THURSDAY, AUGUST 18, 2022
Location: Shannon Point Marine Center – Anacortes, WA
Time: 3:00 p.m.

1. CALL TO ORDER
   3:00 – 3:01 pm

2. SHANNON POINT MARINE CENTER: FOCUS AND RESEARCH
   3:01 - 3:45
   Presentation: Dave Patrick, Vice Provost for Research and Dean, Graduate School
               Brooke Love, Academic Program Director, Marine and Coastal Science Program
               Suzanne Strom, Senior Marine Scientist, Shannon Point Marine Center

3. TOUR SHANNON POINT MARINE CENTER
   3:45 - 4:30

FRIDAY, AUGUST 19, 2022
Location: The Majestic - Anacortes, WA
Audiocast: https://wp.wwu.edu/live/
Time: 8:00 a.m.

4. CALL TO ORDER
   8:00 – 8:01

5. PUBLIC COMMENT
   8:01 – 8:10

6. BOARD CHAIR REPORT
   8:10 – 8:25

7. UNIVERSITY PRESIDENT REPORT
   8:25 – 8:35

8. FACULTY SENATE REPORT
   8:35 – 8:45
9. ASSOCIATED STUDENTS REPORT
8:45 – 8:55

10. BOARD FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT
8:55 – 9:05  Presentation: Trustee Sue Sharpe, Committee Chair

11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT
9:05 – 9:15  Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEMS

12. WESTERN ON THE PENINSULAS: POSITIONING FOR THE FUTURE
9:15 - 9:45
- Western on the Peninsulas: Positioning of the Future
  Presentation: Sabah Randhawa, President
  Brad Johnson, Provost/Executive Vice President
  Brent Carbajal, Provost/Vice President for Academic Affairs

13. FOUNDATION AND ALUMNI BOARD MERGER UPDATE
9:45 - 10:05  Presentation: Kim O’Neill, Vice President for University Advancement

BREAK (10 min)

14. BOARD POLICIES ON DELEGATION OF AUTHORITY, PRESIDENTIAL EVALUATIONS, AND BOARD SELF-EVALUATION
10:15 - 11:00  Presentation: Sue Sharpe, Trustee
  Faith Pettis, Trustee

ACTION ITEMS

15. OPERATING BUDGET REQUEST FOR BIENNium 2023-2025
11:00 - 11:45  Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
  Faye Gallant, Executive Director, Budget and Financial Planning

16. APPROVAL OF SUMMER QUARTER DEGREES
11:45 – 11:50  Presentation: Brent Carbajal, Provost/Vice President for Academic Affairs
17. INFORMATION ITEMS  
11:50 – 11:55  
   a. Academic Reports  
   b. Enrollment Management Summary  
   c. University Advancement Report  
   d. Capital Program Report  
   e. University Relations and Marketing Report  
   f. Affirmative Action Program Summary Report

18. TRUSTEE REMARKS  
11:55 – 12:00

19. DATES FOR NEXT REGULAR MEETING: October 13 & 14, 2022

20. ADJOURNMENT
1. CALL TO ORDER
Purpose of Submittal:

Dr. David Patrick will provide an overview of Shannon Point Marine center research, teaching and outreach activities, including a tour of facilities.
TO: Members of the Board of Trustees
FROM: President Sabah Randhawa by Provost Brad Johnson
DATE: August 18, 2022
SUBJECT: Tour Shannon Point Marine Center
PURPOSE: Information Item

Purpose of Submittal:

The Board of Trustees will be led by faculty on a tour of the Shannon Point Marine Center in Anacortes, WA.
4. CALL TO ORDER
Purpose of Submittal:

RCW 28B.35.110 requires that the governing boards of regional universities provide for public comment at meetings and follow procedures for open public meetings in the Open Public Meetings Act.

The August meeting of the WWU Board of Trustees will be conducted in person. Persons wishing to comment during public comment can email Rayne Rambo, Assistant Secretary to the Board of Trustees in advance of the meeting or in-person by reporting to The Majestic in Anacortes, WA on Friday, August 19, 2022 by 7:45 a.m. rambor@wwu.edu

Any member of the public wishing to listen to the meeting can do so via the audiocast as per usual at the link provided on the Board of Trustees web site and here: https://wp.wwu.edu/live/
Purpose of Submittal:

Board Chair John M. Meyer will report to members of the Board and President Randhawa and his staff on topics related to the Board of Trustees.

- RESOLUTION 2022-05 Recognizing the Service of Trustee Karen Lee
- RESOLUTION 2022-06 Welcoming Trustee Keara Ryan
RESOLUTION NO. 2022-05

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

RECOGNIZING THE SERVICE OF TRUSTEE

Karen Lee

WHEREAS, on December 10, 2010, KAREN LEE of Covington, Washington, was appointed by Governor Christine Gregoire to serve a term on the Western Washington University Board of Trustees through September 30, 2016, and was reappointed for a second six-year term by Governor Jay Inslee ending September 30, 2022; and

WHEREAS, KAREN LEE brought to her appointment experience working in senior leadership positions in business and government, including serving as Commissioner of the Washington State Employment Security Department, and as Chief Executive Officer of Pioneer Human Services; and

WHEREAS, KAREN LEE’s appointment has added to an already distinguished record of community service as past President of the National Association of State Workforce Agencies, President of the University of Washington Alumni Association, Chair of the Board of Directors for the Bellevue Chamber of Commerce, board member of the Cascade Land Conservancy, and vice chair of the Washington State Student Achievement Council; and

WHEREAS, KAREN LEE provided outstanding leadership as Chair of the Board of Trustees from June 2014 to June 2016 during a presidential search and transition process, and as a member of the Board’s Finance, Audit, and Enterprise Risk Management and Academic Affairs and Student Success Committees; and

WHEREAS, KAREN LEE has challenged and inspired her Board colleagues and University leaders to think boldly about the future of Western Washington University and public higher education, accelerating progress toward achieving Western’s strategic goals and priorities, and what it means to advance a culture of inclusion and equity in all aspects of University operations; and

WHEREAS, KAREN LEE has combined steadfast leadership, thoughtful engagement, and warm collegiality with a personal commitment to advancing the best interests of each member of the Western community;

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that KAREN LEE is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire university community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on August 19, 2022.

ATTEST:

John M. Meyer, Chair

Faith Li Pettis, Vice Chair
RESOLUTION NO. 2022- 06

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

WELCOMING TRUSTEE Keara Ryan

WHEREAS, on July 1, 2022, Governor Jay Inslee appointed KEARA RYAN of Snoqualmie, Washington to serve a one-year term ending on June 30, 2023 on the Western Washington University Board of Trustees; and

WHEREAS, KEARA RYAN is a student in good standing at Western Washington University pursuing a bachelor’s degree in Sociology and minor in Holocaust and Genocide Studies; and

WHEREAS, KEARA RYAN brings to her appointment as a trustee a record of broad service and dedication to the campus community, including as the Associated Students Office of Civic Engagement as the Elections Coordinators, Outreach Coordinator for WWU Planned Parenthood Generation Action, and contributing editor to The Back; and

WHEREAS, KEARA RYAN was nominated by an Associated Students committee to serve as a student member of the Western Washington University’s Board of Trustees; and

WHEREAS, KEARA RYAN has declared her commitment to serve as a member of the Western Washington University Board of Trustees;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially extends a warm welcome to Keara Ryan as she begins her term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on August 19, 2022.

ATTEST:

John M. Meyer, Chair

Faith Li Pettis, Vice Chair
Purpose of Submittal:

President Randhawa will present brief reflection on issues of interest to the Board.
Purpose of Submittal:
Lysa Rivera, Faculty Senate President, provided the Board with a report on recent activities of the Faculty Senate.
Dear all,

My name is Lysa Rivera and I am excited to serve the University as next year’s Faculty Senate president. I am currently in Spain with my son and unable to attend this important two-day meeting. Please accept this written report in my place. (Were I there in person, I would pause here to thank Rayne Rambo for organizing this event so effectively. Thanks, Rayne!).

I am an Associate Professor in the English department, where I teach courses in American multiethnic literature. I bring to the senate several years of leadership experience in my home department and the faculty union, UFWW. I also want to introduce Brandon Dupont who graciously agreed to be nominated as my Vice President. Dr. Dupont is an associate professor in Economics and brings to this service opportunity substantial faculty governance experience.

Because the faculty senate responds to questions and challenges all year, it would take me far longer than ten minutes to give you a complete list of everything we faced and accomplished. I’ll offer two that have stood out to me.

Last year, the faculty senate continued to navigate a higher-ed landscape still impacted by the Covid-19 pandemic. While faculty, staff, and students were steadily returning to in-person teaching, there were hiccups along the way. This prompted significant and important discussions across campus about remote learning in general. The Academic Coordinating Commission (ACC) introduced new definitions related to modality and the Senate voted unanimously to approve them in June. Colleges continue to have discussions to develop new alternative modality guidelines which would include some remote and hybrid forms of course delivery. This was a long process – and in many ways it remains ongoing – because discussions as important as modality take great time and care.

Another important item relates to our teaching faculty (also known as non-tenure-track or NTT). Per the request of a department in the college of science and engineering, and after feedback through a faculty survey, the Senate made a slight revision to the faculty handbook that articulates and thereby establishes the possibility of non-tenure track faculty voting rights on recommendations for chair in their department. Ultimately, this decision remains in the hands of departments and/or colleges to decide.
Looking ahead to next year, there are several new conversations set to take shape. This summer, an ad hoc senate subcommittee carried out a charge to develop new course evaluation questions as our previous software is no longer compatible with our current technology. I chair this committee and I look forward to bringing a solid proposal to Senate in the fall. Faculty across campus are eager to replace the temporary evaluation form developed during Covid: stronger, more effective course evaluations are important for promotion and tenure, especially.

In addition to this summer ad hoc committee on new course evaluations, we have charged a second ad hoc committee with the task of proposing substantial revisions our Faculty Code of Ethics. We hope to implement a much more robust and clear ethical commitment against sexual harassment in all its forms.

I look forward to speaking with you again soon after the start of the new academic year!

All my best,

Lysa Rivera
Purpose of Submittal:
AS President Sargun Handa, will brief the Board of Trustees on recent activities of the Associated Students.
Purpose of Submittal:

Chair Sharpe will report to members of the Board of Trustees and the university president and his staff topics related to the Board FARM Committee.
Purpose of Submittal:

Chair West will report to members of the Board of Trustees and the university president and his staff topics related to the Academic Affairs and Student Success Committee.
Purpose of Submittal:

In this interactive session, President Randhawa and Provosts Johnson and Carbajal will introduce the possibility that Western would plan for an expanded operation and presence on the Peninsulas. The Administration is interested to learn what the Trustees envision with respect to Western’s role in this underserved part of the state.

Background:

WWU currently offers a number of degree programs in several locations on the Kitsap and Olympic Peninsulas in partnership with Olympic College and Peninsula College that are collectively referred to as the “Western on the Peninsulas” programs. Despite these existing 2+2-year degree programs, a 2019 Feasibility Study funded by the State Legislature made it clear that a more established four-year university presence and additional degree program and professional development options are required in order to better serve the regional needs. Indeed, by many measures the Kitsap and Olympic Peninsula region is currently one of the most underserved regions of the state when it comes to access to four-year and master's-level degree programs.

Strategic Questions:

1. How would the Trustees see such an initiative aligning with goals and objectives of Western’s strategic plan?

2. What information or data would the Trustees be interested in seeing with respect to this idea?

3. What do the Trustees think an expanded operation and presence on the Peninsulas would actually look like?
TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Kim O’Neill, Vice President for University Advancement
DATE: August 19, 2022
SUBJECT: Foundation and Alumni Association Boards Merger Update
PURPOSE: Discussion Item

**Purpose of Submittal:** Kim O’Neill will provide an update on the merger of the WWU Foundation and Alumni Association Boards.

**Attachment:** PowerPoint
Directive from President Randhawa to consider the merits of a combined Alumni Association-Foundation entity.

The opportunity is to focus on the collective mission of:

- Advancing alumni engagement
- Creating a culture of philanthropy
- Leveraging the strengths and expertise of each unit
- Better alignment, integration and operationalization
Merger Goals

To better align, integrate and operationalize the work of the Alumni Association and Foundation.

A merger of equals

UNIVERSITY ADVANCEMENT

The Western Foundation receives and encourages private giving to WWU in the form of annual gifts, endowed gifts, estate gifts, and gifts in kind, all of which support student scholarships, programs, and faculty members.

The Western Washington University Alumni Association strengthens Western by building strong and caring relationships that make a difference among our students, alumni, friends, and the greater university community.

