

**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
October 14, 2016**

FRIDAY, OCTOBER 14, 2016

Location: Old Main 340

Time: 9:00 a.m.

**Breakfast for the Trustees and Meeting Attendees in Old Main Solarium
8:00 to 8:50 am**

Introduction: Dean of College of Business and Economics

- Scott Young, College of Business and Economics

Introduction: Convocation Award Winners

- Steven Garfinkle, Outstanding Faculty Leadership Award Recipient
- Jeannine Woelkers, Outstanding Classified Staff Award Recipient
- Lisa Rosenberg, Professional Staff Organization Award Recipient
- Trula Nicholas, Diversity Achievement Award Recipient
- Joseph Trimble, Diversity Achievement Award Recipient
- James Hearne, Carl H. Simpson Bridging Award Recipient
- Pete Elich, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Sue Sullivan, Morse Hall Fire Restoration Team Award Representative

1. CALL TO ORDER

9:00 – 9:05

2. PUBLIC COMMENT

9:05 – 9:15

3. BOARD CHAIR

9:15 – 9:25

- Summary of Board of Trustees Work Session

4. FACULTY SENATE

9:25 – 9:35

5. ASSOCIATED STUDENTS

9:35 – 9:40

DISCUSSION ITEMS

6. ENROLLMENT REPORT AND TRENDS

9:40 – 10:15 Presentation: Eileen Coughlin, Senior VP & VP for Enrollment and Student Services
Discussion

BREAK: 10 Minutes

7. THE STRATEGIC PLANNING PROCESS

10:25 – 11:00 Presentation: Sabah Randhawa
Discussion

8. AUDIT COMMITTEE REPORT

11:00 – 11:10 Presentation: Trustee Earl Overstreet, Chair, Board of Trustees Audit Committee

9. BOARD GOVERNANCE COMMITTEE REPORT

11:10 – 11:20 Presentation: Trustee Chase Franklin, Chair, Board Governance Committee

10. BOARD OF TRUSTEES WEBPAGE OVERVIEW

11:20 – 11:30 Presentation: Barbara Sandoval, Assistant to the President/Secretary to the Board

11. INFORMATION ITEMS

11:30 – 11:40

- a. Academic Affairs Report
- b. Capital Program Report
- c. University Advancement Report
- d. University Relations and Community Development Report
- e. WWU Annual Report

12. DATE FOR NEXT REGULAR MEETING: December 8, 9, 2016

13. ADJOURNMENT

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: October 14, 2016
SUBJECT: **Recognitions and Introductions**
PURPOSE: Information Item

Vice President Eileen Coughlin, Vice President Rich Van Den Hul, and Associate Vice President for Academic Affairs, Brian Burton will recognize the following people at lunch for their outstanding achievements and service to the University.

- Scott Young, Dean, College of Business and Economics
- Steven Garfinkle, Outstanding Faculty Leadership Award Recipient
- Jeannine Woelkers, Outstanding Classified Staff Award Recipient
- Lisa Rosenberg, Professional Staff Organization Award Recipient
- Trula Nicholas, Diversity Achievement Award Recipient
- Joseph Trimble, Diversity Achievement Award Recipient
- James Hearne, Carl H. Simpson Bridging Award Recipient
- Pete Elich, Philip E. Sharpe Jr., Community Engagement Award Recipient

Scott Young, Dean, College of Business and Economics

Scott Young is Dean of the College of Business and Economics at Western Washington University. Previously, he served as Chairman of the Department of Management at DePaul University and Chairman of the Department of Management and Associate Dean at the University of Utah. He is the co-author of "Essentials of Sustainability for Business," Sage Publications (2014). He earned his BA in Journalism from the University of Georgia, MBA from Georgia College and PhD in Management from Georgia State University.

Steven Garfinkle, Professor, History - College of Humanities and Social Sciences

Steven Garfinkle has been teaching ancient history in the History Department at Western since 2001. His research focuses on the history of early Mesopotamia with an emphasis on the origins of commerce and state formation. Steven has authored and edited several books, including *Entrepreneurs and Enterprise in Early Mesopotamia*. He is a past recipient of a fellowship from the National Endowment for the Humanities. Steven has served with distinction in leadership roles across the university, as well as for national and international professional organizations. He led the effort to create the Jaffe Professorship in Jewish History, which will be the first endowed

professorship in the College of Humanities and Social Sciences at Western. Steven was an original member of the organizing committee for United Faculty of Western Washington (UFWW), and he served as President of UFWW from 2009-2013. He is currently the Vice President of the International Association for Assyriology, and a member of the board of directors for the American Oriental Society. He is the chair of the Committee on Mesopotamian Civilization for the American Schools of Oriental Research. Steven is the editor and co-founder of the *Journal of Ancient Near Eastern History*. Steven received his BA from Tufts University, MA from University of London, and PhD in Ancient Near Eastern Studies from Columbia University.

Jeannine Woelkers, Program Assistant - New Student Services/Family Outreach

At 19 Jeannine left her native Southeast Michigan. Her travel took her to many different places across the US, (including a homestead in Alaska where she mastered the Eskimo roll in a kayak), and overseas to Japan and the coral reefs of Guam. For the past 16 years she has called Bellingham and Western home.

Described by her colleagues as “big-hearted”, “friendly, patient, resourceful”, “student-centered” and “compassionate” – Jeannine has dedicated her years at Western to providing outstanding service to thousands of new students and their family members in support of their transition into the Western community. She cares genuinely for the students, faculty and staff with whom she works, and strives to ensure that students and their family members feel welcome and understand Western’s commitment to their success.

Lisa Rosenberg, Assistant Director for Student Activities – Viking Union – Enrollment and Student Services

Lisa Rosenberg has served Western for twenty-five years, as Assistant Director for Student Activities since 2006, and previously as Student Activities Coordinator/Program Advisor. She is directly responsible for advising a wide range of Associated Students entities, including the AS Personnel Office, Representation & Engagement Programs, Assessment Office, Election Advisory Committee, Management Council, Personnel Committee, and Structure and Program Advisory Committee. She provides resources, training and support to students who are developing their leadership and professional skills while creating an engaging and vibrant campus community through the coordination of high-quality programs, services, administrative functions, employment and involvement opportunities.

Lisa also has supervisory responsibilities for staff that manage of the programmatic and service areas including the AS Club System, Resource & Outreach Programs, Publicity Center, AS Review, AS Communication Office, and AS Productions. Lisa is highly regarded for her helpfulness, excellent interpersonal skills, institutional knowledge and willingness to explore new ideas. According to one of her colleagues, Lisa “consistently encourages, embraces and initiates change.” Another stated “I never hesitate to go to her with questions, because she is so welcoming and caring”.

