Proposed Meeting Minutes

June 27, 2018

The Board of Trustees (BOT) Formal Session was called to order by Chair Rinvelt at 11:05AM on Wednesday, June 27, 2018. The meeting was held at the Bernhard Center in Rooms 157-159. Presiding were Chair Rinvelt, Vice Chair Bolger, and Trustees Chen-Zhang, Kitchens, Miller, Penn, and Pickard.

A motion to accept the June 27, 2018 BOT agenda was made by Trustee Penn, with a second from Trustee Miller. The motion passed unanimously.

A motion to accept the minutes as exhibited from the April 18, 2018 BOT meeting was made by Trustee Kitchens, with a second by Vice Chair Bolger. The motion passed unanimously.

Remarks were provided by Chair Rinvelt – Attachment A followed by remarks from President Montgomery – Attachment B.

Faculty Senate President R. Gershon, Western Student Association (WSA) President J. Sanchez, and Graduate Student Association (GSA) President A. Pineda provided comments regarding their respective areas and their ongoing activities and initiatives relating to shared governance, promoting student involvement, and academic enrichment. See Attachment C for remarks by Faculty Senate President R. Gershon.

Orientation Program Manager, S. Booher introduced student orientation staff who showcased the experience and activities around New Student Orientation.

There was no indicated public interest in providing commentary regarding any Action Item.

As Action Items, Vice President for Business and Finance J. Van Der Kley recommended Tuition and Fees for Main Campus 2018-2019. A motion to accept the Tuition and Fees for Main Campus 2018-2019 was made by Trustee Miller, with a second by Trustee Penn. The motion passed unanimously.

Vice President for Business and Finance J. Van Der Kley next outlined Tuition and Fees for Extended University Programs 2018-2019. A motion to accept the Tuition and Fees for Extended University Programs 2018-2019 was made by Vice Chair Bolger, with a second by Trustee Penn. The motion passed unanimously.

Vice President for Business and Finance J. Van Der Kley next presented the proposed University Budget for 2018-2019. A motion to accept the University Budget for 2018-2019 was made by Trustee Miller, with a second by Trustee Kitchens. The motion passed unanimously.

Interim Provost S. Stapleton recommended Creation of the Richmond Institute for Design and Innovation. A motion to accept the Creation of the Richmond Institute for Design and Innovation was made by Vice Chair Bolger, with a second by Trustee Kitchens. The motion passed unanimously.
Interim Provost S. Stapleton next proposed the list for Academic Tenure and Promotion. A motion to accept the list for Academic Tenure and Promotion was made by Trustee Kitchens, with a second by Vice Chair Bolger and was passed unanimously.

Vice President for Business and Finance J. Van Der Kley next outlined Redemption of Debt and Transfer of Building and Related Property to WMU Homer Stryker M.D. School of Medicine. A motion to accept the Redemption of Debt and Transfer of Building and Related Property to WMU Homer Stryker M.D. School of Medicine was made by Trustee Miller, with a second by Trustee Penn. The motion passed unanimously.

Vice President for Business and Finance J. Van Der Kley next recommended Action as Class A Member of WMU Homer Stryker M.D. School of Medicine. A motion to accept supporting Action as Class A Member of WMU Homer Stryker M.D. School of Medicine was made by Trustee Miller, with a second by Trustee Chen-Zhang. The motion passed unanimously.

Vice President for Business and Finance J. Van Der Kley next proposed a Modification of Student Loan Fund. A motion to accept the Modification of Student Loan Funds was made by Trustee Miller, with a second by Trustee Pickard. The motion passed unanimously.

General Counsel C. Craig advocated for the European Union General Data Protection Regulation Policy Approval. A motion to accept the European Union General Data Protection Regulation Policy Approval was made by Trustee Miller, with a second by Vice Chair Bolger. The motion passed unanimously.

Vice President for Business and Finance J. Van Der Kley next recommended approval of the Teaching Assistants Union (TAU) Labor Agreement. A motion to accept approval of the Teaching Assistants Union (TAU) Labor Agreement was made by Trustee Kitchens, with a second by Vice Chair Bolger. The motion passed unanimously.

