processes.) The Neighborhood Plan update process included approximately eleven City Planning Commission work sessions and public hearings, four public neighborhood meetings sponsored by the University, and twelve City Council work sessions and public hearings. The city approved Western’s Neighborhood Plan in September 1998.

In addition, a local land use ordinance required that areas such as Western’s campus, designated as “institutional,” submit an Institutional Master Plan (IMP) to the city for approval and adoption. Western and the City of Bellingham agreed to develop this IMP jointly, without waiving their respective legal rights and positions.

In November 1998, Western’s new President, Karen Morse, formed the Institutional Master Plan Advisory Committee (IMPAC). Chaired by a Western professor, the committee included twenty voting members (seven faculty, five representatives from adjacent neighborhoods, five student...
representatives, and three University staff) and ten ex-officio members (seven University staff, one City of Bellingham staff, one Whatcom Transportation Authority member, and one Council of Governments member). The process included Western planning staff, staff from the City of Bellingham Planning Department and Public Works, the Bellingham Planning Commission, the Bellingham City Council, and students enrolled in Huxley College Campus Planning Seminars (six quarters total). The Board of Trustees provided significant oversight of the process. The Board required an update at every regular Board meeting during the lengthy process, as well as presentations at major milestones.

From November 1998 through September 2001, Western conducted twenty IMPAC full committee public meetings, as well as twelve subcommittee public meetings. These meetings all presented minutes available to review, along with videotapes of all sessions. In addition, Western offered two general public presentations, in conjunction with presentations to on-campus organizations (collective bargaining units—EPSO and SEC—A.S. Board, Faculty Senate, President’s Council, and Western’s Board of Trustees), and the resultant draft document was posted on Western’s website.

**Campus Character Study**

Concurrent with the development of the IMP, Western completed a Campus Character Study to determine what qualities define the essential character of our campus community. This Campus Character Study was presented to the Board of Trustees for its input prior to finalization and approval. The process identified primary character principles, as well as what character patterns should be reinforced and what character patterns should be avoided in future development. These concepts were incorporated into the final IMP document in order to help the University make prudent decisions about new development and design that will enhance the positive aspects of Western’s campus.

Primary Character Principles include:
- A Pedestrian Focused Campus
- A Protected Sanctuary
- A Sense of a Village

Patterns to be reinforced include:
- Juxtaposition of buildings and nature
- Buildings aligned along key organizing lines
- Multiple “front doors” to the campus
- Sustainable development/environmental enhancement
- Informal organic structure
- Setting for campus art

Patterns to be avoided include:
- Expansive surface parking lots
Pedestrian pathways that cross major vehicle routes
Buildings over-powering the natural environment

(See Exhibit 8.7: Campus Character Study.)

Adoption and Approval Process

As part of the adoption and approval processes of the IMP, Western attended five City of Bellingham Planning Commission work sessions and public hearings and six City of Bellingham City Council work sessions and public hearings. The Bellingham City Council formally adopted the IMP as an ordinance on September 24, 2001, and the Western Board of Trustees approved the IMP at its October 5, 2001 meeting. Hard copies are available to the public at the Facilities Management offices, and the document is also posted on the Western Facilities Management Planning Design and Construction Administration website. (See Core Exhibit: Western Washington University, Institutional Master Plan.)

The Institutional Master Plan and Western’s Strategic Action Plan

Western designed its Institutional Master Plan with its mission fully in mind. The plan first addressed the 1997 Strategic Action Principle and Strategies for Achieving Quality 9.0, which declared: “The physical aspects of campus will be maintained and improved with special attention to the aesthetic beauty of campus.” In addition, Western aspired to:

- Improve traffic flow on campus with particular attention to encouraging safe pedestrian and bicycle transport, through development of bicycle pathways and parking areas, and use of public and other alternative means of transportation. (Examples of related projects include the Campus Infrastructure Development.)
- Increase and improve recreational areas on campus to reflect enrollment increases and campus growth. (Examples of related projects include the Student Recreation Center and the All-Weather Playfield)
- Continue to improve campus and building accessibility for persons of disability. (Multi-biennia funding of accessibility projects are in the Minor Works Capital Budget.)
- Maintain and enhance the physical and artistic beauty of Western’s campus. (Western continues to excel in this arena.)
- Plan for long-range growth of facilities necessary to accommodate increased enrollments and more specialized and technical requirements of academic programs. The Campus Master Plan process will reflect future academic program requirements while addressing proper accommodation of support activities. (Examples of related projects include the Communications Facility, Haggard...
Western’s recently adopted Mission Statement expands on these key principles and emphasizes that: “Western provides a high quality environment that complements the learning community on a sustainable and attractive campus intentionally designed to support student learning and environmental stewardship.” The Strategic Actions elaborate that Western will:

“Develop and maintain campus infrastructure.”

- The University should enhance information resources, especially the library, and maintain technological currency to strengthen support for educational and scholarly activity. (Examples of related projects include the Haggard Hall Renovation, and multi-biennia of funding for classroom mediation through the Minor Works Capital Budget.)
- The University should develop or redevelop current and future spaces to be flexible, efficient, and sustainable. (An example of a related project is the design of the new Academic Instructional Center.)
- The University should continue efforts to ensure that the campus environment remains healthy, safe, and secure. (Examples of related projects include multi-biennia funding from the Minor Works Capital Budget.)
- The University should ensure that maintenance programs sustain the beauty of campus and functionality of the existing facilities. (Western continues to excel in this arena.)

“Promote the effective management of resources.”

- The University should promote effective management of its resources and demonstrate consistent accountability to all of its stakeholders. (See Standard Seven for a full description of Western’s accountability measures.)
- The University should continue to take a leading role in developing and implementing sustainable practices in consumption, transportation, and facilities. (Examples of related projects include Western’s new Office of Sustainability, 100% green power initiatives, the first LEED certified student recreation center with a pool in the nation, ESCO’s, and the University’s efforts to attain LEED certification of the Academic Instructional Center.)

Through its inception, development, and implementation, the Institutional Master Plan has remained fully aligned with Western’s Mission and Strategic Action Plans as they, too, have evolved and deepened. The IMP continues to serves as a fundamental tool for Western as the University works toward Engaged Excellence.
Bellingham Waterfront Initiative

See also Standard One

For the last four years, Western has undertaken an extensive analysis to understand and test the feasibility of developing a major academic center as part of the redevelopment of Bellingham’s waterfront. Western has proceeded with this analysis in accordance with governing principles established by a committee of faculty, staff and administrators.

Governing Principles for Waterfront Development

• Remain consistent with Western’s strategic principles, goals, and missions and maintain Western’s identity and integrity.

• Add value directly or indirectly to students’ educational experience.

• Be driven by faculty and academic initiatives or by initiatives that enable enhancement of programs on the main campus (e.g. moving support programs from the main campus might free up space on the hill that can be used academically). Multidisciplinary proposals should be strongly encouraged.

• Allow for long range visioning, well into the future.

• Provide and maintain a quality physical environment with a campus-like atmosphere that maintains integrity with the present campus in terms of aesthetics and atmosphere, including continuity of architecture and the outdoor sculpture collection (e.g. avoid appearance of a storefront).

• Contribute to the larger Bellingham community and to the state.

• Integrate Western with the community in mutually beneficial partnerships.

• Promote sustainable waterfront development (economic, social, and environmental).

• Incorporate programs or program elements that position Western in a national and international arena, such as the Pacific Rim.

• Make logistical sense and promote access to Western (e.g. with convenient parking/transportation).

• Encourage inclusiveness and integration with campus.

Western expects that a significant academic center at the waterfront would greatly enhance the University’s opportunity to build on its academic strengths and distinction, while making a significant contribution to community and economic development. This development will also help to ameliorate some of the space concerns on the main campus. (See Exhibit 8.8: Waterfront documents.)
Capital Funding

For a detailed explanation of how funding for capital projects is acquired, and how resources are allocated in line with state regulations and with Western’s Mission, see Standard Seven, Capital Budget.

