



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
OCTOBER 13 & 14, 2022**

THURSDAY, OCTOBER 13, 2022

Location: Old Main 340, Board Room

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

Time: 3:00 p.m.

- 1. CALL TO ORDER**
3:00 – 3:01
- 2. EXECUTIVE SESSION**
3:01 – 4:00

FRIDAY, OCTOBER 14, 2022

Location: OLD MAIN 340, Board Room

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

Time: 8:00 a.m.

- 3. CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Board of Trustees Meeting, June 10, 2022
 - Board of Trustees Meeting, August 18 & 19, 2022
 - Board of Trustees Special Meeting, September 19, 2022
 - Board of Trustees Special Meeting, September 29, 2022
- 4. PUBLIC COMMENT**
8:05 – 8:15
- 5. BOARD CHAIR REPORT**
8:15 – 8:25
- 6. UNIVERSITY PRESIDENT REPORT**
8:25 – 8:35
- 7. FACULTY SENATE REPORT**
8:35 – 8:45

8. ASSOCIATED STUDENTS REPORT & WELCOMING NEW AS LEADERSHIP

8:45 – 9:05

9. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

9:05 – 9:15 Presentation: Trustee Faith Pettis, Committee Member

10. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

9:15 – 9:25 Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEM

11. ENROLLMENT PATTERNS: A NEW FRAMEWORK FOR STRATEGIC BUDGETING AND SCHEDULE PLANNING

9:25-10:45 Presentation: Brad Johnson, Provost and Executive Vice President

BREAK

10:45-11:00

ACTION ITEMS

12. APPROVAL OF PROPOSED NEW WAC CHAPTER – CHAPTER 516-32 WAC, SMALL WORKS ROSTER

11:00 – 11:15 Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Brian Ross, Associate Director, Capital Planning and Development

13. APPROVAL OF PUBLIC WORKS PROJECT

11:15- 11:25 Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Rick Benner, University Architect/Senior Director, Capital Planning and Development

- a. Approval of Construction Contract for South College Drive Improvements Project, PW787
- b. Construction Contract Amendment, EECM & MCCM Building Information Modeling (BIM) for Electrical Engineering & Computer Science Project, PW758

14. APPROVAL OF BOARD POLICIES
11:25 -11:45 Presentation: Faith Pettis, Trustee

- a. Governance Structure
- b. Delegation of Authority
- c. Presidential Evaluations
- d. Board Self-Evaluation
- e. Committee Charters

15. INFORMATION ITEMS

11:45 – 11:55

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report

16. TRUSTEE REMARKS

11:55 – 12:00

17. DATES FOR NEXT REGULAR MEETING: December 8 & 9, 2022

18. ADJOURNMENT

1. CALL TO ORDER

2. EXECUTIVE SESSION

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

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: October 14, 2022

SUBJECT: **Approval of the Minutes**

PURPOSE: Action Items

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:

- a. June 10, 2022 Regular Meeting
- b. August 18 and 19, 2022 Regular Meeting
- c. September 19, 2022 Special Meeting
- d. September 29, 2022 Special Meeting

Supporting Information:

Minutes of June 10, 2022 Regular Meeting
August 18 and 19, 2022 Regular Meeting
September 19, 2022 Special Meeting
September 29, 2022 Special Meeting

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, June 10, 2022**

CALL TO ORDER

Board Chair, Trustee John Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 9:06 a.m., in the Old Main Board Room.

Board of Trustees

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

Western Washington University

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

1. APPROVAL OF MINUTES

MOTION 06-01-2022

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

- Board of Trustees Meeting, April 21 and 22, 2022

The motion passed.

2. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. One person signed up for public comment.

3. BOARD CHAIR REPORT

Trustee John Meyer, Board Chair, reported that the Board of Trustees were joined by the 2022 Presidential Scholars for breakfast and noted that the trustees were highly impressed by the accomplishments of this year's recipients.

Chair Meyer recognized the service of Brent Carbajal, Provost and Vice President for Academic Affairs, who, after twenty-five years of exceptional service to Western, will retire in August 2022. Meyer highlighted that Carbajal, a highly respected member of Western's faculty and a well-respected leader in the community. Meyer noted that Carbajal worked diligently to serve Western's mission as the chief academic officer of the institution. Meyer added that in his time at Western, Carbajal helped to shape Western's culture, academic standards and identity, and his deep commitments to a liberal arts education that advanced opportunities for all students. Meyer said Carbajal's personal integrity will continue to be well respected among the campus community. Trustee Meyer, on behalf of the entire Board of Trustees, thanked Carbajal for his leadership and commitment to Western's success.

RESOLUTION NO. 2022-04 A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

RECOGNIZING THE SERVICE OF PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

BRENT CARBAJAL

WHEREAS, BRENT CARBAJAL was appointed Provost and Vice President for Academic Affairs in 2013 by President Bruce Shepard; and

WHEREAS, BRENT CARBAJAL brought to his appointment as Provost deep institutional experience and a record of leadership and service, including as a professor of Spanish, eight years as Chair of the Department of Modern and Classical Languages, five years of service as the Dean of the College of Humanities and Social Sciences, and seven years of service as Western's Faculty Athletics Representative; and

WHEREAS, during his tenure as Provost, **BRENT CARBAJAL** has been a strong voice for implementing high impact practices to advance inclusive student success; a champion for increasing and enhancing student access to international and cultural engagement; and deeply committed to the opportunities and habits of mind a liberal arts education fosters at Western; and

WHEREAS, BRENT CARBAJAL is widely respected across the institution for his personal integrity, principled leadership, and commitment to shared governance, elevating the work of others even as his fingerprints are on so many of Western's strategic successes during his tenure; and

WHEREAS, BRENT CARBAJAL has served with distinction as a valued colleague on the University's senior leadership team, contributing thoughtful insight to the group's deliberations and decision-making, an intimate knowledge of and affection for the institution and its culture, wry humor and cheerful collegiality, and a self-effacing commitment to enhancing the effectiveness of the leadership team, his division, and the institution as a whole;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Western Washington University offers thanks and commendation to **BRENT CARBAJAL** for his leadership and service as Provost and Vice President for Academic Affairs.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on the 10th day of June, 2022.

MOTION 06-02-2022

Trustees Sharpe moved that the Board of Trustees approve Resolution 2022-04 Thanking Brent Carbajal for his service as Provost.

The motion passed.

Trustee Meyer, Board Chair, recognized the service of Student Trustee, Nate Jo. Meyer highlighted Trustee Jo's perspective and insights that he brought to every meeting and specifically his insight and guidance during the Board of Trustee's review of the Legacy Review Task Force reports, strategic budgeting and increasing student success.

Trustee Meyer, on behalf of the entire Board of Trustees, thanked Trustee Jo for his leadership and commitment to Western's success during his tenure as Student Trustee.

RESOLUTION NO. 2022-03

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

RECOGNIZING THE SERVICE OF TRUSTEE

Nathanael "Nate" Jo

WHEREAS, NATE JO of Hanford, Washington had the distinction of being the twenty-third student appointed by the Governor to the Western Washington University Board of Trustees, serving from July 1, 2021, through June 30, 2022; and

WHEREAS, NATE JO brought to his appointment a history of service and leadership, including as the WWU Associated Students Vice President of Business and Operations, Vice President for Hall Representation in University Residences, Board Member for the WWU Queer and Trans People of Color Club, and captain of the WWU Swim Team, and as a legislative intern to Washington State House Speaker Laurie Jinkins; and

WHEREAS, NATE JO has contributed to the increased stature and mission fulfillment of Western Washington University through his insightful and articulate engagement in numerous policy

discussions and decisions affecting the University, both in meetings of the full Board and as a member of the Board's Academic Affairs and Student Success Committee; and

WHEREAS, NATE JO has worked to raise awareness about the Student Trustee's role on the Board, both among Board members and the WWU student body, leading to the creation of a Student Trustee Scholarship and the highest-ever number of Student Trustee applicants for following year; and

WHEREAS, in addition to his service on the Board, **NATE JO** had an extraordinary final year at Western, becoming Western's second-ever regional finalist for the Rhodes Scholarship, one of two WWU recipients of the Washington Campus Compact President's Student Civic Leadership Award, and a Presidential Scholar from the College of Humanities and Social Sciences; and

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 10, 2022.

MOTION 06-03-2022

Trustees West moved that the Board of Trustees approve Resolution 2022-04 Thanking Trustee Nate Jo for his service on the Board.

4. UNIVERSITY PRESIDENT'S REPORT

President Randhawa reported that Western would graduate over nine hundred students over eight commencement ceremonies over the weekend, including the Presidential Scholars that the Trustees honored early in the day. Randhawa reflected that the success of Western is in its graduates and the Western community has done an outstanding job at ensuring student success through a global pandemic. He added that the Western community continues to display its resilience with its ability to adapt to circumstances with understanding and compassion. He articulated his deep gratitude for faculty, staff, and student's ability to pivot in ways that were thought not to be possible, and with the guidance of the COVID Support Team, to continue learning and supporting each other in the process.

Randhawa thanked Shirin Deylami, Faculty Senate President, who worked collaboratively with Provost Carbajal as Western navigated the complexities over the past two years of the global pandemic. Randhawa also thanked Glory Busic, Associated Students President, for her service and commitment to Western.

Randhawa reflected on the work accomplished throughout the academic year that allowed for continued work on advancing critical needs and Western's long-term priorities. Randhawa noted that Western's enrollment data for fall of 2021 was encouraging and Western seems well poised to return to pre-COVID enrollment numbers for fall 2022.

Randhawa reported that strong support of the supplemental legislative session continues to reflect the confidence of legislators in Western's ability to deliver on its mission and commitment. He added that work continues developing Western's physical infrastructure that is so critical to support the growth in Western's academic programs and student support services, which includes the opening of Alma Clark Glass Hall and the Interdisciplinary Science Building.

Randhawa highlighted important systems and structures that were put into place over the past academic year that include, a Sustainability Council that will work with the Sustainability Engagement Institute and the campus community to refresh the 2017 Sustainability Action Plan and redefine Western's immediate priorities. He noted the signing of the Okanagan Charter that makes health and wellness central to all of work at Western, and a strategic budgeting planning process that reframes how Western budgets its institutional priorities, that includes a university budget committee that will provide oversight to the overall budgeting process.

President Randhawa highlighted the hire of Jacqueline Hughes, who will serve as Western's inaugural Chief Diversity Officer. He reported that Hughes will join Western in August and will also serve as the Executive Director of the Office of Equity. He noted that Hughes' deep and extensive background in advancing accessibility, equity, diversity, and inclusion work in educational institutions including her work at California State University in San Bernardino, California.

5. FACULTY SENATE REPORT

Shirin Deylami, Faculty Senate President reported the following:

Good morning, Trustees and happy end of spring quarter. I'm very much looking forward to all 8 graduations. Thank you again for the opportunity to speak with you today to update you on faculty governance at the university and to give you a report at the end of my terms as faculty senate president.

Professor Lysa Rivera will be taking over this job in a few short days. Professor Rivera is an associate professor of English whose research and teaching focus on Chicana and African American literature. She has been an excellent vice-president and I have no doubt will do a great job as president. In her place as VP, Professor Brandon Dupont of the Economics department will be the new Vice president and president elect of the Senate. Professor Dupont has a ton of experience in faculty governance and is excited to get started.

As the end of the year came quickly, we managed to finish quite a bit in Senate and have many issues to improve upon in the next year. As you know, much of the discussion amongst senators and colleges and departments has been around modality. We are now starting to see the modality plans of some of the colleges and we hope that all of the colleges will have modality guidance by fall. The Senate also recently approved to important policies forwarded to us from the Academic Coordinating Commission. We now have a temporary modality policy and after much going back and forth we have a new credit hour policy that provides standards for both in person and remote (specifically asynchronous) courses.

On the teaching front, we recently approved a new grade for the grading system. The IP or in progress grade is meant to address problems students were having as they finished their student teaching in the college of education and in study abroad courses that went on for longer than our normal quarters. Rather than using the K or incomplete grade, faculty can now give those students an in-progress grade until their commitments are completed. In addition we have begun discussions about rethinking or at least improving both the Z and K grade options and policies. I think this will be an important priority in the fall.

As far as things to look forward to in the next year, the Faculty Senate intends to implement new course evaluations with new questions in the fall. We are also planning a major change to the Faculty Code of Ethics. Finally, and I think this is important for the Board of Trustees as well, we

hope to change some of our governing documents including the Faculty Handbook which is a contract between the trustees, administration and faculty as well as our constitution.

That's all I have for you today, other than to thank you for your time and tell you how pleased I have been to serve as the Senate president.

6. ASSOCIATED STUDENTS REPORT

Glory Basic, Associated Students President, reported that the Associated Students (AS) Executive Board has worked strategically and thoughtfully throughout the academic year to advocate for student needs at Western.

Basic thanked the Associated Students Executive Board and noted her pride in the work of the AS student government's ability to work together and make change at Western even during a global pandemic. She noted that despite the challenges the Executive Board faced, their work to collaboratively represent student voices was always at the mission of their work.

Basic acknowledged her gratitude for the opportunity to serve as AS President and the opportunity to work in collaboration with the Board of Trustee and other executive leadership at Western. She noted that in the upcoming academic year she will serve as the Vice President of Communications for the Washington Student Associate and will continue to advocate for student needs at the state level.

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

Trustee Sue Sharpe, Finance, Audit, and Enterprise Risk Management (FARM) Committee reported Western's Executive Director of Audit & Consulting Services, Amy Kozak, is providing the department with leadership to reframe the position and its relationship with the campus community. Sharpe reported that Audit & Consulting Services has started a reassessment of audit plans, consulting and advisory services, campus community committee engagements, continued work with the National Association of College and University Auditor's and campus presentations.

Sharpe reported that the committee received a presentation on auxiliary facility conditions that includes Housing and Dining and the Wade King Recreation Center that receive funding from student fees and are not funded by the state budget. Sharpe thanked Melynda Huskey, Vice President for Enrollment and Student Service and Joyce Lopes, Vice President for Business and Financial Affairs for their leadership and dedication to keeping the trustees informed.

8. BOARD STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West, Chair, Student Success Committee, (SSC) reported that Dr. David Patrick, Dean of the Graduate School and Vice Provost for Research, gave a presentation titled, "Graduate Education at Western: Where We've Been, Are, and Hope to Be." West noted that Patrick summarized that Western offers several graduate-level certificates, about three dozen professional and academic master's degree programs, and two professional doctorate programs in Bellingham and at locations around Puget Sound. Each program serves distinct student and stakeholder populations, and graduate admissions is de-centralized.

West reported that long-term trends in graduate enrollment and degree conferral. Graduate enrollment has steadily declined from 10% - 15% of total enrollment to under 5% prior to the pandemic. Western ranks near the bottom of its peer group in the percentage of degrees awarded at the postgraduate level. Drivers of the trend include: (i) a slightly greater rate of program closures compared to new program launches combined with roughly static enrollment in continuing programs, (ii) insufficient marketing and recruiting for graduate programs, (iii) less attractive TA stipends and graduate student services offerings. On average, programs have been under-enrolling by 15% - 25% of capacity and attracting a decreasing share of prospective students with no prior WWU association. The first two years of the pandemic produced large application and enrollment increases, in line with national trends. Preliminary projections for Fall 22 suggest that peak has passed, and that enrollment is again returning to its long-term trend. Impacts of declining graduate enrollment on undergraduate learning opportunities, faculty recruitment, Washington impact, and university research were discussed.

Trustee West summarized that budget initiatives being prepared for the 22-23 legislative session which include two components for graduate education: (1) a package of new degree programs centered in STEM and the environment, and (2) a package of “graduate infrastructure” initiatives designed to address underlying enrollment drivers including marketing and recruitment, outreach to underserved prospective student populations, TA compensation, and graduate student success.

9. REFLECTIONS & FUTURE DIRECTIONS: UNIVERSITY ADVANCEMENT & UNIVERSITY RELATIONS AND MARKETING

Kim O’Neill, Vice President for University Advancement provided the Board an overview of the changes to the divisional structure, current progress, and future direction of University Advancement, the Western Washington University Foundation and the Alumni Association.

O’Neill enumerated the strengths of University Advancement that include a new motto for the division; “One Team, Our Team”, new opportunities for professional development, advanced expectations that focus on meaningful fundraising, and finding new ways to be donor centric that develop relationships across the institution.

O’Neill provided an update on the reorganization of University Advancement that include three new leadership positions that will allow for elevated principal gifts to be managed by the leadership team. O’Neill highlighted that work that continues with regards to capital campaigns that include the Salish Longhouse and the Kaiser Borsari Hall projects and fundraising for the year totaled sixteen million dollars in revenue meeting the goals set for the academic year.

O’Neill explained that within University Advancement consists of two separate 501 C3 boards that consist of passionate volunteers that work to advance Western’s mission. She noted that historically these two boards have worked independently of one another and going forward the goal is to have them work in tandem to advance the mission of University Advancement and meet the strategic plan goals of Western.

Donna Gibbs, Vice President for University Relations and Marketing, provided an overview the division including the strategic goals; cultivate positive relationships within and between the campus and our communities, promote a more inclusive culture, increase campus and public understanding of the Western brands, support top-of-funnel recruitment, proactively and effectively tell Western’s story, and collaboratively improve economic vitality in local communities and beyond.

Gibbs noted one of the challenges faced by University Relations and Marketing (URM), which is the smallest of the five divisions that make up Western. She noted that URM has historically not had

the opportunity to replace or add positions, but after the global pandemic, the opportunity to hire and recruit became a priority. Gibbs noted that URM will welcome a new Director of University Communications in August 2022, in addition to a new Director of University Marketing and Brand Strategy and Director of Visual Media Production.

Gibbs highlighted the work of the Small Business Development Center led by C.J. Seitz and a team of advisors who throughout the pandemic and then the historic flooding that took place in Whatcom County, assisted small businesses with the Federal and State economic recovery that led to a grant that made local businesses eligible for emergency funding.

Gibbs reported that over the past five years Western has been developing and improving Western's web site accessibility by creating website tool and technology to make Western's web sites more accessible to people with disabilities. She noted that Western's web technology team has trained more than three hundred and fifty students and staff on accessibility content creation, that includes tools and guides.

Gibbs reported that Chris Roselli, Director, Community Relations, is organizing a community wide Accessibility, Diversity, Equity, and Inclusion (ADEI) focused advisory team whose membership includes members from the Bellingham Technical College, Whatcom Community College, Northwest Indian College, Skagit Valley College, Bellingham Public Schools, PeaceHealth, and the City of Bellingham. She noted that this advisory group has worked to create educational programming and commemorative events that allow for thousands of students, staff, and community members to engaging in learning and awareness of cultural events.

Chair Meyer announced a ten-minute break at 11:26 a.m. The Board reconvened at 11:38 a.m.

10. 2022-2023 OPERATING BUDGET AND RELATED MATTERS

Melynda Huskey, Vice President for Enrollment and Student Services, Joyce Lopes, Vice President for Business and Financial Affairs, and Faye Gallant, Executive Director, Budget and Financial Planning provided the Board with an overview of the Operating Budget Framework for the 2022-2023 Academic Year Tuition Rates and Mandatory Fees, 2022-2023 Mandatory Student Fees, and 2022-2023 Self-Sustaining Academic Year Tuition.

It was noted that the request includes tuition fees that includes both the tuition operating fee and the capital building fee for each category of student. Additionally, the mandatory student fee levels and revenue distribution for academic year 2022-2023, with one increase (0.4%) from the 2021-2022 approved rates.

MOTION 06-04-2022

Trustee Franklin moved, that the 2022-2023 annual tuition operating fee and capital building fee rates for state-funded students and resident undergraduate students be raised by 2.4%, and all other state-funded students including: non-resident undergraduate, resident and non-resident graduate, resident and non-resident MBA, resident and non-resident Clinical Doctorate of Audiology program, resident and non-resident Clinical Mental Health and School Counseling, and the resident and non-resident Speech Pathology program be raised by 3.5%.