Leverages each for more coordinated alumni engagement leading to increased philanthropy
Discussion Background

Steering Committee culled from both entities met over a series of meetings to consider a broad range of engagement factors:

- Value proposition
- Anticipated outcomes
- External opportunities
- Internal opportunities
- Concerns
- Core implementation challenges
- Proposed committee structure

**THE PROCESS:**
Transparent
Equitable
Thorough and Critical Discussion
Objective
Value Proposition

A. Data
Operationalize key data points:
- Volunteer Communication
- Experiential Philanthropy

B. Segmentation
Engagement based on alumni demographics and Personas

C. “Life Cycle”
Strategic planning to reach alumni at all stages of their WWU journey

D. WWW Support
Aligns with WWU strategic goals of student, staff, alumni, faculty networks

E. Engagement
Rethinking engagement based on Time/Talent/Treasure parameters

F. Efficiency
Business practices, communications, event management

G. Structure
Re-envision the role of staff and volunteer boards

H. Metrics
Return on Investment based on Time/Talent/Treasure

WESTERN WASHINGTON UNIVERSITY | MAKE WAVES.
## Metrics

### Western Washington University

**Make Waves.**

### Reach and Frequency of WWU Media
- Media usage studies
- Social media activity
- Web site analytics

### Event Attendance on Campus
- Post-event surveys
- Regional event attendance

### Participation by Volunteer and Engagement Category
- New alumni donors
- Participation by generational group

### Alumni in Leadership Positions
- Alumni address updates

### High Involvement: Board, Committees, Advisory Groups
- Regional event attendance

### Low Involvement: Community Service, Recruitment, Mentoring, Networking
- Event attendance on campus

### Diverse Opportunities for Alumni to Make Philanthropic Investments That Are Meaningful to the Donor and Support the Institution’s Mission and Strategic Goals
- Alumni in leadership positions

### Interactive, Meaningful and Informative Communication with Alumni That Supports the Institution’s Mission, Strategic Goals and Reputation
- High involvement: Board, committees, advisory groups
- Low involvement: community service, recruitment, mentoring, networking

### Meaningful Experiences That Inspire Alumni, Are Valued by the Institution, Promote Its Mission, Celebrate Its Achievements and Strengthen Its Reputation
- Event attendance on campus
- Participation by volunteer and engagement category

### Formally Defined and Rewarding Volunteer Roles That Are Endorsed and Valued by the Institution and Support Its Mission and Strategic Goals
- Alumni in leadership positions
- High involvement: Board, committees, advisory groups
- Low involvement: community service, recruitment, mentoring, networking

### Alumni in Leadership Positions
- Alumni in leadership positions
- High involvement: Board, committees, advisory groups
- Low involvement: community service, recruitment, mentoring, networking

### Alumni in Leadership Positions
- Alumni in leadership positions
- High involvement: Board, committees, advisory groups
- Low involvement: community service, recruitment, mentoring, networking
Anticipated Outcomes

**INTERNAL**
The merger will result in a modernized model of a highly strategic, coordinated, efficient and intentional approach to alumni and donor engagement.

**EXTERNAL**
Alumni will be exposed to more meaningful engagement interactions with the University. This will strengthen their affinity and result in heightened volunteerism, advocacy and philanthropy.
Implementation Challenges

- High level vision of modernizing a new collective enterprise
- Implications for revenue and funding
- Board leadership and committee structure: How to contribute to alumni/donor engagement success
- What is new framework for engagement that is most critical for Western?
- Implications for the alumni experience and understanding alumni needs
- Cultural implications: merging two units into one
- Support of Western's academic and other campus partners
- Communications plan for alumni, focusing on status of dues program
Letter of Intent

Signed by the Executive Committees of the WWU Alumni Association and the WWU Foundation
August 2022
Next Steps
Purpose of Submittal:

For the past two year the Board has been conducting a review of its Rules of Operation and existing Policies, leading to the approval of a new set of Board Bylaws, Conflict of Interest Policy, and Values Statement. As part of this ongoing process the following are presented for full Board discussion:

- Delegation of Authority Policy
- Board Self-Assessment Policy
- Presidential Evaluation Policy
- Committee Charters

The Delegation of Authority Policy has been discussed in the past. An annotated version for the Delegation of Authority policy is included below to help explain the changes. The revised policy is presented for discussion and approval.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University approve the Delegation of Authority Policy, dated August 19, 2022.

Supporting Information:

WWU BOT Governance Structure August 2022
WWU Board of Trustees Delegation of Authority Policy dated August 19, 2022
Annotated WWU Board of Trustees Delegation of Authority Policy dated August 19, 2022
WWU Board of Trustees Board Self-Assessment Policy dated August 19, 2022
WWU Board of Trustees Self-Evaluation Policy dated August 19, 2022
WWU Board of Trustees Policy on Committee Charters dated August 19, 2022
WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

GOVERNANCE POLICIES AND STRUCTURE

DRAFT

- Board Statement of Values and Member Expectations
- Bylaws
- Policies on
  - Delegation of Authority
  - Conflict of Interest
  - Presidential Evaluations
  - Board Self-Evaluations
  - Committee Charters
- Standing Committee Charters
  - Executive and Governance Committee
  - Academic Affairs and Student Success Committee
  - Finance, Audit, and Enterprise Risk Management Committee
WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON DELEGATION OF AUTHORITY

DRAFT

Purpose

The Western Washington University (University of WWU) Board of Trustees (Board) is vested with full authority to manage the assets and affairs of the University. The Board’s powers and duties are granted by state law, in particular the Revised Code of Washington Chapter 28B.10 and 28B.35 (RCW 28B.10 and 28B.35) and other statutory provisions. The Board has authority to delegate by resolution any of its powers and duties to the University President or designee. (RCW 28B.10.528).

It is the policy of the Board to engage in responsible institutional governance by delegating full authority, express and implied, to the President or designee to manage and conduct the affairs of the University, except for those matters reserved either by law or by the Board for the proper exercise of its fiduciary duties of the institution.

This policy delineates specific powers reserved by the Board and, conversely, powers that have been delegated to the President or designee. Any delegated authority continues to be subject to the ultimate authority of the Board. The Board reserves the right to intervene in any matter and to enact or amend this policy as it deems necessary or proper to further the best interests of the University.

This policy will be approved by resolution of the Board. The Board will periodically review this policy and reserves the right to amend or rescind it by resolution at any time.

Reserved and Delegated Authority

The Board of Trustees is authorized by RCW 28B.10.528 to delegate to the President of Western Washington University, or their designees, powers and duties vested in or imposed upon the Board of Trustees by law, and to enable the President or their designee to act on behalf of the Board of Trustees in matters relating to the administration and governance of Western Washington University.

This policy affirms that the President shall have the authority to exercise all powers and duties vested in or imposed upon the Board of Trustees, except as reserved in the specific areas as set forth below.

In the event of a conflict between the language in this policy and a particular resolution, the language of the resolution will take precedence.
**Board Administration**

The Board has reserved the following authority in this area:

(a) **To Administer the Board.** To organize, administer, and operate the Board.

**University Personnel**

The Board has reserved the following authority in this area:

(a) **To Select, Appoint, and Evaluate the President.** This includes responsibility for setting the compensation, benefits, and other terms and conditions of the President’s employment, who shall serve at the pleasure of the Board. The President’s contract(s) shall be authorized in compliance with the Open Public Meetings Act, Chapter 42.30 RCW.

(b) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements.

(c) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.

(d) **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW).

(e) **To authorize legal defense and indemnification of employees, officers, or volunteers, subject to the following:**
   - If any action, claim, or proceeding is filed against member(s) of the Board, the request shall be handled as follows:
     - If the request involves a minority of the members of the Board, it will be acted on by the remaining members of the Board.
     - If the request involves a majority or all members of the Board, it will be acted on by the Washington State Attorney General, as provided in **RCW 28B.10.842**.

**University Rules and Policies**

The Board has reserved the following authority in this area:

(a) **To Adopt, Amend, and Repeal Administrative Rules.** To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) and any other laws providing rule-making authority – except for Chapter 516-12 WAC, Parking and traffic regulations; Chapter 516-13 WAC, Bicycle, mopeds, and other
powered devices; and Chapter 516-15 WAC, Skateboards, foot scooters, skates, and other similar devices.

**Tuition and Fees**

The Board has reserved the following authority in this area:

(a) **To Establish Certain Fees.** To establish academic year tuition fees (tuition operating fee and capital building fee), summer session fees, continuing education degree program fees, student services and activities fees, housing and dining fees, and all fees that students enrolled for six (6) or more credit hours are required to pay. The Board delegates its authority to the President to approve all other fees.

**Academics, Planning, and University Structure**

The Board has reserved the following authority in this area:

(a) **To Structure the University.** To establish or abolish colleges, divisions, schools, and degree programs.

(b) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.

(c) **To approve the University-wide strategic plan.**

(d) **To approve the campus master plan.**

**Budgets, Business, and Finance**

The Board has reserved the following authority in this area:

(a) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.

(b) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.

(c) **To Approve Settlement Agreements.** To enter into agreements for the purposes of settlement of legal claims or potential legal claims when the total costs to WWU are estimated to be greater than $100,000.

(d) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other
appropriate laws in instances where the Agreement allows for the creation of a separate corporate or legal entity or involves the commitment of University funds in excess of $100,000, regardless of duration. The Board shall be informed of the execution of an Interlocal Agreement at the next subsequent board meeting.

(e) **To Purchase, Acquire, or Lease Real Estate.** To authorize the purchase, acquisition, or long-term lease (for more than two years and in excess of $100,000 in annual rent) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases (for more than two years and in excess of $100,000 in annual rent) of real property.

(f) **To Select Certain Architects and Engineers and Authorize Certain Public Works Contracts.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works and to execute public works contracts in instances where the fee for such services will exceed $500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.

(g) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended.

(h) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.

**Naming and University Recognition**

The Board has reserved the following authority in this area:

(a) **To Name or De-name Colleges, Major Organizational Units, and Facilities.** To name or de-name all major organizational units and University facilities in accordance with the University’s policy and procedures on Naming Facilities, Colleges, and Organizational Units. However, the President or designee has authority to assign temporary names to major facilities to indicate function.

(b) **To Approve the Design of the University Seal.** The design of the seal of Western Washington University shall be approved by the Board.
WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON DELEGATION OF AUTHORITY

ANNOTATED DRAFT

Purpose

The Western Washington University (University of WWU) Board of Trustees (Board) is vested with full authority to manage the assets and affairs of the University. The Board’s powers and duties are granted by state law, in particular the Revised Code of Washington Chapter 28B.10 and 28B.35 (RCW 28B.10 and 28B.35) and other statutory provisions. The Board has authority to delegate by resolution any of its powers and duties to the University President or designee. (RCW 28B.10.528).

It is the policy of the Board to engage in responsible institutional governance by delegating full authority, express and implied, to the President or designee to manage and conduct the affairs of the University, except for those matters reserved either by law or by the Board for the proper exercise of its fiduciary duties of the institution.

This policy delineates specific powers reserved by the Board and, conversely, powers that have been delegated to the President or designee. Any delegated authority continues to be subject to the ultimate authority of the Board. The Board reserves the right to intervene in any matter and to enact or amend this policy as it deems necessary or proper to further the best interests of the University.

This policy will be approved by resolution of the Board. The Board will periodically review this policy and reserves the right to amend or rescind it by resolution at any time.

Reserved and Delegated Authority

The Board of Trustees is authorized by RCW 28B.10.528 to delegate to the President of Western Washington University, or their designees, powers and duties vested in or imposed upon the Board of Trustees by law, and to enable the President or their designee to act on behalf of the Board of Trustees in matters relating to the administration and governance of Western Washington University.

This policy affirms that the President shall have the authority to exercise all powers and duties vested in or imposed upon the Board of Trustees, except as reserved in the specific areas as set forth below.

In the event of a conflict between the language in this policy and a particular resolution, the language of the resolution will take precedence.

Commented [FP1]: The RCW requires that delegations be made by resolution, so this policy will be approved by Board resolution.
Board Administration

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(a) **To Administer the Board.** To organize, administer, and operate the Board.

University Personnel

The Board has reserved the following authority in this area:

(a) **To Select, Appoint, and Evaluate the President.** This includes responsibility for setting the compensation, benefits, and other terms and conditions of the President’s employment, who shall serve at the pleasure of the Board. The President’s contract(s) shall be authorized in compliance with the Open Public Meetings Act, Chapter 42.30 RCW.

(b) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements.

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   - If any action, claim, or proceeding is filed against member(s) of the Board, the request shall be handled as follows:
     - If the request involves a minority of the members of the Board, it will be acted on by the remaining members of the Board.
     - If the request involves a majority or all members of the Board, it will be acted on by the Washington State Attorney General, as provided in RCW 28B.10.842.

University Rules and Policies

The Board has reserved the following authority in this area:

(a) **To Adopt, Amend, and Repeal Administrative Rules.** To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) and any other laws providing rule-making authority – except for Chapter 516-12 WAC, Parking and traffic regulations; Chapter 516-13 WAC, Bicycle, mopeds, and other
powered devices; and Chapter 516-15 WAC, Skateboards, foot scooters, skates, and other similar devices.

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The Board has reserved the following authority in this area:

(a) To Structure the University. To establish or abolish colleges, divisions, schools, and degree programs.

(b) To Award Degrees. To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.

(c) To approve the University-wide strategic plan.

(d) To approve the campus master plan.

Budgets, Business, and Finance

The Board has reserved the following authority in this area:

(a) To Approve Budgets. To approve the operating budget, the services and activities fees budget, and the capital budget for the University.

(b) To Retain Fiscal Responsibility. To retain responsibility for the expenditure of state funds by the University and its agents and employees.

(c) To Approve Settlement Agreements. To enter into agreements for the purposes of settlement of legal claims or potential legal claims when the total costs to WWU are estimated to be greater than $100,000.

