



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
FEBRUARY 11, 2022**

**FRIDAY, FEBRUARY 11, 2022**

**Location:** Old Main 340

**Audiocast:** <https://wp.wvu.edu/live/>

**Time:** 8:00 a.m.

**1. CALL TO ORDER, APPROVAL OF MINUTES**

8:00 – 8:05

- Board of Trustees Meeting, December 9 & 10, 2021
- Board of Trustees Special Meeting, December 16, 2021
- Board of Trustees Work Session, January 13 & 14, 2022

**2. PUBLIC COMMENT**

8:05 – 8:15

**3. BOARD CHAIR REPORT**

8:15 – 8:25

- Resolution Recognizing the Service of Board Member Bruce Harrell

**4. UNIVERSITY PRESIDENT REPORT**

8:25 – 8:35

**5. FACULTY SENATE REPORT**

8:35 – 8:45

**6. ASSOCIATED STUDENTS REPORT**

8:45 – 8:55

**7. BOARD FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**

8:55 – 9:05      Presentation: Trustee Faith Pettis, Committee Chair

**8. BOARD STUDENT SUCCESS COMMITTEE REPORT**

9:05 – 9:15      Presentation: Trustee Mo West, Committee Chair

**DISCUSSION ITEMS**

**9. OUTLOOK FOR THE LEGISLATIVE SESSION**

9:15 – 9:25      Presentation: Becca Kenna Schenk, Executive Director, Government Relations

- 10. WATERFRONT UPDATE**  
9:25 – 9:35 Presentation: Donna Gibbs, Vice President, University Relations and Marketing

**BREAK - 10 MINUTES**

- 11. UPDATE ON COAST SALISH LONGHOUSE**  
9:45-10:05 Presentation: Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President

- 12. STRATEGIC BUDGETING**  
10:05 – 10:35 Presentation: Joyce Lopes, Vice President, Business and financial Affairs  
Faye Gallant, Executive Director, Budget and Financial Planning

**ACTION ITEMS**

- 13. APPROVAL OF BOARD OF TRUSTEES MEETING SCHEDULE FOR 2023-2024**  
10:35 – 10:40
- 14. APPROVAL OF FUTURE BILINGUAL TEACHER FELLOWS PROGRAM RENTAL OF THE PUGET SOUND EDUCATIONAL SERVICE DISTRICT FACILITIES IN RENTON, WA**  
10:40 - 11:10 Presentation: Robert Squires, Vice Provost for Outreach and Continuing Education  
Bruce Larson, Dean of Woodring College of Education
- 15. APPROVAL OF WINTER QUARTER DEGREES**  
11:10 – 11:15
- 16. INFORMATION ITEMS**  
11:15 – 11:20
- a. Quarterly Grant Report
  - b. Capital Program Report
  - c. University Advancement Report
  - d. University Relations and Marketing Report
  - e. Department of Public Safety Annual Report
  - f. Mid-year Housing and Dining Report
  - g. Enrollment Management Summary
- 17. TRUSTEE REMARKS**  
11:20 – 11:30
- 18. EXECUTIVE SESSION MAY BE HELD TO DISCUSS ISSUES AS AUTHORIZED BY RCW 42.30.110**  
11:30 – 12:00
- 19. DATES FOR NEXT REGULAR MEETING: April 21 and 22, 2022**
- 20. ADJOURNMENT**

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa

**DATE:** February 11, 2022

**SUBJECT:** **Approval of the Minutes**

**PURPOSE:** Action Items

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**Purpose of Submittal:**

Approval of the Board of Trustees Meeting Minutes.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- Approval of the Minutes of the Board of Trustees Meeting, December 9 & 10, 2021
- Approval of the Minutes of the Board of Trustees Special Meeting, December 16, 2021
- Approval of the Minutes of the Work Session Board of Trustees Meeting, January 13 & 14, 2022

**Supporting Information:**

Minutes of December 9 & 10, 2021

Minutes of December 16, 2021

Minutes of January 13 & 14, 2022

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Thursday, December 9, 2021**

**1. CALL TO ORDER**

Board Chair, Trustee John M. Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 3:01 p.m., in the Old Main 340 Board Room. A quorum was established by roll call.

**Board of Trustees**

John M. Meyer, Chair  
Chase Franklin, Vice Chair  
Sue Sharpe - *Recused*  
Karen Lee – *via Zoom*  
Faith Pettis – *via Zoom*  
Nate Jo  
Mo West – *via Zoom*

**Western Washington University**

Sabah Randhawa, President  
Joyce Lopes, Vice President for Business and Financial Affairs  
Kim O'Neill, Vice President for Advancement  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations and Marketing  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Melissa Nelson, Assistant Attorney General  
Shirin Deylami, Faculty Senate President  
Glory Busic, Associated Students President  
Paul Cocke, Director, Communications and Marketing  
Paul Dunn, Chief of Staff to the President and Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**2. PUBLIC COMMENT PERTAINING TO LEGACY REVIEW**

In preparation of the final review of the work of the Legacy Review Task Force, the Board of Trustees agreed to dedicate a separate Public Comment Period to comment on the work of the Legacy Review Task Force. There were eight individuals who signed up for the Public Comment period all pertaining to the re-naming of Huxley College of the Environment and one comment dedicated to Haggard Hall.

All materials and public submissions presented to the Legacy Review Task Force can be found at: <https://president.wwu.edu/legacy-review-taskforce>

Chair Meyer thanked everyone for their comments and for taking the time to be present for this important conversation. He recognized that the topic at hand is controversial, and that people of good will can disagree about the right decision. He added that regardless of the differences of opinion that may be had about the recommendations, it is important to be united in the desire to support Western's past, present, and future.

### 3. LEGACY REVIEW TASK FORCE RECOMMENDATIONS

Board Chair, Trustee John Meyer noted that the day's agenda would be dedicated to the continued discussion of the Legacy Review Task Force Report and Recommendations which were submitted to President Randhawa in June 2021. Meyer explained the Board of Trustees first began their discussion of the recommendations at its regular meeting in August 2021 and continued the discussion at the Board annual work session in September 2021 and the October 2021 regular meeting. Meyer explained that the Board of Trustees decided to convene an Ad Hoc committee to take a deeper dive into the materials presented to the Board up until that point in time. Meyer highlighted that the Ad Hoc committee produced a set of documents and recommendations, including several draft resolutions to structure the full Board of Trustees conversation at the present meeting. Meyer acknowledged that the recommendation of the Ad Hoc committee is to remove the Huxley name from the College of the Environment and to retain the names on Haggard Hall and Mathes Hall.

Trustee Faith Pettis acknowledged the expertise of the many scholars who contributed their knowledge and research and noted she was persuaded by the materials submitted after the work of the Legacy Review Task Force report was distributed, specifically debunking some of the materials that were initially distributed about T.S. Huxley and help to explain the complexity his legacy and effects on history. Pettis noted that this process has been in no way to smear the reputation or legacy of such a distinguished researcher and scientist. T.S. Huxley will continue to be an important person in science and history, however his historical ties to Western are very remote, if at all, and that the role of the Board of Trustees is trying to determine what is in the best interest of Western, Western's history and legacy going forward.

Trustee Karen Lee also thanked everyone who has participated in the Legacy Review process and for those that presented during the public comment period provided at the start of this meeting. Lee reiterated that history should not be erased and that smearing one of history's great scientists is inappropriate. Lee stated that "we can't always look through the eyes of today about how people thought a century before us." Lee noted that she had a different opinion from Trustee Pettis with regards to actual language from an essay that Huxley wrote in 1865 that states, "it might be quite true that some Negroes are better than some white men, but no rational man, cognizant of the facts, believes that the average negro is the equal, still less the superior of the average white man". Lee recommended that Western consider the name of the college of the environment in a way that encompasses all the students that might study there, the faculty that teach there, the staff who work there, and the administration. She added that it is harmful to name a building or college after someone who stated that certain people are inferior. She added that the Huxley statement in the essay should not diminish other achievements in his life, but simply put it is not appropriate for Western and its communities. She concluded by adding that is unfortunate that this has been a divisive issue, but that Western will benefit for removing the Huxley name from the College of the Environment.

President Randhawa read this prepared statement into the record:

"The matter of de-naming the three fixtures identified by the Legacy Review Task force, is complex, to say the least. During the fall term, I have spent considerable time studying the research and recommendations from the Legacy Review Task Force and the information that has been received since the task force report was submitted. The Huxley matter has consumed much of this time.

I participated in the deliberations of the Board of Trustees over the past several months, as Trustees made a genuine effort to understand the background and legacy of names associated with each of the fixtures. I think it is important for me to share with the Western community and our external

partners that the trustees undertook this work extremely seriously, recognizing the importance of their decisions on Western's mission, work, collaborations, and reputation, and on our students—current and future.

To the matter of Huxley, I agree with and support the recommendation of the Ad Hoc Committee of the Board to remove the Huxley name from Huxley College of the Environment (changing the name to College of the Environment). For me, the most important reason for de-naming is the lack of connection between Western Washington University and Huxley.

I recognize the intense debate around Huxley's legacy, both within the college and external to the university. At the end of the day, however, what is important is not the name, but the ideals that we are promoting in the college and the university.

When I think about our work at Western and in the college, two notions stand out:

One, the notion of equity and inclusion: that every person is endowed with human potential, and as educators it is our responsibility to nurture that potential. We also want to make education, specifically science education—the focus of the college, accessible to students who have been historically disadvantaged in this process.

Two, the notion of scholarly inquiry: this process is important to us as researchers and scientists, and our work is based on furthering that process and using it in our basic and translational research activities and in our scholarly work. It is also a method and approach to the world that we try to inculcate in students and model for society in general. We hope that the students we educate and mentor will use this inquiry process as they assess and engage with the complex societal issues they face in their lives.

More importantly, these two notions are not an either-or proposition. We need to work to advance both these notions simultaneously. Indeed, I think these overlapping ideas are at the heart of what it means to advance inclusive access and success in higher education in the current environment: creating more opportunities for all people to actualize their human potential and be empowered by the powerful methods of inquiry and critical thinking that have defined the distinctive work of academic institutions. I would like to believe that this is a commitment we all share at Western.

I also want to acknowledge that a name change may create a loss of connection and identity for some of our alumni and external stakeholders. As we engage with our external partners, it is important to remember that the excellence of the college—and there's so much to be proud of—is driven by people: the research and mentorship of faculty, the impact our alumni make, and the drive for a better world that our students bring to the college. This is also an exciting time for the college: We are recruiting a new dean, and I have heard from several members of the college about the opportunity to revisit the college's strategic plan and re-envision new possibilities. The involvement of our external stakeholders in this activity will both engage them in the future of the college and enrich our internal conversations.

Chair Meyer, thank you for giving me this extended time. I know the college has been involved in a spirited debate about this name issue, because I believe the faculty and other members of the college community really care for the college. Once the Board makes its decision, I am confident that the College will come together to engage in a dialogue on how we further enhance the work and impact of the college.”

Trustee Meyer thanked everyone for the robust discussion and moved to proceed with the Resolutions that had been prepared for approval.

**RESOLUTION NO. 2021-06**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**REMOVING THE THOMAS HENRY HUXLEY NAME FROM THE COLLEGE OF THE  
ENVIRONMENT**

**WHEREAS**, Western Washington University is committed to providing access to transformational higher education for the people of the State of Washington, pursuing justice and equity in its policies and practices, and supporting an inclusive and welcoming campus environment that celebrates the dignity and value of all students, faculty, and staff; and

**WHEREAS**, at the start of Winter Quarter of 2021, President Sabah Randhawa charged a Legacy Review Task Force composed of faculty, staff, students, and alumni to review the history and significance of building and college names at Western Washington University, and make recommendations to the Board of Trustees as to whether any names warrant consideration for removal; and

**WHEREAS**, the Legacy Review Task Force submitted its report and recommendations in June of 2021, and has the gratitude and appreciation of the Board of Trustees for its efforts on behalf of the institution; and

**WHEREAS**, Western's 2018 – 2025 Strategic Plan acknowledges Western has failed to meet the needs of people of many races, ethnicities, creeds, socioeconomic classes, gender identities, sexual orientations, and disability statuses, and states Western will contribute to redressing these inequities by transforming policies, structures, and practices to ensure meaningful inclusion; and

**WHEREAS**, a letter submitted by the leaders of Black student organizations in June 2020 expressed an urgent desire to see Western consider how the names of its buildings fail to support the experiences of Black and other students of diverse identities; and

**WHEREAS**, the Huxley College of the Environment was founded in 1969 as one of the first environmental colleges in the country, earning international renown for continued leadership in environmental education, applied research and outreach, and contributing to the excellence and reputation of the University as a whole; and

**WHEREAS**, Thomas Henry Huxley (1825 – 1895) was an accomplished anatomical biologist, prolific author, and public speaker, known most widely for his outspoken defense of Charles Darwin's theory of evolution by natural selection, and was an abolitionist and a champion of progressive education reform, campaigning for universal education and the introduction of science into curricula; and

**WHEREAS**, Huxley expressed views about Black people in works such as "Emancipation Black and White" that are offensive, hurtful, and out of step with the institution's mission and values; and

**WHEREAS**, Huxley's application of the theory of evolution to humans in his work, "Man's Place in Nature" may be understood as implying or providing support for racial hierarchy and scientific racism; and

**WHEREAS**, some students of color at Western have stated that they consider the naming of the College after Huxley as an instance of callous indifference to their experience as traditionally underserved students, and in contradiction to the institution's claims to provide a welcoming and inclusive environment; and

**WHEREAS**, the College of the Environment came to be named after Huxley through an informal process by which several faculty and administrators began applying the name to the college for several years while it was still under development, creating a common usage and a presumption that it would be named Huxley College by the time it came to the Board of Trustees for approval; and

**WHEREAS**, the excellence of the College of the Environment has not been due to the Huxley name, but rather to generations of passionate and committed faculty, students, and alumni, united around a vision of addressing urgent environmental issues, developing practical, collaborative approaches to solving environmental problems, and supporting movements for environmental social justice; and

**WHEREAS**, neither Thomas Henry Huxley nor his descendants have any relationship to the development or mission of the College of the Environment or Western Washington University, having made no financial, service, scholarly, or other contributions to the College or the University; and

**WHEREAS**, the Huxley name was therefore chosen to represent the College of the Environment largely on the basis of an assessment of Huxley's character and a set of values he represented relevant to the academic enterprise at Western Washington University in 1969; and

**WHEREAS**, the Board of Trustees recognizes the complexities of evaluating Huxley's legacy, and that there are a great many contextualizing factors and nuances involved in the interpretation and assessment of an individual's statements and behavior in their time and place; and

**WHEREAS**, the complexities of the situation present a choice between defending the honor of an individual who has made no contribution to the institution by contextualizing the racism in his statements, or acknowledging that, despite Huxley's other qualities, he is not the person to represent the institution's present day values; and

**WHEREAS**, the Huxley name no longer serves to advance the goals of the University, or to make it a more welcoming and inclusive place for the increasingly diverse students and faculty the College and the University as a whole strive to attract and serve; and

**WHEREAS**, the Board of Trustees recognizes that while removing a name has powerful symbolic value, it is critically important to follow such statements with concrete, measurable efforts to increase inclusive success for underrepresented students, faculty, and staff;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of Western Washington University, that the name of Thomas Henry Huxley be removed from the College of the Environment at Western Washington University.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on December 9, 2021.

MOTION 12-06-2021

Trustees Franklin moved that the Board of Trustees approve Resolution 2021-06 to Removing the Huxley name from the College of the Environment.

The motion passed.



Chair Meyer introduced the next recommendation of the Legacy Review Task Force Task that included the review of removing the name of former President William Wade Haggard from Haggard Hall. Meyer reported that five of the Task Force members voted to recommend to remove the name and four members voted to recommend maintaining the name.

Meyer acknowledged that the Board of Trustees reviewed the report provided by the Legacy Review Task Force in addition to the letters provided by Legacy Review Task Force members, former Trustee Phil Sharpe and Paul Dunn, Chief of Staff to the President and Secretary to the Board of Trustees who expressed disagreement with the report's conclusions on W.W. Haggard. Meyer noted that the Board of Trustees Ad Hoc committee prepared an additional findings of fact document, and a recommendation that the Haggard name be maintained on Haggard Hall.

**RESOLUTION NO. 2021-07**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**MAINTAINING THE NAME OF HAGGARD HALL**

**WHEREAS**, Western Washington University is committed to providing access to transformational higher education for the people of the State of Washington, pursuing justice and equity in its policies and practices, and supporting an inclusive and welcoming campus environment that celebrates the dignity and value of all students, faculty, and staff; and

**WHEREAS**, at the start of the Winter Quarter of 2021, President Sabah Randhawa charged a Legacy Review Task Force composed of faculty, staff, students, and alumni to review the history and significance of building and college names at Western Washington University, and make recommendations to the Board of Trustees as to whether any names warrant consideration for removal; and

**WHEREAS**, the Legacy Review Task Force submitted its report and recommendations in June of 2021 and has the gratitude and appreciation of the Board of Trustees for its efforts on behalf of the institution; and

**WHEREAS**, William Wade Haggard (1892-1977) served as president of Western from 1939 to 1959, the longest tenure of any president; and

**WHEREAS**, Haggard guided the institution through the Second World War, first witnessing a decline in student numbers, and the rise in enrollment that followed; and

**WHEREAS**, during Haggard's 20-year tenure he oversaw a period of institutional transformation from a normal school, the primary purpose of which was to educate K-8 teachers, to a College of Education for educating K-12 teachers, laying the groundwork for further transition to becoming a liberal arts college; and

**WHEREAS**, following the tumultuous firing of his predecessor, President Charles Fisher, Haggard restored morale and confidence among the faculty, relationships with the community, and enhanced the reputation of the institution with a series of summer conferences led by renowned educators from across the country; and

**WHEREAS**, Haggard can be credited with hiring and supporting faculty members who become critical to Western's growth and development over the course of his 20 years of service, increasing

faculty from 61 to 137, and the hiring of Western's first African American faculty member, Eunice Day Lee, in 1959; and

**WHEREAS**, Haggard viewed the construction of a Science Building as a critical step in the evolution of Western from being a College of Education to a State College, taking a deep personal interest in the building when planning began in 1954, and personally taking the project to the Legislature in 1957, where he was able to secure funding for its design, construction, and outfitting; and

**WHEREAS**, this building, originally known as the Haggard Hall of Science, was named in his honor in 1960; and

**WHEREAS**, the Legacy Review Task Force report expressed concerns about Haggard appearing in Native American attire with two students for a school newspaper photograph in 1953; and

**WHEREAS**, there is no context explaining how or why Haggard came to be in the picture, and no evidence that he held discriminatory views about Native Americans, or that he used his office and authority to enact such views; and

**WHEREAS**, the Legacy Review Task Force report expressed concerns about a lack of evidence that Haggard publicly spoke out against the internment of Western's sole Japanese American student by Executive Order 9066 in 1942; and

**WHEREAS**, the internment of Japanese Americans during World War II was a gross injustice and an enduring stain on the national conscience, denounced at the time by only a handful of elected officials; and

**WHEREAS**, the Board of Trustees recognizes the complexities of evaluating an individual's legacy, and that there are a great many contextualizing factors and nuances involved in the interpretation and assessment of an individual's statements and behavior in their time and place; and

**WHEREAS**, William Wade Haggard, in addition to being Western's longest-serving president, was among its most effective and influential, his contributions to the mission and development of the institution far outweighing his engagement in actions which may be considered insensitive in light of today's values and social norms; and

**WHEREAS**, the Board of Trustees recognizes that while the names of campus features have powerful symbolic value, these considerations are separate from the need for continued, mission-critical focus on advancing concrete, measurable efforts to increase inclusive success for underrepresented students, faculty, and staff;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of Western Washington University, that Haggard Hall shall continue to be named for William Wade Haggard.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on December 9, 2021.

MOTION 12-07-2021

Trustee Lee moved that the Board of Trustees approve Resolution 2021-07 Maintaining the name of Haggard Hall.