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President and

various constituent review committees, approve the 2022-2023 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees:

- Services & Activities Fee (*4.0% or \$2.40 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits*)
- Student Recreation Fee (*No increase*)
- Student Health Services Fee (*No increase*)
- Student Technology Fee (*No increase*)*
- Non-Academic Building Fee (*4.0% or \$3.00 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits*)
- Sustainable Action Fee (*No increase*)*
- Alternative Transportation Fee (*No increase*)*
- Legislative Action Fee (*No increase*)
- Multicultural Services Fee (*No increase*)

The motion passed.

MOTION 06-05-2022

Trustee Witherspoon moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2022-2023 annual state operating budget of \$212,404,460.

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2022-2023 intercollegiate athletics operating budget of \$6,086,786 consisting of tuition and fees in the amount of \$3,630,856 and waiver allocations, self-sustaining and other revenues of \$2,455,860, and with the intention to fund the operating deficit for intercollegiate athletics, as defined by Substitute Senate Bill 6493, by continued use of tuition and fee revenues as it has in the past.

The motion passed.

MOTION 06-06-2022

Trustee Sharpe moved, that the 2022 – 23 Self-Sustaining Academic Year Tuition Rates be raised to the following rates, Undergraduate Course/Workshop \$288 per credit, Graduate Course/Workshop \$372 per credit, Graduate – Audiology Course/Workshop \$599 per credit, Graduate—Clinical Mental Health and School Counseling \$409 per credit, Graduate – MBA Program (Bellingham) Course/Workshop \$426 per credit, Graduate – Pathology Course/Workshop \$562 per credit, Self-Pace Course/Workshop \$165 per credit, Credit Option: Variable Fee \$50 to \$100, Undergraduate Degree Program Courses \$333 per credit, Graduate Degree Program Courses \$400 per credit, and Weekend MBA \$757 per credit, Human Services Distance Learning \$288 per credit and

FURTHER MOVED, that the Global Pathway Undergraduate Program tuition rate be approved at a flat rate of \$5,000 per quarter (no change from prior year).

The motion passed.

11. 2023-2033 CAPITAL PLAN AND 2023-2025 CAPITAL BUDGET REQUEST

Joyce Lopes, Vice President for Business and Financial Affairs provided an overview of the state-funding portion of the 2023-2033 Ten-Year Capital Plan (Plan) that is associated with projects proposing state funding and approve the 2023-2025 Capital Budget Request (Request).

Lopes noted that the State of Washington has biennial capital budgets and on even years, Western has the opportunity to request additional funds for capital improvements. She added that Western started the capital planning process with an evaluation of existing and new major, intermediate, and minor capital projects for consideration in the 2023-2025 Capital Request and the 2023-2033 Capital Plan. She noted that the evaluation included an emphasis on how they fit into University Planning and Resources Council (UPRC) and University community. Lopes added that the feedback received helped develop the draft plan, which is intended to achieve the following goals:

- Preserving, improving, and modernizing our existing assets
- Improving safety
- Improving student development and services
- Increasing sustainability/reducing carbon emissions
- Flexibility in the out years to allow us to complete a comprehensive facilities master plan before identifying which building renovation(s) will be included in the next major capital project

It was noted, the Draft Plan was also presented to the Board at the April regular meeting. Based on feedback received during that meeting, the Draft Plan was slightly modified to allow the University to explore alternative procurement of the Heating Conversion Project, including but not limited to public-private partnership, during the schematic design phase in 2023-2025. The Draft Plan also added "Collaborative Space Upgrades" scope to the Classroom and Lab project to allow economies of scale and upgrading space that is becoming more important to pedagogy and student collaboration.

MOTION 06-07-2022

Trustee Franklin moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves the 2023-2033 Capital Plan which includes the 2023-2025 Capital Budget Request from State-appropriated funding sources of \$125,054,000.

The motion passed.

12. APPROVAL OF PUBLIC WORKS PROJECTS

Joyce Lopes, Vice President for Business and Financial Affairs and Rick Benner, Senior Director, Capital Planning and Development, University Architect provided an overview of the Public Works Projects that included awarding a construction contract for Bid Package #2 (Mass Timber) and an award for a design-build contract for Phase 1 level of work for the Coast Salish Longhouse.

MOTION 06-08-2022

Trustee West moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, delegate the authority to the President, in consultation with the Chair of the Board of Trustees, to award the construction contract for Bid Package #2 (Mass Timber) in

the amount not to exceed \$2,735,000 (and associated sales tax) and execute documents for the Mass Timber package for the Electrical Engineering & Computer Science Building Project.

The motion passed.

MOTION 06-09-2022

Trustee West moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a progressive design-build contract to Wellman & Zuck Construction LLC, Bellingham, WA, for \$250,000 (and associated sales tax), for the Phase 1 level of work (design and construction services) for the Coast Salish Longhouse.

The motion passed.

13. APPROVAL OF CHANGES TO WAC RULES

Melynda Huskey, Vice President for Enrollment and Student Services provided an overview of the proposed amendments to Chapter 516-25 WAC Use of University Property – Freedom of Expression and Assembly; Chapter 516-36 WAC, Use of University Property – Scheduling and General Use; and WAC 516-52-020, Weapons and Armaments Prohibited. She explained that the permanent rulemaking began in fall of 2021 and included representatives from the Attorney General's Office, Counseling, Health, and Wellbeing; Viking Union Facilities and Services; Space Planning and Administration; Student Life; Public Safety; and University Police. The proposed rules were reviewed by stakeholder groups, the Technical Review Committee, and University Policy and Rules Review Group. A public hearing was held to solicit community and campus feedback.

MOTION 06-10-2022

Trustee Lee moved, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the permanent rule changes to Chapter 516-35 WAC, Use of University Property – Freedom of Expression and Assembly; Chapter 516-36 WAC, Use of University Property – Scheduling and General Use; and WAC 516-52-020 Weapons and Armaments Prohibited as submitted.

The motion passed.

14. APPROVAL OF BOARD CONFLICT OF INTEREST POLICY & STATEMENT OF VALUES

Paul Dunn, Secretary to the Board of Trustees and Chief of Staff to the President provided an overview of the process the Board has conducted to review its Rules of Operation and existing Policies, leading to the approval of a new set of Board Bylaws and the repeal of an outdated Board Policy in 2021. Dunn explained that as part of the ongoing process the attached revised Board Conflict of Interest Policy is presented for full Board discussion and approval.

Dunn reported that as part of the Board's off-site work session held in January 2022 the Board of Trustees began to draft a statement of values and member expectations. A final draft of that document is also presented for Board discussion and approval.

MOTION 06-11-2022

Trustee Sharpe moved, that the Board of Trustees of Western Washington University approve the revised Conflict of Interest policy, dated June 10, 2022, superseding the Board Policy on Conflict of Interest dated October 7, 1994.

The motion passed.

MOTION 06-12-2022

Trustee Sharpe moved, that the Board of Trustees of Western Washington University approve the Board Statement of Values and Member Expectations, dated June 10, 2022.

The motion passed.

15. APPROVAL OF SPRING QUARTER DEGREES

Brent Carbajal, Provost and Vice President for Academic Affairs presented the candidates for undergraduate and graduate degrees for spring quarter.

MOTION 06-13-2022

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 Spring Quarter 1022, effective June 10, 2022.

The motion passed.

16. INFORMATION ITEMS

a. Tenure and Promotion Report

Provost Carbajal provided a written report listing the faculty granted tenure and/or promotion effective September 2022.

b. Academic Affairs Report – Peak Majors

Provost Carbajal provided a written report on the University's

c. University Advancement Report

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

d. Capital Program Report

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

e. University Relations and Marketing Report

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

f. Enrollment Management Report

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

g. Fellowship and Scholarship Recipients

Provost Carbajal provided a written report on the fellowship and scholarship recipients in the 2021-2022 academic year.

17. ELECTION OF BOARD OFFICERS

MOTION 06-14-2022

Trustee Jo moved, that the Board of Trustees of Western Washington University elect the following trustees to one-year terms as Board officers, to be effective at the close of this meeting.

- John Meyer, Chair
- Faith Pettis, Vice Chair

The motion passed.

18. TRUSTEE REMARKS

The trustees thanked everyone in attendance for their participation and the thoroughness of the meeting materials.

19. DATES FOR NEXT MEETING

August 18 & 19, 2022

23. ADJOURNMENT

The meeting adjourned at 12:36 p.m.

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, August 18, 2022**

1. CALL TO ORDER

Board Chair, Trustee John Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 3:02pm at the Shannon Point Marine Center in Anacortes, WA.

Board of Trustees

John M. Meyer, Chair
Chase Franklin, Vice Chair
Chris Witherspoon
Faith Pettis
Karen Lee
Mo West
Keara Ryan
Sue Sharpe

Western Washington University

Sabah Randhawa, President
Brad Johnson, Provost/Executive Vice President
Brent Carbajal, Provost/Vice President for Academic Affairs
Melynda Huskey, Vice President for Enrollment and Student Services
Joyce Lopes, Vice President for Business and Financial Affairs
Donna Gibbs, Vice President for University Relations and Marketing
Kim O'Neill, Vice President for University Advancement
Jacqueline Hughes, Chief Diversity Officer and Executive Director, Office of Equity
Rayne Rambo, Assistant Secretary to the Board of Trustees

2. SHANNON POINT MARINE CENTER: FOCUS AND RESEARCH

Dr. David Patrick provided an overview of Shannon Point Marine center research, teaching and outreach activities, including a tour of facilities.

3. TOUR SHANNON POINT MARINE CENTER

The Board of Trustees went on a faculty-led tour of the Shannon Point Marine Center in Anacortes, WA.

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, August 19, 2022**

4. CALL TO ORDER

Board Chair, Trustee John Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 8:02am at the Majestic Inn in Anacortes, WA.

Board of Trustees

John M. Meyer, Chair
Chase Franklin, Vice Chair
Chris Witherspoon
Faith Pettis
Karen Lee
Mo West
Keara Ryan
Sue Sharpe

Western Washington University

Sabah Randhawa, President
Brad Johnson, Provost/Executive Vice President
Brent Carbajal, Provost/Vice President for Academic Affairs
Melynda Huskey, Vice President for Enrollment and Student Services
Joyce Lopes, Vice President for Business and Financial Affairs
Donna Gibbs, Vice President for University Relations and Marketing
Kim O'Neill, Vice President for University Advancement
Jacqueline Hughes, Chief Diversity Officer and Executive Director, Office of Equity
Becca Kenna-Schenk, Executive Director, Government Relations
Faye Gallant, Executive Director of Budget & Financial Planning
Melissa Nelson, Assistant Attorney General
Rayne Rambo, Assistant Secretary to the Board of Trustees

5. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. One person signed up for public comment.

6. BOARD CHAIR REPORT

Trustee John Meyer, Board Chair, introduced the new Secretary to the Board, Rebecca Hansen-Zeller, who will be starting in September. He also welcomed Brad Johnson to his new role as Provost and Executive Vice President for Academic Affairs. Finally, he welcomed Jacqueline Hughes as the University's first Chief Diversity Officer.

Chair Meyer shared reflections on the exciting presentation and tour at the Shannon Point Marine Education Center the day before. He also encouraged trustees to candidly share their thoughts about expanding Western's presence and impact on the Peninsulas.

**RESOLUTION NO. 2022-05
A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY**

RECOGNIZING THE SERVICE OF TRUSTEE

Karen Lee

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

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

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

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

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

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

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

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

**RESOLUTION NO. 2022- 06
A RESOLUTION OF THE BOARD OF TRUSTEES OF**

WESTERN WASHINGTON UNIVERSITY

WELCOMING TRUSTEE

Keara Ryan

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

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

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

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

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

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

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

7. UNIVERSITY PRESIDENT'S REPORT

President Randhawa reported on staffing changes and personnel searches that are underway. He shared reflections on the impressive research being done at Shannon Point Marine Center and the impact it has locally and globally. He reported on recent meetings with legislators. He also commented on preparation for Fall quarter and a return to in-person, normal operations.

8. FACULTY SENATE REPORT

Lysa Rivera was not in attendance but she submitted a written report.

9. ASSOCIATED STUDENTS REPORT

The AS Student President was not in attendance and did not submit a written report.

10. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE

Trustee Sue Sharpe, Chair, Finance, Audit, and Enterprise Risk Management (FARM) Committee reported on their recent meeting which included an enrollment update, an update on university

dining services, a meeting with the State Auditors, and review of the decision package that the board will consider today.

11. BOARD STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West, Chair, Student Success Committee, (SSC) reported that the committee re-scheduled the meeting on August 17th to September 19th. Student Academic Distress will be on the agenda. She will provide a report at the next regular meeting of the Board of Trustees.

12. WESTERN ON THE PENINSULAS

President Sabah Randhawa provided the Board with an introduction to the possibility of Western expanding its presence and impact on the Peninsulas, and conversations that are currently being had with legislators. Western currently offers several degree programs in locations on the Kitsap and Olympic Peninsulas in partnership with Olympic College and Peninsula College that are collectively referred to as the “Western on the Peninsulas” programs.

Brent Carbajal reported on existing 2+2- year degree programs and a 2019 Feasibility Study that determined that a more established four-year university presence is needed in order to better serve the regional workforce needs. It was noted that the Kitsap and Olympic Peninsula region is currently one of the most underserved regions in the state for four-year and master’s level degree programs.

Brad Johnson and Sabah Randhawa fielded questions from the trustees. After thorough discussion, the trustees indicated support for the proposal to expand Western’s presence on the peninsulas.

Chair Meyer announced a ten-minute break at 9:57 a.m. The Board reconvened at 10:18 a.m.

13. FOUNDATION AND ALUMNI BOARD MERGER UPDATE

Kim O’Neill, Vice President for University Advancement provided an update of the merger of the Western Washington University Foundation and Alumni Association Boards. The goal of the merger is to better align, integrate and operationalize the work of the Alumni Association and Foundation. The merger will result in a modernized model of a highly strategic, coordinated, efficient and intentional approach to alumni and donor engagement. Alumni will be exposed to more meaningful engagement interactions with the University, which will strengthen their affinity and result in heightened volunteerism, advocacy and philanthropy.

14. BOARD POLICIES ON DELEGATION OF AUTHORITY, PRESIDENTIAL EVALUATIONS, AND BOARD SELF-EVALUATION

Trustee Sue Sharpe and Trustee Faith Pettis outlined the proposed changes to the policies. The board decided to table the policies until October, pending further review.

15. OPERATING BUDGET REQUEST FOR BIENNIUM 2023-2025

Joyce Lopes, Vice President for Business and Financial Affairs, presented the 2023-2025 Biennial Operating Budget Request. This request is driven by Western’s mission to serve the people of the state of Washington and its core strategic priorities, to advance inclusive student success and increase its impact in Washington. These proposals were developed in line with the vision to

advance the State's education attainment goals, and prepare and inspire individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions. The request includes items that are critical to maintain and enhance Western's strengths, as well as operations and maintenance funding necessary to operate the university facilities and infrastructure.

This request was developed through the Strategic Budgeting process. The following Decision Packages were presented for approval:

- Critical Compensation Adjustments
- Core Infrastructure and Safety
- Expanding Expertise in Environment and STEM Fields
- Student Retention and Recovery
- Maintenance and Operations

MOTION 08-00-2022

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

The motion passed.

16. APPROVAL OF SPRING QUARTER DEGREES

Brad Johnson Provost and Executive Vice President presented the candidates for undergraduate and graduate degrees for summer quarter.

MOTION 08-01-2022

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

The motion passed.

17. INFORMATION ITEMS

a. Academic Affairs Report

Provost Brent Carbajal and Incoming Provost Brad Johnson submitted a written report.

b. Enrollment Management Report

Melynda Huskey submitted a written report.

c. University Advancement Report

The Advancement Report was included in the written materials.

d. Capital Program Report

A report was included in the written materials.

e. University Relations and Marketing Report

Donna Gibbs submitted a written report.

f. Affirmative Action Program Summary Report

The Office of Civil Rights and Title IX Compliance submitted the Affirmative Action Program Report.

The board reviewed the written reports. Trustee Karen Lee asked about faculty demographics that were reported in the Affirmative Action Report.

18. TRUSTEE REMARKS

Trustees discussed the possibility of an extended work session in the fall.

19. DATES FOR NEXT MEETING

October 13 & 14, 2022 at Western Washington University in Bellingham, WA.

23. ADJOURNMENT

The meeting adjourned at 11:11 a.m.

**Western Washington University
Board of Trustees
Special Meeting Minutes
Monday, September 19, 2022**

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 9:33 a.m., via Zoom. A quorum was established by roll call.

Board of Trustees

John M. Meyer, Board Chair – *via Zoom*
Faith Pettis, Vice Chair – *via Zoom*
Keara Ryan – *via Zoom*
Sue Sharpe – *via Zoom*
Mo West – *via Zoom*
Chris Witherspoon – *via Zoom*

Western Washington University

Sabah Randhawa, President
Brad Johnson, Provost/executive Vice President
Joyce Lopes, Vice President for Business and Financial Affairs
Robert Squires, Vice Provost, Outreach and Continuing Education
Becca Kenna-Schenk, Executive Director, Government Relations
Melissa Nelson, Assistant Attorney General
Rebecca Hansen-Zeller, Secretary to the Board of Trustees
Rayne Rambo, Executive Assistant to the President
Robert Clark, Manager of Digital Video Services
Lisa LaGuardia, Assistant Attorney General

2. APPROVAL OF WWU PENINSULAS DECISION PACKAGE

Board approval is required for decision packages comprising Western's 2023-2025 Biennial Operating Budget Request for submission to the Governor's Office of Financial Management.

President Randhawa introduced the Decision Package with three main components:

1. Funding for faculty, degree programs still being defined by workforce needs
2. Support services, critical services such as admissions/financial aid/ academic advising
3. Enhancement of physical and IT infrastructure

President Randhawa is also working with legislature on a bill to authorize Western to offer 4-year programs. Funding would begin on July 1, 2023.

MOTION 09-01-2022

Trustee Pettis moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the WWU-Peninsulas decision package and operating budget request of \$8,805,024 in state funds in support of academic and administrative operations at WWU's locations on the Kitsap and Olympic Peninsulas. With

concurrence of the Board Chair, the President may make adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management, to advance consistency among the submissions of Washington's six public baccalaureate institutions, or other adjustments as appropriate.

Trustee West seconded the motion.

The motion passed with a 6-0 vote in the affirmative by all trustees present.

3. EXECUTIVE SESSION

Chair Meyer called a 10-minute Executive Session at 9:56am.

RCW 42.30.110 of the Open Public Meetings Act governs Executive Sessions of the Board of Trustees.

The Executive Session concluded at 10:08am.

4. ADJOURNMENT

The meeting adjourned at 10:09am. The next Regular Meeting of the Western Washington University board of Trustees is on Friday, October 14.

**Western Washington University
Board of Trustees
Special Meeting Minutes
Thursday, September 29, 2022**

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 9:04 a.m., via Zoom. A quorum was established by roll call.

Board of Trustees

Chase Franklin – *via Zoom*
John M. Meyer, Board Chair – *via Zoom*
Faith Pettis, Vice Chair – *via Zoom*
Sue Sharpe – *via Zoom*
Mo West – *via Zoom*
Chris Witherspoon – *via Zoom*

Western Washington University

Sabah Randhawa, President
Brad Johnson, Provost/executive Vice President
Becca Kenna-Schenk, Executive Director, Government Relations
Melissa Nelson, Assistant Attorney General
Geno Defa, Interim Associate Vice President of Human Resources
Rod Younker, Labor Relations Attorney, Partner and CEO, Summit Law
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

2. EXECUTIVE SESSION

Chair Meyer announced a 30-minute Executive Session to meet with legal counsel at 9:05 am. The Open Public Meetings Act authorizes the Board to meet in Executive Session to discuss specific matters as outlined in RCW 42.30.110. No action was taken in Executive Session.

Chair Meyer welcomed participants back to the public meeting at 9:52am.