A motion to approve the Consent Items was made by Trustee Miller, with a second from Trustee Penn. The BOT unanimously approved the following Consent Items as exhibited: One-Day Liquor License Applications (October 20, 2018; March 15 and 16, 2019); Curriculum Proposal; Personnel Report; Gift Report; Grant Report; Operating Cash Accounts; and Annuity and Life Income Funds.

During general public commentary TAU President C. Herhold spoke on behalf of the Teaching Assistants Union.

The BOT meeting ended at 12:47PM following a motion to adjourn by Trustee Penn, a second by Vice Chair Bolger, and unanimous approval.

Respectfully submitted,

Kahler B. Schuemann
Secretary to the Board of Trustees
Western Michigan University
Proposed Meeting Minutes

(Special Meeting – Teleconference) August 20, 2018

The Board of Trustees (BOT) Formal Special Session was called to order by Chair Rinvelt at 2:32PM on Monday, August 20, 2018. The meeting was held at the Bernhard Center, Connable Board Room. Presiding on the telephone were Chair Rinvelt, Vice Chair Bolger, and Trustees Chen-Zhang, Johnston, Kitchens, Miller, and Penn.

Remarks were provided by President Montgomery – Attachment D.

As Action Items, Vice President for Business and Finance J. Van Der Kley recommended approval of the 2018-2021 Agreement Between Western Michigan University and the American Federation of State, County, and Municipal Employee’s Union AFL-CIO (AFSCME). A motion to accept the 2018-2021 Agreement Between Western Michigan University and the American Federation of State, County, and Municipal Employee’s Union AFL-CIO (AFSCME) was made by Trustee Miller, with a second by Trustee Penn. The motion passed unanimously.

Vice President for Business and Finance J. Van Der Kley next proposed Temporary Easement of Property on Howard Street Between W. Michigan and Stadium Drive. A motion to accept the Temporary Easement of Property on Howard Street Between W. Michigan and Stadium Drive was made by Trustee Miller, with a second by Trustee Kitchens. The motion passed unanimously.

There was no indicated public interest in providing commentary.

The BOT meeting ended at 2:47PM following a motion to adjourn by Trustee Penn, a second by Vice Chair Bolger, and unanimous approval.

Respectfully submitted,

Kahler B. Schuemann
Secretary to the Board of Trustees
Western Michigan University
Good morning, welcome, and thank you for being with us today. It’s wonderful to see you all.

You’re about to witness an experiment. Experimentation happens every day at this research University, of course. But, in this case, I’m testing out a change in my traditional opening remarks by offering you a report on some of our activities as board members, as well as highlighting a few agenda items requiring action. As trustees, we enjoy hearing presentations from across campus each board meeting—as we will today. But I'd also like to offer a report, while being respectful of everyone's time, as we have a full docket with several action items. Those items include recommendations for next year's tuition as well as for the 2018-19 budget.

As trustees, overseeing the University's finances is one of our most important responsibilities, and we don’t take that duty lightly.

**Tuition and budget**
As with any budget, it’s a balancing act. We must continue to price tuition and develop the budget in a way that maintains the quality education our students expect and deserve while also being good stewards of the resources entrusted to us. Our budgeting is more than simply a spending plan. **It’s important that where we can cut costs, we do.** We continually analyze our operations to ensure we are running as cost effectively and as efficiently as possible. Efficiency is another way to preserve the quality we all want for our students.

On the revenue side, as a board, we continue to track our enrollment and monitor student retention. Student enrollment, of course, is intrinsically tied to our finances. It’s simple math. And we also all know that WMU is an outstanding institution with so much to offer those who become Broncos. As thousands of alumni can attest, students who invest in a WMU education come out on the other side career-ready and well-prepared for the next stage of life; **91 percent** of new WMU alumni are employed or in graduate school within three months of graduation. That's an awesome statistic, and it's important that we do all we can to attract students to this top-notch education and its fantastic return.
Trustee engagement

Also related to finances, I would like to report that I attended an audit committee meeting last week. We are planning for next year's audit and I'm happy to say that that process is going well. In addition, I was present for a report by the University's Title IX coordinator and was pleased to hear the latest on our commitment to a safe campus.