(d) To Enter into Certain Agreements. To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other
appropriate laws in instances where the Agreement allows for the creation of a separate corporate or legal entity or involves the commitment of University funds in excess of $100,000, regardless of duration. The Board shall be informed of the execution of an Interlocal Agreement at the next subsequent board meeting.

(e) **To Purchase, Acquire, or Lease Real Estate.** To authorize the purchase, acquisition, or long-term lease (for more than two years and in excess of $100,000 in annual rent) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases (for more than two years and in excess of $100,000 in annual rent) of real property.

(f) **To Select Certain Architects and Engineers and Authorize Certain Public Works Contracts.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works and to execute public works contracts in instances where the fee for such services will exceed $500,000, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.

(g) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended.

(h) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.

**Naming and University Recognition**

The Board has reserved the following authority in this area:

(a) **To Name or De-name Colleges, Major Organizational Units, and Facilities.** To name or de-name all major organizational units and University facilities in accordance with the University’s policy and procedures on Naming Facilities, Colleges, and Organizational Units. However, the President or designee has authority to assign temporary names to major facilities to indicate function.

(b) **To Approve the Design of the University Seal.** The design of the seal of Western Washington University shall be approved by the Board.

**Commented [FP10]:** The BOT Rules of Operation would require the Board to approve agreements with public agencies in excess of $50,000. With this policy, we would be delegating authority to the President to enter into such agreements in amounts up to $100,000.

**Commented [FP11]:** The BOT Rules of Operation required the Board to be provided copies of interlocal agreements that were under the $50,000 threshold (those above $50,000 we would presumably see because the Board would approve them). This policy changes that to require that the BOT receive all interlocal agreements.

**Commented [FP12]:** Added this $100,000 limit which would delegate to the President the authority to enter into long term leases of up to $100,000.

**Commented [FP13]:** Same

**Commented [FP14]:** Changed from the BOT Rules of Operation which had $300,000. This would delegate authority to the President to approve these types of contracts in amounts up to $500,000, with the caveat (unchanged) that the Board would see all contracts that were not competitively bid.

**Commented [FP15]:** Naming buildings and facilities was in the BOT Rules of Operation. Added de-naming and also colleges and major organizational units.

**Commented [FP16]:** Previously in the BOT Rules of Operation
WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON BOARD SELF-ASSESSMENT
DRAFT

Purpose

The purpose of this policy is to formalize the intent and process for Board of Trustees’ periodic self-assessment review. The self-assessment process enables the Board to demonstrate that the Board and its individual members are carrying out their roles and responsibilities in an effective manner and to identify strengths and potential areas for improvement in the Board’s functioning. The self-assessment process also satisfies the Board’s responsibility to be accountable to the larger public interest and public trust and to demonstrate compliance with any external reporting requirements, such as University's accreditors which expect governing boards to define and regularly evaluate their responsibilities and expectations.

Board Practices and Procedures for Self-Assessment

- **Board Roles and Responsibilities.** All Board members will participate in the self-assessment process as described herein. The process will be led by the Board Chair who will collaborate with the Board’s Executive and Governance Committee to ensure its effective and timely execution.

- **Frequency.** The Board shall conduct a self-assessment at least once every two years.

- **Goals and Objectives:** The intent of the self-assessment process is to:
  - Ensure that trustees have a clear and common understanding of Board responsibilities.
  - Clarify mutual expectations among Board members.
  - Strengthen Board performance.
  - Strengthen relationships among Board members and with the University President.

- **Process:** The Board self-assessment process will include the following elements:
  - A confidential survey of Board members will be used to solicit feedback on relevant dimensions of Board work and performance. The survey will be conducted via a Board-approved self-assessment instrument. Individual responses will be reported in the aggregate and without attribution.
  - At its discretion, the Board may use an external consultant or facilitator, who may supplement the survey with additional methods of assessment.
  - The results of the board self-assessment review shall be presented to and discussed by the Board at one of the Board’s two work sessions. Board members shall participate in improving and strengthening the Board’s governance processes and its role in advancing University’s priorities.
  - The Secretary to the Board will work with the Board Chair to implement an assessment process that underscores confidentiality and integrity.
Purpose

It is the policy of the Board of Trustees that it will evaluate the President of Western Washington University on an annual basis and that it will conduct a periodic comprehensive (“360 degree”) evaluation every three to four years.

The purpose of this policy is to formalize the intent and process by which the Board will fulfill an essential governance responsibility: supporting and evaluating the President. It also addresses the larger goal of contributing to the improvement of the President’s and the institution’s effectiveness. Further, the evaluation will accomplish the related goals of supporting continuous communication between the Board and the President about the President’s goals and accomplishments, the institution’s strategic goals and mission, and the effectiveness of the President’s organizational decision making. The evaluation process also meets the Board’s need to be accountable to the institution’s various constituencies and to the larger public interest and public trust.

Board Practices and Procedures for Annual Evaluation

1. **Board Roles and Responsibilities.** All Board members will participate in the evaluation process as described herein. The process will be led by the Board Chair who will collaborate with the Vice Chair and the Board’s Executive Committee to ensure a smooth transition from one evaluation period to the next.

2. **Annual Goals and Objectives.** The evaluation will be based on a mutually agreed-upon, annual set of measurable goals, objectives, and priorities presented by the President and accepted by the Board pursuant to the procedures and schedule outlined in this policy. In addition to the progress on previously set goals and objectives, the evaluation may include such other matters as the Board may determine as provided in the President’s employment agreement.

3. **Criteria and Process for Evaluation.** It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. The process may include a “360-degree component,” allowing for confidential input to be sought from the Vice Presidents, shared governance leaders, the President’s other direct reports, and in some cases external stakeholders. Among other standards and criteria for evaluation, the Board may consider the following:
   - Leadership, internal and external to the institution.
• Administrative effectiveness.
• Effectiveness at developing financial and other support for the institution.
• Communication.
• Accomplishments and progress toward annual objectives and institutional priorities established by the President and the Board.

4. **President’s Appointment and Compensation.** At the time of the evaluation or upon formal acceptance of the President’s annual goals, the Board may, in its discretion, extend the President’s appointment, and/or adjust the President’s compensation.

5. **Executive Session.** Pursuant to RCW 42.30 et seq., the Board may meet in executive session to review the President’s performance. However, the Board will only take final action in meetings open to the public when setting the President’s salary or other actions which must be taken and conducted in open session.

6. **Annual Evaluation Period and Schedule.** The annual evaluation period will begin with the President’s presentation of goals and objectives at one of the Board’s two work sessions, customarily at the start of each academic year, and will conclude at the same time the following year.

**Board Practices and Procedures for Periodic Comprehensive Evaluation**

The Board will conduct a periodic comprehensive evaluation of the President’s performance every three to four years in lieu of and building upon the foundation of the annual evaluations.

The comprehensive evaluation will be a formative process with the primary purpose of enhancing the performance of the President.

The Board Chair and Vice Chair, with assistance from Board staff, will establish a timeline and process for confidential interviews on the President’s effectiveness and leadership with a significant cross-section of the campus community and external stakeholders.

The interviews will be led by an experienced professional engaged by the Board who can elicit fully objective responses.

The Board Chair will report findings and recommendations to the President and, subsequently, to the Board. All written assessment of the President’s performance will remain confidential to the extent permitted by law, specifically, the Public Records Act, Chapter 42.56 RCW.
Pursuance

Board of Trustees standing committees assist the Board in its oversight of advancing the mission and strategic priorities of the university. The committees help the Board to focus and organize its work around institutional issues and responsibilities that align with the Board’s governance role. Committee charters delineate committee structure and responsibilities.

BOT committees include the Executive and Governance Committee and two standing committees, the Academic Affairs and Student Success Committee and the Finance, Risk, and Management Audit Committee. No committee may act on behalf of the Board on matters requiring Board action. All committees shall refer matters to the Board for appropriate action in a regular meeting of the Board. The Chair of the Board shall make standing Committee appointments, including an appointment of a chairperson to each of the Committees, who shall serve a term of two years. Each Committee shall consist of at least three and no more than four Trustee members.

BOT may establish ad hoc committees from time to time, as needed to focus on specific matters or for handling specific tasks in fulfillment of Board’s duties and responsibilities. Ad hoc committees are advisory only, and no ad hoc committee may act on behalf of the Board on matters requiring Board action.

Committees

Executive and Governance Committee

• Purpose: The purpose of the Executive and Governance Committee is to ensure the integrity of the Board, enhance the Board’s performance, and facilitate presidential evaluation processes.
• Membership: The Committee shall typically consist of the chair of the board, the vice chair of the board and the immediate past chair of the board. The University President shall serve as an ex-officio member of the committee.
• Responsibilities: The Committee has a broad mandate that encompasses reviewing and making recommendations on the structure, format, and implementation of Board meetings and agendas, identifying and recommending strategic conversation themes for Board meetings and retreats; monitoring and advocating best practices in higher education governance; identifying the expertise and experience needed by the Board during Board member transitions; providing oversight to the process and timing of periodic Board self-assessments; facilitating presidential evaluations and compensation reviews; and serving in an advisory capacity to the President as needed. <Link to Committee Charter>
Academic Affairs and Student Success Committee

- **Purpose:** The Academic Affairs and Student Success Committee facilitates the Board’s responsibilities for teaching, research, outreach, and other academic matters, as well as matters related to student affairs, student life, and support services outside direct instruction.
- **Membership:** The Committee shall consist of three trustees, and the Student Trustee. The University’s Provost and Executive Vice President will serve as staff and primary liaison to the Committee.
- **Responsibilities:** The work of the Committee encompasses academic affairs, research and outreach, student life and support services, and ADEI (accessibility, diversity, equity, and inclusion). The Committee monitors progress towards University’s academic performance goals, including research and outreach; protects, within the context of faculty shared governance, the educational quality of the University and its academic programs; monitors progress for student life and conduct and University’s ADEI programs; and provides broad oversight to University’s engagement with accrediting bodies. The Committee is responsible for such matters as may be referred to it by the Board. <Link to Committee Charter>

Finance, Audit, and Enterprise Risk Management Committee

- **Purpose:** The Finance, Audit, and Enterprise Risk Management Committee assists the Board in fulfilling its fiduciary responsibilities, including fiscal and compliance matters, identification, assessment and response to enterprise risks, and integrity of physical and information infrastructure.
- **Membership:** The Committee shall consist of three trustees. The University’s Vice President for Business and Financial Affairs will generally serve as the staff and primary liaison to the Committee, except for the internal audit function for which the Executive Director of the Office of Audit and Consulting shall be the staff and liaison to the Committee.
- **Responsibilities:** The work of the Committee encompasses finance, compliance, audit, and infrastructure. The Committee is responsible for monitoring University’s financial performance and reporting to the Board as appropriate; reviewing and recommending to the Board annual and long-term operating and capital budgets; reviewing and recommending to the Board requests and plans for issuance of debt; and monitoring the University’s internal control structure to ensure key risk, compliance, and regulatory requirements are met and overseeing internal and external audit activities. The Committee is responsible for such matters as may be referred to it by the Board. <Link to Committee Charter>
Purpose of Submittal:
Board approval is required for Western’s 2023-2025 Biennial Operating Budget Request for submission to the Governor’s Office of Financial Management.

Proposed Motion:
MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2023-2025 biennial operating budget request of $248,943,000 in state funds in support of academic, administrative, and departmental operations. With concurrence of the Board Chair, the President may make adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management, to advance consistency among the submissions of Washington’s six public baccalaureate institutions, or other adjustments as appropriate.

Supporting Information:
See attached August 19, 2022 Supporting Information, “Proposed Biennial Operating Budget Request for 2023-2025”.

Western Washington University
Proposed 2023-2025 Biennial Operating Budget Request

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Attachment
MEMORANDUM

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: August 19, 2022

SUBJECT: Proposed Biennial Operating Budget Request for 2023-2025

Background

The 2023-2025 Biennial Operating Budget Request is driven by Western’s mission to serve the people of the state of Washington and its core strategic priorities, to advance inclusive student success and increase its impact in Washington. These proposals were developed in line with the vision to advance the State’s education attainment goals, and prepare and inspire individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions. The request includes items that are critical to maintain and enhance Western’s strengths, as well as operations and maintenance funding necessary to operate the university facilities and infrastructure.

In addition to the items included here, we understand there may be legislative interest in advancing funding for Western on the Peninsulas and areas of health and wellbeing such as Audiology and Speech Language Pathology, Deaf Studies, Human Services, Neuroscience, and the Critical Disability Studies Institute. We will be prepared to respond to any legislators’ requests for proposals in these areas during session.

This request was developed through the Strategic Budgeting process, the details of which have been previously shared with the Board. The following provides information on the items included in the request.

Decision Package: Critical Compensation Adjustments

The ability to provide the highest quality instruction, research and services to students and other stakeholders requires competitive compensation to attract and retain faculty and staff. Western requests funding for across-the-board increases for all staff and faculty in addition to the funding provided through the state classified bargaining process, recognizing that these increases are essential to fulfilling our mission. Any actual increases will be dependent on the level of funding received, collective bargaining agreements, and the professional staff compensation strategy.