**3. ACTION ITEM: CONSIDERATION OF A COLLECTIVE BARGAINING AGREEMENT
BETWEEN WESTERN WASHINGTON UNIVERSITY AND PUBLIC SCHOOL EMPLOYEES
(PSE) OF WASHINGTON**

A Collective Bargaining Agreement was reached with the WWU collective bargaining team and the Public School Employees (PSE) of Washington on September 13, 2022. The Agreement was ratified by the membership on September 22, 2022. The Board heard about the changes to this contract and fiscal impacts during Executive Session.

MOTION 09-02-2022

Trustee Franklin moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Collective Bargaining Agreement between Western Washington University and the Public School Employees (PSE) of Washington for July 1, 2023 through June 30, 2025.

Trustee Pettis seconded the motion.

The motion passed with 6 votes in the affirmative by all trustees present.

Chair Meyer thanked members of the bargaining teams from Western Washington University.

4. ACTION ITEM: CONSIDERATION OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN WESTERN WASHINGTON UNIVERSITY AND WASHINGTON FEDERATION OF SCHOOL EMPLOYEES (WFSE)

A Collective Bargaining Agreement was reached with the WWU collective bargaining team and the Washington Federation of State Employees (WFSE) on September 12, 2022. The Agreement was ratified by the membership on September 23, 2022. The Board heard about the changes to this contract and fiscal impacts during Executive Session.

MOTION 09-03-2022 Trustee Witherspoon moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Collective Bargaining Agreement between Western Washington University and the Washington Federation of State Employees (WFSE) for July 1, 2023 through June 30, 2025.

Trustee Sharpe seconded the motion.

The motion passed with 6 votes in the affirmative by all trustees present.

Chair Meyer thanked members of the bargaining teams from Western Washington University.

5. ACTION ITEM: CONSIDERATION OF A COLLECTIVE BARGAINING AGREEMENT BETWEEN WESTERN WASHINGTON UNIVERSITY AND FEDERATION OF POLICE (FOP) MATT HERZOG MEMORIAL LODGE #24 LAW ENFORCEMENT UNITS

A Collective Bargaining Agreement was reached with the WWU collective bargaining team and the Fraternal Order of Police (FOP) on June 13, and the Agreement was ratified by the membership on the same day, June 13, 2022. The Board heard about the changes to this contract and fiscal impacts during Executive Session.

MOTION 09-04-2022 Trustee Sharpe moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Collective Bargaining Agreement between Western Washington University and the Washington State Fraternal Order of Police Matt Herzog Memorial Lodge #24 Law Enforcement Units for July 1, 2023 through June 30, 2025.

Trustee West seconded the motion.

The motion passed with 6 votes in the affirmative by all trustees present.

Chair Meyer thanked members of the bargaining teams from Western Washington University.

6. WWU PENINSULAS DECISION PACKAGE UPDATE

The WWU Board of Trustees approved inclusion of the WWU-Peninsulas decision package in the University's 2023-2025 Biennial Operating Budget Request on September 19, 2022. There was an error in the total amount of the decision package that was included in the meeting materials. The correct total request for the WWU-Peninsulas decision package for the 2023-25 biennium is \$8,035,668.

7. ADJOURNMENT

Chair Meyer shared reflections from the State of the University event that took place on September 28. He thanked trustees who attended on campus and online.

The meeting adjourned at 10:07 am.

The next Regular Meeting of the Board of Trustees is on October 13-14, 2022.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 14, 2022

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

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.

Persons wishing to comment will sign in between 7:45 – 7:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

TO: Members of the Board of Trustees
FROM: John M. Meyer, Chair, Board of Trustees
DATE: October 14, 2022
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 14, 2022

SUBJECT: **University President's Report**

PURPOSE: Information Item

Purpose of Submittal:

President Randhawa will present brief reflections 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: October 14, 2022

SUBJECT: Faculty Senate

PURPOSE: Faculty Senate Report

Purpose of Submittal:

Lysa Rivera, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

Report from Faculty Senate
Lysa Rivera
October 4, 2022

Good morning. Thank you very much for the opportunity to speak today. Because I was unable to meet you this August, I thought it might help to introduce myself. My name is Lysa Rivera. I'm an associate professor of English and have been at Western since 2007. I teach courses in multiethnic American literature.

Last week I had the pleasure of leading not only our first Senate meeting of the new academic year, but the first in-person meeting in two years. Although this year is just getting started, we had in front of us a very time-sensitive agenda item carried over from the previous year. This relates to the distribution of course evaluations. As a reminder, during the pandemic period when all or most courses were taught remotely, the Faculty Senate recommended a simple **online** form to be distributed for all courses. With the help of the University Office of Research, these online course evaluations forms have been what we have used for the past two and a half years. Unfortunately, the return rate of these course evaluations is **significantly** lower than in person evaluations. Because research persistently shows that the validity of assessment correlates directly with a strong response rate, faculty have been eager to return to print evaluations. Then last Fall, we learned that the previous technology utilized to read the scantron portion of the print course evaluations no longer worked. Faculty are eager to return to print evaluation forms, in part because we always benefit from constructive feedback, but more importantly because these evaluations serve a large role faculty reviews, promotions, and salary increases.

As always, where there are problems there are opportunities and this glitch was no exception. It prompted Senate to think more intentionally about the content and delivery of course evaluations moving forward. Partly by necessity (i.e. the defunct software) and partly in response to what faculty generally agree to be a limited tool for evaluating learning in the classroom, Senate decided to put together an ad hoc committee charged with developing a working **set of new course evaluation questions** to be used in a pilot project for this entire academic year. I chaired this committee, and our work took place over the summer. A few takeaways from our work are as follows:

- 1) There is a use for course evaluations: they provide a space for students to provide constructive feedback anonymously and without fear of repercussions. This sort of feedback serves faculty who want to understand what works and doesn't work in a course and as a way for faculty to understand where they might improve, change or expand on content and assignments.
- 2) Research overwhelmingly shows that course evaluations are also spaces in which students express personal grievances and/or disagreements with faculty members. Rather than reflecting candidly on learning, their feedback evaluates the instructor.

- 3) Multiple studies have shown severe bias against faculty from marginalized identities including faculty of color, queer faculty, and women.

The new sets of questions we crafted were informed by these points and various ‘best practice’ models available to us online. We also revisited the old, pre-Covid questions, some elements of which were incorporated into the new question bank.

During last week’s Senate meeting we passed a motion to solicit feedback from our constituents across campus on how faculty would like to proceed. Given the robust and productive discussion we had in Senate yesterday, I am confident that whatever step we do take, it will reflect the general will of the faculty and will be in the best interests of both them and their students.

Outside of course evaluations, Senate also discussed a proposal to revise the membership by-laws the University Planning and Resource Council (UPRC). This proposal builds upon the work undertaken by UPRC last year (to strengthen its place in conversations about resource allocation) by redirecting the shift in focus of its membership in a way that centers faculty and promotes advocacy, transparency, and communication.

Thank you for your time today. Can I answer any questions?

**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: October 14, 2022
SUBJECT: **Associated Students**
PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Sargun Handa will brief the Board of Trustees on recent activities of the Associated Students.

To the Western Washington University (WWU) Board of Trustees,

The Associated Students of Western Washington University (ASWWU) student governance has made significant progress since the academic year began in September of 2022, including:

ASWWU Executive Board:

- There currently is a vacancy in the ASWWU Vice President for Diversity Position. That position will be filled by 10/27/2022.
- The ASWWU Executive Board took a retreat to Shannon Pointe Marine Center in September. We were able to tour the location and plan our long-term goals for 2022-23.
- ASWWU President Handa and ASWWU VP for Governmental Affairs Resendiz-Eyler attended the Washington Student Association Fall General Assembly during the first weekend of October.
- At the General Assembly, the Washington Student Association passed the ASWWU's two legislative proposals on a scholarship fund for marginalized students and a permanent program supporting students experiencing homelessness.
- At the General Assembly, ASWWU President Handa was elected to serve as the Chair of the Washington Student Association Board of Directors.

ASWWU Student Senate:

- There currently is an ASWWU Student Senator vacancy in the College of Fine and Performing Arts. The ASWWU Student Senate President is filling that position by 11/5/2022.
- The ASWWU Student Senate's first meeting was 10/5/2022. They are currently electing a Vice Chair who will support the ASWWU Student Senate President for the remainder of the year.
- During the first meeting, the ASWWU Student Senate voted on creating an Outreach Subcommittee and Diversifying Curriculum Subcommittee.

Thank you for your time and support of our leadership. We will continue to regularly report our progress to the WWU Board of Trustees in the future.

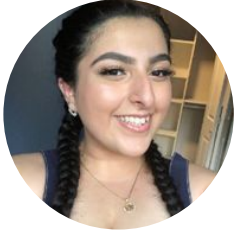
Sincerely,



Sargun Handa | She/her/hers
ASWWU President | Associated Students of WWU



ASWWU Executive Board 2022-2023



Sargun Handa, President | Year: Senior

aspres@wwu.edu

I will continue to represent you all by working with and hearing my peers to improve students' experiences at WWU. During my 1,000 hours and counting of serving you, the most rewarding times were when I advocated to administration about the issues that you brought to me, such as the lowering fees during the pandemic, religious accommodations for students observing Ramadan, and shredding the contract with Aramark



Rahma Iqbal, Senate President | Year: Senior

as.senate.president@wwu.edu

Working with Student Senators again would be incredibly beneficial as I would be able to continue promoting and implementing the good work my fellow Senators and I have been working on this past academic year. This work includes serving on the Sustainability, Equity, and Justice Fund committee, implementing Black Student Organization Demands, creating and passing the 2022 Ramadan Accommodations, and working towards the goal of an AS union!



Noah Schexnayder, ASVP for Activities | Year: Sophomore

asvpact@wwu.edu

I'm studying psychology and philosophy, mostly focusing on cognition. I'm running for VP of Activities so I can provide the community with fun events that bring us together. I'll also prioritize raising student engagement, by taking your input into account and connecting clubs directly to students.



Sophie Snyder, ASVP for Student Services | Year: Senior

as.vp.studentservices@wwu.edu

My top concerns are INCLUSIVITY and ACCESSIBILITY. I want to make sure that marches for more accessible services do not go unnoticed. I also want to be an active listener and advocate for BIPOC students, LGBTQIA students, students with disabilities, and students with families, so they can get what they want and need from Western to prepare them for their dream career.



Maggie Minogue, ASVP for Diversity | Year: Sophomore

asvpdiv@wwu.edu

I would love to be the voice who ensures that students from different backgrounds are heard and their needs are met. I want to make sure I can help create an inclusive environment where all students no matter race, gender, etc. feel included and I think the best way to do that is through communication and finding solutions to these problems.



Jesús Resendiz-Eyler, ASVP for Governmental Affairs | Year: Junior

asvp.gov@wwu.edu

I want to make Western more politically active and politically aware of what is going on in local, state, and national politics. With this, I want to make sure that students' voices are being heard and changes are being made by and for the students. It's important that students know that change will never come without political participation.



Seb Genge, ASVP for Sustainability | Year: Senior

as.vp.sustainability@wwu.edu

I will take on an intersectional approach to sustainability because I understand that climate action must go hand in hand with equity and justice. During my time in this position I will work tirelessly in the transition towards a self-operated dining system, advocate for the needs of our underrepresented students, improve energy efficiency around campus, and push for greater responsibility in our institutional investments.

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

TO: Members of the Board of Trustees

FROM: Faith Pettis, Trustee and Member of the Board Finance, Audit, and Enterprise Risk Management Committee

DATE: October 14, 2022

SUBJECT: **Board FARM Committee Report**

PURPOSE: Information Item

Purpose of Submittal:

Trustee 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 Academic Affairs and Student Success Committee
DATE: October 14, 2022
SUBJECT: **Board Academic Affairs and Student Success Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Provost Brad Johnson

DATE: October 14th, 2022

SUBJECT: Enrollment Patterns: A New Framework for Strategic Budget and Schedule Planning

PURPOSE: Discussion Item

Purpose of Submittal:

In this interactive session, Provost Johnson will provide a vision for the annual planning processes in Academic Affairs, and how the new processes will dovetail with the strategic budgeting timelines. The discussion will include background and data to illustrate some robust enrollment patterns that occurred over the past decade, combined with a look forward, in order to provide the Trustees with a cause and effect picture of the changes coming, the overall purpose of the changes, and projected outcomes.

Background:

The major planning processes in AA have long been largely focused on the creation of 'Decision Packages' as the perceived route to new and nimble base funding. As a result, the bulk of attention from units is often diverted from more focused program assessment and planning, including careful scheduling that is strategically mindful of enrollment patterns. The presentation will help provide an understanding of the general paths that students take when navigating the institution and the connections between the broader institutional goals and the strategic goals of programs, and how they are accomplished.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Joyce Lopes, Vice President for Business and Financial Affairs

DATE: October 14, 2022

SUBJECT: **APPROVAL OF PROPOSED NEW WAC CHAPTER – CHAPTER 516-32 WAC, SMALL WORKS ROSTER**

PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board to adopt a proposed new chapter in Title 516 of the Washington Administrative Code (WAC).

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the proposed new chapter 516-32 WAC, Small Works Roster as filed in the *Washington State Register*, WSR 22-15-098.

Points to Consider:

The Small Works Roster is an expedited procurement process for construction contracts that are \$350,000 and under. This process reduces consulting and advertising costs incurred by the university, and casts a wider net for contractor selection. Specifically, use of the Roster will target contractors who are in the trade and within the scope of the work needed, and can target certified firms such as small businesses and women or minority owned businesses. In addition, adopting the use of the Small Works Roster removes the requirement of bid bonds and other certification requirements that may eliminate a barrier to small business that precluded submitting bids under a traditional public works bidding process. Per RCW 39.04.155, to establish a Small Works Roster a rule must be adopted.

Stakeholder review included the following: Technical Review Committee and University Policy & Rules Review Group. In addition, a public hearing was held to seek university and community comments.

Supporting Information:

Attachment 1 Proposed new chapter 516-32 WAC, Small Works Roster
Attachment 2 Hearing Officer's Report

**Chapter 516-32 WAC
SMALL WORKS ROSTER**

NEW SECTION

WAC 516-32-010 Purpose and authority. This chapter of the Washington Administrative Code is adopted pursuant to RCW 39.04.155, authorizing Western Washington University to adopt procedures to award contracts for construction, building, renovation, remodeling, alteration, repair, or improvement of real property in lieu of other procedures for such work with an estimated cost of \$350,000 or less. The university, in establishing a small works roster, shall use the procedures set forth in this chapter.

NEW SECTION

WAC 516-32-020 Project construction cost. Whenever the estimated cost of any construction or improvement of real property does not exceed \$350,000, the university is authorized to use the small works roster in lieu of public advertisement for bids. In the event that the legislature further increases the small works roster limit, the university is authorized to use the small works roster for any projects up to the legislatively authorized limit. No project shall be broken into units or phases for the purpose of avoiding the maximum dollar amount of a contract that may be met using the small works roster.

NEW SECTION

WAC 516-32-030 Creation of small works roster or rosters. The university may create a single general small works roster, or it may create a small works roster for different specialties or categories of anticipated work. The rosters may make distinctions between contractors based upon different geographic areas served by the contractors.

NEW SECTION

WAC 516-32-040 Notice of small works rosters and solicitation of contractors. At least once per year, the university shall cause to be published, in a newspaper of general circulation within the counties where small works are expected to be performed, a notice of the existence of any rosters, and shall solicit the names of contractors for such roster or rosters.

NEW SECTION

WAC 516-32-050 Procedure for use. Procedures shall be established for securing telephone, written, or electronic quotations from contractors on the appropriate small works roster to assure that a competitive price is established and to award contracts to the lowest responsible bidder. Bids may be solicited from all appropriate contractors on the roster or, alternatively, from at least five contractors who have indicated the capability of performing the kind of work being contracted. If the estimated cost of the work is from \$250,000 to \$350,000, and bids are not solicited from all appropriate contractors, all appropriate contractors must be notified that bids are being solicited. Detailed plans and specifications are not required as part of the bid invitation.

NEW SECTION

WAC 516-32-060 Applicable statutes. All statutes pertaining to contracts for public works shall be otherwise fully applicable to contracts awarded through the small works roster procedure.

NEW SECTION

WAC 516-32-070 Qualification requirements. To qualify for placement on the Western Washington University small works roster, contractors must demonstrate the following in experience and qualifications:

- (1) Be a licensed contractor in the state of Washington;
- (2) Have successfully completed a public works project, as defined by RCW 39.04.010; and
- (3) Have experience in the area of expertise for which listing is sought.

NEW SECTION

WAC 516-32-080 Administration. The vice president for business and financial affairs, or designee, is authorized to establish procedures for university use of its small works roster.

NEW SECTION

WAC 516-32-090 Denial or removal of contractors from small works roster—Reasons. A contractor may be denied placement on or, after

such placement, may be removed from a small works roster for any of the following reasons:

(1) The contractor has failed to respond to five solicitations for bids on jobs offered through the small works roster;

(2) The contractor's past performance has demonstrated the firm not to be a responsible bidder per the provisions in RCW 39.04.350.

WWU RULE-MAKING REVIEW
Hearing Officer's Report
New Chapter 516-32 WAC, Small Works Roster

On August 25, 2022, at 11:00 am, a public hearing was held via Zoom to receive comment regarding the proposal to adopt a new chapter under Western Washington University's title in the Washington Administrative Code (WAC), Chapter 516-32 WAC, Small Works Roster. The hearing was conducted by Jennifer Sloan, Rules Coordinator, and the hearing was held pursuant to the authority provided in the Revised Code of Washington Open Public Meetings Act and Administrative Procedures Act.

The Hearing Officer's Report is provided to President Sabah Randhawa for consideration of adoption of the new WAC chapter. Upon approval, the proposed new chapter will be presented to the Board of Trustees in October for adoption and will be effective 31 days after filing with the Code Reviser's Office.

Notice of Hearing

Notice of public hearing was posted on the Rules Coordinator's [website](#), was published in the August 3, 2022, issue of the *Washington State Register* (22-15-098), and was posted in the University newspaper, *The Front*, and the University's online newsletter, *Western Today*, on August 11, 2022 and August 15, 2022 respectively.

Hearing Attendance

The hearing was attended by: Assistant Attorneys General Kerena Higgins and Melissa Nelson; Brian Ross, Associate Director of Capitol Planning & Development; and Teyra Carter, Budget Analyst.

Background and Overview

Brian Ross provided the background and overview of the proposed new rule. Mr. Ross stated that the Small Works Roster is another avenue to procure construction contracts that are between \$25,000 and \$350,000. This will allow for expeditious contracting with contractors, reduce advertising costs incurred by the University, and cast a wider net for contractor selection. Specifically, use of the Roster will target contractors who are in the trade and within the scope of the work needed and can target certified firms such as small businesses and women or minority owned businesses. Currently, approximately 150 of those businesses are on the Roster. In addition, adopting the use of the Small Works Roster removes the requirement of bid bonds, and may eliminate a barrier to small business that may not otherwise submit a bid. Insurance and bonding are still required, but that would be after the bid is awarded. The award of a contract will follow RCW 39.04.155 and go to the lowest bidder. In summary, adoption of a Small Works Roster will allow for expeditious, cost-effective bidding, and seek out vendors who are in the trade.



Testimony

The Rules Coordinator reported that no written testimony was received.

Audience Comments and Questions

There were no audience comments, and no testimony was given.

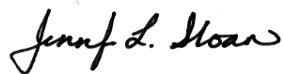
The hearing adjourned at 11:06 a.m.

Conclusion

Considering the thorough review process by university constituents and because the public hearing allowed for an open forum of the University community, I recommend the following:

- That President Randhawa approves the adoption of new chapter 516-32 WAC and further, that the proposed new chapter be brought before the Board of Trustees for consideration.

Respectfully submitted,



Jennifer Sloan
Rules Coordinator

JS

Attachment:

Chapter 516-32 WAC – Final Draft of Proposed New Rule

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: December 13, 2019
SUBJECT: **Public Works Projects**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the university recommendations provided on Public Works Projects.