The motion passed.

Trustee Meyer explained that the third recommendation of the Legacy Review Task Force was to remove the name of past President Edward T. Mathes from Mathes Hall. Meyer noted that five members of the Task Force voted to recommend removing the names and two members voted to recommend retaining the name.

Meyer reported that additional materials were requested from Western's Heritage Resources, and a letter was submitted by Task Force chair Paul Dunn, expressing disagreement with the report's conclusions on Mathes. He noted that the Board of Trustees Ad Hoc committee prepared another findings of facts document, and a recommendation that Mathes name be maintained on Mathes Hall.

**RESOLUTION NO. 2021-08**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**MAINTAINING THE NAME OF MATHES HALL**

**WHEREAS**, Western Washington University is committed to providing access to transformational higher education for the people of the State of Washington, pursuing justice and equity in its policies and practices, and supporting an inclusive and welcoming campus environment that celebrates the dignity and value of all students, faculty, and staff; and

**WHEREAS**, at the start of in the Winter Quarter of 2021, President Sabah Randhawa charged a Legacy Review Task Force composed of faculty, staff, students, and alumni to review the history and significance of building and college names at Western Washington University, and make recommendations to the Board of Trustees as to whether any names warrant consideration for removal; and

**WHEREAS**, the Legacy Review Task Force submitted its report and recommendations in June of 2021, and has the gratitude and appreciation of the Board of Trustees for its efforts on behalf of the institution; and

**WHEREAS**, Edward Tilden Mathes (1866-1937) served as the first principal of the New Whatcom State Normal School, the forerunner of Western Washington University, from its opening in 1899 until 1914; and

**WHEREAS**, the New Whatcom Normal School was chartered by the State Legislature in 1893, but did not open until 1899 due to lack of funds; and

**WHEREAS**, Mathes was instrumental in persuading the Legislature to allocate funding for the construction and serial expansion of Old Main and its annexes, a dormitory, an auditorium, and other facilities; and

**WHEREAS**, during Mathes' 15-year tenure there was a fourfold increase in faculty and a threefold increase in students, partially due to his personal recruitment efforts, as well as the creation of the Campus School, a beacon of progressive education designed to give future teachers hands-on classroom experience; and

**WHEREAS**, Mathes established the Normal School's Extension Department in 1910 to help educate students' parents and other adults in the community, many of whom had only an elementary education; and

**WHEREAS**, Mathes helped organize the Bellingham Bay Lecture Course, bringing a notable array of national speakers to a community which had little access at the time, including Progressive Party leader Robert LaFollette, photographer and social reformer Jacob Riis, and more controversial speakers such as South Carolina Senator Benjamin Tillman, among others; and

**WHEREAS**, in support of Western's first Black student, Alma Clark, and in the face of considerable anti-Black sentiment in the Bellingham community, Mathes and the Board of Trustees passed a resolution supporting her right to receive an education at the Normal School, earning Mathes and the Board commendation from the *Seattle Republican*, Seattle's first successful Black-owned newspaper; and

**WHEREAS**, the Mathes Hall dormitory was named in his honor in 1966; and

**WHEREAS**, the Legacy Review Task Force report expressed concerns about newspaper summaries of two among the hundreds of public talks that Mathes gave throughout his life, as they appear to advance a hierarchical conception of human races and cultures, and a view that white people are obliged to educate and "civilize" non-whites; and

**WHEREAS**, there are no transcripts of Mathes' lectures to determine his specific comments or any record that his views were considered controversial at the time, nor is there any other evidence that Mathes generally held discriminatory views about people of color, or used his office and authority to enact such views; and

**WHEREAS**, the Legacy Review Task Force report expressed concerns that there is a lack of evidence Mathes made public comments denouncing the violent expulsion of South Asian immigrant laborers from Bellingham in 1907; and

**WHEREAS**, during Mathes' administration two students from India studied at the Normal School, including one, Nahbi Ram Joshi, who lived in the Mathes family home and enthusiastically supported the naming of a campus building for Mathes; and

**WHEREAS**, Mathes' support of educational access for Indian students was sufficiently well known that the Vancouver, Canada newspaper *Free Hindustan* called Mathes "a good friend of India"; and

**WHEREAS**, the Board of Trustees recognizes the complexities of evaluating an individual's legacy, and that there are a great many contextualizing factors and nuances involved in the interpretation and assessment of an individual's statements and behavior in their time and place; and

**WHEREAS**, Edward Tilden Mathes, in addition to making significant contributions to the mission and development of Western as its first administrative leader, personally and publicly supported Western's few students of color during a time when racism was generally condoned in Bellingham; and

**WHEREAS**, these contributions and personal commitments outweigh his possible engagement in racist actions or statements which may be considered insensitive in light of today's values and social norms; and

**WHEREAS**, the Board of Trustees recognizes that while the names of campus features have powerful symbolic value, these considerations are separate from the need for continued, mission-critical focus on advancing concrete, measurable efforts to increase inclusive success for underrepresented students, faculty, and staff;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Trustees of Western Washington University, that Mathes Hall shall continue to be named for Edward Tilden Mathes.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on December 9, 2021.

MOTION 12-08-2021

Trustee West moved that the Board of Trustees approve Resolution 2021-08 Maintaining the name of Mathes Hall.

The motion passed.

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, December 10, 2021**

**4. CALL TO ORDER**

Board Chair, Trustee John M. Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 8:02 a.m., in the Old Main Board Room. A quorum was established by roll call.

**Board of Trustees**

John M. Meyer, Chair  
Chase Franklin, Vice Chair  
Sue Sharpe  
Faith Pettis  
Nate Jo

**Western Washington University**

Sabah Randhawa, President  
Joyce Lopes, Vice President for Business and Financial Affairs  
Kim O'Neill, Vice President for Advancement  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations and Marketing  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Becca Kenna-Schenk, Executive Director, Government Relations  
Shirin Deylami, Faculty Senate President  
Glory Busic, Associated Students President  
Melissa Nelson, Assistant Attorney General  
Paul Cocke, Director, Communications and Marketing  
Paul Dunn, Chief of Staff to the President and Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**5. APPROVAL OF MINUTES**

MOTION 12-01-2021

Trustee Jo moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, October 7 & 8, 2021
- Board of Trustees Special Meeting, November 1, 2021

The motion passed.

## 5. RECOGNITIONS AND INTRODUCTIONS

President Sabah Randhawa introduced Amy Kozak, who joins Western as the Executive Director, Audit and Consulting Services. Randhawa noted that Kozak was serving as the Senior Internal Auditor at Tulane University in addition to extended experience providing private sector internal audit, compliance, accounting, tax, and consulting services. Kozak is a graduate of the University of West Florida with a B.S. in Accounting and Tulane University with a MBA, specializing in Strategic Management and Innovation, and is a Certified Internal Auditor (CIA).

President Randhawa thanked Brian Sullivan, Associate Vice President, Business and Financial Planning for his service as Interim Director of Internal Audit during the search process.

President Randhawa introduced Dan Records-Galbraith who joins Western as the Director of the Office of Civil Rights and Title IX Compliance. Randhawa said that Records-Galbraith served as the Assistant Director for Civil Rights Compliance and ADA Coordinator at Washington State University. Records-Galbraith also served as a Pullman City Councilmember from 2018-2021 and as an officer at Island Oasis, an LGBTQ+ non-profit. Records-Galbraith holds a BA in Political Science from Washington State University and a J.D. from the University of Idaho College of Law.

Melynda Huskey, Vice President for Enrollment and Student Services introduced Amy Westmoreland who will serve as the inaugural Director of Multicultural Student Services at Western. Westmoreland joins Western with over ten years' experience in higher education, specializing in residence life and social justice programs. Westmoreland holds a B.A. in English and Women & Gender Studies from the University of Wisconsin-Madison and a M. Ed. In Higher Education Administration from Pennsylvania State University.

## 7. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. Three people signed up for public comment. Four people made comments on the final recommendation report from the Legacy Review Task Force submitted to President Randhawa on June 14, 2021. Their comments are posted to <https://president.wvu.edu/legacy-review-task-force>

## 8. BOARD CHAIR REPORT

Board Chair, John Meyer, reported that as part of the conclusion of the Legacy Review Task Force process, the Board has requested that the administration develop a new policy regarding naming and renaming buildings on campus.

Meyer reported that Bruce Harrell, who was appointment by the Governor on January 22, 2021, to serve on the Western Washington University Board of Trustees has resigned from the appointment after being elected as Mayor of Seattle, WA. Meyer noted that the Board humbly accepted his resignation, and they were agrateful for the knowledge and experience that Trustee Harrell brought to the Board of Trustees. Meyer expressed his appreciation and commended Trustee Harrell for the time he served on the Board and wished him well in his endeavors as Seattle's new mayor.

Trustee Meyer acknowledged that the Board of Trustees had received communication from Mr. Michael Meyers, Executive Director, New York Civil Rights Coalition regarding the Alma Glass Clark Hall Affinity Housing. Meyers had repeatedly expressed that affinity housing created intentional segregation. Meyer reported that the Board was unanimous in its support of affinity housing as it

allows for student to choose to live with groups of people whom they identify with and/or have common interests—regardless of identity, no students are required to live in affinity housing, and none are excluded from it. The Board of Trustees continues to support and retain pride for Alma Clark Glass Hall and its representation of justice, diversity, equity, and inclusion.

Trustee Meyer reported that the Board will gather for its annual work session in January 2022 which will include a, discussion of strategic issues and priorities at Western, and a discussion on a replacement for Trustee Harrell.

## **9. UNIVERSITY PRESIDENT’S REPORT**

President Randhawa acknowledged and thanked the university community for the work invested in the challenging work of the Legacy Review Task Force, including that of the Board of Trustees.

Randhawa highlighted that the most important recent accomplishment is the Western community re-engaging in face-to-face instruction with eighty-five percent classes being hosted in classrooms on campus. Randhawa thanked the Faculty Senate and their leadership that brought the campus community together to transition back to the favored modality.

President Randhawa reported that fall 2021 enrollment is fifteen percent higher than enrollment for Fall of 2021, and Western continues to have an optimistic outlook after facing much adversity since the onset of the COVID-19 global pandemic.

Randhawa noted Western would hosting its first in-person Commencement on Saturday, December 11<sup>th</sup> since December of 2019 and that he was looking forward to congratulating graduates in person during the ceremony.

President Randhawa reported that Western was among the first cohort of U.S. institutions joining the Okanagan Charter, a commitment to embed health and wellness into all aspects of campus culture and to lead health-promotion action and collaboration locally and globally.

Additionally, President Randhawa invited Joyce Lopes, Vice President for Business and Financial Affairs to provide an update on Clery compliance at Western.

## **10. FACULTY SENATE REPORT**

Shirin Deylami, Faculty Senate President reported the following:

“Good morning, Trustees and happy end of the first quarter back. As always it is my pleasure to provide you a report from the Faculty Senate. Before I get started I wanted to thank you all for your thoughtful engagement with the legacy review task force.

We had a relatively busy and productive quarter that has allowed the Senate to both think about the future of Western and respond to many of the changes implemented during the pandemic. In today’s report I want to focus on 2 major themes that the faculty Senate has been focused on and what lies ahead.

These themes are both curricular and student centered



On the curricular front, the Academic Coordinating Commission, the curriculum committee of Faculty Senate has begun to implement a thorough redefinition of course modalities. Prior to the pandemic we basically had two course modalities, face-to-face in person instruction and online. ACC determined that we needed better developed modality designation and has now, with the approval of Senate, defined a hybrid modality which reflects courses that are a combination of in person and remote modalities. While this designation does not really affect course delivery, it allows us to communicate more clearly what the parameters and instruction of the courses are to students and allows departments to have a better handle on the different forms of course delivery happening in their programs and department.

While this new category designation is a modest change, it has been developed in the context of a broader pedagogical and philosophical conversation we have had in Senate about the nature and character of our university. As you may know, prior to the pandemic, Western had a very small set of online offerings, often provided through Outreach and Continuing Education. With the reality that almost all faculty had to learn and implement good practices in online instruction, some have wondered if there is a broader place for online instruction while other faculty have expressed concern over such a change. As part of this discussion we have instructed colleges and departments to develop detailed modality policies to assess the appropriateness of when and under what conditions online instruction should be utilized.

Despite these discussions, I want to emphasize that it is my fervent belief, and I know President Randhawa agrees with me on this, that the strength, character and appeal of Western is in its robust face to face instruction. What sets Western apart is that we give students the opportunity to work closely with and learn from first rate faculty and provide a robust liberal arts education in a public setting. I believe that this commitment to the kind of intimate face to face education we provide should be central to all conversations about modality and course delivery.

To that end, the second major thing that Faculty Senate has worked on has been developing policies and curriculum that reflects the needs of our students. Two things are worth noting here. 1. With the leadership of Associate Vice President Shelli Soto, we revised the course withdrawal policy so that students going through hardship can withdraw from individual courses more easily without having to fully withdraw from all of their classes. I believe this is an equity issue and this change particularly serves our students with chronic illness. 2. Secondly, Faculty Senate and ACC have approved the development of a working group that will look at the possibility of implementing a new general education requirement under the acronym of PEJ (Power, Equity, Justice). As you might guess any kind of curricular revision of this magnitude requires faculty, staff and students to work together to figure out best practices on implementation and content. At the next, Board of Trustees meeting I hope to provide you an update and some documents that reflect this ongoing work started by the Committee on Undergraduate Education.

As we move on to the next quarter, it is my intention to focus on a few key issues that I think are essential for the health and shared governance of Western.

First, we will be working on some key Faculty Senate reforms including what I hope to be a change in how we elect faculty senate representatives and how representation is developed throughout campus.

Second, a number of faculty are serving on key academic affairs appointments. As you know, we are at an important crossroads at the university. Not only do we have two dean searches on the way but we also currently have four deans who are either interim or in their first year in leadership. In addition, with the retirement of Provost Carbajal and Associate Vice President Brian Burton we will be seeing a massive overhaul of Academic Affairs. It is essential that faculty be at the table

when these appointments are made, and I am glad to report that many faculty have taken on this service load and are excited to participate in this transition.

As you can imagine the return to in person learning, the complexities and whiplash of the pandemic and the overall political and economic climate has made for a trying start to the academic year. But I am confident that better and brighter days are ahead and can attest to the fact that faculty continue to bring their enthusiasm and commitment to student-centered learning to the classroom and campus.

Thank you for your time and I wish you a happy new year. “

## **11. ASSOCIATED STUDENTS REPORT & WELCOMING NEW AS LEADERSHIP**

Glory Basic, Associated Students President, reported that the Associated Students (AS) thanked the Executive Board for their work so far this quarter. Their work has included creating family-friendly workspaces, seeking alternative ways to incorporate safe and accessible water on campus that would include canned and glass water vessels to stay in compliance with the plastic water bottle ban that was implemented by the AS to reduce waste on campus and promote sustainability.

Basic noted that the AS Executive Board supported the Board of Trustees' decision made the day prior with regards to removing the Huxley name from the College of the Environment. She noted that the many students who were involved in the process were grateful for the experience and relieved at the outcome.

Lastly, Basic noted that the AS continues its work for a Western Lobby Day and a Western International Lobby Day that is being planned for January and February 2022 and she looks forward to providing that update at her net report time at the February meeting.

## **12. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE**

Trustee Faith Pettis, Chair, Finance, Audit, and Enterprise Risk Management (FARM) Committee reported that the FARM Committee received reports on many topics at its November meeting including an Exit Conference from the State Auditor's Office and Western received a clean financial audit of Western, the Housing and Dining System, and the Wade King Recreation Center. She noted the next audit will be an accountability audit of financial statements for the University that will take place in September 2022.

Pettis reported that the committee received a budget update from Joyce Lopes, Vice President for Business and Financial Affairs and Faye Gallant, Executive Director, Budget and Financial Planning, and Shelli Soto, Associate Vice President for Enrollment Management, that focused on the current and biennial budget plan, FY21 to FY22 operating reserves, FY22 auxiliary revenues, and recurring budget allocations by division.

Pettis noted that Shelli Soto, Associate Vice President for Enrollment Management provided a review and outlook on repairing enrollment gaps after the impacts of the COVID-19 global pandemic, in addition to what future enrollments could look like at Western at the impact and challenges that brings for Western students.

Pettis noted the committee received a report from Chuck Lanham, Chief Information Officer, with regards to a review of university systems and managing Cybersecurity Risks at Western. Pettis noted that the Board of Trustees would receive a full presentation at a future regular meeting.

In closing, Pettis thanked Brian Sullivan, Associate Vice President for Finance and Business Services for his role serving as the Interim Director for Internal Audit and welcomed Amy Kozak, who will serve in the new roll as Executive Director, Audit and Consulting Services.

### **13. BOARD STUDENT SUCCESS COMMITTEE REPORT**

Trustee Nate Jo, Student Success Committee, (SSC) reported that the Student Success Committee also received an Enrollment report from Shelli Soto, Associate Vice President for Enrollment Management regarding Western's enrollment numbers for fall 2021 and noted that Western welcomed its most diverse student body to date with 28.7% of students identifying as students of color. Jo noted an ongoing concern lies in ensuring the preparedness of high school seniors as they enter into their higher education experiences.

Trustee Jo reported that the committee received an update form Melynda Huskey, Vice President for Enrollment and Student Services who shared new opportunities to support students' basic needs through Supplemental Nutrition Assistance Program (SNAP) benefits and campus c-stores. The committee also discussed the rapidly evolving needs of current Western students and how to continue to be innovative in bridging the gaps that retain students and allow them to be successful in all areas while attending Western.

### **14. CONVERSATION WITH STAFF LEADERS**

Anna Blick, President, Professional Staff Organization (PSO), Cheryl Mathison, President, Public School Employees (PSE) – Classified Staff Union, and Brandon Taylor, President, Washington Federation of State Employees (WFSE) – Classified Union joined Western's executive leadership and the Board of Trustees to engage in discussion about the concerns and experiences of these employee groups. The collective shared reflection about how staff membership has managed during the pandemic and how leadership and the institution can better support the needs of its staff membership. Topics of interest included compensation, employee morale and imagining the future of work culture post-pandemic. All agreed that it was an important discussion and that the Board of Trustees should meet on a regular basis with the staff.

### **15. CONVERSATION WITH ACADEMIC DEANS**

Brad Johnson, Dean, College of Science and Engineering, Paqui Paredes, Dean, College of Humanities and Social Sciences, Scott Young, Dean, College of Business and Economics, and Caskey Russell, Dean, Fairhaven College of Interdisciplinary Studies participated in an interactive discussion session with Western's executive leadership and the Board of Trustees. The Deans offered their perspectives on the challenges brought on by the global pandemic and shared their thoughts on successes in addition to lessons learned.

### **16. APPROVAL OF RULE CHANGE TO CHAPTER 516-21 WAC, STUDENT CONDUCT CODE, IN RESPONSE TO NEW TITLE IX GUIDANCE**

Melynda Huskey, Vice President for Enrollment and Student Services reported that in May 2020, the Office of Civil Rights issued a new federal regulation that required institutional compliance and policy changes by August 2022. She noted that sections of the code written by staff in the Washington State Attorney Generals' office, were added on an emergency basis following the Board of Trustees meeting on August 21, 2020. She added that since then, the Board has approved emergency

extension of these section on December 11, 2020, April 2, 2021, and June 11, 2021. She requested that the Board adopt the proposed amendments to the Student Conduct Code.

MOTION 12-02-2021

Trustee Pettis moved, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the adoption of the proposed amendments, as attached, to the Washington Administrative Code, Chapter 516-21 WAC, Student Conduct Code, as filed in the Washington State Register, WSR 21-20-117.

The motion passed.