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*Full cost for state-funded salaries and benefits. The state has historically funded 47 percent of the total cost, with the exception of FY22-23 where funding was provided at 63 percent. In coordination with our peer Washington public institutions of higher education, Western will advocate for a further increase to the state’s funding formula.
**Decision Package: Core Infrastructure and Safety**
Western requests funding to continue maintenance and replacement of critical IT infrastructure and safety needs, which have fallen through the cracks in previous state funding cycles with shifting approaches to operating and capital funding. These include our IT network infrastructure, a critical utility to all activities at Western; essential software for accessibility; inflationary increases on maintenance costs; video infrastructure necessary to campus security; and critical elements of safety and compliance: mental health first aid, emergency preparedness, and disability accommodations counselors necessary to effectively serve our changing student population.

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**Decision Package: Expanding Expertise in Environment and STEM Fields**
Washington’s economic and environmental goals require more graduates with advanced degrees in high demand fields in the areas of climate and energy, environmental health, planning, recreation management, engineering, and computer science. Additionally, graduate education, linked to economic and social workforce development needs, is central to innovation and entrepreneurship, aspects critical for many U.S. businesses to sustain a competitive edge in today’s global markets. Western is poised to meet this demand, building on our recognized expertise and strong connections with communities and employers. At full implementation, this package aims to enroll an additional 180 graduate students.

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**Decision Package: Student Retention and Recovery**
Western requests funding to address key areas impacting student retention and progress towards degree, particularly where retention gaps exist between demographic groups, and with the goal to increase by 5% two key outcome metrics, first-year retention rates (currently 78-80%) and six-year graduation rates (currently 67-70%). Evidence shows that smaller course sections in key introductory courses, peer learning support, cohort models, and advising and outreach significantly increase the likelihood of a student persisting and progressing towards a degree. The impact of these areas is amplified given the disruption to K-12 learning due to the COVID-19 pandemic. This request seeks support for first year writing, math, STEM, and cohort programming, as well as outreach and advising support to proactively reach students earlier in their college careers.

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**Maintenance and Operations**
Funding is requested to adequately address the operations and maintenance impacts associated with Western’s major and minor capital budget projects to come online in 2023-2025 (the Coast Salish Longhouse and Electrical Engineering and Computer Science Building), as well as inflationary costs for utilities, and maintenance and operations of existing facilities.

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## Total Request Summary, Maintenance Level and Decision Packages

Western Washington University  
Proposed 2023-2025 Biennial Operating Budget Request  
State Appropriations

<table>
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<tr>
<th>Maintenance and Operations for Coast Salish Longhouse and Electrical Engineering and Computer Science Building</th>
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**Maintaining and Enhancing Western’s Strengths:**

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<td><strong>Critical Needs Subtotal</strong></td>
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**Total Operating Budget Request for 2023-2025 State Appropriations**

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*Full cost of compensation increases, if state funded 100%. Historically the state has funded 47%, with an adjustment in FY23 to 63%.

Please be advised that changes to the final request amounts may occur after the August Board meeting, as the Biennial Operating Budget document is prepared for publication and submission to the Governor’s Office of Financial Management.
MEMORANDUM

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</tr>
<tr>
<td>Maintenance and Operations for Coast Salish Longhouse and Electrical Engineering and Computer Science Building</td>
<td>$0</td>
<td>$554,500</td>
<td>$554,500</td>
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<td><strong>State Appropriations Carryforward Base with Maintenance Adjustments</strong></td>
<td>$103,256,000</td>
<td>$103,810,500</td>
<td>$207,066,500</td>
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<tr>
<td>Maintaining and Enhancing Western's Strengths:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Critical Compensation Adjustments*</td>
<td>$7,626,400</td>
<td>$13,092,000</td>
<td>$20,718,400</td>
</tr>
<tr>
<td>Core Infrastructure and Safety</td>
<td>$2,281,700</td>
<td>$2,655,400</td>
<td>$4,937,100</td>
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<tr>
<td>Expanding Expertise in Environment and STEM Fields</td>
<td>$2,068,700</td>
<td>$5,903,700</td>
<td>$7,972,400</td>
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<tr>
<td>Student Retention and Recovery</td>
<td>$3,627,500</td>
<td>$4,621,100</td>
<td>$8,248,600</td>
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<tr>
<td><strong>Critical Needs Subtotal</strong></td>
<td>$15,604,300</td>
<td>$26,272,200</td>
<td>$41,876,500</td>
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<tr>
<td><strong>Total Operating Budget Request for 2023-2025 State Appropriations</strong></td>
<td>$118,860,300</td>
<td>$130,082,700</td>
<td>$248,943,000</td>
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</table>

*Full cost of compensation increases, if state funded 100%. Historically the state has funded 47%, with an adjustment in FY23 to 63%.

Please be advised that changes to the final request amounts may occur after the August Board meeting, as the Biennial Operating Budget document is prepared for publication and submission to the Governor’s Office of Financial Management.
TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Provost Brent Carbajal and incoming Provost Brad Johnson

DATE: August 19, 2022

SUBJECT: Approval of Summer Quarter Degrees

PURPOSE: Action Item

Purpose of Submittal:
Board of Trustees responsibility to approve awarding of degrees

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Summer Quarter 2022, effective August 20, 2022.

Supporting Information:
Lists on file with the Registrar and Graduate Dean.

<table>
<thead>
<tr>
<th>Students</th>
<th>August 2022</th>
<th>Comparison: August 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduates</td>
<td>383</td>
<td>424</td>
</tr>
<tr>
<td>Masters</td>
<td>56</td>
<td>42</td>
</tr>
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</table>
TO: Members of the Board of Trustees
FROM: Provost Brent Carbajal and Incoming Provost Brad Johnson
DATE: August 19, 2022
SUBJECT: Academic Report: New Tenure Track Faculty
PURPOSE: Information Item

Purpose of Submittal:

During the past academic year, Western Washington University successfully recruited a number of well-qualified new tenure-track faculty. This report provides the Board of Trustees with information about the tenure-track faculty members who were hired last year and who will begin teaching at Western during the 2022-23 academic year.
<table>
<thead>
<tr>
<th>SEQ</th>
<th>Name</th>
<th>Coll.</th>
<th>Department</th>
<th>Specialization</th>
<th>Terminal Degree</th>
<th>University</th>
<th>Year</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Zoë Plakias</td>
<td>CBE</td>
<td>Economics</td>
<td>Environmental and Resource Economics</td>
<td>PhD, Agricultural and Resource Economics</td>
<td>University of California - Davis</td>
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<tr>
<td>2</td>
<td>Heather Dudenbostel</td>
<td>CFPA</td>
<td>Music; Theatre and Dance</td>
<td>Voice and Dramatic Arts</td>
<td>MA, Music, Vocal Performance and Musical Theatre</td>
<td>New York University</td>
<td>2008</td>
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<td>3</td>
<td>Eva Gil</td>
<td>CFPA</td>
<td>Theatre and Dance</td>
<td>Acting</td>
<td>MFA, Theater Arts</td>
<td>Case Western Reserve University</td>
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</tr>
<tr>
<td>4</td>
<td>Christina Gutierrez-Dennehy</td>
<td>CFPA</td>
<td>Theatre and Dance</td>
<td>Theatre History</td>
<td>PhD, Performance as Public Practice</td>
<td>University of Texas - Austin</td>
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<tr>
<td>5</td>
<td>Richard Hodges</td>
<td>CFPA</td>
<td>Music</td>
<td>Voice</td>
<td>PhD, Musical Arts in Voice Performance</td>
<td>University of Nevada - Las Vegas</td>
<td>2019</td>
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<tr>
<td>6</td>
<td>Ashley Mask</td>
<td>CFPA</td>
<td>Art and Art History</td>
<td>Art and Museum Education</td>
<td>EdD, Art and Art Education</td>
<td>Columbia University</td>
<td>2020</td>
</tr>
<tr>
<td>7</td>
<td>Natalie Baloy</td>
<td>CHSS</td>
<td>Anthropology</td>
<td>Socio-Cultural Anthropology</td>
<td>PhD, Anthropology</td>
<td>University of British Columbia</td>
<td>2014</td>
</tr>
<tr>
<td>8</td>
<td>Crystal Ben</td>
<td>CHSS</td>
<td>Sociology</td>
<td>Critical Indigenous Studies</td>
<td>MA, Sociology</td>
<td>University of California - San Diego</td>
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<td>9</td>
<td>Anthony Celaya</td>
<td>CHSS</td>
<td>English</td>
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<td>PhD, English</td>
<td>Arizona State University</td>
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<tr>
<td>10</td>
<td>Noam Dorr</td>
<td>CHSS</td>
<td>English</td>
<td>Creative Writing</td>
<td>PhD, English Literature and Creative Writing</td>
<td>University of Utah</td>
<td>2020</td>
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<td></td>
<td>Last Name</td>
<td>College</td>
<td>Department/Program</td>
<td>Field of Study</td>
<td>Degree</td>
<td>University</td>
<td>Year</td>
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<tr>
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<td>----------------------------------</td>
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<tr>
<td>11</td>
<td>Madison Heslop</td>
<td>CHSS</td>
<td>History; Center for Canadian-American Studies</td>
<td>Canadian History</td>
<td>PhD, History</td>
<td>University of Washington</td>
<td>2022</td>
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<tr>
<td>12</td>
<td>Mariangela Jordan</td>
<td>CHSS</td>
<td>Anthropology</td>
<td>Socio-Cultural Anthropology</td>
<td>PhD, Anthropology</td>
<td>Cornell University</td>
<td>2021</td>
</tr>
<tr>
<td>13</td>
<td>Michi Matsukura</td>
<td>CHSS</td>
<td>Psychology</td>
<td>Cognitive Psychology</td>
<td>PhD, Psychology</td>
<td>The University of Iowa</td>
<td>2008</td>
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<tr>
<td>14</td>
<td>José Roach Orduña</td>
<td>CHSS</td>
<td>English</td>
<td>Creative Writing</td>
<td>MFA, English</td>
<td>The University of Iowa</td>
<td>2013</td>
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<tr>
<td>15</td>
<td>Tyler Walker</td>
<td>CHSS</td>
<td>Modern and Classical Languages</td>
<td>Japanese</td>
<td>PhD, East Asian Languages and Culture</td>
<td>Columbia University</td>
<td>2019</td>
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<tr>
<td>16</td>
<td>Michael Warren</td>
<td>CHSS</td>
<td>Psychology</td>
<td>Positive Psychology</td>
<td>PhD, Psychology</td>
<td>Claremont Graduate University</td>
<td>2016</td>
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<tr>
<td>17</td>
<td>John Harwell</td>
<td>CSE</td>
<td>Computer Science</td>
<td>Computer Science</td>
<td>PhD, Computer Science</td>
<td>The University of Minnesota - Twin Cities</td>
<td>2022</td>
</tr>
<tr>
<td>18</td>
<td>Tra Huynh</td>
<td>CSE</td>
<td>Physics and Astronomy; SMATE</td>
<td>Physics Education Research</td>
<td>PhD, Physics</td>
<td>Kansas State University</td>
<td>2020</td>
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<tr>
<td>19</td>
<td>Laura Pillay</td>
<td>CSE</td>
<td>Biology</td>
<td>Biology</td>
<td>PhD, Molecular Biology and Genetics</td>
<td>University of Alberta</td>
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<tr>
<td>20</td>
<td>Wala Saadeh</td>
<td>CSE</td>
<td>Engineering and Design</td>
<td>Electrical and Computer Engineering</td>
<td>PhD, Interdisciplinary Engineering</td>
<td>Khalifa University</td>
<td>2016</td>
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<tr>
<td>21</td>
<td>Yuzhang Zang</td>
<td>CSE</td>
<td>Engineering and Design</td>
<td>Electrical and Computer Engineering</td>
<td>PhD, Electrical Engineering</td>
<td>University of Wisconsin - Madison</td>
<td>2021</td>
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<tr>
<td>No.</td>
<td>Last Name</td>
<td>First Initial</td>
<td>Department</td>
<td>Title</td>
<td>Degree</td>
<td>Institution</td>
<td>Year</td>
</tr>
<tr>
<td>-----</td>
<td>-------------</td>
<td>---------------</td>
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<td>--------------------------------------------</td>
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<tr>
<td>22</td>
<td>Robert</td>
<td>Snyderman</td>
<td>FAIR</td>
<td>Socially Engaged Art</td>
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<td>23</td>
<td>Emmanuelle</td>
<td>Fincham</td>
<td>WCE</td>
<td>Early Childhood Education</td>
<td>PhD, Early Childhood Education</td>
<td>Columbia University</td>
<td>2021</td>
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<tr>
<td>24</td>
<td>Ted</td>
<td>Thornhill</td>
<td>WCE</td>
<td>Human Services</td>
<td>PhD, Sociology</td>
<td>University of Massachusetts - Amherst</td>
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<tr>
<td>25</td>
<td>Sidonie</td>
<td>Devarenne</td>
<td>WL</td>
<td>Collection Management and Assessment</td>
<td>MS, Library and Information Science</td>
<td>University of Washington</td>
<td>2022</td>
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<tr>
<td>26</td>
<td>Shevell</td>
<td>Thibou</td>
<td>WL</td>
<td>(Director of) Teaching and Learning</td>
<td>PhD, Education</td>
<td>Seattle Pacific University</td>
<td>2022</td>
</tr>
</tbody>
</table>
TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey

DATE: August 19, 2022

SUBJECT: Enrollment Management

PURPOSE: Information Item

I. Enrollment

We enthusiastically move into the 2022-23 academic year with a recovery of enrollment in our first-year cohort and strong interest from students in our graduate programs. This comes alongside continuing challenges for transfer enrollment and smaller total enrollment as our pandemic cohorts of the two prior years progress through their studies.