Proposed Motion(s):

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dawson Construction, Bellingham, WA, for the amount of \$1,112,814 (base bid) (plus associated sales tax) for the construction contract to construct the Multiple Building Access Control.

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a consultant contract to Perkins + Will, Seattle, WA, for a fee of \$4,965,437, to provide Pre-Design and Design Services and Construction Administration for the construction of the Electrical Engineering and Computer Science Building

Supporting Information:

16a PW737 – UR Access Control
16b PW758 – Electrical Engineering and Computer Science Building

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Lopes

DATE: October 14, 2022

SUBJECT: **Construction Contract for South College Drive Improvements, PW787**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the South College Drive Improvements, PW787. Contract award following Board action. Construction to start October 28, 2022.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Tiger Construction, Bellingham, WA for the amount of \$777,000 (plus associated sales tax) for the construction contract to construct the South College Drive Improvements project.

Supporting Information:

Beginning in March 2023 with the Kaiser-Borsari Hall, followed by the Student Development & Success Center, and running through June 2029 with substantial completion of the Environmental Studies Building renovation, there will be significant construction happening in the south-central part of campus over the next six years. In order to support development of those projects and to provide consistency with our Institutional Master Plan goals of providing a more pedestrian friendly academic core and create a primary entrance to campus on Bill McDonald Parkway, we are undertaking several parking displacement projects.

The initial project that the Board approved in April 2022 as part of the Kaiser-Bosari Hall, has created 43 parking spaces behind the Wade King Student Recreation Center. With Board approval today, this project will create an additional 131 parking spaces on South College Drive and complete our displacement plan for the next several projects.

Work is planned to be complete and usable by the end of 2022, with final seal coating and striping to occur after June 2023 Commencement.

This project was advertised for competitive bidding on September 1, 2022, with the bid opening held at 11 AM on September 22, 2022. Six bids were received by the University, one was disqualified due to not properly providing documents (see attached bid summary).

Wilson Engineering LLC, Bellingham, WA, prepared the plans and specifications for this project.

Advertisement for bids included language promoting diverse business participation. The low bidder, Tiger Construction, did not list MWBE participation percentages.

The total budget for the project is \$1,500,000.

Source of Funding: Institutional Funds - Parking

BID SUMMARY**PROJECT:** PW787 South College Drive Improvements**BID OPENING:** September 22, 2022

Bidder Name:	Tiger Construction (apparent low)	Strider Construction	Colacurcio Brothers	RAM Construction	Granite Construction	A-1 Landscaping & Construction
Base Bid (no alternates)	\$777,000.00	\$847,500.00	\$888,500.00	\$999,000.00	Bids were not accepted (incomplete)	1,391,145.00
Sales Tax (8.8%)	\$68,376.00	\$ 74,580.00	\$78,188.00	\$87,912.00		\$122,420.76
TOTAL	\$845,376.00	\$ 922,080.00	\$966,688.00	\$1,086,912.00		\$1,513,565.76

**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, Business and Financial Affairs

DATE: October 14, 2022

SUBJECT: Construction Contract Amendment, Electrical Contractor/Construction Manager (EC/CM) and Mechanical Contractor/Construction Manager (MC/CM) Building Information Modeling (BIM), for Electrical Engineering & Computer Science Project, PW758

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract amendment for Electrical Contractor/Construction Manager and Mechanical Contractor/Construction Manager Building Information Modeling, for Electrical Engineering & Computer Science (EECS) Project, PW758.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Mortenson, Seattle, WA, in the amount of \$592,862 (plus associated sales tax) for Amendment #4, Electrical Contractor/Construction Manager and Mechanical Contractor/Construction Manager Building Information Modeling, for Electrical Engineering & Computer Science Project, PW758.

Supporting Information:

The EECS Project is using the alternative delivery method of General Contractor/Construction Manager (GC/CM) as allowed under RCW 39.10.340. RCW 39.10.370 allows for a Public Body to authorize the GC/CM to proceed with the bidding and award of construction bid packages before the receipt of complete project plans and specifications. This amendment will allow Building Information Modeling funding from construction forward in the schedule to preconstruction so that coordination can occur with the mass timber fabricator due to long lead times.

Direct Construction Costs	\$	506,159
Negotiated Support Services	\$	0
Risk Contingency	\$	0
General Conditions	\$	67,398
<u>GC/CM Fee</u>	<u>\$</u>	<u>19,305</u>
TOTAL	\$	592,862

The remaining construction funding approval is scheduled for the February 2023 Board meeting with construction starting in late March 2023.

This project is still establishing goals for Minority and Women's Business Enterprises (MWBE) participation by firms certified with the Washington State Office of Minority and Women's Business Enterprises. The current Replacement Parking Bid Package for the EECS project (PW758) is tracking at participation with MBE (1.1%) and WBE (0%) firms that are certified with the Office of MWBE. The GC/CM contractor and consultant will continue extensive outreach to firms with the intent of meeting, if not exceeding, the goals. We will better understand the overall MWBE, small and disadvantaged business percentage data once the overall construction contract is finalized in February 2023.

The total budget for the project is \$72,110,000 and includes \$100,000 from Institutional Parking Funds.

Source of Funding:

State Capital Bond Funds
WWU Institutional Parking Funds
Private Donations

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

DATE: October 14, 2022

TO: Members of the Board of Trustees

FROM: Trustees Sue Sharpe and Faith Pettis, President Sabah Randhawa

SUBJECT: Discussion of Board Policies

PURPOSE: Action Items

Purpose of Submittal:

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

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

Supporting Information:

WWU BOT Governance Structure August 2022
WWU Board of Trustees Delegation of Authority Policy dated August 19, 2022
Annotated WWU Board of Trustees Delegation of Authority Policy dated August 19, 2022
WWU Board of Trustees Board Self-Assessment Policy dated August 19, 2022
WWU Board of Trustees Self-Evaluation Policy dated August 19, 2022
WWU Board of Trustees Policy on Committee Charters dated August 19, 2022

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

GOVERNANCE POLICIES AND STRUCTURE

DRAFT

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



RESOLUTION NO. 2022-07

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

BOARD POLICY ON DELEGATION OF AUTHORITY

WHEREAS, the Western Washington University Board of Trustees is vested with full authority to manage the assets and affairs of the University.

WHEREAS, the Board's powers and duties are granted by Washington State law, in particular the Revised Code of Washington Chapter 28B.10 and 28B.35 ([RCW 28B.10](#) and [28B.35](#)) and other statutory provisions.

WHEREAS, [RCW 28B.10.528](#) authorizes the Board to delegate by resolution any of its powers and duties to the University President or designee.

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

WHEREAS, the Delegation of Authority Policy delineates specific powers reserved by the Board and, conversely, powers that have been delegated to the President or designee, provided that any delegated authority continues to be subject to the ultimate authority of the Board to intervene in any matter.

WHEREAS, the Board will periodically review this policy and reserves the right to amend or rescind it by resolution at any time.

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that the attached Delegation of Authority Policy is formally adopted.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on October 14, 2022.

ATTEST:

John M. Meyer, Chair
Chair

Faith Li Pettis, Vice
Chair

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON DELEGATION OF AUTHORITY
ANNOTATED DRAFT

Purpose

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

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

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

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

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

Reserved and Delegated Authority

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

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

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

Board Administration

The Board has reserved the following authority in this area:

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

Commented [FP2]: This was previously in the BOT Rules of Operation

University Personnel

The Board has reserved the following authority in this area:

- (a) **To Select, Appoint, and Evaluate the President.** This includes responsibility for setting the compensation, benefits, and other terms and conditions of the President's employment, who shall serve at the pleasure of the Board. The President's contract(s) shall be authorized in compliance with the Open Public Meetings Act, Chapter 42.30 RCW.
- (b) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements.
- (c) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.
- (d) **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW).

Commented [FP3]: (a)-(d) previously in the BOT Rules of Operation

- (e) **To authorize legal defense and indemnification of employees, officers, or volunteers, subject to the following:**

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

Commented [FP4]: This is newly added.

University Rules and Policies

The Board has reserved the following authority in this area:

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

Commented [FP5]: Previously in the BOT Rules of Operation

powered devices; and Chapter 516-15 WAC, Skateboards, foot scooters, skates, and other similar devices.

Tuition and Fees

The Board has reserved the following authority in this area:

Commented [FP6]: Previously in the BOT Rules of Operation

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

Academics, Planning, and University Structure

The Board has reserved the following authority in this area:

Commented [FP7]: Previously in the BOT Rules of Operation

- (a) **To Structure the University.** To establish or abolish colleges, divisions, schools, and degree programs.
- (b) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.
- (c) **To approve the University-wide strategic plan.**
- (d) **To approve the campus master plan.**

Budgets, Business, and Finance

The Board has reserved the following authority in this area:

Commented [FP8]: Previously in the BOT Rules of Operation, with changes noted below

- (a) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.
- (b) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- (c) **To Approve Settlement Agreements.** To enter into agreements for the purposes of settlement of legal claims or potential legal claims when the total costs to WWU are estimated to be greater than ~~\$100,000.~~
- (d) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other

Commented [FP9]: The BOT Rules of Operation allow the Board to approve the settlement of claims in excess of \$50,000. With this policy, we would be allowing the President to settle claims up to \$100,000.

appropriate laws in instances where the Agreement allows for the creation of a separate corporate or legal entity or involves the commitment of University funds in excess of \$100,000, regardless of duration. The Board shall be informed of the execution of an Interlocal Agreement at the next subsequent board meeting.

- (e) **To Purchase, Acquire, or Lease Real Estate.** To authorize the purchase, acquisition, or long-term lease (for more than two years and in excess of \$100,000 in annual rent) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases (for more than two years and in excess of \$100,000 in annual rent) of real property.
- (f) **To Select Certain Architects and Engineers and Authorize Certain Public Works Contracts.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works and to execute public works contracts in instances where the fee for such services will exceed \$500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.
- (g) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended.
- (h) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.

Naming and University Recognition

The Board has reserved the following authority in this area:

- (a) **To Name or De-name Colleges, Major Organizational Units, and Facilities.** To name or de-name all major organizational units and University facilities in accordance with the University's policy and procedures on Naming Facilities, Colleges, and Organizational Units. However, the President or designee has authority to assign temporary names to major facilities to indicate function.
- (b) **To Approve the Design of the University Seal.** The design of the seal of Western Washington University shall be approved by the Board.

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

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

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

Commented [FP13]: Same

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

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

Commented [FP16]: Previously in the BOT Rules of Operation

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON DELEGATION OF AUTHORITY

DRAFT

Purpose

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

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

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

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

Reserved and Delegated Authority

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

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

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

Board Administration

The Board has reserved the following authority in this area:

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

University Personnel

The Board has reserved the following authority in this area:

- (a) **To Select, Appoint, and Evaluate the President.** This includes responsibility for setting the compensation, benefits, and other terms and conditions of the President's employment, who shall serve at the pleasure of the Board. The President's contract(s) shall be authorized in compliance with the Open Public Meetings Act, Chapter 42.30 RCW.
- (b) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements.
- (c) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.
- (d) **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW).
- (e) **To authorize legal defense and indemnification of employees, officers, or volunteers, subject to the following:**
 - If any action, claim, or proceeding is filed against member(s) of the Board, the request shall be handled as follows:
 - If the request involves a minority of the members of the Board, it will be acted on by the remaining members of the Board.
 - If the request involves a majority or all members of the Board, it will be acted on by the Washington State Attorney General, as provided in [RCW 28B.10.842](#).

University Rules and Policies

The Board has reserved the following authority in this area:

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

powered devices; and Chapter 516-15 WAC, Skateboards, foot scooters, skates, and other similar devices.

Tuition and Fees

The Board has reserved the following authority in this area:

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

Academics, Planning, and University Structure

The Board has reserved the following authority in this area:

- (a) **To Structure the University.** To establish or abolish colleges, divisions, schools, and degree programs.
- (b) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.
- (c) **To approve the University-wide strategic plan.**
- (d) **To approve the campus master plan.**

Budgets, Business, and Finance

The Board has reserved the following authority in this area:

- (a) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.
- (b) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- (c) **To Approve Settlement Agreements.** To enter into agreements for the purposes of settlement of legal claims or potential legal claims when the total costs to WWU are estimated to be greater than \$100,000.
- (d) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other

appropriate laws in instances where the Agreement allows for the creation of a separate corporate or legal entity or involves the commitment of University funds in excess of \$100,000, regardless of duration. The Board shall be informed of the execution of an Interlocal Agreement at the next subsequent board meeting.

- (e) **To Purchase, Acquire, or Lease Real Estate.** To authorize the purchase, acquisition, or long-term lease (for more than two years and in excess of \$100,000 in annual rent) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases (for more than two years and in excess of \$100,000 in annual rent) of real property.
- (f) **To Select Certain Architects and Engineers and Authorize Certain Public Works Contracts.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works and to execute public works contracts in instances where the fee for such services will exceed \$500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.
- (g) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended.
- (h) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.

Naming and University Recognition

The Board has reserved the following authority in this area:

- (a) **To Name or De-name Colleges, Major Organizational Units, and Facilities.** To name or de-name all major organizational units and University facilities in accordance with the University's policy and procedures on Naming Facilities, Colleges, and Organizational Units. However, the President or designee has authority to assign temporary names to major facilities to indicate function.
- (b) **To Approve the Design of the University Seal.** The design of the seal of Western Washington University shall be approved by the Board.



RESOLUTION NO. 2022-08

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

BOARD POLICY ON PRESIDENTIAL PERFORMANCE EVALUATION

WHEREAS, it is the policy of the Board of Trustees that it will evaluate the President of Western Washington University on an annual basis and that it will conduct a periodic comprehensive evaluation every three to four years.

WHEREAS, the purpose of this policy is to formalize the intent and process by which the Board will fulfill an essential governance responsibility: supporting and evaluating the President. It also addresses the larger goal of contributing to the improvement of the President's and the institution's effectiveness.

WHEREAS, the evaluation will accomplish the related goals of supporting continuous communication between the Board and the President about the President's goals and accomplishments, the institution's strategic goals and mission, and the effectiveness of the President's organizational decision making.

WHEREAS, the evaluation process also meets the Board's need to be accountable to the institution's various constituencies and to the larger public interest and public trust.

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that the attached Presidential Performance Evaluation Policy is formally adopted.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on October 14, 2022.

ATTEST:

John M. Meyer, Chair

Faith Li Pettis, Vice Chair

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY FOR PRESIDENTIAL PERFORMANCE EVALUATION

DRAFT

Purpose

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

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

Board Practices and Procedures for Annual Evaluation

- 1. Board Roles and Responsibilities.** All Board members will participate in the evaluation process as described herein. The process will be led by the Board Chair who will collaborate with the Vice Chair and the Board’s Executive Committee to ensure a smooth transition from one evaluation period to the next.
- 2. Annual Goals and Objectives.** The evaluation will be based on a mutually agreed-upon, annual set of measurable goals, objectives, and priorities presented by the President and accepted by the Board pursuant to the procedures and schedule outlined in this policy. In addition to the progress on previously set goals and objectives, the evaluation may include such other matters as the Board may determine as provided in the President’s employment agreement.
- 3. Criteria and Process for Evaluation.** It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. The process may include a “360-degree component,” allowing for confidential input to be sought from the Vice Presidents, shared governance leaders, the President’s other direct reports, and in some cases external stakeholders. Among other standards and criteria for evaluation, the Board may consider the following:
 - Leadership, internal and external to the institution.

- Administrative effectiveness.
 - Effectiveness at developing financial and other support for the institution.
 - Communication.
 - Accomplishments and progress toward annual objectives and institutional priorities established by the President and the Board.
- 4. President's Appointment and Compensation.** At the time of the evaluation or upon formal acceptance of the President's annual goals, the Board may, in its discretion, extend the President's appointment, and/or adjust the President's compensation.
- 5. Executive Session.** Pursuant to RCW 42.30 et seq., the Board may meet in executive session to review the President's performance. However, the Board will only take final action in meetings open to the public when setting the President's salary or other actions which must be taken and conducted in open session.
- 6. Annual Evaluation Period and Schedule.** The annual evaluation period will begin with the President's presentation of goals and objectives at one of the Board's two work sessions, customarily at the start of each academic year, and will conclude at the same time the following year.

Board Practices and Procedures for Periodic Comprehensive Evaluation

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

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

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

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

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



RESOLUTION NO. 2022-09

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

BOARD POLICY ON BOARD SELF-ASSESSMENT

WHEREAS, the purpose of this policy is to formalize the intent and process for Board of Trustees' periodic self-assessment.

WHEREAS, the self-assessment process enables the Board to demonstrate that the Board and its individual members are carrying out their roles and responsibilities in an effective manner and to identify strengths and potential areas for improvement in the Board's functioning.

WHEREAS, the self-assessment process also satisfies the Board's responsibility to be accountable to the larger public interest and public trust and to demonstrate compliance with any external reporting requirements, such as University's accreditors which expect governing boards to define and regularly evaluate their responsibilities and expectations.

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that the attached Board Self-Assessment Policy is formally adopted.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on October 14, 2022.

ATTEST:

John M. Meyer, Chair

Faith Li Pettis, Vice Chair

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON BOARD SELF-ASSESSMENT

DRAFT

Purpose

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

Board Practices and Procedures for Self-Assessment

- **Board Roles and Responsibilities.** All Board members will participate in the self-assessment process as described herein. The process will be led by the Board Chair who will collaborate with the Board's Executive and Governance Committee to ensure its effective and timely execution.
- **Frequency.** The Board shall conduct a self-assessment at least once every two years.
- **Goals and Objectives:** The intent of the self-assessment process is to:
 - Ensure that trustees have a clear and common understanding of Board responsibilities.
 - Clarify mutual expectations among Board members.
 - Strengthen Board performance.
 - Strengthen relationships among Board members and with the University President.
- **Process:** The Board self-assessment process will include the following elements:
 - A confidential survey of Board members will be used to solicit feedback on relevant dimensions of Board work and performance. The survey will be conducted via a Board-approved self-assessment instrument. Individual responses will be reported in the aggregate and without attribution.
 - At its discretion, the Board may use an external consultant or facilitator, who may supplement the survey with additional methods of assessment.
 - The results of the board self-assessment review shall be presented to and discussed by the Board at one of the Board's two work sessions. Board members shall participate in improving and strengthening the Board's governance processes and its role in advancing University's priorities.
 - The Secretary to the Board will work with the Board Chair to implement an assessment process that underscores confidentiality and integrity.



RESOLUTION NO. 2022-10

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

BOARD POLICY ON COMMITTEE CHARTERS

WHEREAS, the Board of Trustees standing committees assist the Board in its oversight of advancing the mission and strategic priorities of the university.

WHEREAS, the committees help the Board to focus and organize its work around institutional issues and responsibilities that align with the Board's governance role.

WHEREAS, committee charters delineate committee structure and responsibilities.

WHEREAS, committees include the Executive and Governance Committee and two standing committees: the Academic Affairs and Student Success Committee and the Finance, Risk, and Management Audit Committee.

WHEREAS, the Board may establish ad hoc committees from time to time, as needed to focus on specific matters or for handling specific tasks in fulfillment of Board's duties and responsibilities.

WHEREAS, no committee, either standing or ad hoc, may act on behalf of the Board on matters requiring Board action. All committees shall refer matters to the Board for appropriate action in a regular meeting of the Board.

WHEREAS, the Chair of the Board shall make standing Committee appointments, including an appointment of a chairperson to each of the Committees, who shall serve a term of two years. Each Committee shall consist of at least three and no more than four Trustee members.

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that the attached Committee Charters Policy is formally adopted.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on October 14, 2022.