## **17. APPROVAL OF PUBLIC WORKS PROJECTS**

Joyce Lopes, Vice President, Business and Financial Affairs, and Rick Benner, University Architect and Senior Director, Capital Planning and Development, provided an overview of the proposed construction contract for the Interdisciplinary Science Building specific to tenant improvements. It was noted that the initial construction bids classified the lab spaces as additive alternatives due to budget shortfalls. Funding was subsequently secured, and the work has been bid as a separate project. Notice to Proceed is scheduled for after Board of Trustees approval and construction activities are scheduled to begin after the final completion of PW733 ISB, January 2022.

MOTION 12-03-2021

Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Regency NW Construction Inc., Bellevue, Washington, for the amount of \$1,174,000 (plus associated sales tax) to complete construction of four rooms (two labs and two lab support spaces) on the fourth floor of the ISB that were built as shelled space under the primary ISB contract (PW733).

The motion passed.

## **18. APPROVAL OF FALL QUARTER DEGREES**

MOTION 12-04-2021

Trustee Jo 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 Fall Quarter 2021, effective December 11, 2021.

The motion passed.

Trustee Meyer, Board Chair, announced a ten-minute break at 9:45am. The Board reconvened at 9:55am.

## 19. INFORMATION ITEMS

**a. Academic Affairs Report**

Provost Carbajal provided a written report with information about the number of declared student majors per academic department for fall quarter 2021 and fall quarter 2021.

**b. Quarterly Grant Report**

Provost Carbajal provided a written report with information for the Office of Research and Sponsored Programs concerning grant awards.

**c. Sustainability Report**

Vice President Huskey provided a written report on the University's Sustainability Program.

**d. Capital Program Report**

Vice President Lopes provided a written report on the University's capital projects.

**e. University Advancement Report**

Vice President O'Neill provided a written report on the University's Alumni Relations and Western's Foundation activities.

**f. University Relations and Marketing Report**

Vice President Gibbs provided a written report documenting recent activities of University Relations and Marketing.

**g. Legislative Report**

Becca Kenna-Schenk, Executive Director, Government Relations provided a written report of Legislative updates.

**h. Enrollment Management Report**

Vice President Huskey provided a written report regarding the university's general enrollment and admissions.

**i. 2020-21 University Financial Report**

Vice President Lopes provided a written report regarding the Independent Auditor's report of the University's Financial Statements.

**j. 2021 Housing and Dining System Financial Report**

Vice President Lopes provided a written report of the University Housing and Dining Systems Financial Reports.

**k. 2021 Wade King Student Recreation Center Financial Report**

Vice President Lopes provided a written report of the Student Recreation Center's Financial Reports.

**l. 2020 Annual Security and Fire Safety Report (Clery Act) Update**

Vice President's Huskey and Lopes provided a written report with information on Western's Clery Act Compliance.

**20. TRUSTEE REMARKS**

The trustees thanked everyone in attendance for their participation and the thoroughness of the meeting materials. Trustee Sharpe reiterated her thanks for the Western community's response and process during the work of the Legacy Review Task Force. She noted that Western should be proud of its work that created a template for use to create transparency while undertaking important and challenging decision- making.

**21. EXECUTIVE SESSION**

At 11:07 a.m. the board went into Executive Session for approximately thirty minutes to discuss a personnel matter as authorized by RCW 42.30.110. No action was taken in executive session.

Chair Meyer announced the board would go back into open session at 12:15 p.m.

**22. DATES FOR NEXT MEETING**

February 9 & 10, 2021

**23. ADJOURNMENT**

The meeting adjourned at 12:15 p.m.

**Western Washington University  
Board of Trustees  
Special Meeting Minutes  
Thursday, December 16, 2021**

**1. CALL TO ORDER**

Board Chair, Trustee John Meyer called the special meeting of the Board of Trustees of Western Washington University to order at 2:04 p.m., via Zoom. A quorum was established by roll call.

**Board of Trustees**

John M. Meyer, Board Chair – *via Zoom*  
Chase Franklin, Vice Chair – *via Zoom*  
Faith Pettis – *via Zoom*  
Karen Lee – *via Zoom*  
Mo West – *via Zoom*

**Western Washington University**

Sabah Randhawa, President  
Joyce Lopes, Vice President for Business and Financial Affairs  
Kim O'Neill, Vice President for University Advancement  
Melissa Nelson, Assistant Attorney General  
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**2. EXECUTIVE SESSION**

At 2:05 p.m. Chair Meyer announced that the board would go into Executive Session for approximately fifteen minutes to discuss personnel matters as authorized by RCW 42.30.110 (1) (i). No action was taken in executive session.

Chair Meyer call the meeting back to open session at 2:19 p.m.

Chair Meyer reported that the Board of Trustees would take action on a Resolution to authorize indemnification.

**RESOLUTION NO. 2021-09**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
AUTHORIZING INDEMNIFICATION**

**WHEREAS**, a legal action, *Susan and Michael Bakse v. Western Washington University et al*, has been commenced involving this institution of higher education; and

**WHEREAS**, Chyerl Wolfe-Lee, a current employee of the institution designated below, and her spouse, Todd Allen Lee, and Deborah DeWees, a former employee of the institution designated below and her spouse, Erik Herron, have been named as individual defendants in the lawsuit and have requested the Board to authorize their defense under RCW 28B.10.842; and

**WHEREAS**, the Board finds that Chyerl Wolfe-Lee, Todd Allen Lee, Deborah DeWees and Erik Herron were acting or purporting to act in good faith in the performance of their duties as those terms are used in RCW 28B.10.842, RCW 4.92.060 and RCW 4.92.070; and

**NOW, THEREFORE BE IT RESOLVED** that the Board of Trustees authorizes the defense and indemnification of Chyerl Wolfe-Lee, Todd Allen Lee, Deborah DeWees and Erik Herron by the State in the legal action *Susan and Michael Bakse v. Western Washington University et al*, *Whatcom County Cause Number 21-2-01003-37*, pursuant to RCW 28B.10.842.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on December 16, 2021.

MOTION 12-05-2021                      Trustee Franklin moved that the Board of Trustees approve Resolution 2021-05 Authorizing Indemnification.

The motion was voted on by roll call:

Roll Call for the Vote:

Trustee Chase Franklin- Yes  
Trustee Faith Pettis – Yes  
Trustee Karen Lee – Yes  
Trustee Mo West – Yes  
Trustee John Meyer, Chair - Yes

The motion passed.

### **3. ADJOURNMENT**

The meeting adjourned at 2:22 p.m.



**Western Washington University  
Board of Trustees  
Special Meeting Minutes  
Thursday, January 13, 2022  
Friday, January 14, 2022**

**CALL TO ORDER**

Board Chair John Meyer called the work session of the Board of Trustees of Western Washington University to order at 10:40 a.m. in the Meisnest Room, Washington Athletic Club, Seattle. A quorum was established by roll call.

**Board of Trustees**

John Meyer, Chair  
Chase Franklin, Vice Chair  
Sue Sharpe  
Faith Pettis  
Karen Lee  
Mo West  
Nate Jo

**Western Washington University**

Sabah Randhawa, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Joyce Lopes Vice President for Business and Financial Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services  
Kim O'Neill, Vice President for University Advancement  
Donna Gibbs, Vice President for University Relations and Marketing  
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

Carol Cartwright, President Emeritus, Kent State University and Bowling Green University,  
Senior Fellow, Association of Governing Boards

**1. EXECUTIVE SESSION**

At 10:41 a.m. Chair Meyer announced that the Board would convene in Executive Session for approximately one hour to discuss the performance of a public employee as authorized in RCW 42.30.110 (1)(g).

The board returned to open session at 12:10 p.m.

## **2. BREAK**

Chair Meyer announced a one-hour break for lunch at 12:10 p.m. The board reconvened at 1:05 p.m.

## **3. REFLECTION AND DISCUSSION ON STRATEGIC THINKING**

Trustee John Meyer introduced Dr. Carol Cartwright, Senior Fellow, AGB Consulting, who led the discussion on strategic thinking. Cartwright is President Emeritus at Kent State University and Bowling Green University, having also served as vice chancellor for academic affairs at the University of California at Davis, and dean for undergraduate programs and vice provost of The Pennsylvania State University. Cartwright served as a member of the Penn State faculty from 1967-1988, where she led a variety of research projects and authored numerous books, professional publications, and technical reports.

The Board of Trustees was also joined by Western executive leadership that included Brent Carbajal, Provost and Vice President for Academic Affairs, Melynda Huskey, Vice President for Enrollment and Student Services, Donna Gibbs, Vice President for Communications and Marketing, Joyce Lopes, Vice President for Business and Financial Affairs, and Kim O'Neill, Vice President for University Advancement.

Cartwright led the Board through a discussion of COVID-era trends for WWU and higher education in general, and reflection on the opportunities and challenges of the changed environment. The Board also discussed how more opportunities for strategic discussion can be better incorporated into board and committee meetings.

Chair Meyer announced a break at 2:05 p.m. The board returned and reconvened the meeting at 2:14 p.m.

## **4. DISCUSSION OF STRATEGIC ISSUES AND PRIORITIES AT WESTERN**

The opportunities and challenges of leading through and for more significant change was discussed. It was noted that COVID has in many ways created a reactive environment that has provided few opportunities to move strategic priorities forward. College participation rates among young adults were low in Washington state even before the pandemic, and sources report that nearly 1 million students have disappeared from higher ed since the start of the pandemic. Western should be accelerating toward our goals of increasing advancing inclusive success and increasing enrollment and completion. It was noted that much of the "low hanging fruit" for advancing inclusive success has been plucked and the changes required to make further improvements will involve deeper culture change and a heightened sense of urgency.

Chair Meyer announced a break at 3:26 p.m. The board returned and reconvened the meeting at 3:37 p.m.

The Board of Trustees adjourned for the day at 5:02pm and reconvened the next day, Friday, January 14<sup>th</sup> @ 8:07a.m.

## **5. BOARD MEMBERS EXPECTATIONS**

Chair Meyer introduced Consultant Cartwright who engaged the Board on a discussion about the desirable characteristics of the culture of governing boards, the behaviors through which the culture is manifested, and how that might be reflected in the commitments that board members make.

## **6. BREAK**

Chair Meyer announced a ten-minute break at 9:35 a.m. The board reconvened at 9:47 a.m.

## **7. DEFINING AND ADVANCING BOARD CULTURE**

The Board continued its discussion from the previous item, collectively developing a draft statement of board values and member expectations which will continue to be refined, discussed, and ultimately adopted for inclusion in a board member handbook.

## **8. BREAK**

Chair Meyer announced a twenty-minute break at 10:59 a.m. The board reconvened at 11:22 a.m.

## **9. BOARD MEMBERSHIP & SUCCESSION PLANNING**

Consultant Cartwright engaged the Board in a conversation about the current composition of the board and the kinds of skills, experiences, identities, and other characteristics that future members might bring to help the board better fulfill its responsibilities.

Chair Meyer announced a forty-five-minute break for lunch at 12:01 p.m. The board reconvened at 12:46 p.m. to continue the conversation.

**10. ADJOURNMENT**

The meeting adjourned at 2:03 p.m.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** Sabah Randhawa, President  
**DATE:** February 11, 2022  
**SUBJECT:** Public Comment Period  
**PURPOSE:** Information Item

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**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 February meeting of the WWU Board of Trustees will be conducted in person and using the virtual meeting platform, Zoom. Persons wishing to comment during public comment can email Rayne Rambo, Assistant Secretary to the Board of Trustees to receive a Zoom invitation in advance of the meeting or in-person by reporting to Old Main 340 on Friday, February 11, 2022. [rambor@wwu.edu](mailto: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/>

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** Chase Franklin, Vice Chair, Board of Trustees  
**DATE:** February 11, 2022  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Board Vice Chair Chae Franklin will report to members of the Board and President Randhawa and his staff on topics related to the Board of Trustees.

- Resolution No. 2022-01 Recognizing the Service of Trustee Bruce Harrell



**RESOLUTION NO. 2022-01**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**RECOGNIZING THE SERVICE OF TRUSTEE  
*BRUCE HARRELL***

**WHEREAS**, on January 22, 2021, Governor Jay Inslee appointed **BRUCE HARRELL** of Seattle, Washington to serve a term on the Western Washington University Board of Trustees ending on September 30, 2026; and

**WHEREAS**, **BRUCE HARRELL** brought to his appointment as a trustee a distinguished career in law and civic leadership, representing children and seniors, union members, non-profits, and affordable housing companies, including service as chief legal advisor to the Rainier Valley Community Development Fund, the First A.M.E. Church and First A.M.E. Housing Corporation, and chief counsel to US West; and

**WHEREAS**, **BRUCE HARRELL** served with distinction on the Seattle City Council from 2007 through 2019, serving two terms as City Council President, and as interim Mayor, and chaired the Governance, Equity, and Technology Committee, served as vice chair of the Human Services, Equitable Development, and Renter Rights Committee, and as a member of the Finance and Neighborhoods Committee; and

**WHEREAS**, **BRUCE HARRELL** took office on January 1, 2022 as the 57<sup>th</sup> mayor of Seattle, further deepening his lifelong commitment to the City of Seattle as a native son, resident, and leader; and

**WHEREAS**, **BRUCE HARRELL** has contributed his time, energy, and expertise toward the sound governance of Western Washington University, and has expressed a continuing interest in and commitment to supporting the institution;

**NOW, THEREFORE BE IT RESOLVED** by the Board of Trustees of Western Washington University that **BRUCE HARRELL** is hereby honored for his service and dedication to the University and is extended gratitude and best wishes for his past service to Western and future service to the people of Seattle.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on February 11, 2022.

ATTEST:

A handwritten signature in black ink, appearing to read "John Meyer", written over a horizontal line.

John M. Meyer, Chair

A handwritten signature in black ink, appearing to read "D. Chase Franklin", written over a horizontal line.

D. Chase Franklin, Vice Chair

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** Sabah Randhawa, President

**DATE:** February 11, 2022

**SUBJECT:** University President's Report

**PURPOSE:** Information Item

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**Purpose of Submittal:**

President Randhawa will present brief reflection on issues of interest to the Board.



**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of the Faculty Senate

**DATE:** **February 11, 2022**

**SUBJECT:** **Faculty Senate**

**PURPOSE:** Faculty Senate Report

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**Purpose of Submittal:**

Shirin Deylami, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa on behalf of the Associated Students  
**DATE:** February 11, 2022  
**SUBJECT:** **Associated Students**  
**PURPOSE:** Associated Students Report

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**Purpose of Submittal:**

AS President Glory Busic will brief the Board of Trustees on recent activities of the Associated Students.

## **Associated Students Executive Board Written Report**

TO: Board of Trustees, Western Washington University

FROM: WWU Associated Students Executive Board

DATE: February 1, 2022

SUBJECT: Associated Students Executive Board Written Report

Dear Members of the Board,

The Associated Students Executive Board has been working very hard throughout the year to meet and push for student needs at Western Washington University. Some of the topics that the Executive Board have been working on are listed in this report. If you have any questions about any topics or are interested in discussing them more, please contact Glory Busic, the Associated Students President.

### **1. Students for CHOICE**

On Monday, January 31st, 2022, students protested in Red Square and virtually for safe, inclusive, and accessible learning. CHOICE stands for: Coalition of Home/Online Individual Choice + Equity. Since Western's decision to announce the return to in-person learning, despite the COVID-19 Omicron Variant, many students have felt unheard and a lack of care from administration about their health and safety. Students have been sent emails saying that if they feel uncomfortable going to class, there is simply nothing the administration can do to help them. If retention is a goal of Western's administration, then this reply to students does not seem to match that goal. Cases in Whatcom County are still very high, and although the Omicron Variant may not be as severe as past variants,

there is no guarantee of its severity on everyone. On top of this, if a student is sick, it may be difficult for them to access their course work as not all professors are as accommodating as others and there seems to be no set standard or policy. Lastly, many students may have trauma from living through a pandemic. Many may have had people in their lives die due to COVID-19. Saying that students must come to class in-person at this time or drop-out does not feel like an inclusive, equitable, or viable option. CHOICE is demanding that there be better hybrid accommodations and accessibility expectations for courses. They are also demanding that there is compensation and support for professors' extra work to accomplish this. The Associated Students Executive Board and Senate stand with and support CHOICE.

## **2. Water Access on Campus**

As a Board, we have been in communication with Housing and Dining staff, among other stakeholders, about water access at Western Washington University. As you most likely know, Western has a plastic water bottle ban, which we as a Board fully support as it was pushed for by students. However, because of the Coronavirus (COVID-19) Pandemic, concerns about lead in the water, and other financial barriers, such as not being able to afford a reusable bottle, we feel that we need greater access to water on campus. With the help of professional staff, we are in contact with the current beverage provider, Walton Beverage, about ways in which we can introduce canned water, or other more environmentally friendly options for an affordable price.

Along with this, we are asking to see steps taken towards increasing awareness for students of water refill stations with better mapping of their locations. We hope lead

testing will be finished soon. During Western Lobby Day, student representatives lobbied for House Bill 1139 to be expanded.

### **3. Earth Day / Week is Underway**

As a Board, we have started brainstorming ideas for Earth Day/Week events. The Board's goal is to center BIPOC voices and BIPOC involvement in environmentalism. We recognize that often Earth Day topics are very white-centered, so we feel that it is necessary to plan Earth Day events which reflect and bring this topic to discussion. We have been in contact with a variety of local organizations such as Nooksack Salmon Enhancement Association and Ridwell as well as student groups on campus. We will give more updates as we get closer to Earth Day.

### **4. Investing in a Self-Operated Dining System**

The Executive Board would like to reiterate that the 2018-2019 Student Senate, 2019-2020 Student Senate, and 2020-2021 Student Senate as well as the Executive Boards for each academic year all collaborated with Shred the Contract or even wrote resolutions in support of a transition away from contracting with Aramark and investing in a self operated dining system. The support continues with this year's cabinets. Additionally, the Student Senate has a sub-committee dedicated to Shred the Contract related topics. The student body's government is still interested in the potential of self-operation. We, as a Board, will help with advertisement to the student body for the upcoming town halls/ focus groups regarding dining values and interests. However, we want to restate the student government support for divesting from prison system affiliations and investing in a self-operating dining system. This support has lasted many years through new leadership, reflecting how important these goals are to the community.

## 5. **Family Workspaces**

The Associated Students Executive Board has been working with Counseling, Health, and Wellness alongside Space Administration to secure Haggard Hall 250 or 350 for student parents to comfortably access campus resources and bring their children in the event they are unable to secure childcare for the day. Priorities for this safe space include accessibility to transit, natural daylighting, nearby restrooms, a changing table, proper air filtration, as well as diverse and inclusive children's books. We would also like to include a mural done by Western students and colorful artwork to liven up the space and bring an important sense of identity to the sterile environment. Appropriate directional signage is underway. We strongly feel the creation of this space contributes to the mental health and wellbeing of student parents.

Sincerely,

The Associated Students Executive Board

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** Faith Pettis, Chair, Board Finance, Audit, and Enterprise Risk Management Committee

**DATE:** February 11, 2022

**SUBJECT:** **Board FARM Committee Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Pettis will report to members of the Board of Trustees and the university president and his staff topics related to the Board FARM Committee.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** Mo West, Chair, Board Student Success Committee

**DATE:** February 11, 2022

**SUBJECT:** Board Student Success Committee Report

**PURPOSE:** Information Item

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**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 Student Success Committee.



## **WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of Becca Kenna-Schenk, Executive Director of Government Relations

**DATE:** February 11, 2022

**SUBJECT:** Outlook for the Legislative Session

**PURPOSE:** Discussion Item

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### **Purpose of Submittal:**

For this agenda item, Becca Kenna-Schenk, Executive Director of Government Relations, will provide a brief update on the 2022 Legislative Session and answer any questions the Trustees may have.

### **Background:**

The 60-day, 2022 Legislative Session began on January 10<sup>th</sup> and is scheduled to end on March 10<sup>th</sup>.

WWU's legislative priorities this session include:

- Compensation increases for WWU employees;
- Investments in student retention & success initiatives;
- State support for nursing degree programs; and
- Capital construction support for campus infrastructure projects.