And since we last met as a full board, trustee Shani Penn also took part in some important meetings. Soon after our April session, Trustee Penn attended the Association of Governing Boards (AGB) national conference on trusteeship. AGB helps trustees stay abreast of best practices in university board governance as well as to get insights on trends, challenges and opportunities facing higher education. Topics covered at this recent conference included institutional oversight, endowments, new student demographics and forecasts for the future of higher education.

And, finally, we'll soon be reporting on the board's calendar of meetings for the upcoming academic year and we want you to stay tuned for that.
President Ed Montgomery
Board of Trustees Meeting Remarks
June 27, 2018

Opening/Commencement
Good morning. Thank you all for being with us for today's meeting. Looking around the room, I know that many of you spent part of your weekend experiencing what I did. And it's one of the best experiences we have here—commencement. We graduated nearly 1,300 students from 31 nations in two joyous ceremonies on Saturday. I know all of you can attest that witnessing our students achieve their goals leaves your heart full—855 earned bachelor's degrees, 403 earned master's degrees and 38 earned doctorates.

Among those celebrating were Drs. Merfat Alsubaie and Mohammed AlSobaie, who earned doctorates in educational leadership. I met them briefly following the noon ceremony. Originally from Saudi Arabia, the couple moved to the U.S. with bachelor's degrees and one child. They learned English, adapted to American culture and developed a wide circle of friends. On the road to earning their graduate degrees, they had a second child and then twin boys, who were born prematurely. Mohammed took care of the family during the summer and fall terms of 2017 while Merfat completed and defended her dissertation. On the day of Merfat's successful defense, Mohammed declared: "Now it is my turn." He worked 18-hour days on his studies while Merfat kept the children upstairs, quiet or out of the house. He completed and successfully defended his dissertation in May. This couple balanced family, other life obligations and their studies to achieve their dreams together—and did so in extraordinary fashion. Now, Merfat and Mohammed plan to return to Saudi Arabia, where they both have jobs in teacher education. Congratulations to them and to all our newly minted alumni.

University news
In other recent news, our Valley Dining Center achieved LEED Gold certification, demonstrating WMU's continued commitment to the strategic goal of sustainable stewardship. Gold is the second highest award in four levels of Leadership in Energy and Environmental Design certification. We thank all those on campus who worked so hard to bring that project to fruition; we will soon be formally celebrating this impressive achievement.

Looking forward to fall, the upcoming academic year's incoming freshmen and transfer students will be the first class to experience our Success at WMU initiative. Preparations have been underway since
January to welcome all new students with a solid program to ensure their academic success. **Success at WMU** includes providing a peer mentor for incoming students. Not only will this program help new students feel embraced and supported by the Bronco community, it also will help them develop critical skills to achieve their academic and life goals. It’s not enough to bring students through our doors; we must also help them persist to graduation.

And as part of the Success at WMU initiative, the University has completed the initial membership steps to becoming a **JED Campus**, a program that puts a greater campus wide focus on student well-being and mental health. As a JED Campus, WMU is one of nearly 200 campuses across the country enrolled in the four-year-old national initiative that serves more than 2 million college students. The program is designed to increase student resilience and decrease the two leading causes of death among young adults—accidents, including those caused by prescription drug overdoses or alcohol poisoning, and suicide. The program will enhance the resources we already offer by providing us with more tools and insights to help students.

**Administrative hires:**

In addition to soon welcoming new students to campus, we are also welcoming new talent to central administration. **Dr. Jennifer Bott** begins her tenure as our provost and vice president for academic affairs **next week**. Dr. Bott comes to us from Ball State University, where she was the Bryan Dean of the Miller College of Business. A veteran in higher education leadership, she brings a wealth of experience in strategic planning, program development, budgeting, shared governance, fundraising and growing enrollment. We are excited for her arrival, and we are also deeply grateful to **Dr. Sue Stapleton**, whose leadership as interim provost for the past year kept Academic Affairs moving forward and thriving. Thank you, Dr. Stapleton.