Summer 2022 Enrollment

Unfortunately, summer enrollment has not materialized in the way that we expected early in the summer registration process. As of August 3rd, we had 3,618 students enrolled in summer courses, as compared to 3,897 as of the same time in Summer 2021—approximately a 7% decline in enrollment. FTE levels are down a bit more, as the average number of credits per student has declined slightly to 7.72 credits per student, compared to 7.97 in Summer 2021. Though we are six weeks into summer term, census day has not yet passed. It falls on Monday, August 15th this year.

Fall 2022 Enrollment Outlook

New student enrollment is a critical piece of the enrollment outlook, and the next section provides some insight to that work. Total enrollment will continue to be impacted by the pandemic as our smaller new student cohorts of recent years cycle through to graduation, while we are graduating some of our larger classes. Additionally, the increasing mental health challenges that students are experiencing and the continuing impact of learning loss are significantly impacting academic work, and we are seeing academic distress among our students that is further impacting retention and enrollment.

The confluence of these factors is resulting in lower-than-expected rates of enrollment of continuing students this fall. At the current rate of enrollment, we expect to have approximately 14,600 students enrolled in Fall 2022. However, there is still opportunity to impact those numbers. We will be engaging in a campaign in the next few weeks to reach out to continuing students eligible to enroll in fall who have not taken the steps to register for classes.

Fall 2022 Recruitment and the Outlook for New Student Enrollment

Many aspects of our work and circumstances of the last year have contributed to the strong showing of new first-year students for Fall 2022: prominent digital marketing campaigns; targeted/strategic use of supplemental recruitment scholarship dollars; enhanced messaging campaigns as we build out our CRM; joining the same application platform that the University of
Washington uses (the Coalition); returning to in-person experiences for on-campus events and off-campus activities; launching the pilot Guaranteed Admissions Program (alongside nearly 40 high schools from across the state, including Mt Baker High School in Whatcom County, and Skagit County’s Mt Vernon High School).

New first-year students are registering for fall courses throughout the month of August during Advising & Registration (A&R—further detailed in Section III of this report), so enrollment is not yet determined. We are still watching the confirmations, working with those students and families, and closely monitoring all of the indicators of the strength of those commitments. The key indicators at this point are FAFSA submission, commitments to on-campus housing, reservations in A&R sessions, and the submission of immunization records (measles and COVID-19). Each of these indicators and the intersections of them currently provide a high level of confidence in the projection that our new first-year student population will be in the range of our pre-pandemic enrollment levels in 2018 and 2019.

Western’s performance compares favorably against the state’s public baccalaureate institutions. Most of our colleagues from other institutions have shared that they expect to be down in new first-year enrollment or flat compared with Fall 2021, whereas we are nearing all-time record numbers for new first-year enrollment (and recording a double-digit increase compared to Fall 2021). The fact that we are measuring our success against Fall 2019 is, frankly, not something the other schools are doing.

Totals as of Week -7 (August 3, 2022):

**New first-year students—Bellingham**

<table>
<thead>
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<th>Applied</th>
<th>Admitted</th>
<th>Confirmed</th>
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</thead>
<tbody>
<tr>
<td>2022</td>
<td>11,858</td>
<td>10,992</td>
<td>3,451</td>
</tr>
<tr>
<td>2021</td>
<td>10,574</td>
<td>10,167</td>
<td>3,093</td>
</tr>
<tr>
<td>2020</td>
<td>10,206</td>
<td>9,538</td>
<td>2,845</td>
</tr>
<tr>
<td>2019</td>
<td>10,501</td>
<td>9,492</td>
<td>3,285</td>
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</table>

**New transfers—Bellingham**

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<th>Admitted</th>
<th>Confirmed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>2,076</td>
<td>1,599</td>
<td>988</td>
</tr>
<tr>
<td>2021</td>
<td>1,972</td>
<td>1,633</td>
<td>1,092</td>
</tr>
<tr>
<td>2020</td>
<td>2,030</td>
<td>1,659</td>
<td>1,038</td>
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<td>2019</td>
<td>2,069</td>
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New transfers—other locations

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<tbody>
<tr>
<td>2022</td>
<td>125</td>
<td>99</td>
<td>87</td>
</tr>
<tr>
<td>2021</td>
<td>225</td>
<td>154</td>
<td>134</td>
</tr>
<tr>
<td>2020</td>
<td>250</td>
<td>157</td>
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<td>2019</td>
<td>219</td>
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New graduate students

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<tr>
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<td>931</td>
<td>359</td>
<td>239</td>
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<tr>
<td>2021</td>
<td>1,053</td>
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<td>291</td>
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<tr>
<td>2020</td>
<td>806</td>
<td>403</td>
<td>271</td>
</tr>
<tr>
<td>2019</td>
<td>737</td>
<td>327</td>
<td>199</td>
</tr>
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</table>

Important notes on New First-year Applications, Offers, and Confirmations for Fall 2022

- Application numbers are up (12.1% compared to this time last year in the Fall 2021 cycle).
- While the number of offers is larger than last year, as a percentage our offer rate is down slightly, reflecting an increase in selectivity—92.7% as compared to 96.2% for Fall 2021.
- We are securing confirmations from more of those students to whom we have offered admission—yield (31.4% compared to 30.4% for Fall 2021).
- Confirmations are up by 11.6% over last year at this time in the cycle.
- Students of Color comprise 31.6% of the confirmed student population this year (compared to 29.8% this time last year).
- Running Start numbers are still down, but we expect to see recovery in those numbers as high school students return to college classes and regain more normalcy in their academic pursuits. Data on self-reported college credits (Fall 2022 current compared to Fall 2019 end of cycle) provides some additional perspective.

- First-generation students comprise 17.9% of the confirmed first-year population this year (compared to 26.4% last year).
• Confirmations from nonresidents remain strong, up 10.2% from this time for Fall 2021.

Important notes on Transfer Applications, Offers, and Confirmations for Fall 2022
• The proportion of our transfer student population that is coming from other 4-year institutions and from colleges and universities outside of Washington continues to rise (37.5% compared to 32.2% at this time in the Fall 2021 cycle).
• Students transferring from Washington community and technical colleges yield at a higher rate, but they are a declining population.
  o The yield rate for transfers from Washington community and technical colleges is 67.1% this year, compared to 71.1% for Fall 2021.
  o Our yield rate for transfers from all other institutions is 54.8%, compared to 59.7% in Fall 2021.
• Students of color make up 29.3% of the confirmed transfer student population (compared to 26.5% in Fall 2021).
• A smaller proportion of confirmed transfer students are coming from first generation backgrounds (18.2% compared to 34.3% last year).

Struggles in enrolling students from two-year institutions feature prominently in the national and statewide conversation. In fact, our University of Washington colleagues shared recently that they are seeing a second year of declines in transfer enrollment, attributing the decline almost entirely to drops in applications from the community and technical colleges.

Looking Ahead to Fall 2023
Two recent articles highlight national trends of note as we enter the Fall 2023 recruitment cycle. First, as reported by the National Student Clearinghouse (NSC), undergraduate enrollment experienced a 4.7 percent decline during the spring compared to the previous year, with the two-year sector (community and technical colleges) hit hardest (Drop in Spring-2022 Enrollment Is Worse Than Expected (chronicle.com)). Second, also featured by the NSC, is a story which underscores the challenges to attract and enroll students graduating from high school, citing “barriers like cost, lack of support in high school, mental-health concerns, competing options, and a shifting perspective on the benefits of college — all of which disproportionately affect disadvantaged students.” (Why Fewer High-School Graduates Are Going Straight to College (chronicle.com)).

What we can anticipate is increased competition for a gradually declining number of students across the national landscape. This adds to the concern that enrollment officers have had about declining birthrates and the resultant decline in the number of high school graduates that has been part of the discussion for more than a decade.

As mentioned in our last report to this body, Western has established membership in the Common Application, a consortium of over 1,000 of the nation’s leading institutions. We will launch the Fall 2023 application on September 1 and will benefit from leveraging the Common App’s position as a global platform for students applying for college. On the technical side, the user experience is a well-known one for students and high school counselors; and on the marketing front, Western will be listed and co-branded alongside a broad range of colleges and universities, including all of Washington’s public baccalaureate institutions. We benefited in the Fall 2022 cycle from positioning ourselves on the same application platform as the University of Washington (The Coalition). The impact of UW and Western moving to the Common Application will become clearer in the coming months.

In addition to exciting opportunities that will come through broadcasting our institutional brand more widely—and appealing to a broader swath of students—the national and international
exposure will bring a few challenges. Among them will be the increased competition from a much wider set of institutions: effectively, Western will be thrust into a competitive arena where student choice will be as varied as the number of colleges featured on the Common App’s menu selection. Our ability to successfully recruit and enroll future cohorts will be predicated on our ability to deliver on every touchpoint of our enrollment lifecycle—from delivering engaging on-/off-campus experiences and more quickly sending offers of admission, to strategically leveraging recruitment scholarship dollars and minimizing customer service bottlenecks.

Transfer enrollment continues to present challenges, inviting us to focus on strategy, planning, and execution. Going forward, we are eager to explore action priorities identified during the Transfer Intensive program that Western is engaged in with Olympic College. This program, hosted by AASCU and The Aspen Institute, centers around building stronger partnerships between four-year institutions and two-year partners and focuses on aspects of access, support, success, and achievement.

II. Student Aid

2022-23 FAFSA Filing Updates
According to the National College Attainment Network, approximately 52% of the country’s high school class of 2022 has completed a FAFSA, an increase of about 4.5% compared to the class of 2021. In Washington, just under 47% of students from the class of 2022 have filed the FAFSA, as reported by the Washington Student Achievement Council, representing a 3% increase from last year.

Western is clearly outperforming the market. Records show that 80.2% of first-year students scheduled to begin attendance at Western in Fall 2022 have filed a 2022-23 FAFSA, compared to 78.7% at the same time last year for the 2021-22 year. FAFSA filing among transfer and returning students is about the same as last year at approximately 53%. Among a host of outreach activities, Financial Aid regularly identifies students who have not filed the FAFSA and sends targeted notifications to them, urging them to file.

Western’s partnership between Financial Aid and University Marketing has prompted a higher proportion of enrolled Western students to file their FAFSAs earlier than in past years. By the beginning of February, 31.5% of enrolled Western students filed a FAFSA, compared to 24.7% at the same time in 2021 and 20.6%, 18.1% and 18.9% respectively for prior years.

This reveals that the most significant impact of our FAFSA marketing efforts has been that more students and families are completing the FAFSA earlier in the process. Benefits of early FAFSA filing include early notification of the need to resolve any reporting inconsistencies with the Financial Aid department to facilitate an expedited aid offer and consideration for more grant and scholarship aid, as some programs run out of funds. In addition, the better time management provides increased opportunity for the student to focus on other aspects of preparing for college.

2022-23 Awarding Update
Financial Aid has notified new first-year and transfer students and families of revised financial aid offers, which incorporated Board-approved updates to 2022-23 tuition and fees and adjustments to aid eligibilities. Returning students have been awarded as well, with subsequent awards to be made on a recurring basis throughout the 2022-23 academic year.
The new Washington Bridge Grant has been fully implemented. Bridge Grants consist of awards that are typically $500 per year to Washington College Grant-eligible students with median family incomes from 0-60% who are not eligible for the College Bound Scholarship. Implementation required working with WSAC to understand and develop eligibility criteria, working with systems analysts to program eligibility determinations into our systems software, and providing related training to the Financial Aid team. So far, Bridge Grants totaling $605,889 have been awarded to 1,215 Western students for 2022-23.

**Targeted Outreach to Aid-suspended Students**

Financial Aid is in the process of reaching out to approximately 200 students who were placed on financial aid suspension during the 2021-22 school year, did not petition for aid reinstatement, and appear to be good candidates for reinstatement. These students will be encouraged to submit a petition so that financial aid counselors and others can help them re-enroll and get back on track to graduation.

**New Webinar: Financial Aid, Payments & Housing: Navigating a Successful First Year at Western**

Financial Aid collaborated with University Residences and the Student Business Office to create a series of new webinars, entitled “Financial Aid, Payments & Housing: Navigating a Successful First Year at Western”. The first webinar was offered on July 27, with upcoming sessions on August 16 and 17 and September 7. The webinars were created to provide a welcoming and interactive platform for new students and families to receive information they need to know in order to transition successfully to Western, to convey their questions and concerns, and to have them expeditiously addressed.

The interest has been high. As of early August, nearly 800 individuals have registered. Over 350 students and parents/families attended the first webinar in July, with an approximate composition of 70% parents/families and 30% incoming first-year and transfer students.
Federal HEERF Update – Student Portion
So far, a total of 890 Western students enrolled this summer have been awarded $599,500 in Federal HEERF (Higher Education Emergency Relief Fund) grants, based on having demonstrated exceptional financial need. Most awards ranged from $500 to $1,200. Although the majority of HEERF awards have been made for the summer, Financial Aid Counselors will continue to award HEERF grants based on exceptional need and extenuating circumstances.

Financial Aid will have awarded approximately $23.6 million of our $27.7 Federal HEERF allocation by the end of August 2022, leaving $4.1 million to award for Fall 2022.