Lisa received a Master’s degree in Student Affairs Administration in Higher Education from Colorado State University, and her undergraduate degree from the College of William and Mary.

Trula Nicholas, Assoc. Professor, Human Services, Dept. of Health & Community, Woodring College of Education

Dr. Trula Nicholas is Associate Professor of Human Services in the Department of Health and Communities Studies (Woodring College). She completed her undergraduate and master's degrees at Western Washington University (WWU) where she learned from mentors, such as Dr. Joseph Trimble, about equity and social justice work. Over the years Trula has served on numerous local, state, and national nonprofits boards including the National Organization for Human Services, Washington Nonprofits, the Whatcom Council of Nonprofits and the Whatcom Family and Community Network. At WWU Trula currently serves as chair of the Woodring Faculty Affairs Council, the Faculty Senate Social Justice & Equity Committee, and as secretary for Faculty Senate. Trula also serves as a mentor for students and colleagues on campus, continuing to deepen her understanding of how to bring the twin lenses of equity & social justice into all of her work. When collaborating with local and statewide nonprofits, community leadership programs, and local neighborhood associations, the echoes of her original learnings about equity and social justice are ever present. Trula's teaching, scholarship and service is focused on community building and community development, reflecting the understandings originally imparted at Western. Her ongoing work with students and amazing colleagues on the Faculty Senate Social Justice & Equity Committee continues to embody those twin lenses/pillars originally gifted by Dr. Joseph Trimble and many others years ago right here on Western's campus.

Joseph Trimble, Distinguished University Professor, Psychology Professor, College of Humanities and Social Sciences

Joseph Trimble holds multiple academic appointments at Western. He is a Distinguished University Professor and Professor of Psychology and Professor in the Woodring College of Education. He is also a President's Professor at the Center for Alaska Native Health Research at the University of Alaska Fairbanks, former Senior Scholar at the Tri-Ethnic Center for Prevention Research at Colorado State University, and a former Research Associate for the National Center for American Indian and Alaska Native Mental Health Research. For the past 40 years he has served on more than 15 different scientific review panels for the National Science Foundation and National Institutes of Health.

As a member of Western's Center for Cross-Cultural Research, Trimble's research and teaching focuses on multicultural topics in psychology, including mental health and the experiences of indigenous populations, diversity and leadership, and cross-cultural perspectives on health and mental illness. He has authored over 150 publications including 22 books.

In addition to previously receiving Western's Excellence in Teaching Award, and the Paul J. Olscamp Faculty Research Award, Trimble has received numerous regional, national and international recognitions for his contributions to the field, including the Distinguished Psychologist Award from the Washington State Psychological Association, the Peace and Social Justice Award from the American Psychological Association (APA), the International Lifetime Achievement Award, Ontario Institute for Studies in Education, University of Toronto, the Francis J. Bonner, MD Award, Massachusetts General Hospital, Department of Psychiatry, the Elizabeth Hurlock Beckman ward, and the Distinguished Elder Award from the APA. He has held leadership offices for the International Association for Cross-Cultural Psychology, and the APA, and is the past-President of the Society for the Psychological Study of Culture, Ethnicity, and Race.

Dr. Trimble earned a baccalaureate degree from Waynesburg College and pursued graduate studies in psychology at the University of New Hampshire and Harvard University before earning his PhD at the University of Oklahoma. In addition, he pursued postdoctoral studies at the University of Colorado, Ohio State University, and the University of Hawai'i-Manoa, East-West Center in Hawaii

James Hearne, Professor, Computer Science Department, College of Science and Engineering

Professor Hearne assumed his position at Western in the Computer Science Department in 1986, moving directly from positions in the computer industry in which he had worked in radar and sonar. Because his career in computing came as an afterthought to a graduate education in philosophy and linguistics, he early became involved at Western in the humanities, teaching courses such as philosophy of history and Chinese philosophy. From 1991 to 1995 he served as the Director of the Center for East Asian Studies. Later in his career, he became involved in Western's Faculty Club where he served for several years as president and now serves as treasurer. In these two positions, he has consistently sought to build a community that transcends department boundaries, as well as the boundaries separating faculty and administrators. His efforts to bring to bear the resources of computer science to problems in the humanities has recently found expression in the application of techniques from the machine learning tradition to the computer analysis and dating of ancient Sumerian writing. Jim received his BA, MA, and PhD in Philosophy from UC Riverside.

Pete Elich, Parking Guide, Parking Services – Business and Financial Affairs

For more than 20 years, Pete Elich has embodied exemplary community service through his volunteer efforts with numerous organizations. He has volunteered as youth group at Fairhaven, Whatcom, and Squalicum Middle Schools and Bellingham Christian School; counselor for Royal Family Kids Camp; and coach three to nine year-olds in baseball, basketball and soccer at the YMCA. In addition, Pete is an active fund-raiser for the YMCA and a caring mentor to an adolescent and young adult. Each year he participates in a variety of volunteer activities throughout Whatcom county coordinated by his church, such as helping with home repairs and making Thanksgiving and Christmas baskets.

Morse Hall Fire Response Team – Business and Financial Affairs

Immediately after the fire in the Morse Hall chemistry building on August 25, 2015, this team came together to ensure its successful reopening in time for the start of the 2015 Fall Quarter only twenty five days later. The team reviewed, evaluated and implemented solutions to the multiple obstacles to restoring service in the building, considering safety, financial, strategic and operational impacts to the University. Consistent, swift, and accurate communication at all levels was critical to the success of the response, and each member of the team was empowered to provide information and input at every step of the recovery effort. Even under intense time pressure, each area within this large team understood their goals and objectives to ensure the safety of students and employees, all coordinated to minimize disruption to Western's academic mission. Thanks to the team's effort, thousands of students, faculty and staff were able to continue their coursework and research without disruption, relocation or resource constraints. This is what Active Minds Changing Lives, and the Western Way is all about!