And present with us today—on his first day—is **Tony Proudfoot**, our new vice president for marketing and strategic communication. Welcome, Tony. **Please stand to be recognized.** Tony is filling a newly created position at WMU responsible for providing vision and leadership to advance institutional marketing and communication. Tony, who most recently led marketing, brand strategy and communications at the University of Arizona, also comes to us with a strong track record of success. He has deep experience in higher ed marketing, brand positioning and communication leading to increases in enrollment, graduation rates and philanthropic support. We know you are going to do great things here, as well, Tony. Thank you.
Accolades

I'd like to also take this opportunity to talk about some other student, faculty and staff accomplishments and accolades.

Student accomplishments

We have two students who recently won prestigious scholarships to support study abroad experiences:

Senior Caitlin Wiley received a $20,000 Boren Scholarship to spend the next academic year in Brazil at the Federal University of Santa Catarina, where she will be studying Portuguese. Caitlin is an honors student double majoring in Spanish and global and international studies and minorig in Latin American studies. In 2016, she studied in Argentina and felt the impacts of economic and political crisis in that country. She chose to pursue a second study abroad experience, this time in Brazil, to expand the depth and breadth of her knowledge of Latin America.

Meanwhile, student Joshua White is in Japan studying Japanese thanks to a U.S. Department of State scholarship. Because of this full scholarship from the state department’s Critical Language Scholarship program, Joshua is studying at the University of Shiga (SHE-guh) Prefecture in Hikone (Hee-CO-NAY). Joshua is a current WMU student, but also a new alumnus. This WMU presidential scholar graduated from the University in April with a Bachelor of Arts in Japanese, a Bachelor of Science in applied mathematics and a Bachelor of Science in Engineering in computer engineering. Joshua expects to graduate with a Master of Science in Engineering in electrical engineering and a Master of Science in applied and computational mathematics in April 2020.

Faculty accolades

Several engineering professors are applying their expertise to make us safer.

Dr. Upul Attanayake in civil and construction engineering, and Dr. William Liou in mechanical and aerospace engineering, have been awarded grants through the Georgeau Construction Research Center in the College of Engineering and Applied Sciences. The vision of the center is to advance the construction industry through innovative research focused on addressing global construction challenges and creating better, stronger, sustainable, safer and more resilient construction systems and materials. Attanayake and Liou are co-principal investigators on a project that received funding to further Attanayake’s recent research evaluating various roof systems and materials for improving structural resilience in damaging winds.
Another grant went to Dr. Xiaoyun Shao, associate professor of civil and construction engineering, who has been studying an innovative application of construction adhesives to enhance the resilience of wood-frame buildings. Her funded project will investigate additional novel approaches to dramatically enhance the resilience of wood-frame buildings using construction adhesives.

We thank these faculty experts for their applied research.

I'd also like to extend gratitude to Dr. Joseph Morris, professor of counselor education and counseling psychology, who has bequeathed a gift that creates the Joseph R. Morris Endowed Professorship in Race and Psychology. This endowed professorship will enable his department to recruit and retain faculty with exceptional contributions to the study of race in counseling psychology or race and psychology. It will help to ensure that, in perpetuity, multiculturalism will continue to be a cornerstone of the department and its curriculum as well as the College of Education and Human Development student body and faculty. Thank you for your generous gift and for your foresight, Dr. Morris.

Staff accomplishment

And congratulations go to Alexia Alexander, interim associate director of financial literacy, planning and outreach in our Student Financial Aid office. The Midwest Association of Student Employment Administrators has chosen Alexia as its Student Supervisor of the Year for the state of Michigan. The award recognizes the outstanding leadership, professionalism and mentoring of student employment supervisors. Well done, Alexia.