Significant Changes Since 1998

• In 2001, Western creates a new Institutional Master Plan (IMP) to act as an official guide for current and future development. The process involves input and collaboration with many different constituencies across campus and in the wider community.

• Based on the IMP, several new facilities are built that increase Western’s ability to fulfill its mission: the Campus Services Facility (2002); Student Recreation Center (2003); Communications Facility (2004), and a new building at Shannon Point Marine Center (2006). Another new building, the Academic Instruction Center, is currently under construction.

• In 2001, Western purchases a new building to house several divisions of Administrative Services, thus freeing up academic space on the core campus.

• Western renovates several structures to make optimal use of space, and for safety and sustainability: Haggard Hall Library renovation (1998); Bond Hall Asbestos Abatement (2005); Viking Union Addition (2001); and renovations of existing classrooms.

• In 2002, Western completes the Integrated Signal Distribution project and the Campus Infrastructure project, both of which provide essential services and foundation for further development.

• In 2001, Facilities Management institutes a rigorous prioritization process to identify key needs and plans for maintenance.

• In 2005, Western adds a full-time staff position to track maintenance backlog issues and support formulation of capital requests in relationship to this backlog.

• In 2006, Western creates the Office of Sustainability to provide focus and coordination of sustainability issues across campus and especially as they pertain to physical resources.

• In 1997, Western’s Emergency Management Plan is approved and distributed.

• In 1999, Western hires a full-time Risk Manager, who initiates several programs that earn Western recognition in this field.

• In 2004, Western adds a half-time fire safety auditor to reduce fire hazards on campus.
Strengths

• Western is situated in one of the most beautiful areas in the country. The University treasures this natural resource, and Western designs and maintains the campus to highlight this essential part of its character. The Outdoor Sculpture Collection complements the natural beauty of the campus and remains a strong attraction for visitors from around the world.

• Even before sustainability became an articulated focus for the University, Western gardeners and maintenance workers proactively initiated sustainable practices. Sustainability and environmental responsibility remain key values in determining design and renovation of facilities. The Office of Sustainability oversees many programs and coordinates sustainability efforts across campus.

• All new buildings are planned according to the Institutional Master Plan and in keeping with Western’s Mission and Strategic Action Plan. They are designed for optimal use of space, safety, accessibility, and sustainability. Construction contracts are bid in a competitive process that ensures the university allocates resources most effectively.

• Western has strong processes in place to assess and analyze maintenance needs and backlog. Western has been a leader in this field for many years.

• Western has renovated most of its existing classrooms to support new teaching pedagogies, including a strong focus on technology. Western has been lauded as one of the “100 Most-Wired” campuses in the nation.

• Western’s staff is characterized by an exceptionally low turnover rate (<5%) in the skilled positions. This exceptional staff, comprised of a high percentage of licensed professionals, constantly maximizes the use of available funds. Their dedication ensures that the students and faculty are supported with the highest quality facilities given the available resources.

• Western has developed strong ties to an active, supportive community that has been involved in determining the University’s character, presence, and growth.

• Western has developed an excellent transportation infrastructure to include an expanding bus system, in keeping with our focus on environmental responsibility and sustainability.

• Western has been a leader in Environmental Health and Safety and Public Safety on our campus and in the community. Any problems are addressed swiftly, and the University takes proactive measures in response to national events.
Western responds to major events—such as Hurricane Katrina, the events of 9/11, and the shootings at Virginia Tech—with swift and proactive measures as they pertain to keeping the campus community safe. For example, University Police sponsors training for the community in Active Shooter situations.

Challenges and Next Steps

- The need for higher levels of operational maintenance funding has led to a degradation of the campus infrastructure. As a consequence, “breakdown” maintenance takes precedence over preventative maintenance, which receives fewer resources than it requires. While currently the majority of facilities (approximately 83%) are in fair condition or better, this status will continue to degrade as limited resources are directed toward reactive, rather than preventative maintenance. Facilities Management has requested more funding, and staff members have increased their efforts to provide more comprehensive information to decision-making bodies as they allocate resources across campus.