Individual Team Members:

Matthew Anderson, Carrie Annett, Lea Aune, Sean Avery, Joe Bailey, Sonia Baker, Don Bakkenson, Rick Benner, Gurmit Bhumber, Gary Bocek, Bruce Boyer, Darrin Britton, Chris Brueske, Ryan Bungard, Geno Carbone, Gary Carlton, Ron Carpenter, Mark Carter, Dawn Childs, Maureen

Christmas, Jayson Christopherson, Linda Chromey, Paul Cocke, Kevin Conforti, Sarah Crawford, Seth Crawford, Dave Creel, Amy Cully, Juanito Delrosa, Hoa Do, Mila Dumatol, Kasoma Duplantis, Pete Elich, Eric Ellis, Kirk England, Todd Epps, Hallie Ervin, Fred Esher, Zach Flaton, Bryce Flexer, Debora French, Connor Frendt, Deana Fuller, John Furman, Mary Gallagher, David Garcia, Charlie George, Jatinder Ghuman, Emily Gibson, Pam Gibson, Luke Haas, Chris Hadley, Francis Halle, Colin Hansen, Matt Hardy, Bill Harrison, Teresa Hart, Pete Heilgeist, Dave Holmwood, Lloyd Hungate, Glenn Hauschka, Jessica Ibsen, Neil Ingermann, Travis Ivarra, Kevin Jenkins, Stacy Jenkins, Derek Jones, Greg Keeler, Dave Keeney, John Kingsford-Smith, Pat Kuechnel, John Lawson, Jody Lee, Roger Leishman, Barbara Lewis, Wolf Lipson, George Liu, Jim Loudon, Katy MacCoy, Edwin Malpica, Luke Mason, Monica Matheny, Stacey Maxwell, Jennilyn Michel, Dan Miller, Monica Morrow, Steve Marrow, John Mueller, Paul Mueller, Benny Musonda, Tony Nevarez, Michael Nguyen, Thao Nguyen, Rick Nicholas, Ronni Olsen, Todd Osborn, Jeff Osthimer, Allan Pack, Curt Page, Jim Perigo, Tuyet Pham, Nancy Phillips, Chris Pressley, Darin Rasmussen, Ron Rawls, Robert Recio, Jim Reichart, Diana Rosen, Hunter Ross, James Schade, Pat Schuette, Mary Seaton, Josh Seyer, Danette Shelton, Elizabeth Shorter, Steve Sible, Bianca Smith, Eric Snyder, Russell Stetzer, Scott Stilts, Brian Sullivan, Sue Sullivan, Jason Syre, Donnell Tanksley, Linda Teater, Dennis Terrell, Carrie Thurman, Peter Thut, Lawless Tolliver-Warren, Khoa Truong, Ethan Van Diest, Rich Van Den Hul, Gerry Vermeulen, James Vyvyan, Billy Walker, Dennis Waugh, Lane Weaver, Amanda White, Wes Wilkinson, Hla Win-Piazza, Stan Wolf, Holly Woll-Salkeld

1. CALL TO ORDER

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 14, 2106

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 8:45 – 8:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 9:00 a.m.

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

TO: Members of the Board of Trustees
FROM: Sue Sharpe, Chair, Board of Trustees
DATE: October 14, 2016
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair Sue Sharpe 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: Kristen Larson, President Faculty Senate
DATE: October 14, 2016
SUBJECT: Faculty Senate
PURPOSE: Information Item

Kristen Larson, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Associated Students

DATE: October 14, 2016

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Stephanie Cheng will brief the Board of Trustees on recent activities of the Associated Students.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Senior Vice President Eileen Coughlin

DATE: October 14, 2016

SUBJECT: **Enrollment Report and Trends**

PURPOSE: Discussion item

Purpose of Submittal: To provide background on fall headcount and FTE, along with enrollment trends, diversity, yield and state appropriation comparisons, as well as an overview of the role of tuition waivers in enrollment planning

Background on Enrollment

The materials and presentation on enrollment are intended to provide a background on Western's enrollment planning along with an enrollment report for fall 2016. In recent years enrollment planning at Western has been focused on shaping enrollment relative to changing needs in the State of Washington, while keeping total enrollment on campus about the same. In addition, Western has moved to a net tuition revenue model in shaping undergraduate enrollment with non-resident students which has allowed investments that support resident students.

During this period of time, shaping enrollment has been reflected in academic changes such as moving to a full Engineering program, growing Computer Science and responding to an increase in areas such as Kinesiology. In addition, the demand in STEM fields has grown significantly and led to a strong decision package request for the next biennium. These changes are all a part of shaping enrollment to meet the needs of the State of Washington.

Faculty Senate has been actively involved in supporting these directions through the University Planning and Resources Council. In addition, faculty governance advises Admissions through a Senate committee labeled RASC, and also through representation on an advisory committee to the Vice President of Enrollment and Student Services. The advisory committee led campus wide conversations about the needs of undergraduates who are increasingly low income, first generation, and underrepresented in higher education. In addition to these efforts, the Faculty Senate has been working on climate in the classroom, together with evaluating enrollment philosophy and approaches to Extended Education. The University has also been increasing active enrollment in distance sites - the most exciting of which is the new Poulsbo partnership - reflecting the work of key academic leaders in response to direct legislative interest and support.

Additionally, graduate education receives planning advice through the Graduate Council and continues to assess program needs. Assessment of program needs led to adding a doctoral program in audiology. This program has been developed based on an initial investment from the University and the ability of the program to operate from a self-funded model without ongoing support from state investment.

The future of enrollment at Western is an important part of the upcoming review of the University's strategic plan under President Randhawa. The enclosed charts provide a recent history of our enrollment and a basis for evaluation of future investments as Western continues to position itself in serving the state, while concurrently elevating its position as a national and internationally renowned University respected for its quality and reputation across educational degrees provided. This commitment is focused on inclusive excellence with diverse and globally prepared students.

In the meantime, the University is considering immediate investments to sustain Western's share of in state students which requires becoming more competitive in attracting resident undergraduate students.

This overview does not reflect all of the work across the University, or the many commitments that have been demonstrated across campus in meeting the changing needs of the State of Washington, but rather focuses on the enrollment component of planning.

Attachment A: Summary of Institutional Tuition Waivers

Attachment B: Enrollment Planning Charts/Graphs

Attachment A: Summary of Institutional Tuition Waivers

Tuition waivers are the University's investment in growing and shaping access to prospective students from within the state of Washington. It is the most significant tool available for achieving students' enrollment targets for in state students. Waivers are combined with state need grant, federal aid, and scholarship dollars in packaging student offers. As a comparison, donations provide about 2.3 million in scholarships each year while Western receives about \$13.5 million in state need grant, and we utilize a little over \$10 million in tuition waivers for in state student students.

Graduate School tuition waivers fund teaching assistantships across the curriculum and therefore have a direct return on investment in the form of teaching. Graduate waivers make up a little bit more than 25% of all waivers.

Tuition waivers for in state students are primarily allocated to shape enrollment both at the undergraduate as described below.