Legislative proposals WWU is also supporting this session include (but are not limited to):

- House Bill 1659 - Expands the Washington College Grant (WCG) program by modifying the income eligibility thresholds and award levels and provides a bridge grant to some WCG recipients as an additional annual stipend for expenses beyond tuition and fees.
- House Bill 1835 - Establishes a FAFSA/WASFA outreach and completion initiative between public institutions of higher education and high schools and creates a statewide marketing campaign to promote the Washington College Grant.
- Senate Bill 5830 - Increases tenure-track faculty at public baccalaureate institutions, including 40 positions at Western.
- Senate Bill 5854 - Allows higher education institutions to set administrative processes for activities constituting private uses of state resources that are required as part of a faculty member or research employee's job requirements.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of Donna Gibbs, Vice President for University Relations & Marketing

**DATE:** February 11, 2022

**SUBJECT:** **Update on the Western Crossing Development project at the Bellingham Waterfront**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Information on recent developments with the Port of Bellingham and the Western Crossing Development Corporation.

## **WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** Laural Ballew, Executive Director of American Indian/Alaska Native, First Nation Relations and Tribal Liaison to the President

**DATE:** February 11, 2022

**SUBJECT:** **WWU Tribal Relations Update**

**PURPOSE:** Discussion Item

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### **Purpose of Submittal:**

In this interactive session, Laural Ballew will provide an update on initiatives underway of the office of Tribal Relations since April 2021, including progress on the Native American Student Union's "letter of urgent needs" from 2016. The discussion will also include an update on the Coast Salish Style Longhouse project and other internal and external activities to advance tribal and university policies and practices that serve the needs of Western's Indigenous students, faculty and staff.

### **Background:**

The position of executive director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President is a relatively new position at the university and is part of Western's division of University Relations and Marketing. The position has both external and internal-facing leadership responsibilities. Externally, Laural represents the WWU president and Board of Trustees as a liaison and envoy to American Indian/Alaska Native and First Nations governments. Internally Ballew advocates for the support and success of Indigenous students at Western.

### **Strategic Questions:**

1. What are the greatest barriers to access and success of Native students at Western and what can we do to address them?
2. Once the longhouse project is complete, what are the goals for programming in the space that will make it an active, community-engaged center?
3. What are some examples of how tribal liaisons at other universities have created sustainable and mutually beneficial relationships between their institutions and tribal governments in serving AI/AN students, and how can WWU Trustees support this work?

# **Laural Ballew**

## **Ses yehomia/tsi kuts bat soot**

**Executive Director of American  
Indian/Alaska Native, First Nation  
Relations and Tribal Liaison to the  
President**

# **Tribal Relations History – NASU Letter of Urgent Needs**

- **Implementation of a Tribal Liaison – position filled followed by Resolution 2019-01**
- **Traditional Coast Salish longhouse**
- **Verification of tribal enrollment or descendance**
- **Full funding for the NASU Annual pow wow**
- **Government to Government facilitated by the Governor’s Office of Indian Affairs**

# Western's Strategic Plan 2018 - 2025

**Goal #1 – Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.**

**Goal #2 – Western will advance a deeper understanding of and engagement with place.**

**Goal #3 – Western will foster a caring and supportive environment where all members are respected and treated fairly.**

**Goal #4 – Western will pursue justice and equity in its policies, practices and impacts.**

# Coast Salish Style Longhouse

- **Capital Project Approved \$4.5 million FY 21-23**
- **Plans for fundraising for \$500**
- **Potential location to be confirmed**
- **Project Planning Committee**
  - **Elders Committee**
  - **Planning Committee**





# Developing Supportive Relationships

- **Food Sovereignty**
- **Indigi-kitchen presentation for NASU**
- **Gifts of Gratitude – food baskets**
- **Dr Robin Wall-Kimmerer panel with students**
- **Swinomish 13-Moons Garden**



# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by Vice President Joyce Lopes

**DATE:** February 11, 2022

**SUBJECT:** **Strategic Budgeting**

**PURPOSE:** Discussion Item

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## **Purpose of Submittal:**

This presentation will provide an overview of the strategic budgeting process. Strategic budgeting focuses on fiscal decisions that invest in our people, places, and programs in pursuit of our strategic priorities. When implemented as a five-year rolling process, budget is aligned with strategic priorities, resources are utilized more efficiently and effectively, and strategic investment is made in our most important institutional assets of people, places, and programs. A strategic budget linked to our strategic plan ensures we can sustain and support the university for our students today and in the future.

## **Supporting Information:**

The presentation will be made by:

- Joyce Lopes, Vice President for Business and Financial Affairs
- Faye Gallant, Executive Director, Budget and Financial Planning

# Strategic Budgeting Overview

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Board of Trustees ~ February 11, 2022

**BUDGET &  
FINANCIAL  
PLANNING**



# What is Strategic Budgeting?

- In the absence of a plan-  
the budget is the plan
- If a plan exists and it is not closely  
linked to the budget-  
the budget is *still* the plan
- Therefore, if a plan is to be  
implemented,  
there must be a strong linkage  
between the plan and the  
budget



# Why Strategic Budgeting?

To align our budget  
with our strategic  
priorities

To improve student  
learning and success

To strategically  
invest in our  
institutional assets

To ensure we are using  
resources efficiently and  
effectively

To implement evidence-  
based budgeting linked to  
assessment

# Guiding Principles and Assumptions

Below the surface challenges

Transformation vs Addition

Data informed decision-making  
Transparency vs Advocacy

Assessment & planning  
engrained in campus culture-  
part of everyday work

Simple, clear communications

Priorities focused by the Strategic Plan

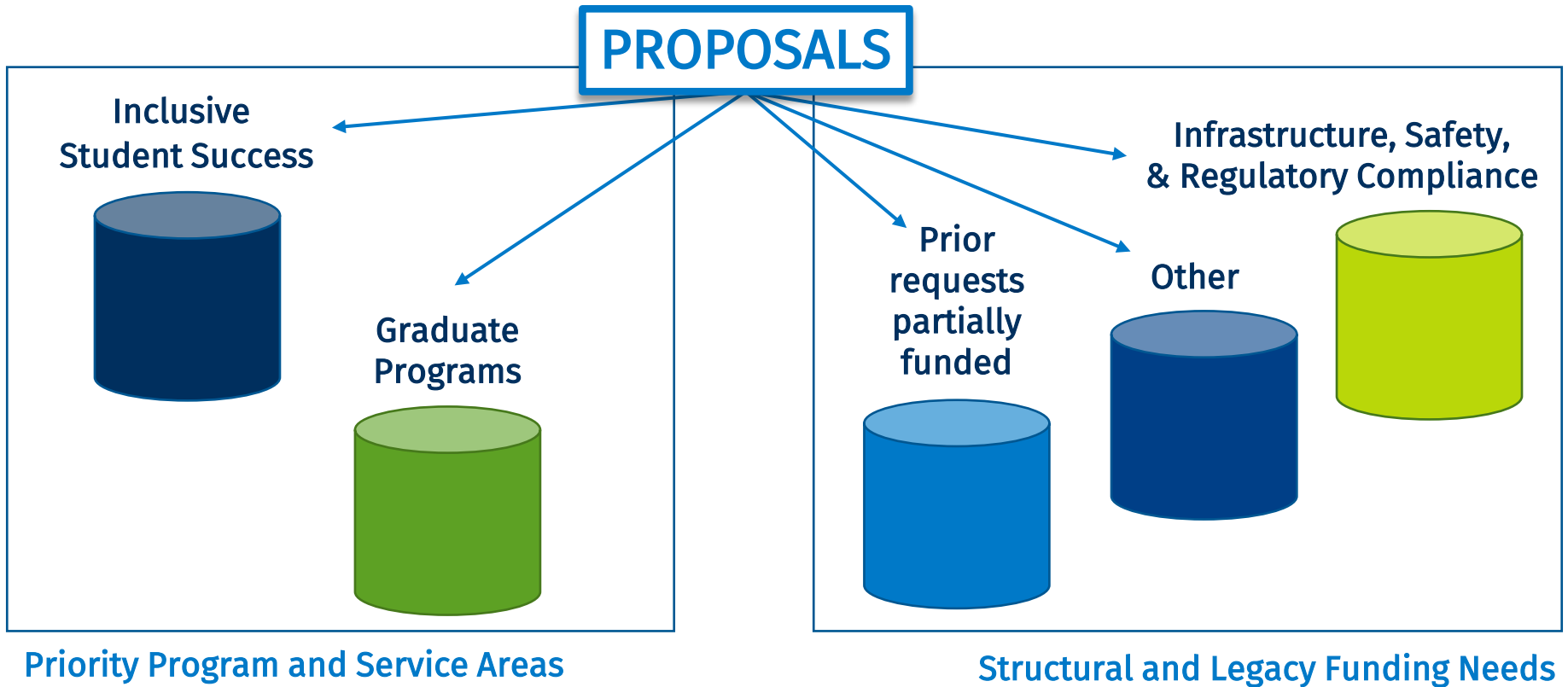
Progress measured against  
the Strategic Plan

# Key Process Improvements

- Streamline current decision package process
- Prioritize proposals using clear criteria
- Provide priorities to UPRC and other campus constituents for discussion



# Priority Areas



# Evaluation Criteria



# Strategic Budgeting

**A strategic budget is *not just* a budget;  
it is the strategic plan in action.**

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa  
**DATE:** February 11, 2022  
**SUBJECT:** **Approval of Board of Trustees Meeting Schedule for 2023-2024**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

To establish the 2023 and 2024 regular meeting schedule for the Board of Trustees of Western Washington University.

Upon approval, the regular meeting schedule will be submitted to the Code Reviser's Office and the Office of University Communications.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University establish the following regular meeting schedule for the year 2023 and 2024:

February 9, 10, 2023

April 13, 14, 2023

June 8, 9, 2023

August 17, 18, 2023

October 12, 13, 2023

December 7, 8, 2023

February 8, 9, 2024

April 11, 12, 2024

June 13, 14, 2024

August 15, 16, 2024

October 10, 11, 2024

December 12, 13, 2024



## Rental Agreement

1. This RENTAL AGREEMENT is made and entered into between Puget Sound Educational Service District 121 whose address is 800 Oakesdale Ave. SW, Renton, WA 98057-5221 for its heirs, executors, administrators, successors, and assigns, hereinafter called the Landlord, and Western Washington University (WWU), hereinafter called the Tenant.

WHEREAS, Puget Sound Educational Service District is granted authority to lease property;

WHEREAS, the Landlord and Tenant deem it to be in the best public interest to enter into this Rental Agreement;

NOW, THEREFORE, in consideration of the terms, conditions, covenants, and performances contained herein, IT IS MUTUALLY AGREED AS FOLLOWS:

2. The Landlord hereby rents to the Tenant the following described premises:

Approximately 180 square feet of office space located at 800 Oakesdale Ave. SW, Renton, WA 98057-5221 as well as conference center classroom space for evening/weekend classes

### USE

3. The premises shall be used by Western Washington University (WWU) for the following purpose(s): office space WWU field staff and classroom space for WWU students and faculty.

### TERM

4. This Rental Agreement shall be effective from April 1, 2022.

### RENTAL RATE

5. The Tenant shall pay rent to the Landlord for the premises at the following rate:

- \$420/per month (\$28/sq foot)
- ***In the event that additional office space is requested and available, the rental rate will remain at the rate of \$28/sq foot. An addendum will be added at that time with specific details on adjusted square footage usage and costs.***

## **EXPENSES**

6. During the term of this Rental Agreement, Landlord shall pay all real estate taxes, all property assessments, insurance, storm water, water, sewer, garbage collection, and maintenance and repair as described below, together with natural gas, electricity, elevator service, exterior and interior window washing, landscape and irrigation water, and janitor service.

6.1. Tenant shall pay for only the cost of telephone, postage, photocopy services, fax, and maintenance of computer terminal and printer (including network charges) at actual rate per machine in addition to the described rental rate. These costs will be in addition to the rental rate specified in section 5.

## **MAINTENANCE AND REPAIR**

7. The Landlord shall maintain the premises in good repair and tenantable condition during the continuance of this Rental Agreement, except in case of damage arising from the negligence of the tenant's clients, agents or employees. For the purposes of maintenance and repair, the Landlord reserves the right at reasonable times to enter and inspect the premises and to do any necessary maintenance and repairs to the building. Landlord's maintenance and repair obligations shall include, but not be limited to, the mechanical, electrical, interior lighting (including replacement of ballasts, starters and fluorescent tubes as required), plumbing, heating, ventilating and air-conditioning systems (including replacement of filters as recommended in equipment service manual); floor coverings; window coverings; elevators, including communications systems; inside and outside walls (including windows and entrance and exit doors); all structural portions of the building (including the roof and the watertight integrity of same); porches, stairways; sidewalks; exterior lighting; parking lot (including snow removal, cleaning and restriping as required); wheel bumpers; drainage; landscaping and continuous satisfaction of all governmental requirements generally applicable to similar office buildings in the area (example: fire, building, energy codes, indoor air quality and requirements to provide an architecturally barrier-free premises for people with disabilities, etc.).

## **TERMINATION**

8. This Rental Agreement may be terminated by either party giving written notice not less than thirty (30) days prior to the effective date of termination.

## **ASSIGNMENT/SUBLEASE**

9. The Tenant may assign this Rental Agreement or sublet the premises with the prior written consent of the Landlord, which consent shall not be unreasonably withheld. Tenant shall not permit the use of the premises by anyone other than the Tenant, such assignee or sublessee, and the employees, agents and servants of the Tenant, assignee, or sublessee.

## **FIXTURES**

10. The Tenant shall have the right during the existence of this Rental Agreement with the written permission of the Landlord (such permission shall not be unreasonably withheld), to make alterations, attach fixtures, and erect additions, structures or signs, in or upon the premises hereby rented. Performance of any of the rights authorized above shall be conducted in compliance with all applicable governmental regulations, building codes, including obtaining any necessary permits. Any fixtures, additions, or structures so placed in or upon or attached to the said premises shall be and remain the property of the Tenant and may be removed therefrom by the Tenant upon the termination of this Rental Agreement. Any damage caused by the removal of any of the above items shall be repaired by the Tenant.

## **PREVAILING WAGE**

11. Landlord agrees to pay the prevailing rate of wage to all workers, laborers, or mechanics employed in the performance of any part of this Rental Agreement when required by state law to do so, and to comply with the provisions of Chapter 39.12 RCW, as amended, and the rules and regulations of the Department of Labor and Industries and the schedule of prevailing wage rates for the locality or localities where this Rental Agreement will be performed as determined by the Industrial Statistician of the Department of Labor and Industries, are by reference made a part of this Rental Agreement as though fully set forth herein.

## **PAYMENT**

12. Any and all payments provided for herein when made to the Landlord by the Tenant shall release the Tenant from any obligation therefore to any other party or assignee.

## **COMPLIANCE WITH STATE/FEDERAL LAWS**

13. Landlord is responsible for complying with all applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101- 12213) and the Washington State Law Against Discrimination, Chapter 49.60 RCW, as well as the regulations adopted thereunder, with respect to the Leased Premises.

## **DISASTER**

14. In the event the rented premises are destroyed or injured by fire, earthquake or other casualty so as to render the premises unfit for occupancy, and the Landlord neglects and/or refuses to restore said premises to their former condition, then the Tenant may terminate this Rental Agreement and shall be reimbursed for any unearned rent that has been paid. In the event said premises are partially destroyed by any of the aforesaid means, the rent herein agreed to be paid shall be abated from the time of occurrence of such destruction or injury until the premises are again restored to their former condition, and any rent paid by the Tenant during the period of abatement shall be credited upon the next installment(s) of rent to be paid. It is understood that the terms "abated" and "abatement" mean a pro rata reduction of area unsuitable for occupancy due to casualty loss in relation to the total rented area.

**NO GUARANTEES**

15. It is understood that no guarantees, express or implied, representations, promises or statements have been made by the Tenant unless endorsed herein in writing and it is further understood that the Tenant, a State agency, is acting in compliance with a delegated authority from the Department of General Administration in accordance with RCW 43.82.010. Any amendment or modification of this Agreement must be in writing and signed by both parties.

**HAZARDOUS SUBSTANCES**

16. Landlord warrants that no hazardous substance, toxic waste, or other toxic substance has been produced, disposed of, or is or has been kept on the premises hereby rented which if found on the property would subject the owner or user to any damages, penalty, or liability under an applicable local, state or federal law or regulation. Landlord shall indemnify and hold harmless the Tenant with respect to any and all damages, costs, attorney fees, and penalties arising from the presence of such substances on the premises, except for such substances as may be placed on the premises by the Tenant.

**BINDING AUTHORITY**

17. It is further understood that this Rental Agreement shall not be binding upon the State of Washington, Office of Superintendent of Public Instruction, unless signed by the Tenant's Director, Commissioner, or his/her designee and approved as to form by the Office of the Attorney General.

**CAPTIONS**

18. The captions and paragraph headings hereof are inserted for convenience purposes only and shall not be deemed to limit or expand the meaning of any paragraph.

**NOTICES**

19. Wherever in this Rental Agreement written notices are to be given or made, they will be sent by certified mail to the address listed below unless a different address shall be designated in writing and delivered to the other party.

LANDLORD: Puget Sound Educational Service District 121  
800 Oakesdale Ave. SW  
Renton, WA 98057-5221

TENANT: Western Washington University



IN WITNESS WHEREOF, the parties subscribe their names.

LANDLORD:

TENANT:

Puget Sound Educational Service District

Western Washington University

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

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**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa by Provost Brent Carbajal  
**DATE:** February 11, 2022  
**SUBJECT:** **Approval of Degrees**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

It is the 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 Winter Quarter 2022, effective March 19, 2022.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

<b>Students</b>	<b>Winter 2022</b> <i>(Expected Number of Graduates)</i>	<b>Comparison: Winter 2021</b> <i>(Actual students graduated)</i>
<i>Undergraduates</i>	514	556
<i>Masters</i>	66	58

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa by Provost Brent Carbajal  
**DATE:** February 11, 2022  
**SUBJECT:** **Quarterly Report on Grants and Contracts**  
**PURPOSE:** Informational Item

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**Purpose of Submittal:**

Information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2021 – December 31, 2021.

**Supporting Information:**

- Grant awards/totals for the period 10/1/21 – 12/31/21

Information from the Office of Research and Sponsored Programs concerning grant awards for the period October 1, 2021 – December 31, 2021.

	ADDITIONAL		INITIAL		REDUCE		Total	Number
Dept	Total	Number	Total	Number	Total	Number		
Biology Department	\$210,000	2	\$24,320	4			\$234,320	6
Chemistry Department			\$45,301	3	-	\$42,387	\$2,914	5
Child Development Center			\$2,256	2			\$2,256	2
Computer Science Department	\$42,280	2					\$42,280	2
Dept of Environmental Sciences	\$57,340	4	\$984,333	12			\$1,041,673	16
Geology Department	\$234,022	10	\$71,937	2			\$305,959	12
Institute of Env Toxicology & Chemi	\$257,836	5					\$257,836	5
Institute of Watershed Studies	\$405	2	\$314,941	2			\$315,346	4
OCE General OH			\$50,000	2			\$50,000	2
Philosophy Department			\$14,324	2			\$14,324	2
Physics - Astronomy Department			\$5,000	2			\$5,000	2
Political Science Department			\$2,500	2			\$2,500	2
Psychology Department	\$678,272	7					\$678,272	7
Shannon Point Marine Center	\$208,866	4					\$208,866	4
Small Business Development Center			\$373,546	2			\$373,546	2
<b>Grand Total</b>	<b>\$1,689,021</b>	<b>36</b>	<b>\$1,888,458</b>	<b>35</b>	<b>-</b>	<b>\$42,387</b>	<b>\$3,535,093</b>	<b>73</b>





## **Capital Program Report**

**Board of Trustees**

**February 11, 2022**

### **MAJOR / INTERMEDIATE CAPITAL PROJECTS**

#### **Alma Clark Glass Hall**

This project is substantially complete with closeout procedures and warranty work mostly being completed during school breaks through the summer to have as little interruption to residents as possible.