ATTEST:

John M. Meyer, Chair
Chair

Faith Li Pettis, Vice
Chair

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES

POLICY ON COMMITTEE CHARTERS

DRAFT

Purpose

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

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

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

Committees

Executive and Governance Committee

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

Academic Affairs and Student Success Committee

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

Finance, Audit, and Enterprise Risk Management Committee

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

**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: **October 14, 2022**
SUBJECT: **Enrollment Management Report**
PURPOSE: Information Item

I. Enrollment

Optimism best describes Western’s mindset as we review the status of our enrollment at the start of the 2022-23 academic year. Certainly, there are some setbacks and challenges that have been illuminated and that we will work to address, but enrollment gives us a positive outlook for what is ahead for Western.

Summer 2022 Enrollment

As census day for summer (Monday, August 15th) fell after the writing of the last report to the Board of Trustees, this report is the first opportunity to provide final census day numbers for summer enrollment.

Summer Enrollment - All Students

Enrollment by Race/Ethnicity

	Summer 2017	Summer 2018	Summer 2019	Summer 2020	Summer 2021	Summer 2022
Hispanic or Latino Ethnicity	304 (7.1%)	309 (7.6%)	339 (8.6%)	414 (9.4%)	377 (9.7%)	359 (9.9%)
American Indian or Alaska Native	88 (2.1%)	77 (1.9%)	66 (1.7%)	65 (1.5%)	54 (1.4%)	62 (1.7%)
Asian	454 (10.6%)	452 (11.1%)	409 (10.4%)	462 (10.5%)	466 (12.0%)	426 (11.8%)
Black or African American	104 (2.4%)	114 (2.8%)	83 (2.1%)	114 (2.6%)	129 (3.3%)	122 (3.4%)
Native Hawaiian or Other Pacific Isl	20 (0.5%)	13 (0.3%)	17 (0.4%)	15 (0.3%)	14 (0.4%)	9 (0.2%)
White	3,030 (71.0%)	2,756 (67.6%)	2,661 (67.4%)	3,054 (69.4%)	2,545 (65.5%)	2,364 (65.4%)
Two or more races: Other	41 (1.0%)	43 (1.1%)	47 (1.2%)	47 (1.1%)	48 (1.2%)	42 (1.2%)
International	53 (1.2%)	63 (1.5%)	62 (1.6%)	69 (1.6%)	48 (1.2%)	45 (1.2%)
Race and ethnicity unknown	175 (4.1%)	247 (6.1%)	262 (6.6%)	158 (3.6%)	203 (5.2%)	184 (5.1%)
Total	4,269	4,074	3,946	4,398	3,884	3,613
<i>Students of Color</i>	1,011 (23.7%)	1,008 (24.7%)	961 (24.4%)	1,117 (25.4%)	1,088 (28.0%)	1,020 (28.2%)
<i>Non-Resident</i>	531 (12.4%)	525 (12.9%)	533 (13.5%)	469 (10.7%)	457 (11.8%)	429 (11.9%)
<i>First Generation</i>	1,185 (27.8%)	1,162 (28.5%)	1,147 (29.1%)	1,203 (27.4%)	1,049 (27.0%)	894 (24.7%)
<i>PELL-Eligible</i>	808 (18.9%)	627 (15.4%)	675 (17.1%)	719 (16.3%)	771 (19.9%)	704 (19.5%)

Fall 2022 Enrollment

Census day for Fall 2022 was Monday, October 3rd, and we moved quickly to analyze that data to provide as much insight as we could in this report. In short, our overall enrollment is 14,748—down 2.5% from last fall’s total enrollment. This is in line with our more optimistic projections for Fall 2022 over the last year. While continuing student enrollment is down this fall, new student enrollment is the story of the year.

As has been highlighted before, total enrollment will continue to be impacted by the pandemic as our smaller new student cohorts of recent years cycle through to graduation. We have begun graduating some of our largest classes. Additionally, the increasing mental health challenges that students are experiencing and the continuing impact of learning loss are significantly impacting academic work. We are seeing academic distress among our students that is further impacting retention and enrollment. Retention will be a focus of many conversations in the coming months.

Fall Enrollment - All Students

Enrollment by Race/Ethnicity

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Hispanic or Latino Ethnicity	1,398 (8.8%)	1,495 (9.3%)	1,617 (10.0%)	1,575 (10.4%)	1,596 (10.6%)	1,566 (10.6%)
American Indian or AK Native	325 (2.0%)	317 (2.0%)	311 (1.9%)	288 (1.9%)	270 (1.8%)	232 (1.6%)
Asian	1,679 (10.5%)	1,697 (10.5%)	1,721 (10.7%)	1,711 (11.3%)	1,725 (11.4%)	1,620 (11.0%)
Black or African American	421 (2.6%)	418 (2.6%)	433 (2.7%)	432 (2.8%)	491 (3.2%)	500 (3.4%)
Native HI or Other Pacific Isl	72 (0.5%)	70 (0.4%)	64 (0.4%)	66 (0.4%)	72 (0.5%)	72 (0.5%)
White	11,416 (71.7%)	11,429 (70.9%)	11,249 (69.7%)	10,463 (68.8%)	10,313 (68.2%)	10,097 (68.5%)
Two or more races: Other	183 (1.1%)	198 (1.2%)	197 (1.2%)	191 (1.3%)	188 (1.2%)	181 (1.2%)
International	188 (1.2%)	183 (1.1%)	198 (1.2%)	128 (0.8%)	148 (1.0%)	189 (1.3%)
Race and ethnicity unknown	233 (1.5%)	314 (1.9%)	352 (2.2%)	343 (2.3%)	322 (2.1%)	291 (2.0%)
Total	15,915	16,121	16,142	15,197	15,125	14,748
<i>Students of Color</i>	4,078 (25.6%)	4,195 (26.0%)	4,343 (26.9%)	4,263 (28.1%)	4,342 (28.7%)	4,171 (28.3%)
<i>Non-Resident</i>	1,929 (12.1%)	2,035 (12.6%)	1,993 (12.3%)	1,745 (11.5%)	1,990 (13.2%)	2,084 (14.1%)
<i>First Generation</i>	5,166 (32.5%)	5,114 (31.7%)	4,977 (30.8%)	4,580 (30.1%)	4,253 (28.1%)	3,453 (23.4%)
<i>PELL-Eligible</i>	4,026 (25.3%)	3,956 (24.5%)	3,717 (23.0%)	3,370 (22.2%)	3,094 (20.5%)	2,889 (19.6%)

The nonresident numbers reflect growing awareness of Western outside of the Washington market and strong interest in Western. Despite the fact that overall enrollment is down 8.6% from our record high in Fall 2019, we have exceeded record highs in nonresident enrollment. Not only do we have the largest representation of nonresidents in our student body (14.1%), but we also have the highest total count of nonresidents in our student body of any fall quarter on record. This fall we have 2,084 nonresidents enrolled, as compared to our previous record in Fall 2018 of 2,035. We have previously reported on the digital marketing campaigns used in the last two years to raise brand awareness in markets outside of Washington and to generate interest among high school students in key target regions. Nonresident numbers will adjust as student residency petitions continue to be evaluated, but the majority of petitions submitted have received final determinations at this point. There were further adjustments to residency laws by the Washington legislature in the last legislative session, and we have adapted our processes to those changes.

We continue to see a high level of representation of enrollment of students of color. This fall, students of color make up 28.3% of our student body, down slightly from Fall of 2021, but still higher than any fall prior. Especially noteworthy is the continuing growth in our African-American population and the solidifying of our high level of enrollment of Latino students (matching last fall's representation at 10.6% of our student body). The number of Black students enrolled is 500—significantly higher than the pre-pandemic high of 433 in Fall 2019. This is all the more impressive considering the overall decline in enrollment.

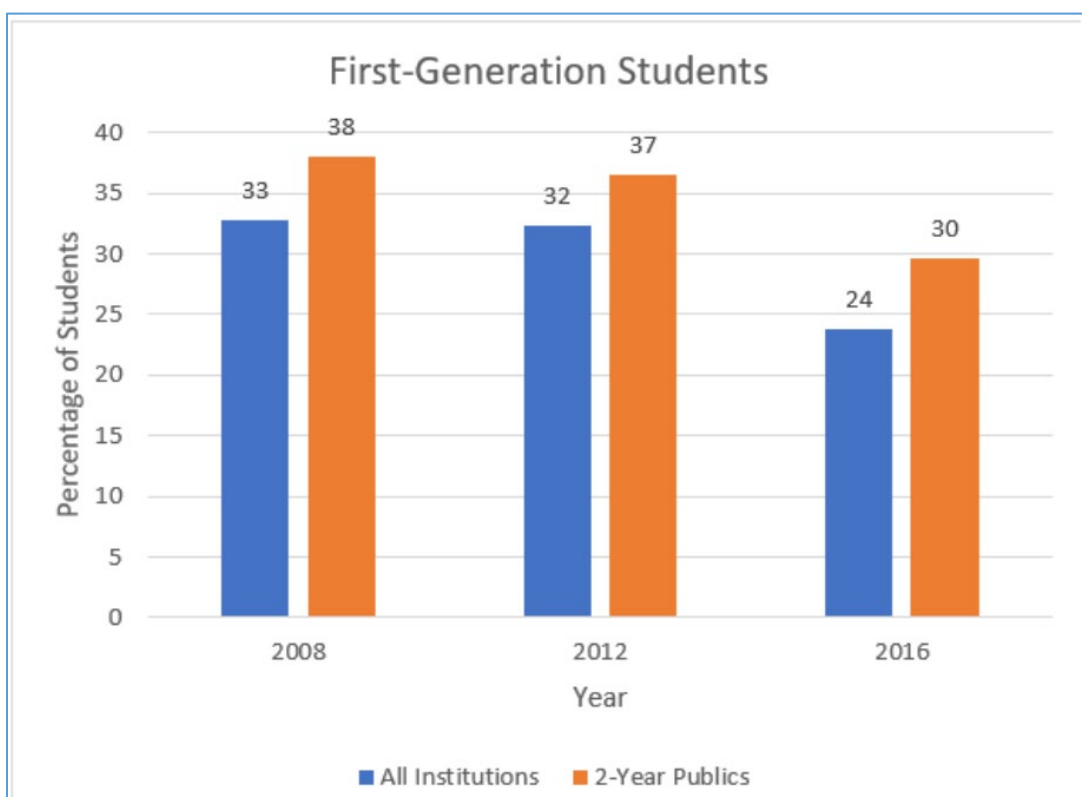
It is also evident from the table above that we are continuing to see declining enrollment of first generation and low-income students. The pandemic has definitely set us back on progress that we had made in 2017 and 2018. Unfortunately but unsurprisingly, this appears to be a national phenomenon. Reports suggest that the impact of the pandemic on college-going plans was

greatest on those students from first generation and lower socio-economic backgrounds, and aspects of that impact continue.

As to data on first-generation students, longitudinal or comparative enrollment information across higher education sectors (i.e., 4-year vs. 2-year institutions) is limited—save for reports or analyses that speak to student attainment once already enrolled in college.

The challenge in identifying current, reliable data may be attributed to the lack of a one-size-fits-all definition of who is considered “first-generation.” In the NYTimes’ article, [Are You First Gen? Depends on Who’s Asking](#), research by Robert K. Toutkoushian, a University of Georgia professor, featured several definitions of the term. It showed that the many definitions of the term produce wildly varying results in the number of students who could be classified as first generation. In one case, the changing of the definition changed the percentage of those identified as first generation from 22% to 77%. Furthermore, as the term is primarily a higher education construct, high schools and secondary school districts seldom track or report this information in any way that is useful for our purposes.

Drawing on data from the U.S. Department of Education’s 2016 National Postsecondary Student Aid Study, a report by the Association for Community College Trustees titled [Diversity of Community College Students in 7 Charts](#) highlights select years of first-generation student attendance at community colleges in comparison with all institutions. The graph clearly shows declining first-generation student enrollment across the sectors.



During the height of the pandemic, much was written about the enrollment decline across the nation’s community colleges. We have reason to believe that, beyond 2016 in the data above, challenges facing first-generation students continued to be more pronounced and produce downward pressure on enrollment by that segment of the population, especially considering

how those challenges (accessing basic resources and infrastructure, pressures to gain/maintain employment, and effects of social justice and income/economic inequalities) intersect for this population of students.

New first-year students have enrolled in record numbers this fall, signaling extraordinary interest in Western among college-bound students. This is undoubtedly the most compelling sign of the strength of the future health of the institution. Many of our peers are in the unfortunate position of comparing their cohort of new first-year students to the pandemic enrollment levels of the last two years. Frankly, that is the far more common reality for schools that do not hold flagship or elite status.

Fall Enrollment - New First-Year Students

Enrollment by Race/Ethnicity						
	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Hispanic or Latino Ethnicity	312 (10.0%)	328 (10.4%)	341 (10.9%)	280 (11.2%)	335 (11.7%)	386 (12.0%)
American Indian or Alaska Native	58 (1.9%)	55 (1.7%)	60 (1.9%)	56 (2.2%)	41 (1.4%)	52 (1.6%)
Asian	342 (11.0%)	386 (12.3%)	391 (12.5%)	321 (12.9%)	327 (11.4%)	345 (10.7%)
Black or African American	98 (3.1%)	86 (2.7%)	111 (3.6%)	88 (3.5%)	116 (4.0%)	143 (4.4%)
Native Hawaiian or Other Pacific Isl	17 (0.5%)	16 (0.5%)	14 (0.4%)	16 (0.6%)	18 (0.6%)	18 (0.6%)
White	2,187 (70.2%)	2,166 (68.8%)	2,097 (67.3%)	1,635 (65.6%)	1,970 (68.5%)	2,201 (68.2%)
Two or more races: Other	38 (1.2%)	47 (1.5%)	43 (1.4%)	40 (1.6%)	32 (1.1%)	43 (1.3%)
International	5 (0.2%)	6 (0.2%)	11 (0.4%)	2 (0.1%)	7 (0.2%)	8 (0.2%)
Race and ethnicity unknown	57 (1.8%)	57 (1.8%)	48 (1.5%)	56 (2.2%)	28 (1.0%)	29 (0.9%)
Total	3,114	3,147	3,116	2,494	2,874	3,225
Students of Color	865 (27.8%)	918 (29.2%)	960 (30.8%)	801 (32.1%)	869 (30.2%)	987 (30.6%)
Non-Resident	467 (15.0%)	473 (15.0%)	436 (14.0%)	348 (14.0%)	513 (17.8%)	533 (16.5%)
First Generation	938 (30.1%)	905 (28.8%)	908 (29.1%)	719 (28.8%)	746 (26.0%)	556 (17.2%)
PELL-Eligible	775 (24.9%)	756 (24%)	742 (23.8%)	575 (23.1%)	579 (20.1%)	668 (20.7%)

Important notes on New First-year Students

- Largest first-year cohort in history
- Admit Rate: 92.7%; signaling a modest increase in selectivity
(Fall 2021: 96.1% / Fall 2020: 93.5% / Fall 2019: 90.4%)
- Yield Rate: 30.5%; signaling strong interest in Western among those who were admitted
(Fall 2021: 29.7% / Fall 2020: 27.5% / Fall 2019: 33.8%)
- Students of Color: 30.6%
- Nonresident enrollment is up from 513 last fall to 533 this fall (though the percentage is down)
- First Generation: 17.2%

Several tactics contributed to a successful year, including prominent digital marketing campaigns; targeted supplemental recruitment scholarship dollars; bolstered in-person experiences for on-campus events and off-campus outreach; advantageous positioning on the same application platform used by the University of Washington; and the launching of the pilot Guaranteed Admissions Program in partnership with nearly 40 high schools from across the state.

New transfer student enrollment continues to decline—down 13.8% from Fall 2021. Across Bellingham and the other locations, Western has 918 new transfer students who have enrolled this fall. Certainly significant, as we analyze the transfer enrollment landscape, is the fact that enrollment in community and technical colleges has continued to drop.

Fall Enrollment - New Transfer Students

Enrollment by Race/Ethnicity

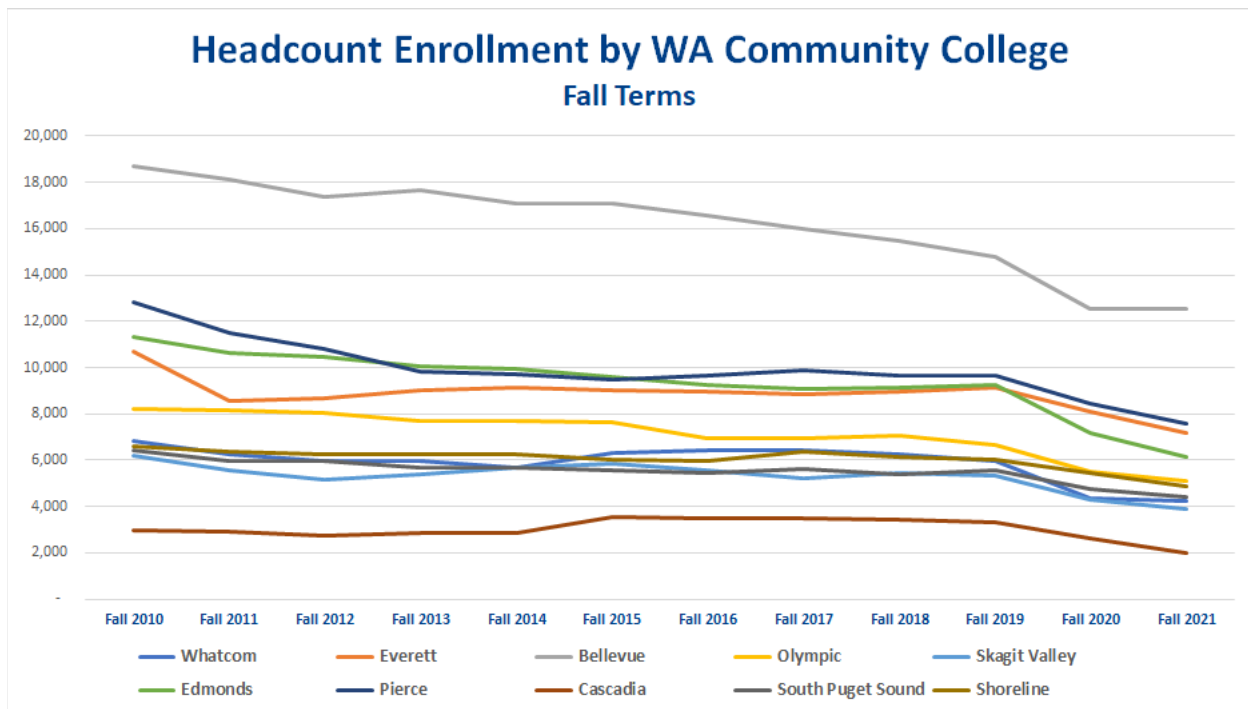
	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Hispanic or Latino Ethnicity	97 (8.2%)	126 (10.8%)	128 (11.1%)	134 (12.8%)	125 (11.7%)	104 (11.3%)
American Indian or Alaska Native	28 (2.4%)	27 (2.3%)	24 (2.1%)	22 (2.1%)	23 (2.2%)	19 (2.1%)
Asian	105 (8.9%)	88 (7.6%)	92 (8.0%)	92 (8.8%)	95 (8.9%)	72 (7.8%)
Black or African American	29 (2.5%)	24 (2.1%)	28 (2.4%)	27 (2.6%)	30 (2.8%)	40 (4.4%)
Native Hawaiian or Other Pacific Isl	4 (0.3%)	3 (0.3%)	6 (0.5%)	3 (0.3%)	7 (0.7%)	9 (1.0%)
White	858 (72.7%)	830 (71.2%)	815 (70.5%)	722 (69.0%)	731 (68.6%)	628 (68.4%)
Two or more races: Other	14 (1.2%)	10 (0.9%)	10 (0.9%)	10 (1.0%)	18 (1.7%)	11 (1.2%)
International	22 (1.9%)	27 (2.3%)	28 (2.4%)	19 (1.8%)	26 (2.4%)	24 (2.6%)
Race and ethnicity unknown	24 (2.0%)	30 (2.6%)	25 (2.2%)	18 (1.7%)	10 (0.9%)	11 (1.2%)
Total	1,181	1,165	1,156	1,047	1,065	918
Students of Color	277 (23.5%)	278 (23.9%)	288 (24.9%)	288 (27.5%)	298 (28.0%)	255 (27.8%)
Non-Resident	102 (8.6%)	91 (7.8%)	93 (8.0%)	92 (8.8%)	137 (12.9%)	122 (13.3%)
First Generation	539 (45.6%)	495 (42.5%)	488 (42.2%)	417 (39.8%)	397 (37.3%)	165 (18.0%)
PELL-Eligible	397 (33.6%)	386 (33.1%)	358 (31.0%)	330 (31.5%)	286 (26.9%)	237 (25.8%)

Important notes on New Transfer Students

- Students of Color: 27.8%
- Nonresident enrollment: 13.3%
- First Generation: 18%
- The percentage of enrolled new transfer students coming from Washington community and technical colleges continues to drop—62.4% (compared to 66.2% in Fall 2021).
- The yield rate for new transfer students coming from Washington community and technical colleges has also declined—59.8% (compared to 64.3% in Fall 2021)

The ten community colleges that are our largest feeders of transfer students have experienced steady declines since 2010 (and more pronounced declines during the pandemic). Specifically, across all ten of those community colleges, enrollment has dropped by 36% since Fall 2010 (and by 23% since Fall 2019).