- **Mandated waivers** – These waivers are primarily for dependents of veterans, spouses/dependents of police or firefighters killed in the line of duty. They are available without specific selection and are mandated at all of the public universities.
- **Need based waivers** – Western has made it a top priority to assist the students who need the most financial support; therefore, a majority of the waivers are allocated with consideration of need. Admissions and Financial Aid staff work together to maximize the use of these funds in preparing students' financial aid offers. Many students who are needy are also academically meritorious resulting in recruitment and need based waivers.
- **Recruitment waivers for in state students** – These waivers are increasingly committed for 2 years and are utilized to increase yield of in state applicants who are comparing Western to other institutions. Western competes with institutions (both in-state public and private) who have greater resources available in the form of recruitment offers. As an example, while Western's tuition waiver represents 10 percent of total gross operating fees revenue, the UW and WSU have authorization of 21% and 20% respectively.
- **Gender equity athletic waivers** – These commitments are made on a 4-year basis and cover full tuition they are automatically increased with tuition; they were designed by the state to ensure fair access to women in athletics.
- **Global exchange waivers** – These are exchanges intended to provide opportunities abroad for Western student in exchange for international students coming to Western. These do not increase or yield any additional students but are utilized to enhance opportunities for existing students.
- **Net tuition revenue waivers** – The University operates on a net tuition revenue basis for attracting non-resident students.

Summary

The awarding of tuition waivers is a complex process in which offers of waivers are made beyond available dollars based on projections. These commitments are made prior to any knowledge of tuition rates, and many are multiple year commitments for future years without information regarding the state funding. As an example, packaging of aid for 2017 will occur in November of 2016 prior to legislative decisions on state allocations.