#### **Interdisciplinary Science Building (formerly known as Sciences Building Addition - STEM I)**

Western continues to work with Perkins & Will (design consultant) and BNBuilders, General Contractor/ Construction Manager (GC/CM) on the Interdisciplinary Science Building (ISB). Substantial completion was reached on November 19. The project team continues to complete punchlist items, project closeout processes, installing furniture and equipment, and finalizing multiple activities necessary before the facility opens to the general public. The project is scheduled for Spring Quarter 2022 occupancy.

*Tenant Improvements:* This project will complete construction of four rooms (two labs and two lab support spaces) on the fourth floor of the new 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 June 2022.

#### **Electrical Engineering and Computer Science**

Western is working with Perkins & Will, the design consultant, and Mortenson Company, the GC/CM contractor. Construction documents at the 25% level were delivered in December 2021 from the design team and are under comprehensive scope and budget review by Western stakeholders and the GC/CM. The State approved funding in the 2021-2023 capital budget. The project is scheduled for occupancy in Fall 2024.

#### **Fairhaven Academic Replace Main Electrical Switch Gear**

This project was awarded to DECO/Dutton Electric Co. Construction reached Substantial Completion and is close to Final Completion.

#### **Student Development & Success Center Predesign**

The consultant team, led by Mahlum Architects, kicked off their discovery phase with stakeholder engagement workshops in November and early December 2021. Programming and scope development began in earnest in January, targeting completion of the Predesign Report in late-Spring 2022.

#### **Heating System Conversion Feasibility Study**

Western contracted with Sazán Group to study the feasibility of converting the existing steam distribution system on the WWU main 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 is scheduled to be complete by June 2022.

### **Birnam Wood Siding and Bridges – Phase 1**

This project will provide the following improvements at Birnam Wood: replace the bridges and siding at stacks 3 and 4, and window and siding replacement at the Community Building. A design contract was executed with Cornerstone Architectural Group. The project is scheduled to bid in April 2022 and go to the Board of Trustees in June 2022 for approval of a construction contract.

### **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 was executed with HKP Architects, a women-owned certified business. The project is scheduled to bid in March 2022 and go to the Board of Trustees in April 2022 for approval of a construction contract.

### **Coast Salish Longhouse**

The vision for the Coast Salish Longhouse on Western's campus originated from the Native American Student Union and is the result of decades of dialogue among students, faculty, campus administrators and local tribes. This surely-to-be iconic and long overdue project is proposed for the meadow in the Sehome Arboretum near the Commissary. In December 2021, Western was unanimously approved by the Project Review Committee panel of CPARB to utilize progressive design-build contract delivery and is currently advertising for the design-build team.

### **2023-2025 Capital Budget**

The Capital Planning and Advisory Committee, sub-committees, working group and vice presidents will soon meet to discuss the 2023-2025 Capital Request and Ten-Year Capital Plan. The Ten-Year Capital Plan will be an integrated plan that includes both State and non-State funded projects. The Draft 2023-2025 Capital Request and Ten-Year Capital Plan is anticipated to be presented to the Board at the April 2022 meeting.

For more information about the major projects, the Capital Program, and the Capital Planning Process conducted for the 2021-23 biennium, please visit the Office of Capital Planning and Development website: <https://cpd.wvu.edu/2021-23-capital-budget-request>.

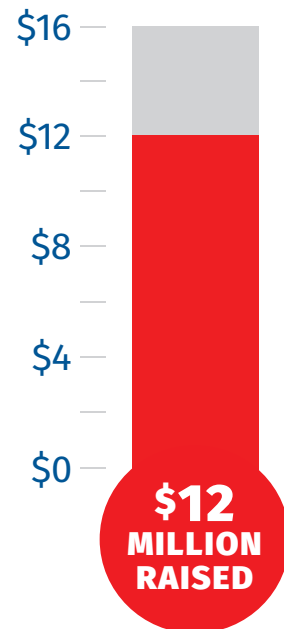


# UNIVERSITY ADVANCEMENT REPORT FEBRUARY 2022

## FUNDRAISING TO DATE

At the end of January, the WWU Foundation had raised \$12 million toward its FY22 \$16 million fundraising goal. In addition to the thousands of alumni, parents and friends who have supported Western through the Annual Fund, several recent significant commitments have been made in the past two months including:

- **\$2 million bequest intention to provide scholarships for underserved students**
- **\$1.25 million bequest intention for a Geology Professorship in the name and memory a former Western faculty member**
- **\$575,000 bequest intention to support scholarships for WWU student-athletes who want to become educators and coaches**
- **\$300,000 grant from the Greer Solien Fund to support the Salish Sea Studies Institute**
- **\$105,500 from three different financial institutions supporting a wide variety of programs**
- **\$100,000 for the Sustainability Pathways Fund**



Highest among the fundraising priorities of the University Advancement for the next six-to-nine months includes the new Advanced Technology Engineering and Computer Science Building, the longhouse and a new scholarship initiative to raise \$600,000 to help recruit an additional 300 students to Western next fall – and provide on-going scholarship support to retain them through to graduation.



**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by Donna Gibbs, V.P. for University Relations & Marketing

**DATE:** February 11, 2022

**SUBJECT:** **University Relations and Marketing Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

Report Attached

## **WESTERN WASHINGTON UNIVERSITY**

### **OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND MARKETING**

The start of winter quarter brought new speed bumps as Omicron has continued to mess with our best-laid plans. We're at a delicate juncture where people are weary of the ongoing pandemic uncertainty and a seeming lack of control in their lives and exhausted by the unrelenting workload and resource constraints. As much as we try, we struggle sometimes to land on the right timing and message tone for changes in modality that address both those who are concerned about learning and working in person and those that long for 2019 era normalcy. In short, we're at a moment of profound culture change, both on campus and in society at large, and that has created ongoing challenges with communications and messaging.

On the bright side, after our return to in-person instruction on January 24 after a three-week remote start, there seems to be much less anger and frustration from students, families and employees on both sides of the fear/no fear divide.

Another hopeful glimmer comes from early results to our first-ever digital campaign targeted at transfer students for both the main Bellingham campus and Western on the Peninsulas (WOTP) launched in November.

We logged 217 conversions in December, normally a slow month, and 181 view-through conversions. A conversion is counted whenever a user clicks on an ad and takes an action on the landing page, such as filling out a request for information form or initiating an application. A view-through conversion is a user who clicks on an ad and comes back later to the landing page or website directly or through organic search. On retargeting, we saw an additional 91 conversions for Bellingham and 96 additional conversions for WOTP.

We're pleased that this marketing activity seems to be contributing to an uptick in transfer applications in Bellingham, though those numbers are likely somewhat soft this early in the game. Unfortunately, we are not seeing a lift yet on the Peninsulas, but we're encouraged by this early performance overall, especially when so many of our peers in state continue to struggle with transfer applications.

### **UNIVERSITY COMMUNICATIONS**

Our skilled professionals worked on a wide range of online, media relations, social media, and graphic design projects, which included:

Our office continued to provide broad, rapid and intensive communications support for Western's response to the COVID-19 pandemic. Interim UComm director and Western Today editor John Thompson continued to provide support for Western's COVID Response Team and its associated structure of campus stakeholders, from the Student Health Center to Counseling, Health & Wellness; University Residences; Enrollment & Student Services; and Academic Affairs.

The office was a focal point for response to inquiries from parents and students during the start of winter quarter and specifically around the decision to switch to remote modality for the quarter's initial three-week period, as well as media response and other communications requests. In the weeks while the campus switched to remote modality, UComm staff answered and responded to more than 200 emails and phone calls from concerned students and parents. The early winter snowstorm during intersession also necessitated a flurry of storm-related messaging.

The updated Western Today website, now fully converted to Drupal 9, made its debut on Jan. 26.

The new design has a more modern look and additional functionality especially in how it handles imagery. Western Today has continued to be a vital conduit of information for the campus community, news media and other external constituents, relaying important content to more than 18,000 potential readers each day.

Social Media Coordinator Zoe Fraley has been working to build more student voice into Western's Instagram channel and has begun collaborating with Student Admissions Reps for Instagram Stories takeovers, with the first running just before the end of fall quarter. These takeovers are student-focused with a little information about majors as well to give both newer students and prospective students a peek into a day in the life for Western students. The first STAR takeover got great engagement, with our student getting questions about meeting people, getting started on campus, housing, safety and even weather, and giving lots of helpful answers from her own experience. We've got two more STAR takeovers lined up for winter quarter and hope it can continue as an avenue to build student engagement and connection. We're also sharing more Admissions-related content that will hopefully support enrollment and engage prospective students, highlighting FAFSA deadlines, application deadlines and opportunities for students to tour campus or connect with advisors and current students.

In publications, we're producing the next edition of Window magazine for publication in March, with stories about how alum supply chain professionals are weathering a once-in-a-lifetime disruption of global supply chains, a veterinarian who works with the CDC on stopping the next pandemic, and a former WWU basketball star who returned to Western to finish his degree at the encouragement of his old coach – and with financial help from the Western Foundation.

Western also continued to perform important media liaison work, including:

- The office worked with the new [Cascadia Daily News](#) on a story about the resumption of in-person classes at Western, including setting up their photographer with a spot at one of our vaccine clinics. This new publication has many WWU alumni on its staff and we look forward to building good lines of communication with them.

The office is beginning work on a guest column with partners from Woodring College of Education and Outreach & Continuing Education, with the hoped-for final draft being pitched to the Seattle Times for inclusion in its Education Lab section.

**OFFICE OF UNIVERSITY  
COMMUNICATIONS**



**METRICS DASHBOARD  
NOVEMBER – DECEMBER 2021 METRICS**

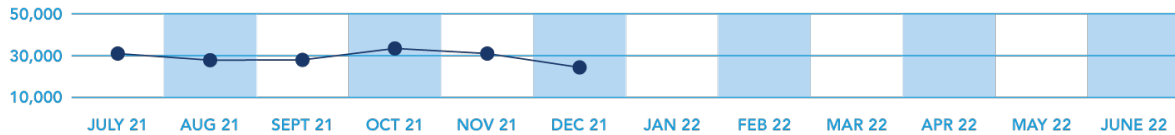
### **Western Today**

Total Sessions

49,891

Top Stories

- Study shows dramatic decline in COVID-19 vaccines' effectiveness at preventing infections over time – [Link](#)
- I-5 southbound reopens south of Bellingham, but all NB lanes closed in Ferndale due to water – [Link](#)
- Amazon Web Services outage impacting campus Canvas users – [Link](#)



## SOCIAL MEDIA

Twitter

Facebook

Instagram

### STATISTICS AT A GLANCE

**22,471**

Total followers

**61**

New followers

**.3%**

% gained

**168**

Engagements

**50,755**

Total followers

**0**

New followers

**-.1%**

% gained

**6,032**

Engagements

**26,105**

Total followers

**569**

New followers

**2.2%**

% gained

**48,983**

Engagements

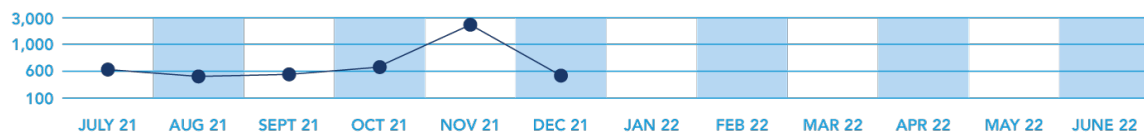
## External Media

Total Stories

3,285

Top Stories

- [Astroworld: Who were the victims?](#) – BBC
- [Neil Marcus, Whose Art Illuminated Disability, Dies at 67](#) – New York Times
- [From affordable housing to high-speed transit: A bold vision for the Pacific Northwest](#) – Seattle Times



## Family Connections Newsletter

November

Audience: 14,220

Opened: 36.4%

Clicked: 7.1%

December

Audience: 10,425

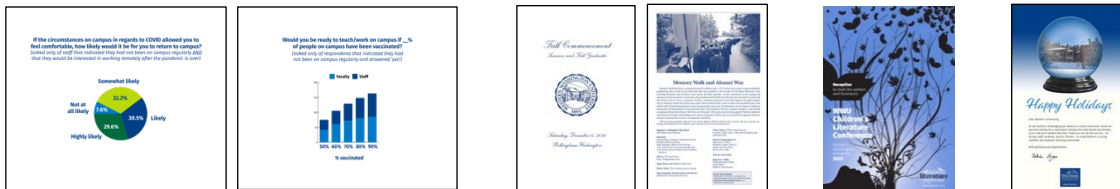
Opened: 42%

Clicked: 5.1%

**Top clicks for November:** Choosing and Declaring a Major drop-in sessions, Registrar's calendar, Commencement information, CFPA's "Cabaret."

**Top clicks for December:** Commencement Information, MLK Event, SBO tuition payments, Registrar's calendar, Career Center events.

## Graphic Design Projects



## UNIVERSITY MARKETING

### Summary

University Marketing is engaged in a range of work which includes digital marketing, collateral creation, video and photography, brand management, and marketing planning & project management.

### Digital Marketing

The UM team is responsible for strategy, creative, asset coordination and budget reconciliation. UM digital marketing is broken down into two main sections, campaign work that is coordinated with a third-party service provider, Carnegie Dartlet, and in-house placement of ads.

### Campaign Digital Marketing

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 includes display, display retargeting, Snapchat, YouTube, Video pre-roll, 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 are also including the university's first-ever targeted digital transfer campaign (launching Nov 2021); and a graduate school campaign (launching October 2021) geo-targeting undergrad seniors at key feeder schools in Washington and British Columbia focused on general awareness plus Weekend MBA and Rehabilitation Counseling (OCE supported programs). And after our success last year, we have a Financial Aid focused message running December 2021-February 2022 targeting parents and the university's first campaign targeting Spanish-speaking households.

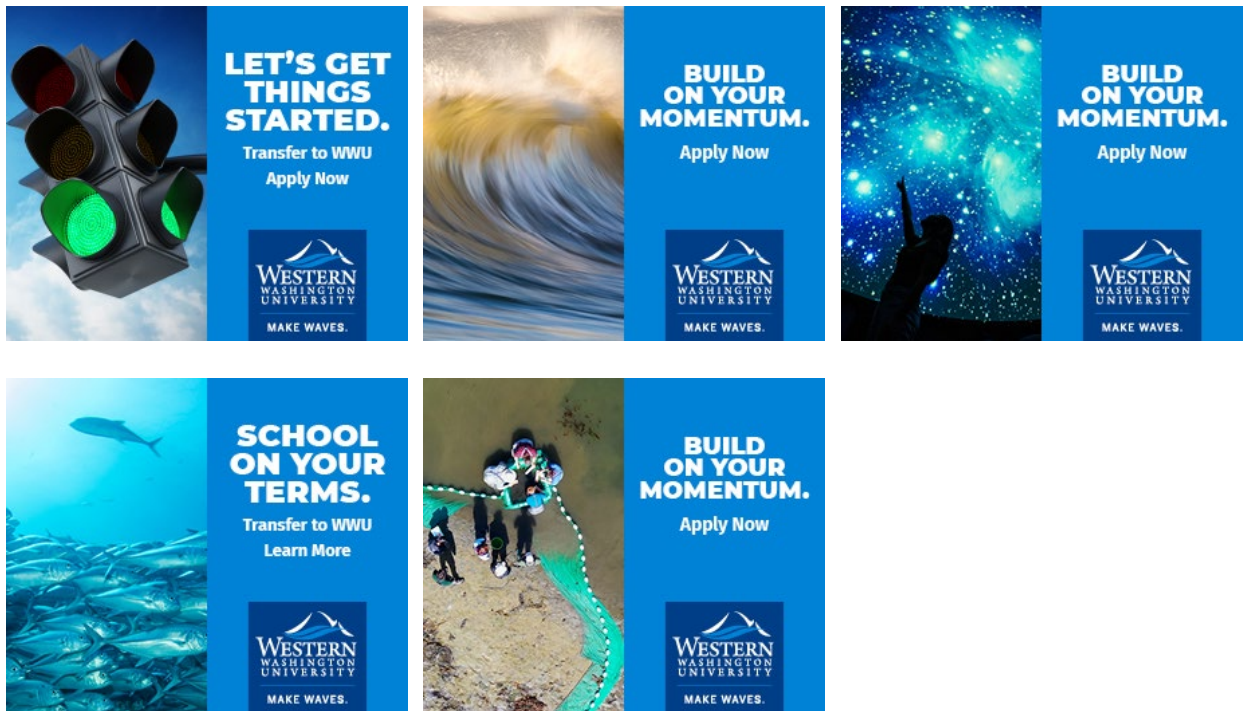
At-a-Glance (November 1 – December 31, 2021) Undergraduate Campaign (Apply now messaging with [video creative featuring women in marine science](#))

- Total Impressions = 9,150,958
- Total Ad Clicks = 63,011
- Total Conversions (Application or RFI button clicks) = 1,581



At-a-Glance (November 1 – December 31, 2021): Transfer Campaign – Bellingham and Locations

- Total Impressions = 1,802,264
- Total Ad Clicks = 4011
- Total Conversions (Application or RFI button clicks) = 311



At-a-Glance (December 1 – December 31, 2021): Parents/FAFSA Campaign

- Total Impressions = 191,960
- Total Ad Clicks = 797
- Total Conversions (button clicks) = 8



At-a-Glance (December 1 – December 31, 2021): Spanish Parents/FAFSA Campaign

- Total Impressions = 91,102
- Total Ad Clicks = 613
- Total Conversions (button clicks) = 1



### Collateral Creation (Graphic Design)

In November and December, the designers collectively worked on **88 projects** and produced **576 individual assets**.

Notable projects include:

- Ad Creative for Campaign (Undergrad, Grad, Transfer, Parents, and Spanish-Speaking Households)
- LGBTQ+ - Queering Research Studies
- Martin Luther King Jr. Day Collateral
- Window Magazine UX Redesign
- HR Recruitment and Benefits Collateral

- Canadian-American Studies Collateral
- First Generation Zoom Backgrounds

## **Video and Photography**

**Filming for our graduate campaign videos (WMBA and Rehabilitation Counseling) and filming for a video to support both undergraduate and graduate recruitment focused on a unique solar window project featuring a student who worked on the project at Western and went on to a career with the company licensing the technology in Los Alamos, New Mexico:**  
<https://vimeo.com/atomicguys/review/667571576/3bb32ed19f>.

## **November and December Video & Photography**

- Engaged in the ongoing transfer/organization of working footage into our new film storage and sharing system, the Studio Network Solutions EVO
- Polaris: In Deep Time 5 min educational video for gallery
- Continued work on Window Magazine video segments

## **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 style guide and brand standards.

In November and December, the Creative Team:

- Completed brand identity work for:
  - Institute for Watershed Studies
- Work in progress on brand identity for:
  - Entrepreneurship and Innovation
  - Tribal Office
- Continued work implementing the University's Search Engine Optimization strategy and interdepartmental collaboration, utilizing a "One Western" approach.

## **COMMUNITY RELATIONS**

Notable projects and connections that enhance WWU visibility, improve community access, and increase community-to-university partnerships.

### **Martin Luther King Jr. Day Commemoration**

Community Relations led an expanded collaborative effort bringing WWU, Whatcom Community College, Bellingham Technical College, Northwest Indian College, Skagit Valley College, City of Bellingham, Bellingham Public Schools, and Peace Health together to commemorate Martin Luther King Jr. Day. This year's MLK Day Advisory Team consisted of 26 community members representing partner institutions including many representing WWU's students, faculty and staff.

In response to a national call of action by the King family, the theme of the virtual event was "Educate, Advocate, and Activate for Voting Rights." The program featured an interview with 2021 MacArthur Foundation "genius grant" Fellow and New York Times bestselling author of *How to Be an Antiracist*, Ibram X. Kendi, who answered questions from WWU students, K-12 students and the broader community about the importance of voting rights.