Retiree recognitions

Finally, I want to acknowledge the impending retirements of four dedicated individuals who have invested their talents here for many years:

Dr. Jim Gilchrist, vice provost for budget and personnel and chief information officer, is attending his final Board of Trustees meeting. Dr. Gilchrist has been a part of this University community for 38 years. He joined WMU as a faculty member in communication and has filled many roles and responsibilities since then. Thank you, Jim, for your decades of outstanding service.

And Dr. Martha Warfield, vice president for diversity and inclusion, as your retirement draws near, we thank you for your long dedication to WMU's mission. In your more than 25 years working at the University, you have demonstrated a commitment to the needs of students above all. You have been an
effective and vocal advocate for diversity and inclusiveness on this campus, and WMU is much stronger for it. We wish you well.

Dr. Earlie Washington, dean of the College of Health and Human Services, is retiring as dean. She first came to WMU in 2000 as director and a faculty member in the School of Social Work and was later elevated to lead the college. She has been a productive and outstanding dean. Dr. Washington, however, will still be around, as she plans return to social work faculty after a yearlong leave.

Lastly, there's another special someone here today to recognize. And we have a special presidential token of appreciation to present to him. Dr. Dunn, can you come forward? Kahler, can you assist? This memento is a tribute to Dr. John M. Dunn and his transformational 10-year leadership of WMU.

Dr. Dunn agreed to additionally serve in his capacity as president emeritus for a year following his retirement, and we want to thank and honor him. Thank you, Dr. Dunn. Your legacy of transformational leadership will be felt for years to come by Broncos everywhere.
ATTACHMENT C

REMARKS TO WMU BOARD OF TRUSTEES
June 27, 2018
Richard A. Gershon

MY BACKGROUND

Professor in the School of Communication, 28 years
I co-direct the Telecom. and Information Management major
Active Researcher in the field of media and telecommunications management - Specializing in Communication technology and innovation
Book: Digital Media and Innovation, Sage
I have been with the WMU Faculty Senate, first as VP but also chairing the campus planning and finance committee
Most important thing: I am an academic entrepreneur

TODAY’S WMU FACULTY SENATE

The real work of the FS occurs in its councils and committee structures
My predecessor Suzan Ayers has been on point in terms of providing council updates
Somewhere in her many presentation to this group, she has probably mentioned the word “shared governance” on any number of occasions.
I believe that shared governance is a partnership between the University and the Faculty
My goal for today is tell you about some of our goals for the coming year and why.

WESTERN ESSENTIAL STUDIES

So let’s start with something that you’re already familiar; specifically, Western Essential studies.

In revising the original general education requirement, the project design committee had to ask the question: What does it mean to be a well educated student? And more specifically what does it mean to be a well educated WMU student.

Today’s WMU student needs to be more than just their major. Whether that student is in nursing, engineering or supply chain management (to name only a few) he/she should be equally conversant whether its understanding the challenges associated with intellectual property rights in the digital age or understanding the human, political and social challenges associated with US immigration policy. Hence we, the WMU Faculty Senate – and the University at large - have committed ourselves in the next two years to reinventing General Education now to be balled Western Essential Studies.
I have picked up the baton passed to me by Dr. Ayers.

We have now entered into the third phase of the WES project where the focus is on implementation. We’re now building the operating systems to make that happen. The operative word is systems:

1) electronic submission forms
2) the instructions that go with it for those departments and educators
3) building the review teams that will review such proposals
4) working with the registrar’s office in terms of course listings, rollout and timeframe

MEETING WITH THE DEANS OF THE VARIOUS COLLEGES

This summer, I have made it a point to try and meet with each of the Deans of the various Colleges that comprise the University. I have met with most, but not all – to this point.

The goal is to better understand their academic priorities and to use some of that information in helping to shape the FS Council Charges in the coming year.

This is a brief sampling of what we’ll be looking at:

1. CPFC – the Role of Faculty Working with Enrollment Management and Admissions – University campus tours – faculty make the difference
2. Professional Concerns - GPA Start Over – My Dad wanted me to be an engineer ... This comes under the heading of second chances...
3. IEC - Internationalizing the curriculum. Setting up workshops and forums for enabling and encourage faculty to bringing global perspectives to their own areas of teaching and promote internationalization of the curriculum.