Attachment B

ENROLLMENT PLANNING WESTERN WASHINGTON UNIVERSITY

Board of Trustees

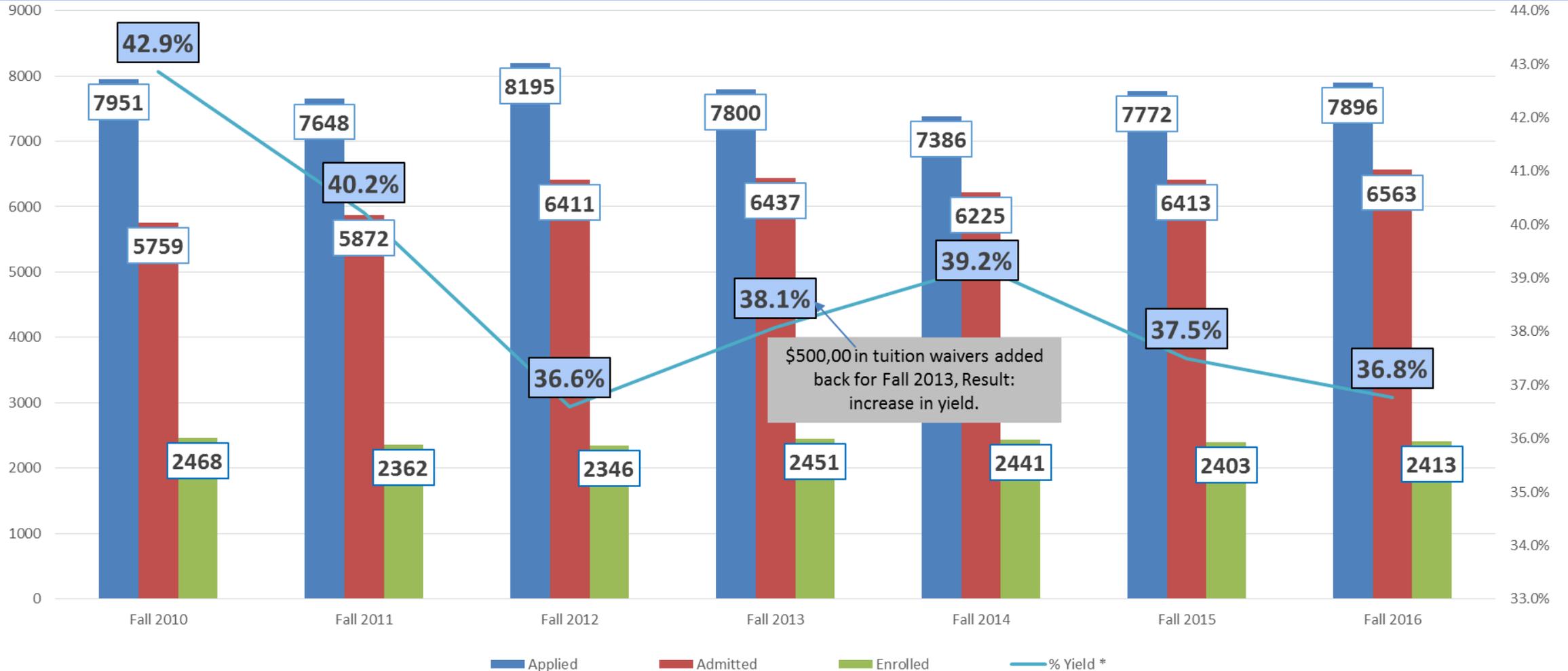
October 14, 2016

UNDERGRADUATE AND GRADUATE ENROLLMENT: HEADCOUNT AND FTE

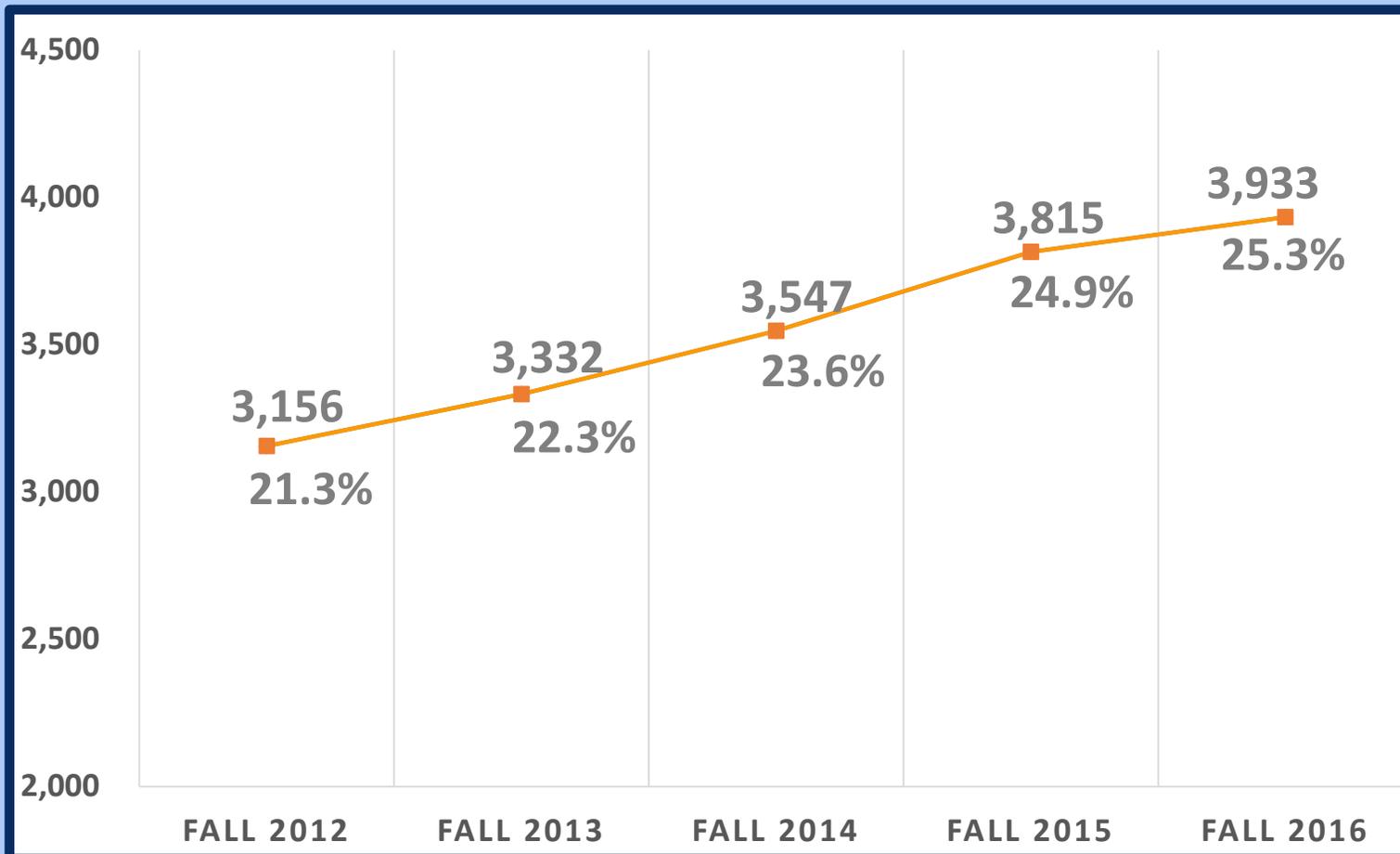
Headcount and Full-time Equivalent (FTE)					1-Year	%	
	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change	Change
ALL Students							
Undergraduate	14,182	14,285	14,407	14,625	14,846	221	1.5%
<i>FTE</i>	<i>13,228.2</i>	<i>13,349.8</i>	<i>13,408.0</i>	<i>13,537.7</i>	<i>13,824.8</i>	<i>287.2</i>	<i>2.1%</i>
Graduate	651	665	653	707	728	21	3.0%
<i>FTE</i>	<i>608.2</i>	<i>610.7</i>	<i>621.5</i>	<i>656.4</i>	<i>661.4</i>	<i>5.0</i>	<i>0.8%</i>
Total - All Students	14,833	14,950	15,060	15,332	15,574	242	1.6%
<i>FTE</i>	<i>13,836.5</i>	<i>13,960.5</i>	<i>14,029.5</i>	<i>14,194.1</i>	<i>14,486.2</i>	<i>292.1</i>	<i>2.1%</i>
Everett UCNPS and Extended Ed **							
Undergraduate	615	598	645	716	775	59	8.2%
<i>FTE</i>	<i>564.0</i>	<i>634.0</i>	<i>680.5</i>	<i>779.6</i>	<i>824.2</i>	<i>44.6</i>	<i>5.7%</i>
Graduate	153	170	155	190	215	25	13.2%
<i>FTE</i>	<i>118.1</i>	<i>130.8</i>	<i>122.3</i>	<i>128.1</i>	<i>152.3</i>	<i>24.3</i>	<i>18.9%</i>
Total Everett UCNPS and EE	768	768	800	906	990	84	9.3%
<i>FTE</i>	<i>682.1</i>	<i>764.8</i>	<i>802.8</i>	<i>907.6</i>	<i>976.5</i>	<i>68.9</i>	<i>7.6%</i>
On-Campus State-Funded *							
Undergraduate	13,567	13,687	13,762	13,909	14,071	162	1.2%
<i>FTE</i>	<i>12,664.3</i>	<i>12,715.8</i>	<i>12,727.5</i>	<i>12,758.1</i>	<i>13,000.6</i>	<i>242.5</i>	<i>1.9%</i>
Graduate	498	495	498	517	513	(4)	-0.8%
<i>FTE</i>	<i>490.1</i>	<i>479.9</i>	<i>499.1</i>	<i>528.4</i>	<i>509.1</i>	<i>(19.3)</i>	<i>-3.7%</i>
Total On-Campus State-Funded	14,065	14,182	14,260	14,426	14,584	158	1.1%
<i>FTE</i>	<i>13,154.4</i>	<i>13,195.7</i>	<i>13,226.7</i>	<i>13,286.5</i>	<i>13,509.7</i>	<i>223.2</i>	<i>1.7%</i>

- Fall enrollment is always the highest point of the year.
- Freshman average credit load is the highest it has been since 2006.
- This fall's enrollment is up within the 2% band of planning.
- The increase in headcount this fall is primarily due to more continuing students. The additional increase in FTE is due to higher average credit load for incoming freshman.