- More sensitized building occupants have made it necessary to provide increasing levels of mitigation when repairs and routine maintenance are performed on the facilities. This has resulted in a decrease in efficiency of the available staff and decrease in the amount of maintenance that they are able to perform.

- Though Western is proud to have an excellent staff in place for Facilities Management, insufficient staffing is a long-term, systemic problem that has accumulated over time. While the current quality of the workforce is high, it has become increasingly difficult to hire technically qualified classified employees. This is exacerbated by the rising cost of living in the Bellingham area, as well as the national shortage of skilled trades. Western aggressively addresses the employment problem with a series of programs designed to reach out and attract qualified classified employees to Bellingham. These programs include targeted marketing, employment incentives, relocation assistance, and possible “special pay” for difficult to recruit classifications.

- New technologies—while allowing buildings to function at higher levels of energy efficiency and providing superb learning environments—are taking more resources to keep the systems current and able to accommodate the latest programming. The life cycle of these systems drives an ever-increasing need for funding.

- The University historically has shown weak integration of curriculum/program growth with facility capability. The ability to house another program or faculty member is not often given full consideration when a College or department requests funding. This
systemic weakness in coordination between academic programs and facility capability has led to a number of departments and Colleges identifying adequacy of space as a significant resource concern. Western is moving to address a number of these concerns with major and minor capital programs in the coming years.

- **College of Business and Economics (CBE):** The bottom floor of Parks Hall is scheduled for renovation once the Department of Communication Sciences and Disorders moves to the new Academic Instruction Center in the fall of 2008. This renovation will give CBE approximately 6,000 more gsf.

- **College of Fine and Performing Arts (CFPA):** Western is moving to address a long-term solution for CFPA in the ten-year major capital program. The solution will bring the Dance program and the Theatre Arts Department onto the main campus.

- **College of Humanities and Social Sciences (CHSS):** Carver Complex is currently in the pre-design phase of a major renovation. A principle objective of this major renovation is to address the facility needs of the Department of Physical Education, Health, and Recreation. The renovation is currently scheduled to start construction in the summer of 2013.

- **College of Sciences and Technology (CST):** The relocation of major University program elements to Bellingham’s waterfront will provide opportunity to expand laboratory capacity on the main campus.

- **Fairhaven College:** Western is exploring various options for expansion of this college within the capital funds available.

- **Huxley College of the Environment:** The University is planning to move this major program to the Bellingham waterfront in order to gain a synergistic interaction with other environmental stakeholders.

- **Woodring College of Education:** The University is in the design stage of a major renovation of Miller Hall. This renovation should meet the facility needs for Woodring College for the foreseeable future.

- **Planning for expansion onto Bellingham’s waterfront will include consideration of alternate methods of capitalization in order to ensure that this strategic move will not adversely affect the quality of facilities on the main campus.**

- **Western has a long-term strategic plan for the completion of the south campus. This long-term plan will enhance movement around the south portion of the campus and, at the same time, create an inviting entrance for the public.**
Western has identified a need for an increased number of interior collaborative areas where students, faculty, and staff can engage in dialogue and learning. Collaborative areas are given a high priority during planning for major capital projects.

Western has identified a need for a staff position to work toward fulfilling emergency management goals.

Progress on Recommendations from 1998 Accreditation Report

There were no formal recommendations given specifically for Standard Eight in the 1998 evaluation. However, several comments in the text of the report have been addressed:

“Of particular note...is the University’s long-standing effort to provide a multi-purpose physical education and recreation facility to better serve its students. A joint public/private fundraising initiative, as well as student-fee income, is being developed as a means to bring this building to reality.”

- As discussed earlier in this report, and in Standard Three, the new Wade King Student Recreation Center is now open and providing excellent service for students, faculty, and staff.

“Deferred maintenance of older facilities continues to be a concern to the University, indeed to institutions nationwide, as does the need to purchase seismic upgrades. The University is committed to addressing these needs through use of minor capital outlay funds...and by seeking to increase state funding for operation and maintenance of the plant in the next biennium...The committee commends the University for its facilities management program which identifies deferred and projected maintenance costs and future cyclic renewal needs for all academic facilities...”