The program included a speech by Kristina Michele Martens who was recently elected Bellingham's first Black city councilwoman and featured a rendition of "Lift Every Voice and Sing," also known as the Black national anthem, performed by Seattle Opera Singer and WWU Alumna, Ibidunni Ojikutu.

The program was initially intended to be an in-person event at Bellingham's Mt. Baker Theatre with a live-stream option, however due to the recent surge in Omicron cases, the event was converted to a virtual-only event.

In all, 1,030 people registered for the event and 780 people watched live. A recording of the event was made available on the [MLK day event page](#) for a limited time and is being used as an educational tool by partnering educational institutions in Whatcom and Skagit County.

## **Black History Month**

This February, many departments throughout campus are offering in-person and virtual programs, lectures, and performances in honor of Black History Month. Those departments include Music, Art and Art History, Dance, Music, University Residences, Associated Students, KUGS Radio, English, Fairhaven College, Western Libraries, LGBTQ+ Western and others. Community Relations collaborated with those departments and other campus partners to consolidate and promote the diverse offerings which can be found at <http://www.wvu.edu/black-history-month>.

## **TRIBAL LIAISON**

In conjunction with Capital Planning, the Longhouse steering committee has been engaged in conversations with the City of Bellingham Planning Department and Parks & Recreation on a development agreement for the project on the city owned Sehome Arboretum parcel. We have engaged land-use attorneys on a draft development agreement as a basis for negotiations with the city's working group. Currently, we are discussing the options of land transfer to the university versus a long-term/perpetual lease agreement. We are also arranging a pre-application meeting to better understand what the utility costs will be for the site.

Additionally, the Tribal Liaison will join President Randhawa for a presentation to the Whatcom County Council on February 22 to make the case for a \$75,000 contribution to the project from the county's American Rescue Plan Act (ARPA) funds.

We have also submitted another request to the Washington Women's Foundation for funding to support the Longhouse project. Based on our feedback on a failed previous proposal, the Foundation has now added a new category for Community Cultural Preservation that seems tailor-made for this project. This new funding category is designed for investment in systemically under-resourced communities by supporting the preservation of language, stories, performing arts, sites, crafts, relationships to land, forms of subsistence, and other cultural traditions.

Our proposal is designed to educate the Foundation's board on how Native American students often experience a sense of isolation on college campuses, which contributes to lower retention rates, degree completion, and other achievement gaps. As a gathering and ceremonial space for students and Coast Salish tribal nations, the longhouse will reduce isolation and support Indigenous students, faculty, and staff by providing a dedicated space to gather, build community, and support each other. The construction of the longhouse, plus ongoing efforts to recruit and support more Native American students at Western, demonstrates the Office of Tribal Relations' mission to ensure the university honors the land we live and learn upon and pays respect to the peoples who lived and learned upon it first.

## SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

### WWU SBDC Bellingham Quarter 4 Highlights:

<b>Businesses Served</b>	<b>Q4 2021</b>	<b>Q4 2020</b>	<b>Year 2021</b>
Business Counseling Received	162	124	486
Research or Students Projects	2	1	11
SBDC Sponsored Training Participants	16	145	233
Information or Resources Provided	23	31	114

<b>Clients' Economic Impacts</b>	<b>Q4 2021</b>	<b>Q4 2020</b>	<b>Year 2021</b>
Capital Formation	\$2.1M	\$188K	\$10.1M
Business Starts	6	1	17
Jobs Created or Retained	30	40	526

**Top Areas of Counseling:** Start-up Assistance, Buy/Sell a Business, Managing a business, Financing/Capital

### Rolling 12-month Demographics

**Top Industries:** Retail Trade, Accommodation and Food Services, Service Establishment, Manufacturer or Producer

**Annualized Sales: \$290.8M**

**Jobs Supported: 3,133**The WWU SBDC has played a major role in flood recovery since mid-November

- SBDC Director CJ Seitz is leading the Countywide Business Recovery Task Force
- Hired a temporary Certified Business Advisor to work with businesses impacted by historic flooding particularly in north Whatcom County communities
- These businesses faced lost inventory, damaged equipment and structures, workforce displacement, and disruption of economic activity
- CJ Seitz testified in support of House Bill 1957, (which would establish a small business disaster recovery financial assistance program) with the support of WWU Office of Government Relations
- Coordinated with FEMA and the national Small Business Administration to open a Business Recovery Center in Everson
- **Worked with the City and Port of Bellingham** to co-promote Working Washington grant opportunities.

**Working with the WWU Foundation to identify sources of financial support** for ADEI+ work, essential to building a more resilient County economy.

**In cooperation with the National League of Cities**, working with *CDFI Friendly America*, a national association for Community Development Finance Institutions (CDFIs) to bring more flexible business financing options to Bellingham and surrounding communities.

## WASHINGTON CAMPUS COMPACT (WACC)

### Continued Grant Funding

Washington Campus Compact/Western Washington University will receive continued funding for Year Two of a three-year grant for up to \$2,087,640 in FY 2023 to support the grant, **Campus Civic Leaders and Engagement Corps**. Funding will support projects addressing the following issues:

- Academic success and engagement of underrepresented K-12 students

- Academic success and engagement of underrepresented college/university students
- Food security in higher education and communities
- Mental health in higher education and communities
- Environmental stewardship across Washington

### **Re-branding**

The Washington Campus Compact board voted to disaffiliate from the national Campus Compact and will be changing its name as of July 1, 2022. The board met in December 2021 to discuss possible new names for the statewide organization. They requested that staff bring in a marketing team to review the options and make recommendations. We are working with Jesse Sturgis, Assistant Director of Creative Services and Derek Bryson, Senior Graphic Designer in URM to help develop name and branding options to present to the board. We anticipate the board will select a new name and brand by March, with a statewide launch in April 2022.

## **WEB COMMUNICATION TECHNOLOGIES (WebTech)**

### **Summary**

The end of the year brought the name change for the [College of the Environment](#). This required updating over 1,000 references to the college name across various web pages at Western. Through great collaboration with across campus this was completed.

WebTech released updated versions of the [Marine and Estuarine Science Program \(MESP\)](#) site, moving from a legacy web platform to Drupal, as well as a refreshed [Shannon Point Marine Center site](#). We are pleased as well to share that the [College of Business and Economics](#) as well as [Canadian American Studies](#) have completed work to release new sites.

The library rolled out their revamped [Self-Paced Online Tutorials](#) in early December.

In collaboration with Enterprise Application Systems, we are pleased to release an updated [department directory](#). This replaces a system that was no longer able to be maintained and that had originally been built for an era of printed paper directories. The new system reduces duplicate data entry as well by various segments of the campus community.

WebTech is excited to release “Skip To Content” functionality across many sites at Western. [Skip To](#) was originally developed by PayPal and the University of Illinois. WebTech’s Carly Gerard improved and integrated the tool into Western sites allowing users to easily skip around a webpage using a keyboard or other assistive technology. This is one way in which WebTech is helping Western embrace accessibility as part of our overall strategic commitment to Accessibility, Diversity, Equity, and Inclusion (ADEI).

Skip To Content ⚙️ Open Display Settings

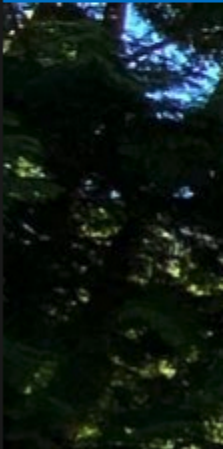
**Landmarks**

- Main
- Search: Western
- Navigation: Western Quick Links
- Navigation: Main
- Footer
- Heder

**Headings**

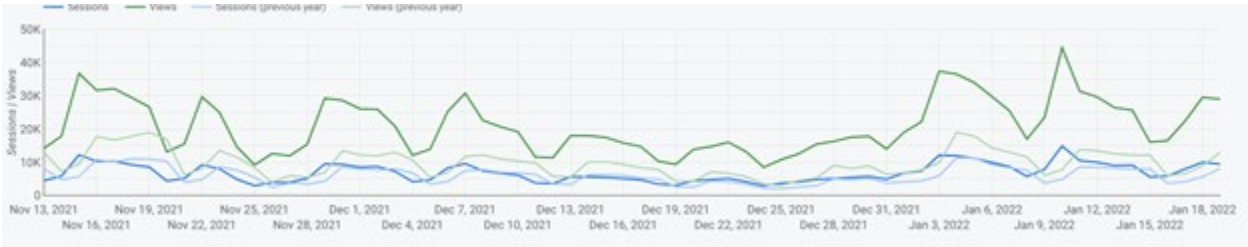
- 1) Home
- 1) Chemistry Department**
- 2) Chemistry Spotlight:

partment



**Web Traffic Analysis**

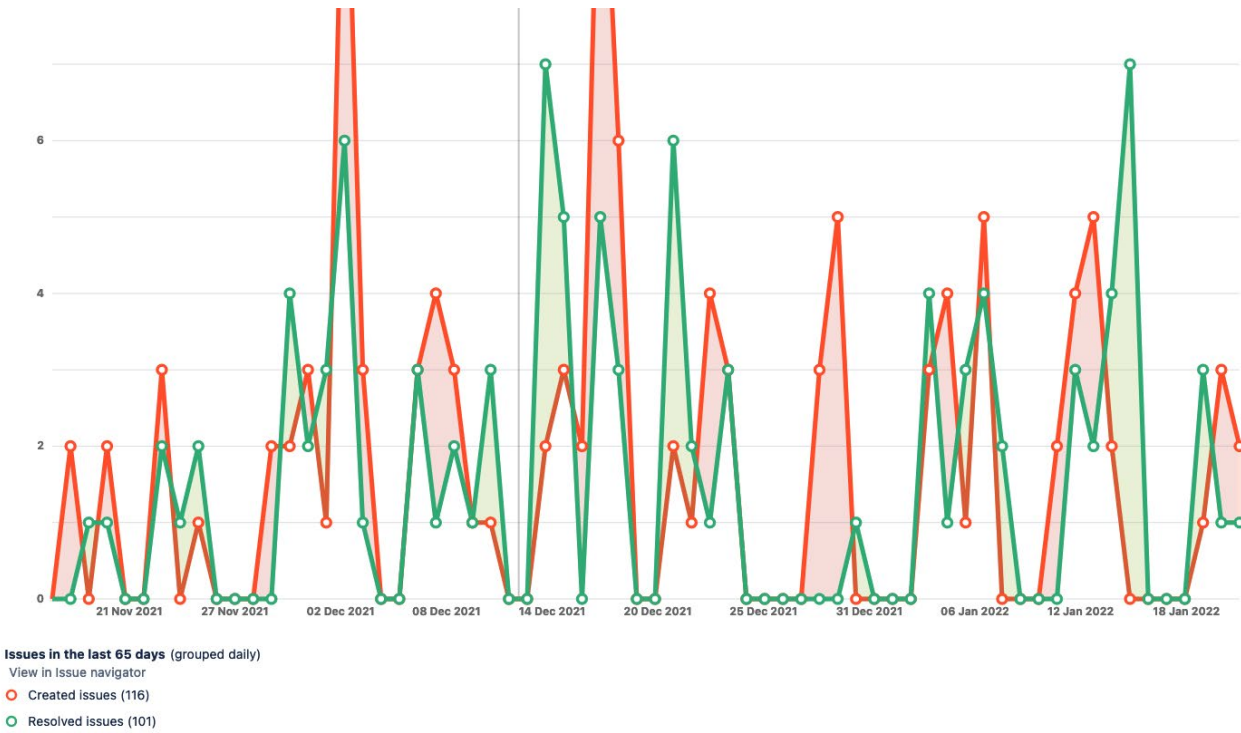
Traffic continued to outpace the prior year though the high number of views compared to sessions suggests users were actively seeking information. This time period corresponds to when Western was due to return to in-person instruction and significant weather events across the county were impacting Western operations.



Undergrad recruitment marketing campaigns showed significant traffic ranking third across all pages, and the MLK Day event registered 9,016 views. The financial aid awareness campaign continues to make a strong showing with 6,915 views, up 28.2% from the prior time-period.

The marketing campaigns continue to drive engagement on YouTube as well, with the “Find Your Place” video being watched 70,437 times and the 4K version being watched 9,454 times. Rather incredibly, the Find Your Place video is watched all the way through by 96.89% of viewers. That totals over 780 hours of video being watched. The virtual campus tour and housing tours also had 810 and 372 watches, respectively, over the last month.

**WebTech Workload**



The work has stayed consistent even over the slower time for the university with winter break. WebTech continues to turn issues around in a healthy timeframe. In addition to the 101 issues solved between November 12<sup>th</sup> and January 19<sup>th</sup>, the office responded to 483 email support requests.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of Vice President Melynda Huskey

**DATE:** February 1, 2022

**SUBJECT:** Mid-Year Housing and Dining Report

**PURPOSE:** Information Item

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**Purpose of Submittal:**

To provide the annual programmatic and fiscal report to the Board on the University's Housing and Dining System.

**Supporting Information:**

Mid-Year Housing and Dining Report

# WESTERN WASHINGTON UNIVERSITY ENROLLMENT AND STUDENT SERVICES

## Mid-Year Housing and Dining Report February 2022



### EXECUTIVE SUMMARY

APPENDIX I: Occupancy

APPENDIX II: Housing and Dining System Financials (through December 2021)

APPENDIX III: Residential Facilities

APPENDIX IV: Dining Services

APPENDIX V: Residence Life

## EXECUTIVE SUMMARY

**Western's Residential Communities** — Campus housing, an auxiliary enterprise, provides competitively-priced housing in an affordable, safe, developmentally-appropriate, and educationally-focused environment. Supporting these principles during an unprecedented time of COVID-19 and its variants have been particularly challenging in creating a campus residential experience supporting students' transition into progressively more independent adults. Nevertheless, the new Alma Clark Glass facility opened in Fall 2021, increases Western's footprint for accessible, inclusive and sustainable housing. Alma Clark Glass features study lounges and community kitchens on almost every floor, allowing students to engage academically in collaborative spaces and socially through preparing meals and eating together. There is a large community kitchen and common area on the main floor of this building serving as a central hub for the community. In addition, a multipurpose room is available for programming, events, presentations, and lectures.

**OCCUPANCY (Appendix I) Note: Covid-19 occupancy restriction limits for public health considerations eased to under 90% (from last year's restriction of under 25%) beds in use.**

- Opening Numbers: Fall 2021 Peak Report occupancy was 3,781 an increase of 2,902 students from Fall 2020 Peak 1,051.
- Academic Year 2021-2022: Fall 2021 occupancy of 3,781 compared to winter 2022 of 3,714 resulted in a fall-to-winter decrease of 67 for this year.
  - *For Fall 2019 Peak occupancy of 3,953 compared to winter 2020 Peak of 3,785 making a fall-to-winter decrease of 168. (Note: we use Academic year 2019-2020 as a better comparison academic year than the 2020-2021 severely restricted covid year).*
- Students residing on campus Fall 2021 included:
  - 81% of all first-year freshmen
  - 24% of all first-year transfers
  - 26% of all students of color

## HOUSING & DINING SYSTEM FINANCIALS (Appendix II)

### Summary

Due to the impacts of the pandemic on housing and Viking Union operations, meaningful comparison of FY2022 and FY2021 financial performance is challenging. Occupancy levels for FY2022 are at a more normal level, although still reduced to allow for a suitable number of quarantine and isolation spaces.

- Year-to-Date Revenues
  - Total system revenue to date (including student fees, commissions, and one-time operating revenues) was \$26.9 million or 212% higher than the prior year.
  - Room and meal plan revenue through December 2021 was \$23.2 million or 306% higher than the prior year to date due to less occupancy restrictions, as a result from the pandemic.
- Year-to-Date Operating Expenses
  - Total system operating expenditures through December 2021 increased by \$4 million or 50%.
- Net Operating Revenues
  - Net operating revenue through December 2021 was \$14M, which was \$13.7 million higher than the prior year.
- Non-Operating Expenses



Year-to-date non-operating expenses, prior to the application of bond proceeds, decreased \$10K or 2% mainly due to the deferment of debt service payments through the issuance of revenue bonds to provide budget relief for FY2021 and 2022

### **RESIDENTIAL FACILITIES (Appendix III)**

- The opening of Alma Clark Glass Hall in September 2021 has added approximately 260 net beds to Housing's overall inventory. This project also upgraded the Ridge Commons to provide accessible dining and collaborative learning spaces.
- Readiness efforts to reopen buildings closed the prior year due to COVID-19 restrictions brought on-line roughly 980 beds in FY22 thus increasing revenue generating capacity.
- Projects related to residential security, safety, amenities include upgrading existing doors to electronic access control with proximity credential capability, replacing exterior building envelope systems, and enhancing residential network services.

### **UNIVERSITY DINING SERVICES (Appendix IV)**

#### Summary

- Successful Reopening of Primary Locations
- Eighty percent (80%) or 293 out of 366 employees hired during fall were students.
- Increased Community partnerships to drive local recruitment efforts.
- On-going collaboration with the Western leadership team to support the short and long-term initiatives that align with Western's goals and values in support of Diversity, Equity and Inclusion for all members of our community.
- SNAP: Approved by USDA | Implementation January / February @ Miller Market
- Voice of the Consumer Fall Metrics: 77% or 452 out of 587 responders rated their dining experience a 9 or 10.
- Implemented 3 Student Food Insecurity Initiatives
- Prepared and assisted in the distribution of 1637 meals for 174 students in isolation and quarantine through January 22, 2021.

### **RESIDENCE LIFE (Appendix V)**

- ADEI initiatives have garnered focus of the Fall 2021 quarter. Residence Life has focused our dialogue series, trainings, and new educational strategies on racial justice again this year. Our dialogue series and action items working towards more equitable and inclusive practices specifically focusing on racial justice will continue in the winter and spring quarters.
- Professional staff began academic intervention meetings with residential students placed on academic warning to address progress and strategies for success.
- Six COVID Support Assistants were hired to assist in the overall operation of isolation and quarantine space on campus in addition to direct support of students (daily check-ins, package pick up, meal delivery). In addition, a new full time COVID Coordinator was hired to manage isolation and quarantine space in addition to providing direct support to students directly impacted by COVID.

## APPENDIX I: OCCUPANCY

*Note: Covid-19 Occupancy Restrictions in place – but eased\**

	Operating Beds	Heads	Beds Rented	% Beds Filled
Fall 2021 Peak	4,438	3,781	3,831	86.3%
Fall 2020 Peak	1,400	1,051	1,051	75.0%
Fall 2019 Peak*	4,045	3,953	3,953	97.7%
Fall 2018 Peak	4,144	4,015	4,017	96.9%
Winter 2022 Peak	4,438	3,714	3,764	84.8%
Winter 2021 Peak	1,400	1,072	1,072	77.2%
Winter 2020 Peak	4,045	3,785	3,787	93.6%
Winter 2019 Peak	4,144	3,851	3,856	93.0%

*\*Fall 2021/Winter 2022: Housing limits occupancy to under 90% - remainder of beds for Covid isolation or quarantine housing.*

## APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

July – December 2020 vs 2019

	YTD <u>2022</u>	YTD 2021	Var \$	Var %
System Revenue from Operations	26,915,763.68	8,624,068.73	18,291,694.95	212%
System Operating Expenditures	12,267,859.28	8,171,514.59	4,096,344.69	50%
<b>Net Operating Revenue</b>	<b>14,647,904.40</b>	<b>452,554.14</b>	<b>14,195,350.26</b>	
Debt Service Expense	0	0	0	
Major Projects and Renovations (non-debt funded)	521,810.32	530,927.48	-9,117.16	-1.7%
<b>SYSTEM NET REVENUE</b>	<b>14,126,094.08</b>	<b>-78,373.34</b>	<b>14,204,467.42</b>	

### Year-to-Date Revenues

- Total system revenue to date (including student fees, commissions, conferences, and one-time revenues) was \$26.9 million (212%) higher than the prior year.
- Room and meal plan revenue through December 2021 was \$23.2 million or 305% higher than the prior year due to a reduction in Covid occupancy restrictions (See “Occupancy” section of the report). Room and board prices increased 4.5% over the prior year.