WWU RESIDENT FRESHMAN STUDENT RECRUITMENT & YIELD: 2010-2016



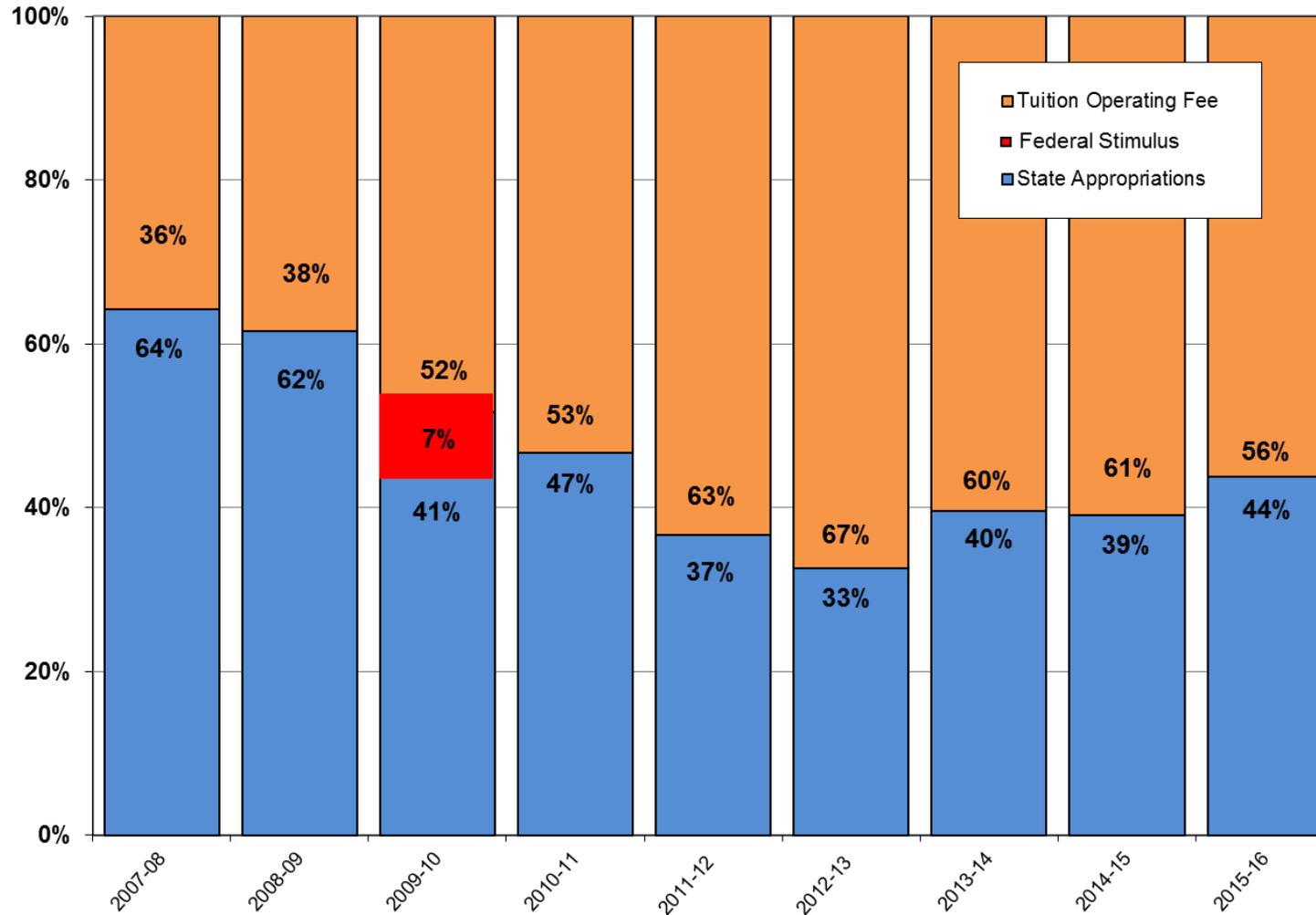
STUDENTS OF COLOR FALL ENROLLMENT – ALL STUDENTS



- Hispanic and Latino students account for the greatest increase in the number of enrolled students of color this fall followed by increases in the number of Asian students.
- Fall 2015 was a peak enrollment year for Black or African-American, Native Hawaiian or Other Pacific Islander, and American Indian or Alaska Native students. Figures in all three categories declined for Fall 2016 but continue to remain second or third highest when reviewing data for the past 5 years.

ANNUAL STATE OPERATING BUDGET: 2008 - 2016

PERCENT SHARE OF STATE APPROPRIATIONS VS NET TUITION OPERATING FEES



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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 14, 2016

SUBJECT: **The Strategic Planning Process**

PURPOSE: Discussion Item

Purpose of Submittal:

President Randhawa will provide an overview and national context for Western's strategic planning process starting this fall.

Supporting Materials

Washington State Public 4-Year Universities 2014-15 Data Benchmarking

Score Card Data <http://tinyurl.com/h74qroz>

Washington State Public 4-Year Universities
2014-15 Data Benchmarking

	WWU	Central	Eastern	Evergreen	WSU	UW
Enrollment ¹						
Total Enrollment (Fall 2014)	15,060	11,799	13,453	4,219	28,686	54,223
<i>Five-year change %</i>	0.05%	1.6%	16.6%	-12.7%	9.0%	10.5%
Undergraduate Headcount	14,152	10,964	12,441	3,878	23,867	38,886
<i>% WA Resident ²</i>	91.0%	93.1%	91.0%	75.3%	86.6%	77.0%
<i>% International</i>	1.0%	0.6%	3.0%	0.5%	4.5%	12.5%
<i>% students of color</i>	24.1%	27.9%	25.9%	25.5%	28.8%	41.0%
Entering Student Cohort						
<i>% Transfer at Entry</i>	28.5%	49.5%	45.5%	57.0%	35.5%	32.8%
Costs						
In-State Tuition and Fee 2014-15 ¹	\$8,965	\$9,017	\$7,972	\$8,682	\$12,428	\$12,394
State Support/FTE 2014-15 ³	\$11,169	\$11,238	\$10,425	\$13,000	\$16,519	\$18,712
<i>% State Funds</i>	35%	39%	37%	38%	41%	30%
Freshman Preparedness						
Average High School GPA ⁴	3.43	3.16	3.22	2.95	3.29	3.76
75th Percentile SAT Critical Reading ⁵	610	540	530	630	560	650
75th Percentile SAT Math ⁵	600	540	540	570	570	700
Student Success						
1 year Retention ²	82.4%	78.4%	78.3%	66.3%	77.5%	91.6%
6 year Graduation ²	71.2%	51.6%	46.4%	50.0%	64.0%	82.2%
Total Degrees Awarded (2014-15) ²	3,480	2,763	2,814	1,137	6,800	15,704
Undergraduate	3,239	2,531	2,399	1,022	5,526	10,168
Graduate	241	232	415	115	1,274	5,536

All Freshmen Preparedness data is from Fall 2014 incoming first-time, full-time, degree-seeking students (for UW, reflects Seattle campus ONLY)

Fall 2014 Direct from High School cohort
Fall 2009 Direct from High School cohort

Data Sources:

¹ IPEDS Data Center

<https://nces.ed.gov/ipeds/datacenter/>

² Statewide Public 4-Year Dashboard

<http://ofm.wa.gov/hied/dashboard/downloads.html>

³ LEAP

<http://fiscal.wa.gov/Analysis/HigherEducationHistoryCurrent.xlsx>

⁴ OFM Data Request

Melissa.Bead@OFM.WA.GOV

⁵ Common Data Set

Posted on each individual school's website

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

TO: Members of the Board of Trustees
FROM: Earl Overstreet, Chair, Board Audit Committee
DATE: October 14, 2016
SUBJECT: **Board Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: Chase Franklin, Chair, Board Governance Committee
DATE: October 14, 2016
SUBJECT: **Board Governance Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: Barbara Sandoval, Assistant to the President/Secretary to the Board
DATE: October 14, 2016
SUBJECT: **Board of Trustees Webpage Overview**
PURPOSE: Discussion Item

Purpose of Submittal:

An overview will be provided of the Board of Trustees recently updated webpage.
<https://trustees.wvu.edu/>

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost Brent Carbajal

DATE: September 27, 2016

SUBJECT: **Academic Affairs Report: Freshman Interest Groups (FIG) Update**

PURPOSE: Information Item

Purpose of Submittal:

Steven VanderStaay, Vice Provost for Undergraduate Education, is providing members of the Board of Trustees with the following update on the University's Freshman Interest Groups (FIG) program.