Two Additional Locations Approved
The U.S. Department of Education has recently approved Western to provide Federal Title IV aid to students attending two new locations:
- The Puget Sound Educational Service District in Renton, where a BAE, English Language Learners and Bilingual Education will be offered; and
- Western Washington University at Lake Washington Institute of Technology in Kirkland, where a Bachelor of Science in Cybersecurity 2+2 program will be offered.

III. New Student Services/Family Outreach

Orientation, Advising, and Registration (OAR) Programs for New Students
The 2022 Fall Advising & Registration (A&R) Sessions for new first-year, transfer, and post-baccalaureate students kicked off in July. Over the course of 5 sessions, 750 new transfers and post-baccs attended, completing small group academic advising, departmental/major advising, and registering for fall quarter classes. While attendance at an A&R Session is not required for transfers or post-baccs, there was strong participation.

Similarly, the first-year/Running Start student sessions began on August 1, and 17 sessions for new first-year students are being offered this year. Almost all of the session in August are full, and we’ll host one remaining A&R session the Monday before classes start. As attendance is required for first-year students, the sessions are designed to maximize capacity to accommodate all first-year students while working to offer small group advising and individual time with advisors for the registration process. Looking ahead through August, reservation numbers for first-year students are running very high—currently over 3,100 reservations—exceeding some previous trends and expectations. Tracking the “no show” rate for sessions and designing strategic communications to prompt action are key through August in supporting student enrollment and retention.

Western Welcome (formerly “Western Welcome Week”)
Building from changes adopted last year, the Western Welcome collaboration team is continuing work this year to develop a robust and intentional set of programs, events, and resources to welcome new and returning students to campus. This year, the Western Welcome team has more deeply explored intentional planning efforts. Using the overarching theme of creating a “Western Welcome”, team members have identified the value of creating a “welcome timeframe” that is more than one week and are planning a program that spans a period of time (~3-6 weeks) at the beginning of each quarter. Also shifting the name from “Western Welcome Week” to “Western Welcome” allows greater flexibility from quarter to quarter to accommodate event possibilities outside of the first week of the quarter.

Event planners and resource departments from across campus are also adding two important layers in the development of the Western Welcome vision: intentionally connecting events and
activities to strategic planning goals and assessment tool development to gather feedback on outcomes, purpose, needs, and interests. The Western Welcome team uses and applies these guiding goals as the basis for evaluating programs and activities that form Western Welcome:

- Center access, diversity, equity, and inclusion in the programming.
- Increase new students’ understanding of opportunities available at Western.
- Strengthen all new students’ sense of belonging to the Western community and beyond.
- Ensure the program’s activities and events reflect the values of the institution.
- Build a program that supports all new students in their personal, social, and academic transition to the university experience.

The new Western Welcome concept is currently undergoing a rebranding/new visual identity development with the University Marketing team, after which a new format to the campus website will be redesigned and serve as a landing page for all students, any quarter, for welcome events and resources.

**Family Outreach**
Planning for Fall Family Weekend 2022 is in full swing, with an anticipated largely in-person slate of events. Fall Family Weekend will be October 21-23, 2022, and will showcase student events, campus resources, off-campus excursions and tours, academic departments, student research, and more for students and families to explore, connect, and celebrate the offerings of Western, Bellingham, and Whatcom County.
UNIVERSITY ADVANCEMENT REPORT AUGUST 2022

TOTAL FY 21-22 GIVING
$17,428,300
($16,000,000 GOAL)
72% INCREASE

VS. $10,122,827 IN 20-21

INCREASE IN THE NUMBER OF MAJOR GIFTS ($25K+)
28%

INCREASE IN THE NUMBER OF DOCUMENTED PLANNED GIFTS
75%

INCREASE IN AVERAGE BEQUEST AMOUNT TO MORE THAN $600,000
29%

TOTAL NUMBER OF DONORS INCREASED BY 203 to 8,745

TOTAL NUMBER OF FIRST-TIME DONORS INCREASED 21% from 1,764 to 2,134

ALUMNI AND CONSTITUENT ENGAGEMENT EVENTS
REGISTRATIONS FOR MORE THAN 100 PROGRAMS INCLUDING WEBINARS AND HYBRID EVENTS
After a two-year hiatus, in-person events, both on and off campus, are back!

TOP FIVE MAJOR GIFT COMMITMENTS FOR 21-22

STUDENT SCHOLARSHIPS
$2,000,000

WOODRING COLLEGE OF EDUCATION
$1,600,000

GEOLOGY PROFESSORSHIP
$1,250,000

ENGINEERING DEPARTMENT
$1,000,000

CHILDREN’S LITERATURE
$750,000

ANNUAL GIVING REVENUE TO THE WESTERN FUND
from $141,454 to $280,600
98% INCREASE

ANNUAL GIVING DONORS TO THE WESTERN FUND
from 583 to 1,828
214% INCREASE

THE NUMBER OF PRESIDENT’S SOCIETY DONORS ($1,000+)
from 895 to 969
8% INCREASE

NUMBER OF NEW $1,000+ DONORS
from 257 DONORS to 317
24% INCREASE

WWU GIVE DAY
05.26.22
BROUGHT IN
$1,073,309
HIGHEST TOTAL EVER RAISED

2,905 TOTAL DONORS
Capital Program Report
Board of Trustees
August 18, 2022

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Interdisciplinary Science Building (formerly known as Sciences Building Addition - STEM I)
This project is substantially complete and open for Spring Quarter 2022 classes. The consultant for this project is Perkins&Will, and the GC/CM contractor is BNBuilders. Closeout procedures and warranty work are ongoing through November 2022.

Interdisciplinary Science Building (ISB) Tenant Improvements
This project will complete construction of four rooms (two labs and two lab support spaces) on the fourth floor of the new Interdisciplinary Science Building (ISB) that were built as shelled space under the primary ISB contract. The consultant for this project is Perkins&Will and the contractor is Regency NW Construction. The work started on January 3 and is scheduled to be complete by late July 2022.

Electrical Engineering and Computer Science
Western is working with Perkins&Will, the design consultant, and Mortenson Company, the GC/CM contractor. Currently the design consultant is developing the 90% Construction Documents and submitted the 75% Construction Documents for permit. The displacement parking phase of the project that will construct the parking along the Wade King Access Road is under construction. The parking lot is scheduled for late Summer 2022 completion. The building is scheduled for occupancy in Fall 2024.

Student Development & Success Center Predesign
The consultant team, led by Mahlum Architects, completed the Predesign Report, including a spatial program, conceptual design and conceptual cost estimate. The Report was submitted to OFM for their review and approval.

Heating System Conversion Feasibility Study
Western contracted with Säzän Group to study the feasibility of converting the existing steam distribution system on the WWU campus to a water-based system. The intent is to reduce, and ultimately eliminate, the WWU heating system’s greenhouse gas emissions and overall environmental impact. The study was completed and examined several alternatives, with the preferred option determined.

Birnam Wood Siding & Bridges PH 1
This project will replace the bridges and siding at stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. A design contract has been executed with Cornerstone Architectural Group. Due to changes in the occupancy schedule for the facility, the project is now scheduled to bid in September 2022 (previously July 2022) and go to the Board of Trustees in October 2022 (previously August 2022) for approval of a construction contract.
Science, Math & Technology Education Building (SMATE) Envelope Remediation

This project will provide the following improvements at the Science, Math, and Technology Education Building (SMATE): replace the roofing, repair leak in the south façade, and seal and repair the masonry. A design contract has been executed with HKP Architects, a women-owned certified business. Due to cost estimates being higher than the budget, the scope of work is being modified and the project schedule has been modified. The project is now scheduled to bid in August 2022 (previously July 2022) and go to the Board of Trustees in October 2022 (previously August 2022) for approval of a construction contract.

Fairhaven Recording Studio

This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. A design contract has been executed with Architecture for Everyone, a minority-owned certified business. The project is currently in design with on-going discussions of scope and budget. It was previously scheduled to bid in August 2022 and go to the Board of Trustees in October 2022 for approval of a construction contract. A new schedule is being developed aligning scope and budget.

Multiple Building (MB) University Residences (UR) Access Controls & Telecom

This project will provide new access controls to existing doors and new telecom room power receptacles in multiple University Residences buildings across campus. The project was awarded to Valley Electric and construction began June 2022 and is scheduled to complete in Winter of 2023.

MB Security, Access Controls, and Fiber Upgrades

This project will provide new security and access controls to multiple academic buildings and upgrade the fiber backbone cables connecting campus telecom. It is currently in design with Hargis Engineers and is scheduled to advertise for bid in October 2022.

2023-2025 Capital Budget

The Capital Planning and Advisory Committee, Sub-Committees, Working Group and Vice Presidents have created the 2023-2025 Capital Request and Ten-Year Capital Plan (Plan). The Draft Plan was presented to the Board of Trustees at the April 2022 meeting. The final version of the Plan was presented to the Board in June, where the portion of the Plan that pertains to State-funded projects was approved and comments were taken on the non-State projects.

The project proposals were submitted to the Office of Financial Management (OFM) in August. The Ten-Year Capital Plan and Two-Year Capital Request will be submitted to OFM in September.

For more information regarding the process and development of the Plan, please visit the following website: 2023-25 Capital Budget Request | Capital Planning and Development (wwu.edu).
Purpose of Submittal:

A written report is provided on the recent activities of University Relations and Marketing.

Supporting Information:

Report Attached
This month we are happy to welcome two new highly accomplished leaders to the URM team: Jonathan Higgins, director of University Communications, and Elizabeth Lambert, director of University Marketing & Brand Strategy.

Jonathan comes to WWU from his previous post as Vice President of Marketing & Communications at Cognite, a billion-dollar global industrial data operations company in Oslo, Norway where he was responsible for overall brand and communications strategy and execution. Before that, Jonathan served as Communications Director for Telenor Group, a leading telecommunications company in Bangkok and Singapore. Prior to his corporate communications work, he served as Account Director for Hill+Knowlton Strategies, one of the world's leading public relations and communications strategy agencies, in Bangkok, Kuala Lumpur and Singapore, where he managed global accounts including Coca-Cola, Ford Motor Company and Microsoft. After earning a B.A. in Communications at University of Washington, Jonathan served as a senior communications officer for the Washington State Department of Transportation, and he began his career abroad at the University of Duisberg in Essen, Germany, where he used his fluent German language skill as Education Policy Editor for faculty in Natural Sciences. His move to WWU represents a homecoming of sorts to be closer to family who live in the Bellingham area.

Elizabeth comes to WWU from her previous position as Senior Director of External Relations & Strategic Communications at University of California, Davis where she led strategic communications and outreach for Graduate Studies. Prior to that she served as Director of Marketing & Communications for Graduate Studies. Among her accomplishments over the past five years at UC Davis, she served as project lead on the successful launch of a new admissions customer relationship management (CRM) system from Slate, the same system used by WWU's undergraduate Admissions team. Prior to UC Davis, Elizabeth was Director of Enrollment Management Marketing at University of the Pacific and Director of Marketing & Recruitment at Drexel University Sacramento. Elizabeth holds a B.S. in Communication from Southern Oregon University and a M.S. in Higher Education from Drexel University.

The Vice President has been busy chairing the search for the next Chief of Staff in the President's Office. We have a slate of seven promising candidates and we look forward to hosting finalist visits on campus in early September.
University Communications is in the process of implementing a new editorial system designed to provide more access to Western's faculty and student research by working journalists. This new system involves a team-based approach to story creation, editing, and dispersal via both press releases and individual pitches. The new system, which implements a beat structure across campus, will also track stories based on readership in Western Today, Gaia (the University’s research-focused blog on Medium.com), and social media, as well as via contextual points such as strategic plan pillars, by college, and of course by the final desired goal of the generation of more earned media. The implementation of the new system will begin this summer and gain speed through the beginning of the fall, with the first academic year’s content being used to establish a baseline for the gathered metrics.

Social media coordinator Zoe Fraley spent May and June supporting and celebrating commencement, Celebration of Excellence, Alumni Awards, Give Day, and our Presidential Scholars on social media. May was also Mental Health Month, so we focused on sharing a steady stream of events and resources from the Counseling & Wellness Center, including co-hosting a live Q&A on Instagram with the BeWellWWU account and hosting a Wellness Advocate takeover in our Instagram Stories. We capped off a busy spring quarter with live coverage from the first in-person June Commencement ceremonies in two years, with lots of engagement as we posted photos to our feeds and shared user-generated grad photos to our Stories throughout the weekend.

Publications Editor Mary Gallagher oversaw the creation of 57 individual graphics with photos and biographical information about our Presidential Scholars and Outstanding Graduates. Those graphics have been running on Western’s social media channels since before Spring Commencement, providing dozens of examples of student success at Western. Publications is also working on producing the next edition of Window magazine, to be delivered in mid-October and featuring stories about the Honors College multidisciplinary trip to Ecuador and the Galapagos (which will also feature a new website done in collaboration with WebTech to showcase the imagery and storytelling gathered by URM staff during the program), Western's cutting-edge Cybersecurity Program, and the newly-installed solar windows in the Western Gallery powered by quantum dot technology developed by WWU students and faculty and licensed by New Mexico start-up UbiQD, where a Western graduate, who worked on the research while getting both his B.S. and master's degrees in Chemistry, is now employed.