Community College	Fall 2010	Fall 2011		Fall 2018	Fall 2019	Fall 2020	Fall 2021	% Change in enrollment since Fall 2010	% Change in enrollment since Fall 2019
Whatcom	6,811	6,240	...	6,251	5,990	4,373	4,242	-38%	-29%
Everett	10,716	8,538	...	8,958	9,166	8,115	7,162	-33%	-22%
Bellevue	18,680	18,099	...	15,483	14,804	12,513	12,545	-33%	-15%
Olympic	8,213	8,149	...	7,068	6,668	5,492	5,126	-38%	-23%
Skagit Valley	6,213	5,590	...	5,450	5,345	4,274	3,921	-37%	-27%
Edmonds	11,329	10,634	...	9,151	9,232	7,199	6,127	-46%	-34%
Pierce	12,823	11,509	...	9,639	9,659	8,468	7,612	-41%	-21%
Cascadia	2,997	2,897	...	3,424	3,298	2,625	2,022	-33%	-39%
South Puget Sound	6,426	5,999	...	5,422	5,590	4,774	4,428	-31%	-21%
Shoreline	6,611	6,359	...	6,139	6,034	5,440	4,878	-26%	-19%
Total	90,819	84,014		76,985	75,786	63,273	58,063	-36%	-23%



The ongoing declines in enrollment in community colleges threaten transfer enrollment as do other factors, but we will continue to diversify our efforts. We continue to work with our partner institutions, Olympic College and Peninsula College, on transfers into programs at the other Western locations. Further, we are continuing the Guaranteed Transfer Admission Program with those partner institutions and hope to expand it to other partner institutions.

Graduate student enrollment again reflects high interest. Though we are down from last fall's record high of 910 graduate students, we have enrolled 801 students in graduate study at Western this fall, which is above our pre-pandemic enrollment levels in our graduate programs. An additional highlight of our graduate enrollment is that students of color make up a larger percentage of our graduate population than in any previous year at 24%. It is noteworthy that our admit rate is 40.5% for Fall 2022, down from 43.8% for Fall 2021.

Fall Enrollment - All Graduate Students

Enrollment by Race/Ethnicity

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Hispanic or Latino Ethnicity	44 (6.1%)	49 (6.5%)	49 (6.9%)	59 (7.5%)	76 (8.4%)	78 (9.7%)
American Indian or Alaska Native	20 (2.8%)	18 (2.4%)	15 (2.1%)	14 (1.8%)	16 (1.8%)	21 (2.6%)
Asian	48 (6.6%)	30 (4.0%)	44 (6.2%)	72 (9.1%)	82 (9.0%)	64 (8.0%)
Black or African American	15 (2.1%)	15 (2.0%)	19 (2.7%)	19 (2.4%)	27 (3.0%)	20 (2.5%)
Native Hawaiian or Other Pacific Isl	2 (0.3%)	3 (0.4%)	2 (0.3%)	3 (0.4%)	2 (0.2%)	1 (0.1%)
White	568 (78.7%)	599 (79.4%)	534 (74.8%)	564 (71.7%)	652 (71.6%)	549 (68.5%)
Two or more races: Other	4 (0.6%)	4 (0.5%)	4 (0.6%)	4 (0.5%)	9 (1.0%)	8 (1.0%)
International	11 (1.5%)	14 (1.9%)	14 (2.0%)	11 (1.4%)	6 (0.7%)	19 (2.4%)
Race and ethnicity unknown	10 (1.4%)	22 (2.9%)	33 (4.6%)	41 (5.2%)	40 (4.4%)	41 (5.1%)
Total	722	754	714	787	910	801
Students of Color	133 (18.4%)	119 (15.8%)	133 (18.6%)	171 (21.7%)	212 (23.3%)	192 (24.0%)
Non-Resident	131 (18.1%)	162 (21.5%)	149 (20.9%)	165 (21.0%)	185 (20.3%)	182 (22.7%)
First Generation	132 (18.3%)	128 (17.0%)	129 (18.1%)	145 (18.4%)	155 (17.0%)	149 (18.6%)

The **Honors Program** has experienced another banner recruitment year. As noted in prior reports, elite and flagship universities have seen increases in applications since the pandemic began, while other institutions have struggled with enrollment. This also coincides with the move by many institutions to test-optional admissions practices. Our Honors Program is benefitting in a way that is parallel to that of elite and flagship institutions, and some of the additional benefits of test-optional policies have also been realized. Honors is continuing to achieve a level of enrollment of students of color this fall that is more comparable to the overall diversity of the Western student body than was true in the past.

Honors Program—Data on Enrolled Population

	Enrolled	Students of Color	First Generation	Nonresident	Gender (% male)
Fall 2022	244	26%	8%	42%	30%
Fall 2021	230	27%	14%	38%	28%
Fall 2020	231	20%	10%	39%	27%
Fall 2019	217	24%	12%	31%	28%

COVID Vaccination Policy Compliance

Students continue to comply with the policy at a very high rate, and we are settling into more routine management of COVID immunization records and communications with students around those requirements.

Covid Compliance

	no FTF/HYBD	some/all FTF/HYBD	Total
Compliant	354	14,225	14,579
Vaccinated	341	13,985	14,326
Exempt	13	240	253
No Info	29	103	132
Total	387	14,361	14,748
% Compliant	91.5%	99.1%	98.9%
% Vaccinated	88.1%	97.4%	97.1%

Enrollment Management continues to work closely with Academic Affairs to manage issues related to COVID compliance status and course modality. We have provided data about aggregate COVID vaccination and COVID compliance rates by course.

Additionally, we continue to support Academic Affairs by providing data and communicating with faculty regarding student compliance information for the vaccine-only courses this fall. Though the number of vaccine-only courses is much reduced this quarter, Western still allows certain types of courses (in limited circumstances) to be approved to be limited only to students who are vaccinated.

Fall 2023 Enrollment Outlook

In the lead-up to our November 1st Early Action deadline, we are hosting fall open house programs—*Fall Preview Days*—over the course of four consecutive Fridays in October. Initial reports show attendance for the first three programs will be at or nearing capacity!

By the time of the next Board of Trustees meeting, we will have some initial information on Fall 2023 application figures. Our recent joining of the *Common Application* consortium—alongside 1,000+ of the nation’s leading institutions—elevates our visibility and enhances our ability to promote Western to students across the state, the nation, and around the world. Much will be learned as we showcase Western to a more diverse audience and a more geographically mixed applicant pool.

Above, we shared some information about the continued enrollment struggles in the state’s community and technical colleges. As we conduct a more comprehensive analysis of and report on the challenges and opportunities for our transfer student pipelines, some attention will be placed on the phenomenon of transfer student interest from other 4-year institutions. Recent years have provided evidence that this population of students is growing in prominence. We intend to take advantage of this opportunity, reviewing our tactics and strategies and adjusting to best recruit this cohort.

Transfer Applications-Fall 2022		
Institution Types	Applications	% of Total
Public Two-Year Colleges	1371	65.8%
Private Two-Year Colleges	13	0.6%
All Two-Year Colleges	1384	66.4%
Private Four-Year Colleges	212	10.2%
Public Four-Year Colleges	445	21.4%
All Four-Year Colleges	657	31.5%
Other/Unknown	42	2.0%
Grand Total - All Colleges	2083	100.0%

Additionally, this quarter, we look to launch the Strategic Transfer Impact Plan developed with Olympic College, our partner in the Transfer Intensive program that we have engaged in over the last year through the Aspen Institute and AASCU.

Broadly speaking, within several years, we anticipate increased competition for a gradually declining number of college-bound students across the national landscape. Until then, we continue to work to address the disruptions in the enrollment landscape that have been caused by the pandemic. We hope to capitalize on college-bound student numbers in the next few years, while preparing for the impact of declining birthrates and the resultant decline in the number of high school graduates.

II. Registrar

Course Modality

This fall is highlighted by a very full return to face-to-face teaching and learning, which is a hallmark of the Western educational experience. For Bellingham, 96.1% of our course sections involve in person instruction this quarter.

Course Modality - Main Campus Sections

	FTF	HYBD	ASNC	SYNC	MIX	Total	FTF/ HYBD	% FTF/ HYBD
<100 Level	7					7	7	100%
100 Level	450	3	2	2	1	458	453	98.9%
200 Level	421	20	9	8	7	465	441	94.8%
300 Level	696	15	14	17	3	745	711	95.4%
400 Level	853	26	17	17	6	919	879	95.6%
Grad Level	372	16	5	7	3	403	388	96.3%
Total	2,799	80	47	51	20	2,997	2,879	96.1%

Course Modality - Main Campus Sections

	FTF	HYBD	ASNC	SYNC	MIX	Total	FTF/ HYBD	% FTF/ HYBD
CBE	152	8	13	7	3	183	160	87.4%
Woodring	93	37	11	18	6	165	130	78.8%
Environment	275	1	3	1		280	276	98.6%
Fairhaven	118	-		1		119	118	99.2%
Fine Arts	377	10	5	2		394	387	98.2%
CHSS	818	12	11	17	10	868	830	95.6%
CSE	799	9	3	2	1	814	808	99.3%
Interdisciplinary	167	3	1	3		174	170	97.7%
Total	2,799	80	47	51	20	2,997	2,879	96.1%

Commencement

December Commencement 2022 will be held on Saturday, December 10th in Carver Gym on the Bellingham campus. We will host three ceremonies, and they will start at 10:00am, 1:00pm, and 4:00pm. We expect each ceremony to run a little over one hour. Details can be found at <https://registrar.wvu.edu/december-commencement>. After June's large-scale return to in-person ceremonies, where we allowed students to bring guests without limitation as to number, we have again structured our ceremonies to keep the ceremonies ticketless. Further, this will be the commencement program for which we intend to invite back all of the students who graduated during the pandemic to join us for an in-person ceremony, so that family and friends may celebrate with them as they walk across the stage in person.

III. Student Aid

Student Loan Forgiveness and Extension of Payment Pause

The Biden administration recently announced that it would cancel up to \$10,000 in Federal educational loan debt held by the U.S. Department of Education for undergraduate, graduate, and Parent PLUS borrowers making less than \$125,000 annually or families making less than \$250,000 annually. They announced further that borrowers who received Pell Grants would receive up to \$20,000 in Federal loan forgiveness. Additionally, the administration extended the pause on payments and interest accrual for federally-held student loans through Dec. 31, 2022.

Financial Aid immediately published a link on the Financial Aid website entitled, [The Biden-Harris Administration's Student Debt Relief Plan Explained](#). Financial Aid departments and borrowers alike are awaiting notification of when the process will officially open to apply for loan forgiveness.

The Biden administration also announced a proposal that would require borrowers to pay no more than 5% of their monthly discretionary income toward undergraduate loans, increase the amount of income categorized as non-discretionary and therefore protect it from repayment, forgive loan balances after ten years of payments instead of twenty for borrowers with loan balances of \$12,000 or less, and cover borrowers' unpaid monthly interest by the federal government as long as the borrower made required monthly payments. The U.S. Department of Education plans to issue a final rule by Nov. 1, 2022.

Fall 2022 Startup

During startup—September 12 - 26, 2022—the Financial Aid lobby answered more than 1,939 e-mails (averaging ~176/day), assisted 453 student walk-ins, responded to 1,510 phone calls (averaging ~137/day), and Financial Aid Counselors hosted 192 student appointments. These figures are minimums as there were additional contacts that were not recorded.

Fall 2022 financial aid disbursements totaled **\$33,505,737 to 8,260 Western students on the first day of classes**, compared to \$31,084,760 to 8,296 of Western students at the same time last year. For sake of comparison, \$29,081,013 in aid was disbursed to 7,838 Western students during early Fall 2020 and \$33,482,103 to 8,732 students for early Fall 2019.

On September 16, Financial Aid sent out 4,300 reminder e-mails to enrolled students, urging them to complete the FAFSA for 2022-23.

Washington State Bridge Grant (New Program)

As of early Fall 2022, 1,851 Western students have been awarded \$920,017 in Washington State Bridge Grant funds. The Washington State Bridge Grant program was created during the 2022 state legislative session to provide \$500 grants to the lowest income, resident students, for purposes of assisting with college expenses beyond tuition and fees. Students are eligible for Bridge Grants if they receive a maximum Washington College Grant award and do not receive the Washington College Bound Scholarship.

2022-23 FAFSA Filing Updates

The percentage of Washington high school seniors who complete a FAFSA is an ongoing concern. (Washington is currently at 42%, ranked 49th out of 50.) That compares to 57.5% nationally as of September 23, 2022. Source: *FAFSA Tracker*, sponsored by the National College Attainment Network at <https://formyourfuture.org/fafsa-tracker/>.

Western continues to outperform the market. Records show that 83.4% of our new first-year students have filed a 2022-23 FAFSA, compared to 82% at the same time last year for the 2021-22 year. FAFSA filing across the entire student body is up slightly to 61.4%. Among a host of outreach activities, Financial Aid regularly identifies students who have not filed the FAFSA and sends targeted notifications to them, urging them to file.

Financial Aid Retention Effort

To get students back on track academically and financially, the Financial Aid department reached out to 120 students in late August who were on aid suspension and stood a reasonably good chance of having their aid reinstated if they would simply appeal. These students had ceased attending during the 2021-22 academic year. We are pleased to convey that we are receiving a positive response, and as of late September, 35 of them re-enrolled for Fall 2022. They just needed some additional encouragement and assistance. Financial Aid will reach out to the remaining 85 students to seek updates and, as appropriate, encourage them to petition for aid reinstatement and take steps to re-enroll at Western.

HEERF (Higher Education Emergency Relief Fund) Update

Another round of HEERF awards will be made in October to students with exceptional financial need. The total of Western's HEERF 1, 2, and 3 allocations was \$24,734,366. We anticipate disbursing the remaining \$3,008,250 to Western students by Winter 2023.

2023-24 Financial Aid Preparation

Filing for the 2023-24 FAFSA (Free Application for Federal Student Aid) and WASFA (Washington Application for State Financial Aid) opened on October 1, 2022. Efforts are underway for members of Western's Financial Aid Counseling Team to collaborate with the Washington Student Achievement Council and Futures Northwest to provide FAFSA/WASFA filing workshops throughout Whatcom and Skagit Counties. Although some will be virtual, most area high schools are planning in-person events. At the same time, financial aid systems are being updated to accommodate the receipt and processing of 2023-24 FAFSAs and WASFAs. Financial Aid and Admissions will encourage all enrolled and prospective students to file and will continue to do so periodically throughout the school year. We will also continue to incorporate a month plus of FAFSA/Washington College Grant advertising in our digital advertising campaign in early winter.

Presentation to The State House College & Workforce Development Committee

At the request of the State House College & Workforce Development Committee, Enrollment Management and Financial Aid will provide a presentation on the overall financial aid process. The Committee conveyed that they are particularly interested in how students apply for various types of aid, the methodologies for determining aid eligibilities, how students and parents are informed of financial aid awards, use of professional judgment within the financial aid profession to handle unusual situations and specific information that pertains to Western's Financial Aid department.

IV. New Student Services/Family Outreach

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

The 2022 Fall Advising & Registration (A&R) Sessions for new first-year, transfer, and post-baccalaureate students completed its run just prior to the start of fall classes. Across five sessions, we had 750 new transfers/post-baccs attend, complete small group academic advising and departmental/major advising, and register for Fall 2022 classes. Across seventeen sessions for new first-year students, we had 3,257 new first-year/Running Start students—the highest attendance ever for that population. Those students completed their academic advising and course registration processes during A&R. With the 750 new transfer and post-baccalaureate and the 3,257 new first-year students, we served a grand total of 4,007 new students through our A&R sessions this summer. The virtual delivery for the A&R Sessions continues to yield positive impacts on the new student experience with the ease of scheduling and rescheduling dates, and increased equity and accessibility. This delivery method allows more equitable access for students who would have to travel from more distant locations and for students whose personal finances make the cost and time of a summer trip to Bellingham a particular hardship.

The NSSFO and Academic Advising Center teams are now focused on preparations for Winter 2023 and have set A&R Session dates in November, December, and January (4 total).

Western Welcome (formerly “Western Welcome Week”)

<https://nssfo.wvu.edu/western-welcome>

Western Welcome events kicked off in mid-September with a robust slate of events, brand new website, and new visual identity to support marketing and outreach. The Western Welcome (WW) events extended beyond the first week. Recognizing the early arrival students for programs like Viking Launch, Western Outdoor Orientation Trips (WOOT), residence hall move-in, and academic program activities, the WW team shifted the beginning of the welcome back timeframe to launch at the start of residence hall move in (9/15) and scheduled events to flow into October, using Fall Family Weekend (10/21-10/23) as the bookend for Western Welcome.

With a number of new staff filling critical roles in a variety of departments, events that served specific populations, catered to broad audiences, or offered deeper introduction to university life were brought to life. For example, during the residence halls' extended move-in, staff co-hosted a BIPOC Student and Family Dinner, and hosted board game and movie nights. Early Athletics events introduced students and families to nationally-ranked team sports and fanfare. Events like the annual Associated Students Fall Info Fair, Campus Scavenger Hunt, Ethnic Student Center Block Party, Late Night at the Rec Center, Lunch Series in the Multicultural Center, and Library Tours introduced students to other students, resources, and on-campus locations for connection and services. Expanding into the Bellingham community, the second annual Bike Fest hosted bike riding classes, city cycling, and a group bike ride. The Downtown Parking Lot Party, Off Campus Study Spots Tour, and the Taste of Bellingham events offered a broader look at the food and fun that downtown Bellingham offers.

The hallmark event of Western Welcome, New Student Convocation, was held on Tuesday before classes began, this time in a new morning time slot (10:00am). The event was very well attended, with attendees filling the floor and bleacher seating in Carver Gym as the President's party and speakers took to the stage for a warm welcome and course setting for the coming year. Outside the Western Cheer Team and Alumni Association created a festive spirit as students exited the event and poured into Red Square for the Associated Students Info Fair.

Family Outreach

<https://nssfo.wvu.edu/fall-family-weekend>

Fall Family Weekend (FFW) 2022 will be held October 21-23, 2022. This year's program capitalizes on the success of new community partnerships to expand entertainment options and exploration of the campus, Bellingham, and the surrounding community. Most events are in person, including campus, academic department, gallery, and sculpture tours; open houses; an Escape Room event in the Library; and presentations by faculty and staff on their current research. Campus favorites such as the Planetarium shows, Outback Farm Tour and Honey Tasting, and the Dead Parrots Comedy Improv shows have also returned.

In 2021, a series of new events with new community partners proved to be very successful and in high demand—so much so that the community partners were eager to partner again this year, expand offerings, and create Western-specific events just for this weekend. This year's FFW will see the return of shows at the SPARK Museum, The Upfront Theatre, along with bike and education tours with Bike Northwest (whose director is a Western alum), and “Gore & Lore” Walking Tours (whose owner is a Western alum).