**Freshman Interest Groups (FIG)
Update to the Board of Trustees, October, 2015**

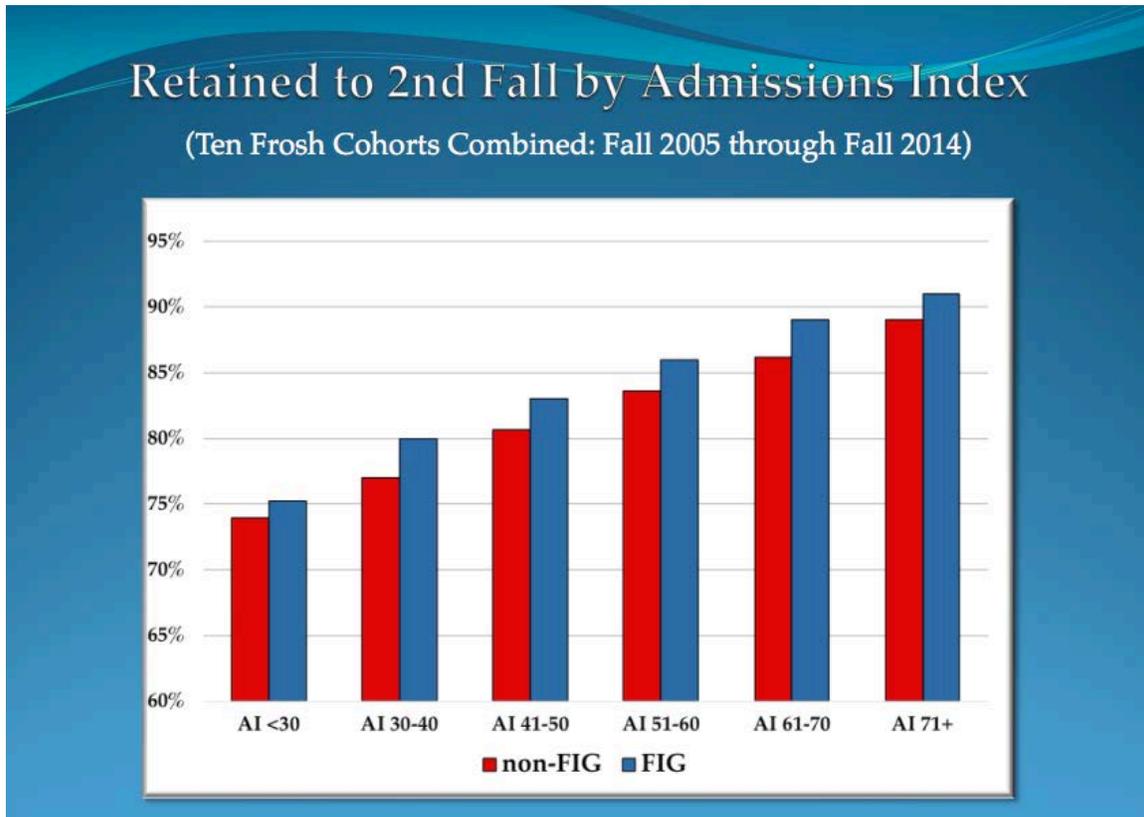
In our efforts to serve the state of Washington, we seek to help an increasingly diverse student body attain the high rates of graduation and achievement Western students are known for. To this end, we are pleased to report that analyses of our Freshman Interest Group (FIG) program demonstrate continued and positive impacts upon achievement. In response, we have rapidly expanded the program so that more students can receive its benefits.

Western's FIG program provides recommended clusters of three thematically-connected courses that groups of 25 students take together as a cohort. The cluster includes two large general education courses and a small 25-person seminar. The seminar provides integrated, college-success activities and a small, discussion-based format in which the cluster theme or essential question can be explored.

For instance, our Global Citizenship FIG links "Introduction to International Studies" and "Human Geography" to a small seminar where students explore the question, "What can we do, and what must we know, to live responsibly in a global world?"

In contrast to similar programs at the U of O and UW, Western's FIG seminars are academic in nature and conclude with a formal paper or presentation.

At Western, as at nearly all colleges and universities, rates of retention and achievement correlate with academic preparation, which we estimate by combining high school GPA with SAT scores. This generates a number we call the “Academic Index.” Over the last 10 years, rates of first to second-year retention for students who participate in the FIG program have been consistently higher than average. As noted in the chart below, the retention “bump” for FIG participants holds for every band of academic preparation.