Western’s "breadcrumbing" of stories (publishing our own content to make a source or expert easy to find by media members writing on a given topic) about faculty research, grants, and expertise, continues to bear fruit. One recent example is this story in Crosscut featuring the College of the Environment’s Marco Hatch and his research on the use of clam gardens by the Indigenous peoples of the Pacific Northwest coast.

Lastly, the office continues to serve in its media liaison role, assisting administrative offices in a number of media inquiries from outlets such as the Cascadia Daily News and an op-ed in the Spokane Spokesman-Review on the University’s heating conversion study.
WESTERN TODAY

Total Sessions
May  34,141  
June  30,121

Top Stories
- COVID is making flu, other common viruses act in unfamiliar ways – [Link](#)
- Meet the 2022 Presidential Scholars – [Link](#)
- La Niña could enter rare third straight year. Here’s what that means – [Link](#)

SOCIAL MEDIA

Twitter
Facebook
Instagram

STATISTICS AT A GLANCE

<table>
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<tr>
<th>Platform</th>
<th>Total Followers</th>
<th>New Followers</th>
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<tr>
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<tr>
<td>Instagram</td>
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External Media

Total Stories
1,598

Top Stories
- Downtown Seattle considers a future with lots of tourists and a few office workers – [Sacramento Bee](#)
- Indigenous oyster fisheries persisted for millennia and should inform future management – [Nature](#)

* Due to a software upgrade, session statistics are unavailable for February and March.
- Boston takes rare step of apologizing for its role in slavery and its lasting harm—NPR
Beginning September 2021, URM launched the 2021-22 undergraduate digital campaign in partnership with Admissions as the primary enrollment and brand awareness campaign for WWU. This campaign includes display advertising, display retargeting, Snapchat, YouTube, pay-per-click, Audience Select (list targeting), and Facebook/Instagram advertising which runs for a six to nine-month cycle, depending on the platform. This year we also included a transfer campaign (launched November 2021); a geo-targeted graduate school campaign test (launched October 2021) focused on general awareness, plus Weekend MBA and Rehabilitation Counseling (OCE-supported programs). And after our success last year, we also included a financial aid focused and FAFSA filing deadline campaign running December 2021 to February 2022, targeting parents. The yield campaign began March 2022 and included IP targeting and Snapchat for students who have applied but have not yet confirmed enrollment.

As we work to achieve our number-one priority of advancing inclusive student success, one of the most gratifying outcomes of our recruitment outreach work this year is the fact that a stunning 80% of our new first-year students completed a Free Application for Federal Student Aid (FAFSA) or the Washington state equivalent, the Washington Application for State Financial Aid. That compares to about 52% of students nationally and less than 47% for Washington state overall.

At-a-Glance Lifetime Performance (June 2021 - June 2022) Undergraduate Campaign

Website Traffic from Campaigns as of 4/30/22
Collateral Creation (Graphic Design)

In May and June, the designers collectively worked on 130 projects and produced 374 individual assets.

Notable Projects
- Window Magazine
- Campus Map building addition
- Brand Articulation/Ideation for 22-23 Campaign
- Digital campaign ads
- Western Sculpture Collection brochure
- New Student and Family Resource Guides
- WWU Family Calendar
- Washington Campus Coalition for the Public Good logo and style guide
- Bias Response Team annual report

Brand Management

The creative team works with partners across campus to manage Western Washington University’s brand. This includes the development of design elements and assuring adherence to Western’s brand standards.
In May and June, the Creative Team completed brand identity work for:

- Washington Campus Coalition for the Public Good (formerly known as the Washington Campus Compact)
- Viking Union
- Veteran Services Office
- Office of Student Life
- Disability Access Center

Started and still working on brand identity work for:

- Child Development Center
- Institute for Critical Disability Studies
COMMUNITY RELATIONS

2022 June Commencement Ceremonies

The director of Community Relations worked with a team of University event specialists to coordinate WWU’s eight June commencement ceremonies from June 10-12, 2022, which included a refresh of multiple facets of the event, including removing the graduates’ guest limit, to make it more celebratory and enjoyable for guests and graduates. Feedback from graduates and attendees has been extremely positive. Some of the many improvements included:

- Shortening and restructuring the ceremony
- Improvement of lighting and staging
- A more streamlined procession and recession
- Music improvements including the addition of “Pomp and Circumstance” while keeping the tradition of live bagpipes
- Enhanced Livestream and video coverage
- Shortening and improving the printed commencement program
- An improved guest experience with intentional care and touches given to attendees
- An inclusive, fun, and rewarding employee work experience
- Thoughtful care given to supporting contractors resulting in 100% contractor satisfaction

Juneteenth Celebration

Community Relations coordinated the 2022 Juneteenth Flag Raising Ceremony and Celebration on Friday, June 17. 150 faculty and staff attended the event in WWU’s Flag Plaza during the normally quiet intersession between spring quarter and summer session. The event featured a live performance of “Lift Every Voice and Sing” by WWU Admissions Counselor Nathaniel Gaines and inspiring speeches were offered by WWU employees Nia Gipson and Amy Westmoreland. After the ceremony and flag raising, guests stayed for food and fellowship. Food at the event was purchased from two local, Black-owned businesses Guud Bowls and Ambo Ethiopian Cuisine.

www.wwu.edu/juneteenth

What does Peace Mean to You Bench Project

WWU is one of 10 Whatcom County organizations displaying benches painted by local artists as a part of Whatcom Dispute Resolution Center’s “What Does Peace Mean To You” campaign. The bench provided to Western was painted by Lummi artist Jason LaClair and will be on display in the lobby of the Viking Union until the bench is auctioned off at the Whatcom Dispute Resolution Center’s annual Peace Builder Awards event in October.

Western Washington University Day at the NW Washington Fair

August 18, 2022, is Western Washington University Day at the Northwest Washington Fair. For the first time, WWU is partnering with the Fair to boost Western’s visibility in rural Whatcom County and beyond. This sponsorship includes two WWU videos that will play on the fair's jumbotron prior to main stage performances which include Flo Rida, Pat Benatar, Big & Rich, and For King and Country. On August 18, WWU banners will be hung at all entrances, reentry handstamps will showcase WWU’s logo and Western will have a 10’x30’ space near the main entrance where attendees will be given free WWU-branded reusable shopping bags and information cards. Western’s space will also include gifts and clothing sold by the AS Bookstore and Western's mascot Victor E. Viking will be present to take photos with fairgoers. The Northwest Washington fair is Whatcom County’s largest multi-day event, with about 20,000 attendees per day over 10 days, and was founded in 1911.
TRIBAL LIAISON

Planning

Planning continues for the longhouse project as the WWU Longhouse Steering Committee and the Tribal Relations Longhouse Planning and Elders committees have met with Wellman & Zuck, Jones & Jones Architects, and Rolluda Architects. The first meeting was a “meet and greet” opportunity for all the committee members to meet the design/build team. The July meeting was a work session to begin the visioning process on features and programming in the longhouse structure. This group is expected to meet monthly to accommodate several more work sessions for the longhouse planning process.

The negotiations between state land use attorneys and the City of Bellingham on a ground lease for the Sehome Arboretum parcel continue to move forward. We have completed an entry-upon-land agreement with the City that allows us to access the site to perform items like utility locates, surveying, soils investigation, archeological investigation, and hazmat determinations to assess what can be done with the site. Before finishing the lease agreement, we need further programming and schematic design from our design-build team with input from the Elders and Planning committees. We anticipate that work to occur this fall and for the lease agreement to be completed by end of calendar year 2022.

Events

The Tribal Liaison continues to contact tribal leaders and schedule opportunities to present to their tribal councils to gather financial support for the longhouse. The Tribal Liaison has visited with the Swinomish Tribal Senate and the Suquamish Tribal Council and both tribes gave favorable responses in favor of support to aid with our fundraising for the longhouse project.

The Tribal Liaison has begun planning for another successful Indigenous Peoples’ Day event scheduled in October. This event will again be a collaborative effort with Northwest Indian College, Whatcom Community College, Bellingham Technical College, and the Bellingham School District. More information will be shared as the event planning evolves.

Training

The Tribal Liaison maintains a monthly meeting with Human Resources to inform new Western employees regarding the operations of the Tribal Relations Office. This practice facilitates informing the university community of the current activities and functions of the Tribal Relations Department.

Advisory Functions

The Tribal Liaison attended the 7/12/22 Council of Deans meeting to engage in a discussion around a more thoughtful approach to curriculum development, grant proposal, and government-to-government training regarding work with tribal nations.

The Tribal Liaison has recently engaged with the Swinomish School Partnership meeting group along with Jessica Ferreras-Stone, Associate Professor of Elementary Education. This collaboration is intended to involve a long-term and beneficial relationship between the Swinomish Tribal Community and Mount Vernon School District with the inclusion of the Since Time Immemorial curriculum for public schools.

The Tribal Liaison was invited to serve as a panelist for “The Indigenous Speaker Series – a Platform Promoting Place-based Knowledge, Indigenized Research, and Future Generations” on
June 14, 2022 in New Zealand. This was an opportunity to share experience with Native students in higher education as a presenter and a graduate student working with Maori University, New Zealand.

**Relationship-Building**

The Tribal Liaison continues to serve on the Northwest Indian College Board of Trustees. In July she attended the summer conference for American Indian Higher Education Consortium with NWIC President Justin Guillory along with tribal college presidents from other institutions.

The Tribal Liaison maintains a consistent affiliation with the Tribal Leaders Congress on Education through attendance at quarterly meetings. This group provides a forum for tribal leaders to work in collaboration with state agencies. Institutions and organizations work together to advocate for legislative, policy, and research efforts that increase educational opportunities for Native people in Washington State.
SMALL BUSINESS DEVELOPMENT CENTER

SBDC Bellingham Q2 Highlights

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<th>Q2 2022</th>
<th>Q2 2021</th>
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<tr>
<td>Business Counseling Received</td>
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<td>164</td>
<td>253</td>
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<tr>
<td>SBDC Sponsored Training Participants</td>
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<td>0</td>
<td>28</td>
</tr>
<tr>
<td>Research or Students Projects</td>
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<tr>
<td>Information or Resources Provided</td>
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<table>
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<tr>
<th>Clients’ Economic Impacts</th>
<th>Q2 2022</th>
<th>Q2 2021</th>
<th>YTD 2022</th>
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<td>Capital Formation</td>
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<td>Jobs Created or Retained</td>
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<td>59</td>
<td>293</td>
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Top Areas of Counseling

Buy/Sell Business, Financing/Capital, Managing a Business, Start-up Assistance, Business Accounting/Budget

Rolling 12-month Demographics

Top Industries

Retail, Service Establishment, Accommodation & Food Services, Health Care & Social Assistance, Manufacturing

Annualized Sales

$243.3M

Jobs Supported

2,359

Additional Highlights

SBDC Office Relocation

Unity Care expanded and needed the space formally occupied by the SBDC office in downtown Bellingham, on Cornwall Ave. The SBDC office has been relocated to the Barkley Village area, providing County-wide clients with easier access and free parking for face-to-face meetings.

Evolving COVID Impacts

With COVID restrictions lessening on the Canadian border, tourism has increased. At the same time, Whatcom’s COVID community level has fluctuated greatly during the quarter, with mixed revenue results for many businesses.

Honors

SBDC Director CJ Seitz was awarded the WWU President’s Exceptional Effort Award for her leadership on response and recovery during the historic Whatcom County flooding in 2021.

Partnering with the WWU MBA Program
Our current MBA graduate assistant, Sean Wu, saw an opportunity to connect WWU MBA interns with current SBDC clients. By introducing the MBA intern pool to our clients, the SBDC facilitated a mutually beneficial service for students needing internship experiences and local businesses searching for talented employees.

**Supporting New Entrepreneurs**
- 27 - number of Buy/Sell business clients served
- 51 - number of Start-up clients served
VISUAL MEDIA PRODUCTION

WWU Honors Ecuador & Galapagos Program

The Director of Visual Media Production and the Assistant Director of University Communications joined a study abroad experience sponsored by the Honors College. More than 23,000 images and video clips were captured through the 19-day program. Material captured included students learning about cultural sites around the region, climbing volcanoes, geology field trips at national parks above 15,000 ft, canoeing through portions of the Amazon Basin, trekking through the jungle, meeting indigenous community members, and much more. This whole program will be shared with the public via an upcoming feature in Window, an interactive website dedicated to the program, and video vignettes for use in a future recruitment advertising campaign.

File Organization

Thousands of previously created video assets were organized by team members that have since left the university and were located on many physical drives. An effort was made to organize and tag the projects before the new director and visual journalist staff member arrived, but the workflow is now in much better shape due to workflow optimization, implementing file name conventions, and reducing the number of identical files living in multiple places within the ecosystem. This work has since reached the first level of completion, as the workflows we have enacted have greatly increased our location and use of previously produced content. We will continue iterating on this system as new content continues to be generated.

Optimizing and Facilitating Efficiencies

In an effort to more easily share multimedia assets with campus partners for social media, Window Magazine, etc, we now have a workflow taking shape on reducing the amount of effort to share such things. This system and workflow have now been used to share dozens of custom images and video clips for social media content and assets for partners. Recently, we have shot about ten events on campus and have been able to share print-quality imagery with partners on campus within an hour of the shots being taken. We used a novel workflow of WWU OneDrive for sharing near synchronous material from over a dozen locations within Ecuador and the Galapagos Islands to WWU social media channels and Western Today for daily updates on the nearly three-week program.