- Mandatory student fee revenue (S&A Fee, Non-Academic Building Fee, Multi-Cultural Center Fee) increased \$59,414 due to an increase in WWU enrollment.
- Conference and guest housing revenue for FY2022 to date was almost non-existent due to the cancellation of summer on-campus camps and conferences. This was the same for FY2021.
- Commission revenue increased \$450,000 (158%) due to an increase in food service activity across all dining sales sectors.

#### Year-to-Date Operating Expenses

- Total system operating expenditures to date increased \$4.1 million (50%)
- Salary and Benefit expenditures increased \$800,557 (35%) due to an increase in student staffing to align with current housing occupancy.
- Food expenditures were \$2.9 million (137%) higher, reflecting higher resident dining invoices due to increased occupancy.
- Total utility expenditures increased \$200,403 due primarily to increased building usage and a rise in utility costs.
- Operating maintenance expenditures increased \$237,460 (18%), which is consistent with an increase in occupancy.

#### Net Operating Revenues

- Net operating revenue to date is \$14.6 million which is \$14.1 million higher than the prior year. For the full 2022 fiscal year, a net operating revenue gain of \$6 million to \$6.5 million is projected, compared to the FY2021 gain of \$1.4 million which was due to student fees, a one-time covid relief payment of \$900,000 and the deferment of bond payments.

#### Non-Operating Expenses

- Year to date non-bond funded renovation and construction expenditures of \$521,810 was \$9,117 (1.7%) less than last year's \$530,927 in expenditures from to the curtailment of most renovation and major repair work due to the pandemic. Bond proceeds used to date in FY22 for the Buchanan Towers renovation and new residence hall was \$7.1 million; in FY2021 it was \$13.7 million. The New Residence Hall project came in at \$1.5 million under budget. The excess funds will be used towards access control upgrades in the residence halls.

#### System Net Revenue

- System net revenue through December 2021 was \$14.6M compared to \$279,000 for December 2021. Early projections indicate FY2022 finishing with a net gain of \$6 to \$6.5 million which is a mainly due to the deferment of bond payments until FY2023.

### **APPENDIX III: RESIDENTIAL FACILITIES**

- Public Works designs **in progress**:
  - Project worth \$2.0M to upgrade antiquated external building door access capability from brass key to electronic access control system at 17 buildings located within Fairhaven, Edens-Higginson, Ridgway Sigma, Omega, Delta and Alpha, communities in accordance with campus standards. Expected construction start is Summer 2022.
  - Project worth \$1.0M to upgrade residential network IDF/MDF room spaces to facilitate needed power and ventilation requirements. Expected construction

starts in May 2022. Once completed, follow-up efforts to install roughly \$2.5M in network gear to replace obsolete units along with \$1.3M in labor effort will provide residents with faster, more reliable network services for the foreseeable future.

- Phase 1 project worth \$5.0M to replace Birnam Wood Apartments external siding (Stacks 3 & 4 along with the Community Bldg.), windows (Community Bldg.), and deteriorating bridges (Stacks 3 & 4) supports continued renewal efforts of aging infrastructure. Expected construction starts in Summer 2022.
- Public Works construction **completed**:
  - Project worth \$67M to build the new Alma Clark Glass Hall which opened in September 2021 has provided 413 designed beds while resulting in 260 net beds being added to Housing's inventory. In addition, the Ridge Commons was upgraded to provide accessible dining/collaborative spaces.
- COVID-19 related facilities projects **completed**:
  - Readiness efforts completed to prepare roughly 770 beds previously offline due to prior year restrictions for usage in Fall 2021 along with an additional 210 beds for usage in Winter 2022. Added beds bolstered Housing's revenue generating capacity offsetting budget impacts resulting from prior year building shutdowns.
- Critical operational initiatives **in progress**:
  - Due to COVID-19 budget constraints, on-going maintenance budget & work requests continually being reviewed to ensure essential requirements are promptly addressed. In addition, non-essential tasks are either scheduled based upon worker availability factoring in current COVID-19 health and safety protocols or deferred to Summer 2022 or as appropriate.

## **APPENDIX IV: UNIVERSITY DINING SERVICES**

### **Successful Reopening of Primary Locations**

- 3 Dining Halls | Viking Union | Miller Market | Atrium & Haven Pod
- Added during Fall & Winter Term: Starbucks | Panda Express | Zoe's

### **Employment Initiatives**

- 293 out of 366 employees hired during fall were students.
- Increased Community partnerships to drive local recruitment efforts.

### **Diversity Equity & Inclusion Plan**

- On-going collaboration with the Western leadership team to support the short and long-term initiatives aligned with Western's goals and values in support of Diversity, Equity and Inclusion for all members of our community.
- February 2022 review

## SNAP

- Approved by USDA | Implementation January / February @ Miller Market

## Student Engagement

- Culinary led programming in the three residential dining halls.
  - Monthly Farm to Fork meals featuring our local partners.
  - Chef Spotlight – Chef curated menu nights created by our culinary team members.
  - Surprise and delight pop up events and limited time features. Most successful: Chillout coloring contest, Hot Chocolate Bars, Gratitude board
- Registered Dietitian outreach and interactive engagement events.
- Voice of the Consumer Fall Metrics: 452 out of 587 responders rated their dining experience a 9 or 10.



	Likes	Followers	Posts
Facebook	950	969	40
Instagram	-	1317	49

## **APPENDIX V: RESIDENCE LIFE**

### **Academic Support**

- Professional staff are in process of academic intervention conversations with residential students placed on academic probation. Total number of students identified for outreach in Winter 2022 is 414, a significant increase from past years. In Winter 2020 (a more typical year), Residence Life staff outreached to 261 residents. For comparison, Residence Life staff outreached to 45 residents in Winter 2021, with only approximately 1,050 residents living on campus at the time.

### **Residential Education/Leadership**

- During the Fall 2021 quarter, residential staff completed intentional conversations with 3,245 residents, up from 655 conversations the year prior (due to having less students reside on campus). The average duration of all conversations was 30 minutes each or approximately 1,622 hours and addressed topics such as transition to college, wellness, goals for academic and personal success, and how to get connected at Western. All conversations are focused on the three URISE goals of:
  - Inclusive community building
  - Career preparedness
  - Personal wellness
- The National Residence Hall Association (NRHH) resumed in-person meetings in the beginning of Fall 2021. NRHH hosted the annual leadership induction ceremony to welcome new Hall Council members and began planning for the Leadership Conference, slated for February 2022.
- The Residence Hall Association (RHA) returned to more of a traditional leadership experience this year and started with a full board. Highlights include RHA attending the PACURH leadership conference and the implementation of tabling events in the dining halls where over 200 student contacts were reported in the Fall 2021 quarter.

### **Accessibility, Diversity, Equity, and Inclusion**

- Residence Life is working on several critical initiatives to incorporate the values of ADE&I into daily practice. Initiatives in the Fall 2021 quarter include:
  - Several presentations to campus partners on the development of Latiné Affinity Housing for Fall 2023 implementation.
    - The Advisory Board of faculty, student and staff representation for the planning and development of Latiné Housing will start Winter 2022 quarter.
  - The UR Seen campaign was more widely implemented across campus to promote our values of accessibility, diversity, equity, and inclusion to residents by sharing statements affirming and supporting underrepresented identities living on campus.
  - The Inclusion Assistant (IA) program in its third year was revised to include a dedicated Inclusion Assistant for Black Affinity Housing and Pride Housing in addition to each region of campus (North, South, and Ridgeway). The Inclusion Assistant program continues to provide

targeted programming, opportunities to engage in dialogue, and leadership development for residents related to topics of diversity, equity, and inclusion.

- At the start of the year, IAs hosted a large scale “Letter to Self” program in collaboration with the dining halls for students to articulate goals, aspirations, and community standards they wish to see by the end of Fall quarter and the academic year. The Inclusion Assistant’s signature dialogue program for Fall quarter was hosted in-person and virtually and centered on the topic of cultural appropriation during Halloween. The Black Affinity and Pride Inclusion Assistants worked closely with Residence Life and advisory councils to provide targeted programming for their themed communities. The Black Affinity Housing and Pride IAs hosted an identity painting night, an “I am From…” poetry night, and several other programs to foster community. The BAH and Pride IAs also provided needed support to the community when it faced several challenges around media coverage and other CARE concerns this quarter. The Inclusion Assistants continue to provide a monthly newsletter, regular drop-in office hours in their respective communities, and attend Hall Council meetings to provide mentorship. The program continues to seek growth in order to become more visible and promote values of equity and inclusion.

### **Health and Residential Environment**

- In Fall 2021 there were 499 cases where an individual was documented in an Incident Report by University Residences. Shy of 1 in 2 students (58/115) accused of alcohol violations were determined responsible, while 1 in roughly 3 (12/31) were found responsible for drug violations. There were 183 cases where a student was accused of a violation of COVID policies (the majority being masking violations, followed by guest policy). Our approach to COVID-19 conduct violations in the fall quarter was focused on education and reflection to promote health and safety within the on-campus community. While some repeat violators, the great majority of students were cooperative – and no individuals got to the point this fall of having housing contract termination for non-compliance. Other common, and typical violations included: Quiet hour and minor level disruptive behaviors.
- 370 CARE cases generated by Residence Life. 426 additional CARE cases generated by Office of Student Life – many include residential students. The majority of these cases were in regard to mental health and medical concerns, but also included roommate/living concerns, academic struggles, grief, and suicide ideation. We outreached to all of these students to follow-up, create action plans, and provide referrals to campus and community resources.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of Melynda Huskey

**DATE:** February 11, 2022

**SUBJECT:** Enrollment Management

**PURPOSE:** Information Item

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**I. Enrollment**

Though higher education enrollment realities from around the state do raise some concerns, Western is positioned well to take a confident, positive next step as we move further away from the more disruptive period of the pandemic.

**Winter 2022 Enrollment**

As of census day for Winter 2022, Western reported enrollment of 14,047 students, less than 1% (about .8%) fewer than in Winter 2021. COVID's omicron variant created additional challenges at the start of the winter quarter this year. As leadership and health officials made important decisions relating to the extension of remote instruction for two additional weeks at the start of the quarter (to January 24<sup>th</sup>), students made some critical assessments about their enrollment. There was an atypical decline in enrollment a few days into the start of quarter as those decisions were announced, and then enrollment recovered somewhat during the second week of the quarter, resulting in the final enrollment details provided in the table below.

<b>Winter Enrollment - All Students</b>	<b>Winter 2022 Peak</b>					
<b>Enrollment by Race/Ethnicity</b>						
	<b>Win 2017</b>	<b>Win 2018</b>	<b>Win 2019</b>	<b>Win 2020</b>	<b>Win 2021</b>	<b>Win 2022</b>
Hispanic or Latino Ethnicity	1,256 (8.4%)	1,358 (8.9%)	1,437 (9.3%)	1,526 (10.0%)	1,469 (10.4%)	1,469 (10.5%)
American Indian or AK Native	331 (2.2%)	316 (2.1%)	306 (2.0%)	289 (1.9%)	259 (1.8%)	234 (1.7%)
Asian	1,572 (10.5%)	1,599 (10.5%)	1,637 (10.6%)	1,616 (10.6%)	1,614 (11.4%)	1,587 (11.3%)
Black or African American	385 (2.6%)	408 (2.7%)	406 (2.6%)	399 (2.6%)	427 (3.0%)	445 (3.2%)
Native HI or Other Pacific Isl	69 (0.5%)	63 (0.4%)	67 (0.4%)	56 (0.4%)	58 (0.4%)	60 (0.4%)
White	10,768 (72.3%)	10,916 (71.5%)	10,844 (70.5%)	10,635 (69.8%)	9,712 (68.6%)	9,624 (68.5%)
Two or more races: Other	171 (1.1%)	168 (1.1%)	182 (1.2%)	188 (1.2%)	177 (1.2%)	180 (1.3%)
International	167 (1.1%)	171 (1.1%)	179 (1.2%)	173 (1.1%)	108 (0.8%)	155 (1.1%)
Race and ethnicity unknown	183 (1.2%)	264 (1.7%)	327 (2.1%)	364 (2.4%)	343 (2.4%)	293 (2.1%)
<b>Total</b>	<b>14,902</b>	<b>15,263</b>	<b>15,385</b>	<b>15,246</b>	<b>14,167</b>	<b>14,047</b>
<i>Students of Color</i>	<b>3,784 (25.4%)</b>	<b>3,912 (25.6%)</b>	<b>4,035 (26.2%)</b>	<b>4,074 (26.7%)</b>	<b>4,004 (28.3%)</b>	<b>3,975 (28.3%)</b>
<i>Non-Resident</i>	<b>1,684 (11.3%)</b>	<b>1,813 (11.9%)</b>	<b>1,942 (12.6%)</b>	<b>1,870 (12.3%)</b>	<b>1,595 (11.3%)</b>	<b>1,841 (13.1%)</b>
<i>First Generation</i>	<b>4,881 (32.8%)</b>	<b>4,928 (32.3%)</b>	<b>4,884 (31.7%)</b>	<b>4,670 (30.6%)</b>	<b>4,217 (29.8%)</b>	<b>3,861 (27.5%)</b>
<i>PELL-Eligible</i>	<b>3,708 (24.9%)</b>	<b>3,932 (25.8%)</b>	<b>3,625 (23.6%)</b>	<b>3,502 (23.0%)</b>	<b>3,152 (22.2%)</b>	<b>2,961 (21.1%)</b>



Importantly, nonresident enrollment remains strong as does the enrollment of students of color as a proportion of total enrollment. The rate of enrollment of first-generation college students and low-income students continues to suffer.

**COVID Vaccination Policy Compliance**—Students continue to comply with the policy at a very high rate. Those enrolled this fall who did not comply with the policy had a hold on their winter registration and were not allowed to register for classes until taking action to provide vaccination records or petition for a waiver of the vaccination requirement for medical or religious reasons. New students starting with us in the winter quarter were allowed to register, and we are working with those students to ensure that they all come into compliance if they have not yet done so.

The following table provides COVID vaccination compliance data for all students enrolled at Western in Winter 2022 as of Tuesday, February 1<sup>st</sup>.

	no FTF/HYBD	some/all FTF/HYBD	all
<b>Compliant</b>	<b>798</b>	<b>13,153</b>	<b>13,951</b>
Vaccinated	747	12,881	13,628
Exemption: 1-Shot	2	12	14
Exemption: Other	49	260	309
<b>No Info</b>	<b>21</b>	<b>59</b>	<b>80</b>
<b>all</b>	<b>819</b>	<b>13,212</b>	<b>14,031</b>
<i>% Compliant</i>	<i>97.4%</i>	<i>99.6%</i>	<i>99.4%</i>
<i>% Vaccinated</i>	<i>91.2%</i>	<i>97.5%</i>	<i>97.1%</i>

A few highlights:

- 99.4% of our students have complied with the requirements under the COVID vaccination policy.
- 97.1% of all enrolled students have submitted proof that they are fully vaccinated.
- Among the 323 students with medical or religious exemptions, 14 are temporary medical waivers (“exemption 1 shot” in the table above) issued to students who have reported getting the first shot of a two-dose vaccine. Those are on their way to full compliance as vaccinated students.
- 99.6% of students who have at least one in-person class have completed their COVID requirements under the policy.
- Only 80 students have not yet submitted records to the Student Health Center and have not met the requirements under the COVID vaccination policy.

As was true last quarter, Enrollment Management is working closely with Academic Affairs and the COVID Support team to manage issues with COVID compliance and in-person instruction for winter quarter. We have provided data about aggregate COVID vaccination and COVID compliance rates by course and will continue to monitor that data. We have also facilitated the work of Academic Affairs with the courses that were approved to be limited only to students who are vaccinated.

### Spring 2022 Outlook

We always expect a smaller number of new students to enroll with us in spring quarter than in winter, and that number is typically dominated by new transfer students. For Spring 2022, applications from new first-year students are up from the last two cycles and significantly up

from pre-pandemic numbers. With that, we anticipate a larger than normal cohort of new first-year students to begin in spring—likely 50-60 students. Despite declining enrollment in community colleges, we are also seeing a slight uptick in the number of applications from new transfer students for Spring 2022 compared to the last two cycles (and more comparable to application volume in Spring 2019, before the pandemic). We anticipate approximately 200 new transfer students to begin with us this spring.

### Fall 2022 Recruitment

We are pleased to be able to report that signs at this stage in the admissions cycle point to a high level of interest in Western among college-bound students. That stands in contrast to what we are seeing around the state among high school seniors and within the application processes at some of the other Washington public baccalaureate institutions. Further, we are still seeing that students' high school academic records have more shortcomings and are generally weaker coming out of the pandemic, and seniors are not as well-versed about the steps that they need to take to get on track to enter college.

Totals as of January 26, 2022:

#### New first-year students—Bellingham

	<b>Applied</b>	<b>Admitted</b>	<b>Confirmed</b>
<b>2022</b>	8,518	7,554	579
<b>2021</b>	8,051	6,988	616
<b>2020</b>	7,832	5,425	512
<b>2019</b>	8,175	5,871	527

#### New transfers—Bellingham

	<b>Applied</b>	<b>Admitted</b>	<b>Confirmed</b>
<b>2022</b>	506	188	77
<b>2021</b>	427	154	45
<b>2020</b>	411	89	13
<b>2019</b>	426	88	18

#### New transfers—other locations

	<b>Applied</b>	<b>Admitted</b>	<b>Confirmed</b>
<b>2022</b>	24	1	1
<b>2021</b>	60	6	6
<b>2020</b>	62	0	0
<b>2019</b>	71	2	0

## Important notes on New First-year Applications for Fall 2022

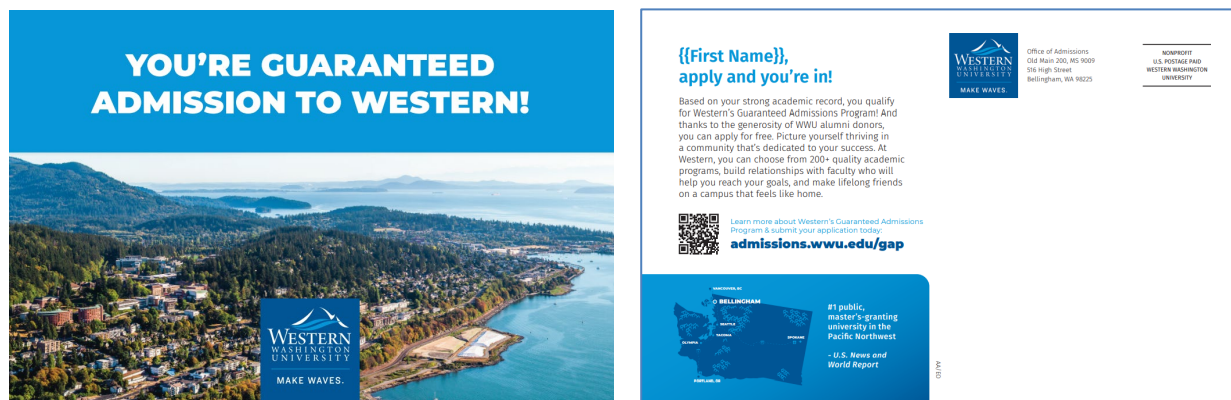
- We are seeing significant growth in the number of applications (up 5.8% from the same time last year and up 4.2% from this time in the application cycle for Fall 2019—pre-pandemic).
- There are notable increases in applications from students of color and international students.
- Students of Color comprise 36.7% of the applicant pool this year (compared to 34.7% this time last year).
- Running Start students comprise 22.6% of the applicant pool this year (compared to 24.5% this time last year).
- First-generation students comprise 19.6% of the applicant pool this year (compared to 25.1% last year).
- Applications from Washington residents are comparable (but up slightly) to their numbers this time last year.
- Applications from nonresidents continue to grow year over year, and this year are up 4.4% from this time for Fall 2021.