Consider, for example, a videoconference or a Skype conference where two or more Professors can share a joint lecture or presentation on innovation between my Communication colleagues who teach in the area of media management at such places U. of Ghent Belgium, Tallinn University in Estonia, University of Navarra Spain and myself at WMU in the US.

4. USC and GSC: How to better foster cluster hires (i.e., shared faculty appointments between two or more departments.

5. RPC. Creating a Research and Professional Skills data base. Reaching out across campus in terms of research project design.

INVENTING THE FUTURE: Interdisciplinary Education

Speaking of reach out... My last set of comments
The field of higher education is under enormous pressure to create value for its students in terms of its course offerings and on-campus student experiences, while at the same time needing to be cost effective and ensuring high academic standards.

As we look to the future, it is my belief that we are reaching a point in higher education where departments can no longer afford to go it alone. Rather, the value of reaching out within colleges and across the university at large becomes important in ensuring that various kinds of core knowledge areas and skill sets are made available to our students.

One of my goals for the coming year, and by extension the FS as a whole, is to look at the future of interdisciplinary education. In my view, some of the most innovative programs are those that can see across the university by being able to draw upon people, resources and expertise located in different academic disciplines.

The concept of an interdisciplinary education is easy enough. The challenge lies in working though the logistical barriers that makes interdepartmental collaboration difficult. We have to work through the tendency among departments (and department heads) to think in terms of academic silos.

This was one my other reasons for meeting with the Deans of our various colleges. I used those meetings as a time to strategize in ways that make the possibility of interdisciplinary academic programs more practical and applied:

1. Robotics
2. Materials Science
3. Innovation and Product Design
4. Bio Engineering
5. Health Information Technology

**Boundary Spanning**

The ability to develop programs in these areas, to name only a few, requires the ability to traverse the usual departmental boundaries and the willingness to engage new knowledge in different ways. Therein, lies the benefit and the opportunity for students who are positioning themselves to be on the leading-edge.

As Microsoft’s Bill Gates shrewdly observes, “companies fail when they become complacent and imagine that they will always be successful.” That imperative is every bit as true in the field of higher education.

When companies fail – they declare bankruptcy. Think Eastman Kodak, Blockbuster Video and Radio Shack. In education, departmental programs don’t declare bankruptcy – they simply become less and less relevant.

We can’t have that happen. The long-term success of any academic program will ultimately depend on the proper blending of its core strengths with a view towards the future in terms of innovative curriculum design. We have a unique and special obligation to prepare our students for the future world of work.

This past graduation, I got to do something that I’ve never done before in the many years that I have attended. As I stood by the President handing him the diploma containers I got to see our students first enter the stage area.

It was a different view of students than I usually see. What I got to see
was the look in their eye as they first entered the runway. There was hope, nervousness, relief but most of all expectation regarding the future.

The Western Michigan University that I’ve come to know and understand is well-positioned for the future.

On behalf of the WMU FS, I look forward to my future association with President Montgomery and you the BOT in the coming year. Thank you.
Good morning. Thank you all for being with us for today’s special board meeting. With the exception of Trustee William Pickard—who wasn’t able to join us at this time—all board members are with us by phone.

We’re here to bring before you two agenda items—a new contract with Local 1668 and Council 25 of the American Federation of State, County and Municipal Employees. We are also seeking your authorization to negotiate terms of a temporary property easement with the city of Kalamazoo.

First up for the board to consider is a three-year contract with our local chapter of AFSCME. This union’s members include our colleagues who work in building maintenance and custodial roles, dining services, landscaping, and several other capacities on campus.

Before we hear details of the contract, I want to thank both negotiation teams for their hard work and professionalism through this process. Teams began meeting in May. AFSCME’s negotiating team included Dennis Moore, the President of AFSCME Local 1668. The administration’s team was led by Kurt Graham, director of staff labor relations. Thank you for good work. Your efforts brought us to where we are at today.