Equipment Organization, Itemizing, and Inventory

Every single asset purchased by URM for Media Production use is now in an inventory that previously did not exist. All items are also physically tagged, so if misplaced, a number can be called to arrange a return. This has now been fully implemented and can now lead to a quicker turnaround of content creation.

Building an Old Main 370 interview studio is an idea that recently emerged for creating rapidly made material. The space will be flexible and have many uses, for both still photography, interview capture, and audio/podcast capture. It will use quite a few pre-existing resources as well, mitigating the financial impact significantly of building a ground-up, custom-made studio space.

We are also implementing a new project to capture general footage and imagery of all buildings on campus as a repository and resource for the WWU community. We have begun shooting imagery for all four seasons for each building and campus location. The creation of the libraries themselves was an undertaking, as almost 200 folders were created that needed to be highly organized.
Projects Recently Completed

- ISB Walkthrough Tour with Brad Johnson
- Meet the Provost with Brad Johnson
- Student Move Out Tips & Tricks
- Pride Month Celebration Vignette
- Juneteenth Flag Raising Ceremony Vignette
- Capturing Commencement Weekend

Projects in Postproduction

- Student-Athlete Spotlight: Dani Iwami
- First Gen Student Spotlight: Sealey Raymond
- Solar Window Campus Install Vignette
- WWU Honors Ecuador & Galapagos Program

Projects in Production

- Title IX 50 Years Later Retrospective and Future
- "Less than :60: Light, fun social media content series pilot (interesting, notable, novel short videos about a range of things happening all over campus)
- Summer Course Field Work Asset Creation / Capture (Geology, 8MM Filmmaking, Glaciology, Flyfishing, Marine Biology)
- WWU Rock Climbing Contest
- WWU Building Repository

Views From Ecuador
Rebranding: As of July 1, 2022, Washington Campus Compact has changed its name to Washington Campus Coalition for the Public Good. We are very grateful to the URM Creative Services team for their help with the rebranding process. We have received very positive feedback from statewide stakeholders. Here is the new logo:

The new website is www.wacampuscoalition.org and has been rebranded and updated.

Grant Monitoring and Internal Audit Process: The federal agency, AmeriCorps, has been conducting an extensive monitoring review process of one of WACC’s previous AmeriCorps grants particularly focused on compliance with National Service Criminal History Checks (NSCHC). A small number of non-compliant checks were identified during the review process. These were attributed to decreased staff capacity and turnover in 2020 during the COVID-19 crisis, as well as the pivot to remote work. During this period some paper documents were misplaced resulting in the inability to demonstrate compliant procedures and documentation. The policies and procedures have been updated and NSCHC is now conducted through AmeriCorps-approved vendors to further mitigate the risk of errors and enable fully remote adjudication.

As a follow-up, AmeriCorps asked Serve Washington and Western Washington University to review NSCHC conducted by WACC staff for one completed grant (funded through Serve Washington) and our current AmeriCorps grant (national direct from AmeriCorps). Serve Washington reviewed 80 member files from the 2020-21 program year and found none to be out of compliance.

In July 2022, Western’s internal audit team reviewed 172 staff and member files. They identified seven files that did not meet 100% of the criteria for compliance. All background checks were completed and cleared but the errors were primarily due to a new staff member missing a final step in the adjudication process (clicking a final button on the software). Research and Sponsored Programs reported these findings to AmeriCorps and there may be financial disallowances applied to the program because of these errors. The Office of Internal Audit will complete a full report to provide feedback and make recommendations for implementing best practices to improve program and grant management policies and procedures moving forward. Of note, all compliance errors had been identified and corrected internally by program staff through a mid-year review and training process. Zero compliance issues were identified since that mid-year process.
WEB COMMUNICATION TECHNOLOGIES (WebTech)

Summary

WebTech was very pleased to collaborate with University Communications to develop the digital version of Window magazine. The new platform supports animations, rich photography and videography, and the possibility of creating unique storytelling formats. We will be continueing to work with University Communications on this project to bring new ways for students, staff, and alumni to engage between issues.

The website for students engaging in their first year at Western, including First Year Interest Groups (FIGs), Viking Launch, New Student Experience Seminars, and Year-long Strands, received a revamp. This was both to align more strongly with the Western brand and to empower the office running these programs to be as nimble as needed.

The Western Washington University Retirement Association has a new website with a concerted focus on increasing the accessibility of the book reviews, health notes, and newsletters. It also features vibrant photography and an event calendar.
Financial Aid partnered with WebTech to roll out what are termed web components for their website top and bottom sections. This aligns their websites with other sites that students interact with throughout their experience at Western.

August brings the end of a long-standing campus service named the U drive. WebTech has been working with Information Technology Services to migrate faculty websites to other services and that has gone very well.

**Web Traffic Analysis**

Our targeted digital recruitment advertising campaigns continue to drive traffic to the campaign landing pages as well as the primary institutional website homepage and majors pages. Campaigns accounted for 22.2% of the traffic between May 20-July 31. Perhaps not surprising given the robust hiring market, the redesigned jobs page at Western, [https://www.wwu.edu/workatwestern](https://www.wwu.edu/workatwestern) ranked third in traffic with nearly 16,000 views.

Top viewed pages include Home, Careers, Majors, and Commencement Information. Other notable stats: Google drove 47.7% of the traffic; 130 new YouTube subscriptions added; and the Campus Tour was viewed 1,463 times and shared 22 times from May 20-July 31.

![Created vs. Resolved Chart: Updated within the last 60 days](chart)

Thankfully the workload has continued to normalize as Western adapts to living with COVID over the summer quarter which has allowed WebTech to move more toward the ideal state of an even number of created versus resolved issues. 422 web help emails were received which is similar to the prior reporting period. We have seen a lot of new personnel on campus being asked to handle website content updates and many of the emails require straightforward assistance on how to do a task.
Introduction

The following is a brief summary from Western Washington University’s 2022 Affirmative Action Program (AAP) for Women and Racial/Ethnic Minorities and AAP for Protected Veterans and Individuals with Disabilities. The Office of Civil Rights and Title IX Compliance meets annually with Vice Presidents and Deans to review the results of the AAPs, including representation in the workforce for women, racial/ethnic minorities, protected veterans and individuals with disabilities; applicable underutilization and placement goals; and hiring trends, as well as the annual hiring benchmark for protected veterans; so that Vice Presidents and Deans can communicate this information to hiring authorities in their administrative organizations, or College, as appropriate.

Workforce Representation and Hiring Trends for Women and Racial/Ethnic Minorities

**Women:** The University’s representation of women has remained steady over the years, as demonstrated in the below chart. Women have consistently represented approximately 57-58% of classified and professional staff; between 44-47% of tenured or tenure track faculty; and approximately 56-59% of non-tenure track faculty.¹ According to Western’s 2022 AAP, the University currently has placement goals for women in 8 of its 34 job groups (24%). The majority of job groups that are underutilized for women are faculty job groups, with the exception of two staff job groups also being underutilized for women. A job group is considered underutilized for women when incumbency fails to reach 80% of estimated availability for women in that job group.

¹ Data Source: 2018-2022 WWU Affirmative Action Programs. Percentage calculations exclude from the total individuals whose demographic information is not available, as providing this information is entirely voluntary. Charts reflect WWU Workforce as of October 31st of each year. For example, for 2022 AAP, data as of October 31, 2021. Includes employees of any FTE; Classified/Professional Staff data includes temporary employees.
In the 2022 AAP year (November 1, 2020 through October 31, 2021), women represented 63% of the hires and/or promotions occurring in permanent or project classified and professional staff positions (hires/promotions data does not include temporary staff). For tenured and tenure-track faculty positions, women represented 54% of the hires and/or promotions occurring in the 2022 AAP year. For non-tenure track faculty positions, women represented 62% of the hires and/or promotions occurring in the 2022 AAP year (NTT hires includes only new hires or re-hires made after a period of 18 months or longer).

**Racial/Ethnic Minorities:** As demonstrated in the below chart, the University’s representation of racial/ethnic minorities has remained fairly steady in classified and professional staff positions, as well as non-tenure track faculty positions, with tenured and tenure track faculty positions seeing a steady increase. Racial/ethnic minorities have consistently represented approximately 16-18% of classified and professional staff; between 21-27% of tenured and tenure track faculty; and approximately 12-16% of non-tenure track faculty (see footnote on page 1). According to Western's 2022 AAP, the University currently has placement goals for racial/ethnic minorities in 18 of its 34 job groups (53%). More than half of the job groups that are underutilized for racial/ethnic minorities are staff job groups, with the remaining underutilized job groups being primarily in non-tenure track faculty job groups, and two tenured/tenure track faculty job groups. A placement goal is set for a job group when incumbency fails to reach 80% of estimated availability for racial/ethnic minorities in that job group.

![WWU Representation of Racial/Ethnic Minorities](chart.png)

**FIGURE 2**

In the 2022 AAP year (November 1, 2020 through October 31, 2021), racial/ethnic minorities represented 26% of the hires and/or promotions occurring in permanent or project classified and professional staff positions (hires/promotions data does not include temporary staff). For tenured and tenure-track faculty positions, racial/ethnic minorities represented 38% of the hires and/or promotions occurring in the 2022 AAP year. For non-tenure track faculty positions, racial/ethnic minorities represented 28% of the hires and/or promotions occurring in the 2022 AAP year (NTT hires includes only new hires or re-hires made after a period of 18 months or longer).

**Workforce Representation and Hiring Trends for Protected Veterans and Individuals with Disabilities**
**Protected Veterans:** Western provides annual reporting to the U.S. Department of Labor related to protected veteran representation in the workforce. As of August 31, 2021, less than 2% of Western’s permanent faculty and staff identified as protected veterans.

Under the Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA) as amended, Western must establish a hiring benchmark for protected veterans each year or adopt the national benchmark provided by the Office of Federal Contract Compliance Programs (OFCCP). (41 CFR Part 60-300.45). The purpose of establishing a hiring benchmark is to create a quantifiable method by which progress toward achieving equal employment opportunities for protected veterans can be measured. The annual national benchmark for hiring of protected veterans, effective March 31, 2020 through March 30, 2021, was set at 5.7%, based on the annual national percentage of veterans in the civilian labor force.

The University has calculated the total percentage of protected veteran employees hired and/or promoted at Western from November 1, 2020 to October 31, 2021, included in the table below. The low percentages of protected veteran hires/promotions as compared to the 5.7% benchmark point to Western’s continued need to increase its efforts in employment outreach to veteran populations.²

<table>
<thead>
<tr>
<th></th>
<th>Total Hires/Promotions</th>
<th>Protected Veteran Hires/Promotions</th>
<th>% Protected Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional and Classified Staff</td>
<td>263</td>
<td>5</td>
<td>1.9%</td>
</tr>
<tr>
<td>Tenured and Tenure Track Faculty</td>
<td>74</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Non-Tenure Track Faculty</td>
<td>148</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>485</td>
<td>6</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

**Individuals with Disabilities:** Section 503 of the Rehabilitation Act of 1973 (41 CFR Part 60-741.45), as amended establishes a nationwide 7% utilization goal for qualified individuals with disabilities. Western conducted a utilization analysis to measure representation of employees who identified as having (or previously having) a disability, in each job group within Western’s workforce.

As of October 31, 2021, 5.7% of all Western employees identified as having (or previously having) a disability. When looking at utilization by job group, employees with disabilities are underrepresented (below the 7% utilization goal) in 24 of Western’s 34 job groups. This includes nearly half of Western’s staff job groups, all but 3 non-tenure track faculty job groups, and all of the tenured and tenure track faculty job groups. Western will continue to refine its efforts with respect to effective recruitment, retention and outreach related to individuals with disabilities.

The University has prepared the following computations or comparisons, for personnel activity occurring during the period of November 1, 2020 through October 31, 2021, pertaining to applicants and hires on an annual basis (as required by relevant federal regulations):³

² Source of Data: WWU 2022 AAP for Protected Veterans and Individuals with Disabilities. Hires and promotions data does not include temporary staff; for non-tenure track faculty, only includes new hires or re-hires made after a period of 18 months or longer. The data time period for the 2022 AAP is for personnel activity occurring from November 1, 2020 through October 31, 2021.

³ Source of Data: WWU 2022 AAP for Protected Veterans and Individuals with Disabilities. Data collection analysis as required by 41 CFR §60-300.44(k) and 41 CFR §60-741.44(k).
- **448** – The number of applicants who self-identified as individuals with disabilities pursuant to § 60-741.42(a), or who are otherwise known to be individuals with disabilities;
- **109** – The number of applicants who self-identified as protected veterans pursuant to § 60-300.42(a), or who are otherwise known as protected veterans;
- **298** – The total number of job openings; and
- **417** – The total number of jobs filled;
- **4,314** – The total number of applicants for all jobs;
- **34** – The number of applicants with disabilities hired;
- **5** – The number of protected veteran applicants hired; and
- **296** – The total number of applicants hired.
Purpose of Submittal:

Chair Meyer will provide time to members of the Board of Trustees and the University President for any final remarks, questions, or observations.
19. DATE FOR NEXT REGULAR MEETING
   • October 13 & 14, 2022
20. ADJOURNMENT