Though still early in the transfer application cycle, it is noteworthy that students of color make up a growing proportion of the transfer applicant pool.

We are paying special attention to the decline in applications from first-generation students, and note that, nationally, the number of first-generation applicants using the Common Application has increased by 20% compared to Fall 2021. We are working with colleagues from around the state to better assess Washington's reality with regard to that segment of the applicant pool.

**Guaranteed Admissions Program**—Providing a lift to our effort to recruit new first-year students is the piloting this year of the Guaranteed Admissions Program (GAP). We have confirmed partnerships with nearly 25 school districts, representing over 40 high schools across the state. Generous contributions raised by our University Advancement partners are making it possible to extend a message of support to students from participating GAP schools in the form of sponsored application fees. We have extended the opportunity to have the application fee sponsored by Western's alumni and supporters to all students at participating GAP schools.

Below is a screenshot of the postcard mailed to students:



**Additional Funding Committed for Recruitment**—Additionally, alumni contributions allowed us to roll out a similar campaign—sponsored application fees—to students from all 44 high schools in Whatcom, Skagit, Island, and San Juan counties. We extend a sincere note of

appreciation to the University's leadership in its commitment to access and opportunity to students in our educational "back yard."

University leadership and the Advancement team have committed a total additional contribution of \$1.5 million to the recruitment of new students for Fall 2022. In addition to the sponsored application fees to boost application numbers and get Washington high school students into our pool, funding will be distributed as recruitment scholarships. These additional scholarship dollars will be targeted to Washingtonians who qualify based on first-generation status and financial need indicators. This is an exciting opportunity for Western to do more to increase degree attainment by Washington citizens.

**Efforts to Confirm Admitted Students**—We anticipate that this yield season will be marked by mixed experiences, including the ongoing impacts of the pandemic. Student performance in high school courses is mixed, with academic records that are weaker overall and learning loss that will impact college readiness, presenting retention risks as we move forward.

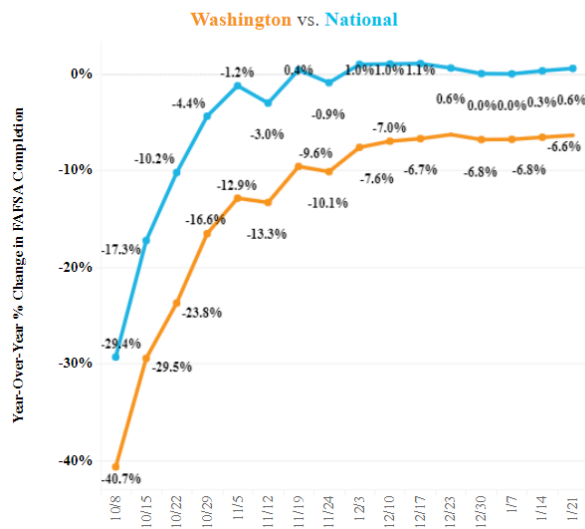
Additionally, admission staff regularly navigate a variety of challenges in meeting or attempting to meet with students at their high schools. There continue to be a patchwork of solutions, regulations, and limitations on when/how university representatives can access students during daytime hours. Zoom and other virtual platforms—while fully featured as options—continue to be seen as the choice of last resort. This is unsurprising, considering the reality of "Zoom fatigue."

We are marching forward with plans to host two large-scale, on-campus yield events in early April. The hosting of nearly 2,000 guests over two weekends will be the culmination of our recruitment efforts for this year's cohort. We will count on support from Western administrators, faculty, staff, and current students to represent areas of academic programs, student support, campus life, and others.

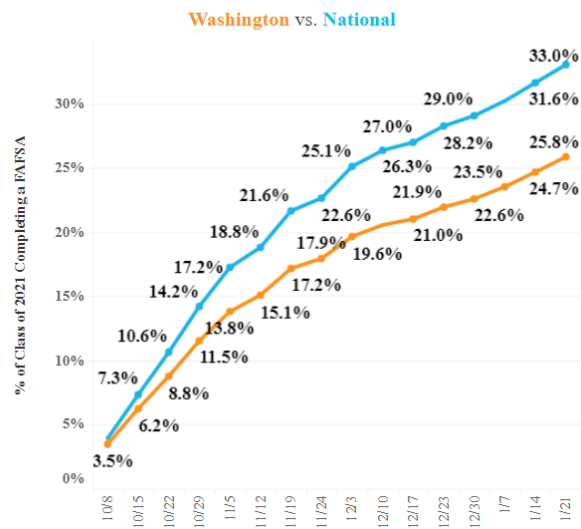
**FAFSA/WASFA**—The challenge of FAFSA submission continues, with Washington perennially occupying the lowest ranks among the 50 states and Puerto Rico. As of the January 21 report on the *FAFSA Tracker*, Washington was 43<sup>rd</sup> for the current year, with 25.8% of high school seniors completing the FAFSA.

Source: *FAFSA Tracker*, sponsored by the National College Attainment Network at <https://formyourfuture.org/fafsa-tracker/>.

Year-Over-Year % Change in FAFSA Completions



Estimated Percent of Seniors Completing a FAFSA



**Community and Technical Colleges and Transfer Recruitment**—The national decline in community college enrollment has been well-documented. Scott Jaschick, co-founder and chief editor of *Inside Higher Ed*, recently presented a webinar entitled "Emerging Enrollment Trends to Prepare for in 2022". In that webinar on January 18, 2022, he referenced the double-hit that community and technical colleges are taking: that they are in direct competition with all employment sectors and that their budget appropriations are in decline due to their funding models usually being tied to full-time equivalencies and headcount. One could argue that there is a third "hit" in Washington in that high school students who would traditionally enroll in *Running Start* programs with community colleges have opted to take classes at their local high schools instead, lest they be enrolled primarily in virtual coursework that community colleges deployed for much of last year and the fall quarter of this academic year.

Following is the most recent fall enrollment table (headcount) from the State Board of Community & Technical Colleges. Source: <https://www.sbctc.edu/colleges-staff/research/data-public/enrollment-data-dashboard.aspx> In bold are Western's primary feeder institutions.

Fall Enrollment	2017-18	2018-19	2019-20	2020-21	2021-22	5-Yr Chg N	5-Yr Chg %
<b>Grand Total</b>	<b>228,275</b>	<b>226,299</b>	<b>179,828</b>	<b>84,966</b>	<b>168,708</b>	<b>-59,567</b>	<b>-26.1%</b>
Bates	3,882	4,632	2,699	1,964	4,311	429	11.1%
<b>Bellevue</b>	<b>17,393</b>	<b>16,957</b>	<b>14,176</b>	<b>6,708</b>	<b>13,275</b>	<b>-4,118</b>	<b>-23.7%</b>
Bellingham	3,060	3,057	2,264	1,103	2,296	-764	-25.0%
Big Bend	2,354	2,444	2,249	683	2,130	-224	-9.5%
<b>Cascadia</b>	<b>3,873</b>	<b>3,757</b>	<b>2,769</b>	<b>1,102</b>	<b>2,106</b>	<b>-1,767</b>	<b>-45.6%</b>
Centralia	3,798	3,815	2,760	1,071	2,634	-1,164	-30.6%
<b>Clark</b>	<b>12,901</b>	<b>12,868</b>	<b>8,403</b>	<b>3,603</b>	<b>7,935</b>	<b>-4,966</b>	<b>-38.5%</b>
Clover Park	4,209	4,191	3,894	3,123	3,116	-1,093	-26.0%
Columbia Basin	7,535	7,822	7,196	3,104	6,596	-939	-12.5%
<b>Edmonds</b>	<b>10,547</b>	<b>10,261</b>	<b>8,241</b>	<b>4,276</b>	<b>7,112</b>	<b>-3,435</b>	<b>-32.6%</b>
<b>Everett</b>	<b>9,713</b>	<b>9,846</b>	<b>8,718</b>	<b>3,975</b>	<b>7,920</b>	<b>-1,793</b>	<b>-18.5%</b>
Grays Harbor	2,563	2,472	1,872	652	1,808	-755	-29.5%
<b>Green River</b>	<b>10,860</b>	<b>11,482</b>	<b>8,739</b>	<b>4,711</b>	<b>8,244</b>	<b>-2,616</b>	<b>-24.1%</b>
Highline	10,242	9,912	8,169	4,696	7,779	-2,463	-24.0%
Lake Washington	4,468	4,361	3,624	1,586	3,536	-932	-20.9%
Lower Columbia	3,953	3,700	2,810	1,233	2,724	-1,229	-31.1%
<b>Olympic</b>	<b>7,278</b>	<b>7,417</b>	<b>5,669</b>	<b>2,914</b>	<b>5,377</b>	<b>-1,901</b>	<b>-26.1%</b>
<b>Peninsula</b>	<b>2,643</b>	<b>2,508</b>	<b>1,965</b>	<b>736</b>	<b>1,909</b>	<b>-734</b>	<b>-27.8%</b>
Pierce	10,285	10,031	8,836	3,936	7,907	-2,378	-23.1%
Renton	5,254	5,106	4,457	2,607	4,271	-983	-18.7%
Seattle Central	8,829	8,707	6,734	4,046	5,869	-2,960	-33.5%
Seattle North	8,468	7,916	6,584	3,551	6,217	-2,251	-26.6%
Seattle South	8,741	8,152	5,980	2,223	5,560	-3,181	-36.4%
<b>Shoreline</b>	<b>6,857</b>	<b>6,604</b>	<b>5,777</b>	<b>3,100</b>	<b>5,241</b>	<b>-1,616</b>	<b>-23.6%</b>
<b>Skagit Valley</b>	<b>5,549</b>	<b>5,889</b>	<b>4,567</b>	<b>1,619</b>	<b>4,218</b>	<b>-1,331</b>	<b>-24.0%</b>
South Puget Sound	6,088	5,970	5,296	2,306	4,869	-1,219	-20.0%
Spokane	12,509	12,727	8,374	3,306	8,276	-4,233	-33.8%
Spokane Falls	5,882	5,383	4,243	1,088	3,921	-1,961	-33.3%
Tacoma	7,578	7,417	6,406	3,226	5,921	-1,657	-21.9%
Walla Walla	5,236	4,921	3,594	2,432	3,909	-1,327	-25.3%
Wenatchee Valley	4,186	4,106	3,480	989	3,008	-1,178	-28.1%
<b>Whatcom</b>	<b>6,657</b>	<b>6,497</b>	<b>4,708</b>	<b>1,698</b>	<b>4,423</b>	<b>-2,234</b>	<b>-33.6%</b>
Yakima Valley	4,884	5,371	4,575	1,599	4,290	-594	-12.2%

Fall Enrollment	2017-18	2018-19	2019-20	2020-21	2021-22	5-Yr Chg N	5-Yr Chg %
<b>Running Start</b>	<b>26,743</b>	<b>28,219</b>	<b>29,000</b>	<b>29,992</b>	<b>25,682</b>	<b>-1,061</b>	<b>-4.0%</b>

There is no indication that the situation will organically improve in the two-year sector. While our transfer numbers look promising, they are buoyed by applications originating from other four-year institutions. At this point in the application cycle, 30.2% of our transfer applications are from Washington's community and technical colleges, while last year at this time, they made up 57.4% of the transfer applicant pool.

Importantly, this is the first year that our University Marketing team has been funded to engage in digital marketing efforts targeting transfer students for the Bellingham campus. Applications for transfer into programs in Bellingham are up as is reflected in tables provided earlier in this section. Given that most of the other Washington public baccalaureates are experiencing declines in their transfer applicant pool, we must attribute some of our good fortune to the good marketing work being done by University Marketing in partnership with Admissions.

Minus a significant shift in the transfer landscape, year-over-year declines in community colleges will begin to take a toll on our ability to achieve and sustain long-term transfer enrollment goals. Tackling this issue, President Randhawa has engaged our teams in a year-

long strategic planning process with our partners at Olympic College to strengthen transfer success through a program run by the Aspen Institute and AASCU.

## **II. Registrar**

### **Commencement**

After a successful return to in-person commencement ceremonies in December, Western is excited about some opportunities to enhance future events. Going forward, we will host December and June ceremonies each year and will discontinue the practice of hosting ceremonies in March and August. This is more consistent with practices around the state. Only WSU hosts two commencement programs per year (December and May), while the rest of the public baccalaureates host only one program in June of each year. This focus on two programs per year will give us the opportunity to leverage resources in a way that was not possible four times a year. Winter graduates will be invited to attend the June ceremonies, and summer graduates will be given the option of walking in June or December.

We are making plans to host more, smaller ceremonies within each of those larger program structures to allow students to have more family and friends join them in celebrating their graduation with us. A regular concern among students prior to the pandemic was the need to limit each graduate to only four guests. Having smaller groups of students in each ceremony will allow us to address that issue.

## **III. Student Aid**

### **Higher Education Emergency Relief Fund (HEERF)**

Financial Aid worked collaboratively with the Registrar's Office and Student Business Office in January 2022 to authorize the awarding of an additional \$3.4 million in HEERF III funds to Western students based on exceptional financial need. So far, 4,685 Western students have received \$9.4 million during the 2021-22 academic year. Western's HEERF III allocation is \$16.1 million, leaving approximately \$6.7 million to award by mid-May of 2022.

HEERF III awards are being made on the basis of case-by-case eligibility determinations from Financial Aid Counselors, exceptionally high calculated financial need derived from FAFSA and WASFA applications and expressed financial need from thousands of individual electronic HEERF III applications submitted by Western students. Students who were financially impacted by recent flooding have also been considered for HEERF III as well as for other emergency funds.

As a next step, the Student Business Office is in the process of identifying students who have balances owed on their student accounts for HEERF III-qualified expenses, to help Financial Aid specifically consider these students for HEERF III funds to support their ability to stay in school. Financial Aid also intends to re-open the electronic HEERF III application within the next several weeks, followed by another round of flat grants based on exceptional financial need calculated from FAFSA and WASFA data.

### **Financial Aid Gears Up for 2022-23**

Financial Aid has begun sending communications to FAFSA and WASFA filers to inform them of documentation and information required to complete their 2022-23 aid files.

In support of FAFSA and WASFA completion, Financial Aid identified Western students who have not filed the FAFSA or WASFA for 2022-23 as well as a separate batch of students who did not file for 2021-22, to urge these students to file and inform them of how to go about doing so. In addition, Financial Aid continues to collaborate with Admissions to reach out to incoming students who have not filed to encourage them to file.

### **Scholarship Fair**

The Scholarship Center will provide an in-person Scholarship Fair in the Viking Union on February 17, 2022. Colleagues from academic departments, outside scholarship organizations, the Career Services Center, and the Hacherl Research and Writing Studio will be there to share information about scholarship programs and services they provide to help students submit competitive applications for scholarships. Students will also have an opportunity to engage in small group “how-to” discussions with former scholarship recipients, scholarship committee members, and Scholarship Center professionals.

The Scholarship Center is working to create a Scholarship Fair landing page where scholarship instructional videos will be posted, with accompanying scholarship information for students who are not able to attend the Scholarship Fair.

### **Scholarship Workshop at Alma Clark Glass Hall**

The Scholarship Center is collaborating with the Alma Clark Glass (ACG) Hall Council to provide a scholarship workshop in February for the residents there. Scholarship Center colleagues are particularly excited about offering this workshop because the Hall Council President reached out to them, expressing high student interest. Scholarship workshops within the residence halls are designed to help students conduct scholarship searches and submit competitive scholarship applications, and at the same time reduce the feelings of intimidation that students often express about these processes.

### **Student Employment Update**

The Student Employment Center worked collaboratively with the Department of Human Resources to implement the new Washington State minimum wage. Effective Jan. 1, 2022, the minimum wage is \$14.49, having increased from \$13.69 the year before.

We are pleased to report that student work study earnings are up by 7.2% (from \$383,115 to \$410,740) compared to the same time last year, because more students are working.

## **IV. New Student Services/Family Outreach**

### **Orientation, Advising, and Registration (OAR) Programs for New Students**

In continued partnership with the Academic Advising Center and Registrar’s Office, four sessions for Spring Advising & Registration are set for new transfer and first-year students who are beginning spring quarter. The first two sessions (February 25 and March 4) are for transfer students only, and the last two sessions (March 11 and 28) are for both transfer and first-year students. The Summer Quarter Advising & Registration program will feature one date (May 6), and it is for transfer students only as first-year students are not admitted to start in the summer term. First-year students will have the opportunity to register for their courses at the time of their session and are required to attend one of the two sessions. New transfer students may sign up for any session and continue to register as usual, within their designated time dependent on the number of credits they transfer in. All new students will continue to receive mailers from NSSFO that include important resources such as the New Student Handbook and WWU Calendar, as well as celebratory Western-themed items to connect to the Western community, including a welcome letter, lanyards, neck gaiters, window clings, and buttons.



Additionally, packets of information for parents/families that include a New Family Handbook are available to students as we continue to leverage family support in strengthening student persistence.

At the end of Fall 2021, NSSFO spent two days with the Academic Advising staff reviewing operations, processes, student and family survey data, and department outcomes. As the Academic Advising Center staff have now determined they will offer new student advising and registration programs via virtual delivery for all quarters going forward, we are working with them to re-envision our department's roles in presenting those programs as well as every new student's orientation and onboarding experience.

During Winter 2022, NSSFO staff is conducting a peer review of colleges and universities in Washington State as well as Western's peer institutions to review current trends and developments in formats and processes for presenting orientation, advising, and registration programs and resources for new students and families. The peer review is especially relevant as the academic advising/registration process is "unbuckled" from the orientation process. Many institutions appear to be rethinking their programs, with lessons learned from virtual delivery and evolving student expectations as the pandemic persists. NSSFO will continue working with the Academic Advising and Registrar's Office staff on our integrated designs as we move forward.

### **Family Outreach**

Plans to enhance Family Outreach at Western are underway. NSSFO has partnered with University Communications and WebTech to enhance targeted communication tools that, when upgraded and streamlined, will deliver a better online user experience for parents and families to more easily find WWU support services and resources for their student.

- WWU Family Connection newsletter: template redesign & revised content calendar
- NSSFO's parent/family landing page: <https://nssfo.wvu.edu/parents-and-families>, optimizing for keyword searches, increasing visibility from the WWU home page, and re-homing content that is specific to institutional dates, deadlines and events from the family newsletter
- WWU social channels and family newsletter: promoting/driving traffic to the NSSFO/parent & family landing page as a one-stop-shop for parents and families to access WWU resources and information.

These changes are responsive to recent parent/family survey data suggesting a need for easier navigation of campus resources on the WWU website; quick access to institutional dates, deadlines and holidays; and information on campus health services, including mental health services. Research on parent websites of comparative institutions also informed changes to include:

- a consolidated, rebranded parent/family campus directory (Viking Resource Hub) with curated content and contact detail organized by function rather than department name.
- a refreshed parent/family landing page on the NSSFO website, accessible from the WWU home page (under Visitors) to include content relevant for both families of current students as well as new students (e.g. Western Alert communication tools, scheduling options to meet with the Family Outreach Manager for support, access to key financial resources and services, etc.).

Family Outreach Office Hours have also been extended to include parents and family members of *current* students as well as those of new, incoming students. During these sessions, parents and family members meet one-on-one with NSSFO's family outreach manager to discuss their student's individual challenges at Western and offer opportunities for deeper conversation and a

more personalized experience. Common themes from topics discussed help inform family newsletter content, website navigation, strategies to support student success, accessibility of office resources and tools, as well as future family programming.

**WESTERN WASHINGTON UNIVERSITY  
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees  
**FROM:** Chase Franklin, Vice Chair, Board of Trustees  
**DATE:** February 11, 2022  
**SUBJECT:** **Board Trustees Remarks**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Vice Chair Franklin will provide time to members of the Board of Trustees and the University President for any final remarks, questions, or observations.

**18. EXECUTIVE SESSION**

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.

**19. DATE FOR NEXT REGULAR MEETING**

- **April 21 & 22, 2022**

## **20. ADJOURNMENT**