Additionally, the upgrade to the Western Welcome website provided inspiration and a model for a new FFW website. The website has been re-made to provide a clean and clear sequence of events, event descriptions, and hyperlinks to ticketing processes when needed.



UNIVERSITY ADVANCEMENT REPORT OCTOBER 2022

Over the past year, University Advancement has added 11 talented individuals to our staff, reducing our vacancy rate from 30% to less than 10%. Each has already contributed to the overall success of the division and we look forward to another robust year.



Shawn Dumont
Research Analyst



Denise Logue
Director for Finance and Administration



Nicole Ebersole
Director, Donor Relations



David Martinsen
Associate Director of Development



Mandy Hanousek
Assistant Vice President, Advancement Services



Jenna Stoller-Schoff
Associate Director of Development



Ty Hill
Director University Advancement Events



Brock Veltri
Director of Development



Amy Hutchinson
Fiscal Specialist



Calloway Warnick
Administrative Assistant, Donor Relations



Gavin Kvangnes
Associate Director of Development

In recent months, the WWU Foundation has re-aligned how gift officers work with deans, colleges and departments to raise philanthropic dollars for funding priorities. In the past, one development officer was assigned to each college. In our new, centralized model, each fundraiser has the ability to work on soliciting funds for projects across campus, regardless of college or program. This, in essence, gives our campus partners access to a full team of development professionals to secure gifts.

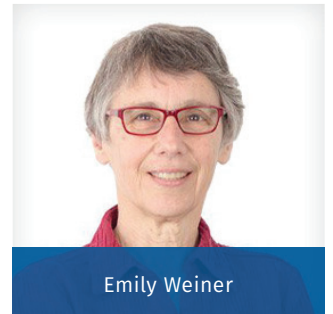
The hiring of our new cohort of fundraisers – Gavin Kvangnes, David Martinsen, Jenna Stoller-Schoff and Brock Veltri – has brought this new model into full focus. Joining the teams of long-time development officers Amber Asbjornsen and Manca Valum, they began their roles on August 1, spending several weeks meeting with campus leaders, learning the processes and procedures of the Foundation and University, honing their fundraising acumen and fully integrating into the division.



Sonja Sather

Where there is recruitment, there is inevitable attrition. On December 31, two longtime staff members will retire. Sonja Sather began her career at Western 44 years ago in the President’s Office. She moved to the Foundation and made it her mission to raise as much private support as possible for the benefit of students. She served as the development officer for Woodring College of Education and the College of Fine and Performing Arts, securing millions of dollars and generating lasting relationships during her tenure. She is widely respected among her colleagues and the donors she has worked with, taking with her life-long friendships.

Emily Weiner began her role in a temporary position as a grant writer in 2014. A former editor at The New York Times, her excellent research and writing skills led to a full-time, permanent position as Director of Foundation Relations. In her role, Emily has secured a number of grants from family and other charitable foundations as well as from many local tribes. Her attention to detail, thoroughness and adherence to strict guidelines, and ability to identify alignment with funder objectives, has allowed our foundation relations program to flourish.



Emily Weiner



Ann Morris (center) visits with President Randhawa and Uzma Randhawa at Sculpture Woods.



Guests toast to the donation of the property to WWU.

On September 7, donors to Sculpture Woods gathered on Lummi Island to celebrate Ann Morris and those who have made this tremendous addition to Western possible. It was a special night to honor those whose generosity will preserve a local treasure.



Capital Program Report

Board of Trustees

October 14, 2022

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Interdisciplinary Science Building (ISB) Tenant Improvements

This project completed construction of four rooms (two labs and two lab support spaces) on the fourth floor of the new Interdisciplinary Science Building (ISB) that were built as shelled space under the primary ISB contract. The consultant for this project is Perkins&Will and the contractor is Regency NW Construction. The work started on January 3, 2022 and is now operational for Fall Quarter. Additional work on the AV system will occur in December.

Electrical Engineering and Computer Science

Western is working with Perkins&Will, the design consultant, and Mortenson Company, the GC/CM contractor. Currently the design consultant is developing the 100% Construction Documents and received permit comments from the City of Bellingham on the 75% Construction Documents submittal. The displacement parking phase of the project that will construct the parking along the Wade King Access Road is close to substantial completion with only minor items to finalize. The building is scheduled for occupancy in late Fall 2024.

Student Development & Success Center Predesign

The consultant team, led by Mahlum Architects, completed the Predesign Report, including a spatial program, conceptual design and conceptual cost estimate. The Report was submitted to the Office of Financial Management (OFM) for their review and approval. A funding request for the design and construction of the project is included in the 2023-2025 Capital Budget Request.

Birnam Wood Siding & Bridges PH 1

This project will replace the bridges and siding at stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. A design contract has been executed with Cornerstone Architectural Group. Due to changes in the occupancy schedule for the facility, the project is now scheduled to bid in October 2022 (previously August 2022) and go to the Board of Trustees in December 2022 (previously October 2022) for approval of a construction contract.

Science, Math & Technology Education Building (SMATE) Envelope Remediation

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

Fairhaven Recording Studio

This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. The project is currently in design, targeting the April 2023 Board of Trustees for construction contract approval, and a Fall 2023 opening.

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

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

Multiple Building (MB) Security, Access Controls, and Fiber Upgrades

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

2023-2025 Capital Budget

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

The project proposals were submitted to the Office of Financial Management (OFM) in August. The Ten-Year Capital Plan and Two-Year Capital Request was submitted to OFM in September. The Governor's proposed capital budget is anticipated to be released in December 2022 and the Senate and House are anticipated to release their proposed capital budgets in Spring 2023.

For more information regarding the process and development of the Plan, please visit the following website: [2023-25 Capital Budget Request | Capital Planning and Development \(www.edu\)](https://www.wvu.edu/2023-25-Capital-Budget-Request-Capital-Planning-and-Development).

**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: October 14, 2022

SUBJECT: University Relations and Marketing Report

PURPOSE: Information Item

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 beginning of a new academic year is always a busy time, and this year is no exception, especially with a very full Bellingham campus for the first time since Winter 2020. A few highlights to note:

URM worked with the Downtown Bellingham Partnership and several local businesses and retailers to host a State Street Parking Lot Party on Saturday, September 24 as part of Western Welcome festivities. Adjacent to the popular Farmer's Market, the event was free to students and the community at large and featured several local bands, a local art and retail fair, and food from 20+ downtown vendors. The Blue Room, an all-ages music venue run by Western students, hosted a stage featuring several popular local bands. The Downtown Bellingham Partnership was eager to find a way to fill the void left by the WWU Alumni Office's former Paint Bellingham Blue event, and we are engaged in evaluating this year's pilot event as a possible new annual downtown welcoming event for Western students in the years to come.

The private capital fundraising campaign for the "House of Healing" Coast Salish-style Longhouse is nearing completion thanks to a strong collaboration between University Advancement and the Office of Tribal Relations. With a \$100,000 grant from the Whatcom Community Foundation and a \$30,000 pledge from the Swinomish Tribe, we now stand at about \$615,000 in commitments for the project, exceeding our goal of \$500,000 in private contributions. Tribal Liaison Laural Ballew is engaged in additional conversations with the Tulalip, Lummi, Samish, and Nooksack Tribes which we expect will contribute even more to our efforts, giving us a cushion for potential construction cost overruns and inflationary pressure, and perhaps also providing some seed capital for programming.

Laural is also working with the Longhouse Elder Advisory committee on plans for a blessing ceremony on the Sehome Arboretum site for later this year. Meanwhile, we have completed an entry-upon-land agreement with the City of Bellingham that has allowed us to access the site to perform utility locates, surveying, soils investigations, archeological investigations, and hazmat determinations. On a parallel track, the design-build team has been engaged in ideation work with the Longhouse Advisory and Elder Advisory committees and we expect to wrap that work up this quarter, allowing us to complete the land lease agreement with the City by the end of the calendar year.

Following enrollment of the largest first-year class in university history, on par with our previous largest classes in Fall 2018 and 2019, we started our top-of-funnel marketing efforts for the Fall 2023 class on September 1. This year we are operating on a greatly reduced budget of \$350,000 (compared to a \$600,000 budget last year) due to the end of the previous three-year commitment of funding from the WWU Foundation and reduction in one-time pandemic stimulus funding. Consequently, at the start of the new recruitment cycle our overall impressions are down 58.8%. In addition, our cost per lead in the highly competitive Southern California market has risen to a whopping \$379, compared to about \$79/lead in state.

In a milestone move to expand enrollment at the nation's most popular university, UCLA recently announced that it is buying two large properties owned by Marymount California University, a small Catholic institution in Rancho Palos Verdes that closed its doors in August. UCLA's \$80-million purchase of Marymount's 24.5-acre campus and an 11-acre residential site in nearby San Pedro marks the university's most significant expansion to help meet the burgeoning demand for seats. UCLA drew nearly 140,000 first-year applications for about 6,600 spots in fall 2021 and [even more applications this year](#) — sparking angst among the growing legions of rejected Californians and pressure from state legislators to reduce the number of out-of-state students.

With this kind of demand pressure, we continue to think that Southern California is worth our marketing and recruitment investment and have begun a project to develop a persona of the So Cal students who have applied and been accepted at Western, including zip codes, high schools, academic interests, socio-economic status and other measures that can help us more accurately target our reduced budget on likely prospects.

In addition, we are developing a California specific marketing landing page that plays up our 2022 U.S. News & World Report rankings that put WWU, for the first time, at the #2 spot among public universities in the entire Western region, tied with California State Polytechnic University, Pomona.

In the meantime, we are pleased to see that our highest engagement in out-of-state markets is coming from Arizona, and especially Phoenix. We first began a test to determine uptake in Arizona in the 2021-22 cycle. Other key metros delivering high engagement include San Francisco and Austin. We are hopeful that the WWU Foundation will grant our request to reup their financial commitment of our recruitment marketing efforts at \$300,000 over the next two years, which would allow us to boost our budget to \$500,000 for the current cycle, enabling us to secure our current out-of-state and in-state enrollment gains.

UNIVERSITY COMMUNICATIONS

University Communications

The Office of University Communications welcomed Jonathan Higgins as its new Director as of August 15. While it continues to fill a broad range of internal communications needs across campus, including crisis response, health messaging, and institutional communications, the team is prioritizing strategic story development, digital channel growth, and proactive media relations outreach. The development of a new WWU communications strategy also began in August. The new strategy is anchored in the university's strategic goals and new core messaging which positions WWU as an institute of higher education with unmatched opportunities for undergraduate students to work hands-on with faculty, and which is taking a leading role in sectors that are now top of mind and critical to the global community. The full communications strategy and messaging will be socialized with campus leadership in fall quarter.

An updated University Communications website, along with a revised mandate, scope of work, and boilerplate description for the university is also now available at <https://www.wvu.edu/university-communications>

Earned Media and Story Mining

The office has implemented a new beat structure designed to provide greater reach to campus and more enterprise writing projects for the entire communications team, with all four members having responsibility for their assigned colleges and areas. The resulting stories will be filtered through the new workflow and metrics systems implemented last summer to better evaluate the return on investment of Western's earned media.

Social Media

In July, Zoe shared daily social media updates from the Honors College study abroad program in Ecuador, featuring fantastic photos and daily stories provided by John Thompson and Sean Patrick as they traveled with the group. Western launched its TikTok channel over the summer and began sharing content in the leadup to fall quarter start. This is a key space for Western to have a presence in order to reach a younger prospective student audience. Western is now also expanding its

presence on LinkedIn, building on our large community of employees, alumni and industry connections there to raise Western's profile in the professional world.

To help students get oriented and excited for back to school, Zoe created videos for move-in, info fair, the first day of school and some slideshows that highlight campus resources for new students. These vertical videos help Western take advantage of Instagram's Reels and build content for TikTok as we grow that channel.

Publications

In Publications, we're in the final stages of production of the fall edition of Window magazine, which will feature compelling stories and photos chronicling the Honors College's trip to Ecuador. We're also working with WebTech to build a special site offering an immersive experience of the sights and sounds of the students' life-changing adventure. This edition also features a story about energy-producing solar windows recently installed in the Western Gallery by an alum who helped with the early stages of research into the technology at WWU, and now works for the New Mexico company which licensed the technology and is working to scale mass production of the windows.

Families continue to respond well to the Family Connection newsletter, which had open rates of about 60 percent in both August and September. We'll build on this momentum with content about academic resources in the October edition.

OFFICE OF UNIVERSITY COMMUNICATIONS



METRICS DASHBOARD

JULY – AUGUST 2022

WESTERN TODAY

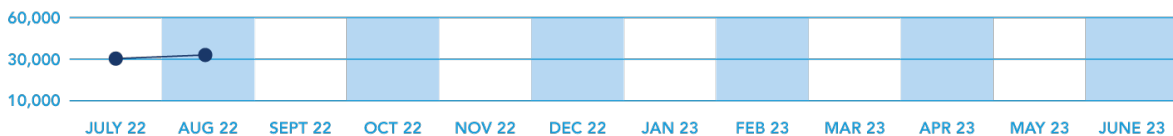
Total Sessions

July 30,767

August 33,481

Top Stories

- Meet the COVID super dodgers – [Link](#)
- Photo gallery: Study Abroad in Ecuador with the WWU Honors College – [Link](#)
- In Memoriam: Karen Bradley – [Link](#)



SOCIAL MEDIA

Twitter

Facebook

Instagram

LinkedIn

STATISTICS AT A GLANCE

22,625 Total followers	51,961 Total followers	27,295 Total followers	99,571 Total followers
48 New followers	551 New followers	248 New followers	1,706 New followers
.2% % gained	1.1% % gained	.9% % gained	1.7% % gained
375 Engagements	3,487 Engagements	29,099 Engagements	1,746 Engagements

External Media

Total Stories

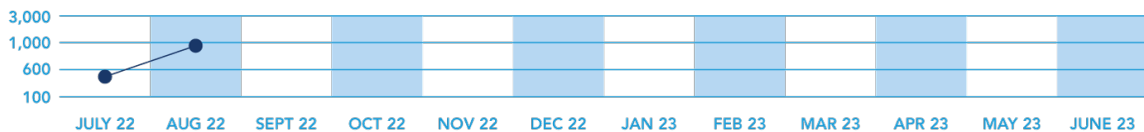
July 491

August 975

Total 1,466

Top Stories

- West Coast leaders gathering in Semiahmoo for climate action conference – [The Northern Light](#)
- Bellingham coffee roaster teams up with famous band to celebrate new album, national tour – [The Bellingham Herald](#)
- Opening statements begin in jury trial of man accused of shooting, killing WWU student – [The Bellingham Herald](#)



FAMILY CONNECTION NEWSLETTER

August

5,855 Recipients (families of incoming students)

60.4% opened

22.3% clicked

Top Content: NSSFO New Families page, Orientation, Housing Move-In, Counseling and Wellness Families, University Housing Check-Out Program, Fall Family Weekend.

September

8,169 Recipients (families of all students)

58% opened

97% clicked

Top Content: Housing Move-In, Western Welcome events (West Fest, Convocation, Outdoor Film, Taste of Bellingham, Fall Family Weekend)

UNIVERSITY MARKETING & BRAND STRATEGY

The University Marketing team is a group of creative professionals dedicated to reaching external audiences through strategic marketing, branding and advertising. The team is responsible for the launch, education, coordination and protection of the Western brand, specifically with external audiences.

In addition to leading institutional brand and marketing campaigns, Western's University Marketing team works collaboratively to support marketing needs of our schools, centers, institutes and administrative departments.

Staffing and Talent

Due to several staff departures, recruitments, and promotions, the University Marketing team has changed over the past few months. As of August 2022, [the University Marketing team](#) consists of the following members:

- Elizabeth Lambert, Director of Marketing and Brand Strategy
- Derek Bryson, Assistant Director of Creative Services
- Megan Havens, Project Manager
- Chris Baker, Senior Graphic Designer

The team will be initiating a search for two additional senior graphic designers this fall. These team members will be responsible for developing the creative assets for both paid recruitment marketing campaigns and campus marketing initiatives.

Digital Media

2021-2022 Campaign Highlights

Beginning in September 2018, University Relations and Marketing launched an undergraduate-focused digital marketing campaign in partnership with Admissions. The primary enrollment and brand awareness campaign for WWU, the campaign includes display advertising, display retargeting, Snapchat, YouTube, pay-per-click, Audience Select (list targeting), and Facebook/Instagram advertising. In both the undergraduate and transfer campaigns, either applications or requests for information were counted as conversions, while only requests for information counted as conversions for the graduate campaign.

2021-2022 Campaign Results

Undergraduate Campaign	Transfer Campaign	Graduate Campaign
<u>Total Impressions:</u> 36,808,781	<u>Total Impressions:</u> 6,986,825	<u>Total Impressions:</u> 16,685,012
<u>Total Clicks:</u> 297,678	<u>Total Clicks:</u> 13,726	<u>Total Clicks:</u> 17,251
<u>Total Conversions:</u> 4,752	<u>Total Conversions:</u> 1,153	<u>Total Conversions:</u> 292

Western saw a 132% year-over-year increase in requests for information and a 825% year-over-year increase in registrations for campus visits. Display advertising was the top conversion-driving strategy, contributing 136 requests for information, 116 visit registrations and over 2,500 application conversions at a cost per applicant of \$3.

Western and our digital marketing agency Carnegie-Dartlet continue to test the performance of the campaign on new and emerging platforms. Snapchat contributed the most direct conversions out of any paid digital strategy this year with 231 total conversions, with the most significant strength in the Yield campaign. Western also tested video pre-roll and YouTube buys. Ultimately, pre-roll was a more cost-efficient branding and awareness strategy.

Creative Highlights and Click-Through Rates

Pre-Roll	YouTube	Snapchat
Find Your Place In-State CTR: 13% Out-of-State CTR: 6%	Welcome Back Anthem In-State CTR: 1%; Southern California CTR: .09% Solar Window Out-of-State CTR: .21%	Shannon Point MACS program In-state CTR: 1.08% Conversions:11 Find Your Place - Out-of-State CTR: 97% Conversions: 5

Summer Melt

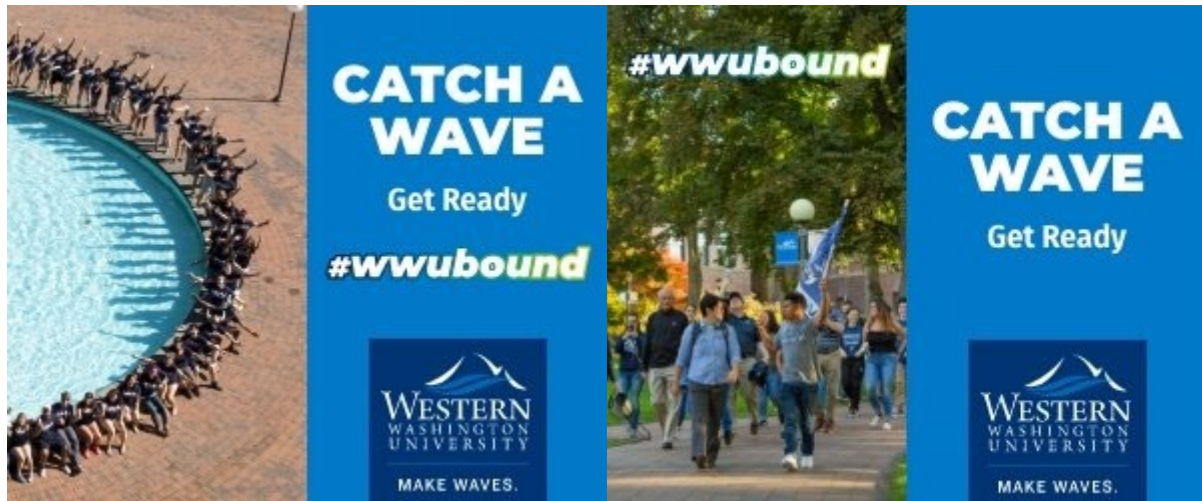
The final two months of the 2021-2022 campaign were focused on preventing “summer melt.” Summer melt is a scenario in which incoming students apply, are accepted, and say they plan to enroll in college—but ultimately choose to attend another institution or delay the start of college.