- Western continues to use and refine its stellar facilities management program, and the University continues to grapple with the issue of securing adequate funding to address assessed maintenance needs. Facilities Management has instituted a rigorous prioritization system which helps Western make optimal use of limited resources.

“The University has rightly targeted funds for the acquisition of equipment to support programs across the institution, including allocation of student technology fee revenues, in response to heightened demand for computerization and other technology. University officials have expressed concern, however, that the repair and eventual replacement of this equipment...could unduly leverage future operating budgets. The University will be looking to state funding and internal reallocation to address these needs in the next biennium. The committee shares this concern and suggests that the University pursue specific planning to support such funding actions.”
Western Washington University
FY 2007 Non-Capitalized Equipment
Purchases

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Operating</td>
<td>$1,474,677</td>
</tr>
<tr>
<td>Dedicated Local</td>
<td>$1,212,637</td>
</tr>
<tr>
<td>Internal Service</td>
<td>$ 437,749</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>$ 205,416</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>$ 698,078</td>
</tr>
<tr>
<td>Total</td>
<td>$4,028,557</td>
</tr>
</tbody>
</table>

- Over the past ten years, Western has monitored the operating budgets of University programs to ensure repair, replacement, and acquisition of needed equipment. The cost of computerization, in some cases, has fallen dramatically (e.g., personal and lap top computers, printers, etc.). Through a combination of resources, non-capitalized equipment purchases totaled $4 million University-wide in FY 2007.

- Targeted equipment funds distributed annually by the President to the Divisions of the University are reflected in the local operating expenditures of $1.5 million, including support for the President’s faculty computer workstation replacement program. While the President normally allocates only $350,000 annually, she was also able to allocate additional equipment reserves (approximately $400,000) in 2006-07 for emerging and critical equipment needs. Expenditures on equipment at the University are also possible on an annual basis via new faculty start-up funds, especially in the sciences, and through the student technology fee. (See also Standard Five.)

The following statement was part of a General Recommendation for Western:

“We applaud the considerable effort of the University to update the campus master plan to reflect the dynamic challenges of projected enrollment and program growth…In the face of projected acute space shortages, the University must proceed with the completion and adoption of this plan at the earliest feasible date so that it can serve as an official guide to establishing capital construction priorities and achieving WWU’s strategic planning goals.”

- In concert with an updated Strategic Action Plan, Western developed a comprehensive and collaborative Institutional Master Plan that now guides the development of new and renovated buildings on campus. Several new facilities have been completed and are in use, many have been renovated, and others are under construction or planned for the future.
Appendices (located in Volume II of the Self-Study Report)

8.1: Western Washington University Campus Map

Exhibits (located in Standard Eight Exhibit Binders and Cabinet, Committee Room)

8.1: Outdoor Sculpture Collection documents
8.2: EESP Matrix of Locations
8.3: Policies:
   • FM Policy, POL-5700.08 (Prioritization Process)
   • Key Control Policy
   • Access Policy for various constituencies
   • Security
   • Public Safety
8.5: Western Washington University, Emergency Management Plan
8.6: Campus Safety Report
8.7: Western Washington University, Campus Character Study
8.8: Waterfront Development documents
8.9: Western Washington University 2007-17 Capital Plan including the University’s Backlog Reduction Plan and Proposed Changes for the Future
8.10: Schedule for Replacement of Instructional Equipment and Examples of Inventories
8.11: Campus maps that indicate changes of the past several years
8.12: Summary of Major Property Additions and Capital Improvements During the Past Three Years and Those Planned for the Next Three Years

“WWU Core Exhibits”
(located on Core Exhibit Shelves, Committee Room)

Engaged Excellence: Strategic Action Plan, 2006
Western Washington University, Board of Trustees, Rules of Operations
Western Washington University Catalog, 2007-08
Western Washington University, 2006-07 Operating Budget
Western Washington University, Capital Plan
Western Washington University, 2007-08 Fees and Rates Book
Western Washington University, Institutional Master Plan
Western Washington University, Faculty Handbook