Some of the factors that contribute to summer melt include confusion with complicated forms and registration processes, limited support from families and friends, and a lack of communication with the college over the summer. Summer melt marketing - coupled with targeted admissions counseling and resource navigation - plays an important role in reinforcing students’ decision to attend Western.

Western’s #wwubound summer melt campaign was designed to reinforce feelings of excitement and anticipation with the incoming cohort of students while providing a connection with campus logistic and emotional support resources.

At-a-Glance (July 1 - August 31, 2022) Undergraduate Campaign (Melt)

- Total Impressions: 596,062
- Total Clicks: 501
- Total Conversions (Application or Button Clicks): 61



Brand Management and Creative Services

In addition to providing the creative for campus-level campaigns, the University Marketing team works with academic and administrative teams across Western's various campuses and locations to manage the University's brand. This includes the development of design elements and ensuring adherence to Western's brand standards.

In July and August, the University Marketing team created brand identities and creative services for the following Western offices:

- Bias Response Team
- Graduate School
- Institute for Critical Disability Studies
- Language and Culture Programs
- LGBTQ+ Western
- Multicultural Student Services
- New Student Services/Family Outreach
- Outreach and Continuing Education
- President's Office
- Student Business Office/Transportation Services
- University Residences
- Western Libraries
- Woodring College
- WWU Athletics

COMMUNITY RELATIONS

Western Washington University Day at the NW Washington Fair

Thursday, August 18 was WWU Day at the Northwest Washington Fair. For the first time, WWU partnered with the Northwest Washington Fair to boost Western's visibility in rural Whatcom County and beyond. Of the thousands who attended the fair that day, 563 attendees received a \$2 WWU discount. 171 were students, faculty and staff who showed their WWU I.D. card and 392 were alumni who showed a coupon sent in an email. The sponsorship included two WWU videos shown on the fair's jumbotron prior to main stage performances which included Flo Rida, Pat Benatar, Big & Rich, and For King and Country. WWU banners were hung at all entrances and reentry handstamps showcased WWU's logo. Western was also granted exclusive 10'x30' space near the main entrance

where 1,725 fairgoers gladly took free WWU-branded reusable shopping bags which included a WWU informational insert. Western's space also included gifts and clothing sold by the AS Bookstore. To top it off, Western's mascot Victor E. Viking thrilled crowds young and old by posing for photos and even playing carnival games and riding the giant slide. The Northwest Washington fair is Whatcom County's largest multi-day event and was founded in 1911.

Cascadia Innovation Corridor Conference

Community Relations worked with representatives from Microsoft and Challenge Seattle to gain special access to the Cascadia Innovation Corridor Conference which was held at Semiahmoo Resort on September 12 and 13. President Randhawa was added to the list of speakers which included Microsoft President Brad Smith and former Washington Governor Christine Gregoire.

New Student Convocation

The director of Community Relations supported this year's revamped New Student Convocation with audio, video, livestreaming, staging, live and house music, and other facility support. 1,100 students attended this year's welcoming event, which was held on Tuesday, September 20.

Downtown Parking Lot Party

Community Relations partnered with the Downtown Bellingham Partnership to support local businesses at the Downtown Bellingham State Street Parking Lot Party which was held on Saturday, September 24. More than 1,000 students and community members shopped, ate, and danced together at the event which included live music, food vendors and local business pop-ups giving students a taste of the food, art, shopping, music and community scene in downtown Bellingham.

Moderator of City Club

The director of Community Relations served as the moderator for Bellingham City Club's 40th and 42nd District candidate forums. As a non-partisan community representative, Chris Roselli is often asked to moderate local political forums and he serves on the Program Committee for City Club.

Indigenous Peoples' Day

The director of Community Relations is leading a community-wide advisory team representing multiple partners including local tribes, higher education institutions, the City of Bellingham and Bellingham Public Schools in the planning of this year's Indigenous Peoples' Day event which will be held at Whatcom Community College's Syre Auditorium on Monday, October 10. The program will feature a documentary by a Lummi filmmaker called "Daughter of a Lost Bird," an intimate portrait of a Native adoptee on her journey to find her birth mother and return to her Lummi homelands.

Taste of Bellingham for Fall Family Weekend

Community Relations is supporting WWU's Fall Family Weekend on October 22 and 23 by partnering with seven restaurants in Downtown Bellingham to host a guided walking tour of downtown while sampling some of Bellingham's delicious food options. Both days are nearly sold out with maximum capacity set at 120 guests.

TRIBAL LIAISON

Longhouse Project

The Tribal Liaison has maintained deep involvement in the planning and development for the Coast Salish-style longhouse project along with the Longhouse Steering Committee and the Tribal Relations Longhouse Planning and Elders committees. We have met recently with Wellman & Zuck, Jones & Jones Architects, and Rolluda Architects to collaborate on a design model for the longhouse. This group is expected to meet monthly to accommodate several more work sessions for the longhouse planning process.

Events and Planning

To date, Western has secured \$615,000 in donations and pledges for the longhouse project, exceeding our goal of \$500,000. The Tribal Liaison continues to work with tribal leaders and make presentations to tribal councils to seek additional financial support. Thus far, the Tribal Liaison has visited with the Tulalip Tribe and is expecting to present to Lummi, Nooksack and Samish Nations soon.

The Tribal Liaison has begun planning for another successful Indigenous Peoples' Day event scheduled for October 10, 2022, at Whatcom Community College's Syre Auditorium featuring the documentary film, "Daughter of a Lost Bird." This event will again be a collaborative effort with Northwest Indian College, Whatcom Community College, Bellingham Technical College, Bellingham Technical College, PeaceHealth, Bellingham School District, Swinomish Education, and Children of The Setting Sun Productions.

Training

The Tribal Liaison continues to support the Government-to-Government training with the Governor's Office of Indian Affairs. Next up is a session scheduled for December 2022 with the University Relations and Marketing division.

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

Advisory Functions

The Tribal Liaison has begun the fall quarter as one of several advisors for the Native American Student Union. The group meets on a weekly basis, and they are currently making travel plans to attend the National Indian Education Association conference in Oklahoma City, Oklahoma.

The Tribal Liaison has begun meeting and working with the newly appointed Chief Diversity Officer, Jacqueline Hughes, and Litav Langley, Assistant VP of the ADEI unit within Enrollment & Student Services in order to develop procedures for affirmative partnership.

Relationship Building

The Tribal Liaison attended the Affiliated Tribes of Northwest Indians Annual Conference September 18 – 21, 2022 representing Western on the Education Committee. The conference provides the Tribal Liaison an opportunity to collaborate with other higher education institutions and to seek support from tribal leaders.

The Tribal Liaison continues to serve on the Northwest Indian College Board of Trustees to build capacity and institutional partnership.

The Tribal Liaison maintains a consistent affiliation with the Washington state Tribal Leaders Congress on Education by attending quarterly meetings. This group provides a forum for tribal leaders to work in collaboration with state agencies to advocate for legislative, policy and research efforts that increase educational opportunities for Native people throughout the state.

SMALL BUSINESS DEVELOPMENT CENTER

WWU SBDC Bellingham August and September Highlights

- The WWU SBDC team welcomed our newest advisor, Liliana Deck, Ed.D, on August 1. Liliana brings her transnational leadership in the private and public sectors working with local and global organizations with an emphasis on education, social services, and health care in Colombia, the United States, and beyond. At the SBDC, Liliana specializes in Latino-owned businesses, providing advising and business resources in Spanish.
- Kevin Hoult, the Manager of Strategic Initiatives, retired on September 30. Starting with the SBDC in 2006, Kevin has been critical to the growth and development of our center and was the first advisor of the Kitsap branch of the WWU SBDC.
- WWU SBDC Director CJ Seitz presented lessons learned from the business recovery efforts following the 2021 floods to the Northwest Workforce Council and at the Washington Economic Development Association conference.

Outreach

- Balance Accounting Services – professional service partner
- BIPOC Business Fair, hosted by Port of Bellingham and the WWU Procurement and Business Services Office
- Cha & Alexander Law Firm – professional service partner
- Ferndale Chamber of Commerce – new Director Megan Juenemann meet and greet
- Ferndale Chamber of Commerce lunch
- Hunter Hassig / Small Business Resources – professional service partner
- JB & A Accounting – professional service partner
- Lens on Law Enforcement Reform & Legislature Town Hall – hosted by Bellingham Chamber of Commerce
- Port of Bellingham, Broadband Initiative
- Sustainable Connections
- Team Whatcom
- WECU Business Lending Team – professional service partner
- Whatcom Business Alliance: Leaders of Industry Event
- Women's Professional Network

Presentations

- Fostering Economic Development Engagement Management for Disaster Response, Recovery, and Resilience – panel as part of the Washington Economic Development Association Conference, CJ Seitz
- Whatcom County Flood Business Recovery: Lessons Learned – presented to Northwest Workforce Council, CJ Seitz

Professional Development

- America's Small Business Development Center annual Conference
- Buying or Selling an Existing Business – seminar by SCORE Seattle
- Embracing Different Cultures in the Business Environment
- Entrepreneurial Equity webinar
- Every Dollar Counts: Small Business Debt Collection and Credit Management Strategies
- Hablar de Negocios – statewide SBDC weekly meeting of bilingual advisors
- How to Design a Compelling Grant Proposal
- Inflation Strategies for Businesses in the Short and Long Term
- LEAN Canvas Business Plan webinar
- Review of updated ERTC guidelines
- Washington Economic Development Association conference
- Washington Economic Development Association - Emerging Leaders group
- Work Opportunity Tax Credit & Federal Bonding Program

VISUAL MEDIA PRODUCTION

Projects Undertaken

File Organization of current and legacy projects on the new media server (known as EVO). Thousands of previously created assets were organized by team members that have since left the university and were located on many physical drives. An effort was made to organize and tag the projects before the new director and visual journalist staff member arrived, but the workflow is now in much better shape due to workflow optimization, implementing file name conventions, and reducing the number of identical files living in multiple places within the ecosystem. This work has since reached the first level of completion, as the workflows we have enacted have greatly increased our location and use of previously made content. We will continue iterating on this system as the work continues to be generated. Recent ideas have popped up, like allowing a small partition of the server to be dedicated to WWU Athletics, so they can archive games and matches, and they would also be utilized by URM as promotional b-roll.

Optimizing and facilitating efficiencies to better share multimedia assets with campus partners for social media, Window Magazine, etc. This previously was done on a case-by-case basis and now workflow is taking shape on reducing the amount of effort to share such things. This system and workflow have now been used to share dozens of custom images and video clips for social media content and assets for partners. Recently, we have shot about ten events on campus and have been able to share print-quality imagery with partners on campus within an hour of the shots being taken. We used a novel workflow on WWU OneDrive for sharing near synchronous material from over a dozen locations within Ecuador and the Galapagos Islands to WWU Social Media channels and Western Today for daily updates on the nearly three-week program. This work continues to be valuable, as we shoot images across campus weekly and share them with collaborators in a nimble and efficient manner that also allows for high quality and more consistent presentation of WWU.

WWU Honors Ecuador & Galapagos Program is a recent project we recently returned from. Over 23,000 images and video clips were captured through the 19-day program. Material captured included students learning about cultural sites around the region, climbing volcanoes, geology field trips at national parks above 15,000 ft, canoeing through portions of the Amazon Basin, trekking through the jungle, meeting indigenous community members, and much more. The entire program will be shared with the public via an upcoming feature in Window Magazine, an interactive website

dedicated to the program, and video vignettes for use in the Winter 2023 recruitment advertising campaign.



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

Building an OM 370 interview studio is an idea that recently emerged for enabling on-the-fly interviews and rapid content creation. The space will be flexible and have many uses, for both still photography, interview capture, and audio/podcast capture. It will use quite a few pre-existing

resources, mitigating the financial impact significantly of building a ground-up, custom-made studio space. It is expected to be partially online by the end of October 2022.

Projects Recently Completed:

“Western Recap” a new, short social media video series of recent events on campus & community
Convocation “Western Recap”
Info Fair “Western Recap”
WestFest “Western Recap”
Meet the Provost: Brad Johnson
Solar Window Campus Install Vignette

Projects in post-production:

Title IX: 50 Years Later Interview Retrospective (In association with WWU Athletics)
Student Spotlight: Dani Iwami
Student Spotlight: Sealey Raymond
WWU Honors Ecuador & Galapagos Program

Projects in production:

"Less than :60" Light, Fun social media content series pilot (Interesting, notable, novel short videos about a range of topics of things happening all over campus)
Summer Course Field Work Asset Creation / Capture (Geology, 8MM Filmmaking, Glaciology, Flyfishing, Marine Biology)
WWU Rock Climbing Contest
WWU Building Repository

Projects about to begin:

Rank Choice Voting Explainer, with Professor of Political Science Todd Donovan (Oct 22)
Cyber Security Month Explainer with Director of Cyber Security Programs Erik Fretheim (Oct 22)
Energy Institute Recruitment Advertising Campaign (Spring 23)
Possible All-Electric SAE Formula Car (TBD)

WASHINGTON CAMPUS COMPACT

Student Civic Leaders Fellowship

Washington Campus Coalition has launched a call for proposals for member campuses to host Student Civic Leadership Fellows programs this fall. Student leaders from across the state will develop service projects to address critical issues on their campuses and in their communities. They will work in cohorts with students from other institutions to learn together as they serve and engage in their programs. Fellows will participate in service symposiums and professional development opportunities throughout the year and earn funding towards their education.

Grant Monitoring and Internal Audit Process Update

AmeriCorps asked Western Washington University to review criminal history checks conducted by WACC staff for our current AmeriCorps grant. Western’s Internal Audit team reviewed 172 files and identified seven files that did not meet 100% of the criteria for compliance. All background checks were completed and cleared but were missing a final step in the adjudication process (one final button in the software program). Of note, all compliance errors had been identified and corrected internally by program staff and none have been identified since the mid-year compliance review. Several new internal checks have been put in place to mitigate future compliance risk. Research and Sponsored Programs provided the Internal Auditor’s report to AmeriCorps and AmeriCorps has deemed the report sufficient to resolve compliance concerns but is recommending

cost disallowances for the non-compliant checks. It is expected that the disallowance may be negotiated now that the review is complete.

The Internal Audit team is finalizing their full report which will include best practice recommendations and be provided to the Board of Trustees.

WEB COMMUNICATIONS TECHNOLOGIES

Summary

The start of the academic year brings energy to all aspects of the university. WebTech helped the [Office of Student Life](#), [Multicultural Student Services](#), [Enrollment Student Services - Access, Diversity, Equity, and Inclusion](#) as well as the [Library](#) and [Border Policy Research Institute](#) launch new websites these past two months. The library launch is particularly exciting as it is one of the most frequently used websites by students and the new site is faster, consistent in both look and feel with other Western sites and will be easier to maintain by library staff.

In addition to full website builds, WebTech also led updates to the [New Student Convocation](#), [State of the University](#), [Western Welcome schedule](#), and [Latine Heritage Month](#) webpages. WebTech continues to assist many departments with minor updates to their content as well while staffing fluctuates in departments.

To kick-off the new year, the WebTech department volunteered with University Residences to help students move in on the Friday of move-in week.

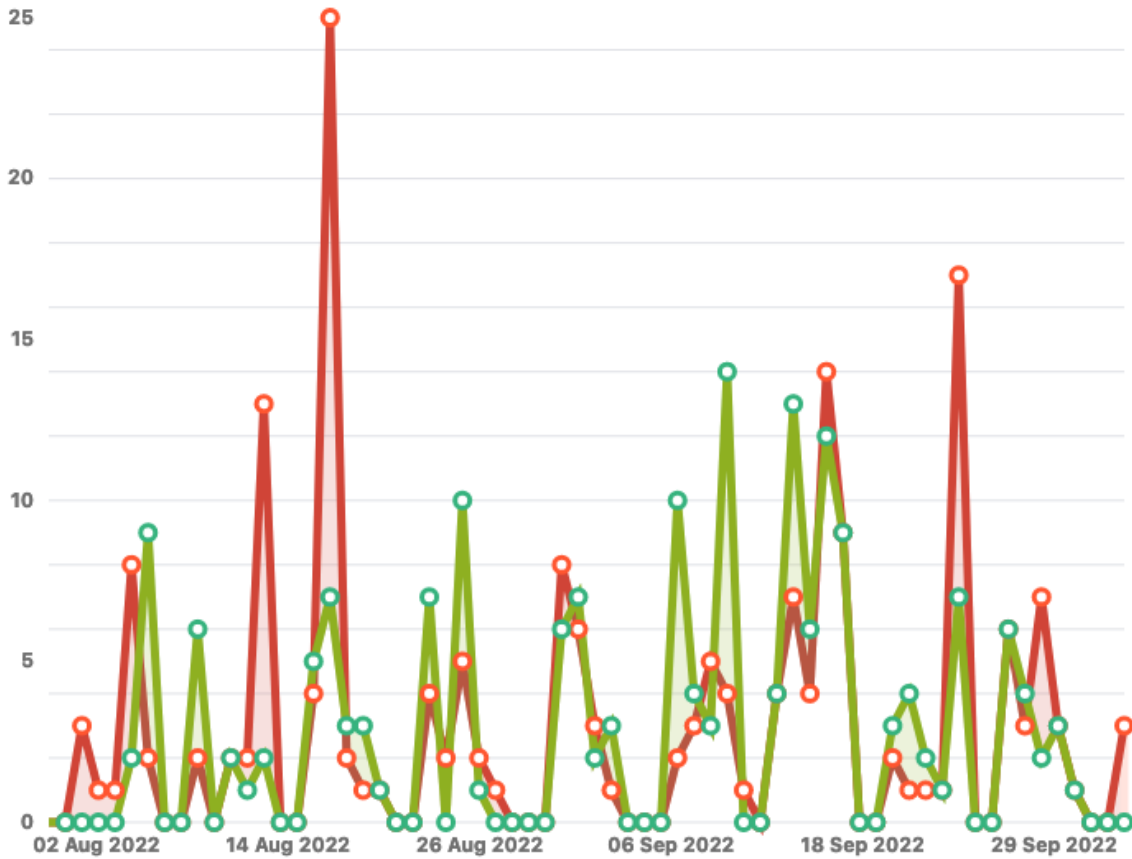
Web Traffic Analysis

The trend of strong engagement across Western webpages continued this past period with a 52.5% increase in total page views. Historically, there is always a spike in page views as new students check on webpages quite frequently during the first week of school. The homepage, majors landing pages, the campus map, and web camera all showed increases at a minimum of 38% increase. Again, new students and parents historically drive this large increase. Convocation, while in person, still had a strong online presence with 8,422 visitors and 335 individuals watching the live stream.

The digital advertising campaigns generated the top percentage of new sessions on our websites with a 28.2% increase across the varied strategies being deployed. Organic traffic from Google and other search engines drove 11%+ of the new sessions.

WebTech Workload

Created vs. Resolved Chart: Updated within the last 60 days



Issues in the last 65 days (grouped daily)

[View in Issue navigator](#)

○ Created issues (197)

○ Resolved issues (185)

WebTech continues to move forward handling requests from across campus. With the launch of six websites and several prominent pages, the increase in new and resolved issues charts appropriately. With the start of the term, WebTech handled an additional 39% increase in email to our general help line, totaling 589 emails. This volume is consistent with the start of a new academic year.

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

TO: Members of the Board of Trustees
FROM: John M. Meyer, Chair, Board Committee on Trustees
DATE: October 14, 2022
SUBJECT: **Board of Trustees Remarks**
PURPOSE: Information Item

Purpose of Submittal:

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

17. DATE FOR NEXT REGULAR MEETING

- **December 8-9, 2022**

18. ADJOURNMENT