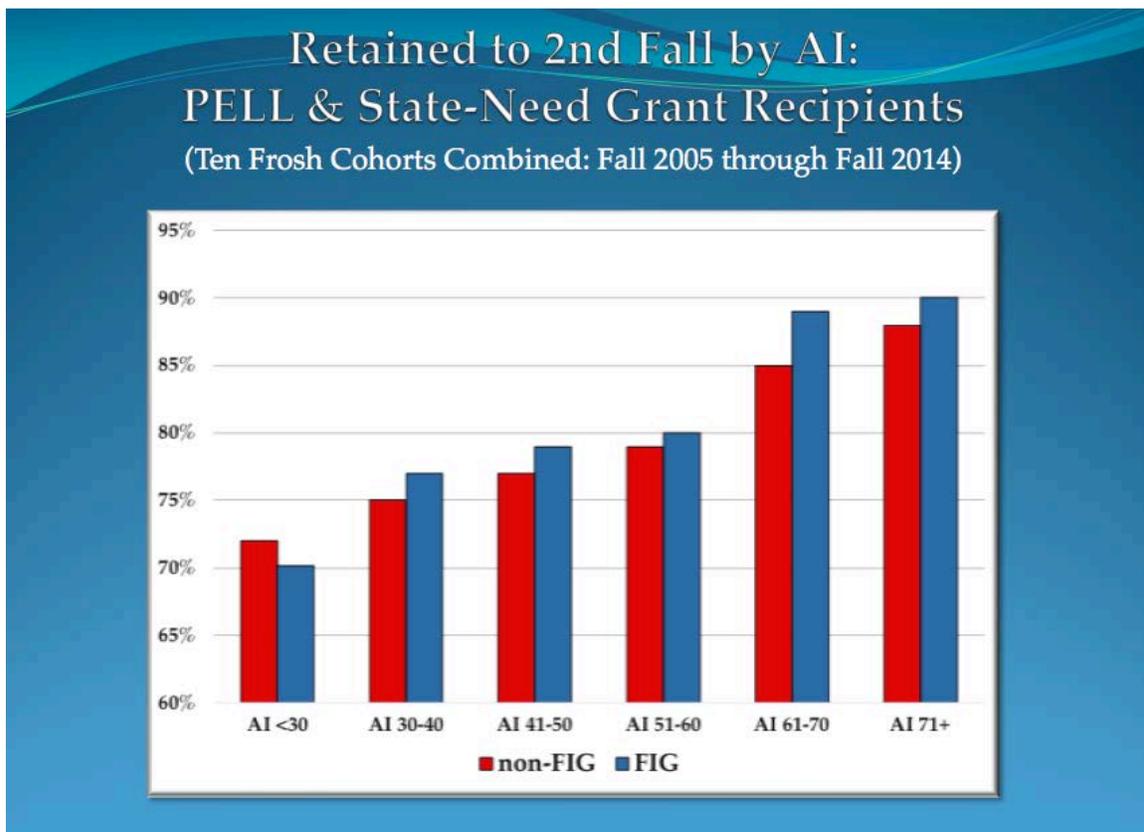
Indeed, compared to non participants, FIG participants now:

- Earn higher fall grades.
- Fail fewer fall courses.
- Earn more fall credits.
- Report more satisfaction with Western.
- Are more likely to be retained to their sophomore year.

Following an evidence-based model, we have rapidly expanded the FIG program so that more students can share in its benefits. Whereas in 2009 220 students participated in the program, this fall more than 550 new students are enrolled in FIG clusters.

Importantly, we have also expanded collaborations between FIGs and Enrollment and Student Services so that the student experience of their course

work and our student services is more seamless. We are particularly excited about new FIG clusters that Student Outreach Services (SOS) and the Ethnic Student Center have designed for participants in their programs. We hope that these collaborations can help correct for one performance puzzle – which is why FIGs does not seem to help historically marginalized students in the lowest bands of academic preparation. This is illustrated in the following chart, which compares rates of retention for FIG and non-Fig participants who were eligible for Pell-grants over the last decade. Once again, the table separates students into bands of academic preparation. As a point of reference, the average AI at Western is about 52.



As illustrated in this table, FIG participation is positively correlated with a significant increase in rates of retention for nearly all Pell-eligible students. However, over the last decade, the program did not seem to help students in the very the lowest band of academic preparation. This pattern also held for students of color.

Admittedly, Western does not enroll many students with an Academic Index less than 30. However, by combining 10 years of data, we know that this finding is statistically significant. More importantly, we want to make sure that FIGs serves all our students and will continue to assess the program’s impact and to make evidence-based improvements. To this end, we look forward to what we can learn from the achievement data pertaining to the new FIGs offered by SOS and the ESC.



**Capital Program Report
Board of Trustees
October 7, 2016**

MAJOR/INTERMEDIATE CAPITAL PROJECTS

• **Carver Academic Renovation**

The Carver Academic Renovation project construction is approximately 60% complete and on schedule. Interior infrastructure continues to be installed – fire detection and sprinklers; and rough-in for electrical, plumbing, ventilation, and cooling. Interior framing, gypsum wall board and insulation are also in progress throughout the building. Exterior glass systems, doors and operable windows installation is beginning, as well as new brick and brick restoration. Once the building is enclosed, all interior finish work can begin.

The project is scheduled to be substantially complete in April 2017.

Site web cameras of the construction can be found at the following link:

<http://www.wvu.edu/wwuarchitect/pages/construction/carver.shtml>

• **Ridgeway Gamma Renovation**

Phase one of the Ridgeway Gamma Renovation project is complete and was ready for student occupancy Fall Quarter. The second phase of construction is scheduled for summer 2017.

• **New Student Housing**

Mahlum Architects and University representatives have been working on Schematic Design for the project and are scheduled to be complete with this effort by mid-October 2016, and then move into the Design Development phase. The scope of the project is the construction of a new apartment style student housing facility with approximately 200 beds in mainly four bedroom units with shared bathrooms, living rooms and kitchens. The building will also include a main lounge space, shared laundry, floor lounges and group study rooms.

The project will utilize a General Contractor/Construction Manager (GC/CM) delivery method. The selection process for a GC/CM began in August 2016, with GC/CM preconstruction services to begin in November.

The project is scheduled to be substantially complete in time for occupancy Fall Quarter 2018.

**2017-2019 CAPITAL BUDGET REQUEST AND 2017-2027 TEN-YEAR PLAN
DEVELOPMENT PROCESS**

Western's 2017-2027 Ten Year Plan and 2017-2019 Capital Budget Request, and the 2017-2019 major and intermediate project proposals were submitted to the Office of Financial Management.

For more information about the major projects, the Capital Program, and the Capital Planning Process, visit the Office of Facilities Development and Capital Budget website:

<http://www.wvu.edu/wwuarchitect/>.



**“MY MOM WAS ONE
OF THE STRONGEST,
MOST INDEPENDENT
WOMEN I EVER
KNEW...”**

Narita Ghumman ('09), on setting up the Balbir K. Ghumman Memorial Scholarship Endowment at Western with her siblings.

ADVANCING THE UNIVERSITY

49%
INCREASE

VIKING BLEND
SALES YEAR
OVER YEAR

2
STUDENT
SCHOLARSHIPS
AWARDED FROM
PROCEEDS

During July and August, the Alumni Association hosted **4** events for **380** attendees, including:

66 – AT AUGUST ART WALK

183 – AT SENIOR CELEBRATION

99 – AT SEATTLE SOUNDERS GAME

42 – TO WATCH EVERETT AQUASOX

20 – “THE LION KING” IN PORTLAND

Wes Herman, owner of Woods Coffee presented President Randhawa with a \$3,050 check towards Alumni Scholarships. A portion of the sale of Viking Blend coffee goes to support the Alumni Association Scholarship Fund. This donation is an 49% increase over 2015 gifts.



- 21 attendees also signed up for Alumni Association membership at registration.
- 5 attendees also made a gift to scholarships within 30 days of an event

GROWING AWARENESS & ENGAGEMENT

THE START OF A NEW WWU TRADITION
SEPTEMBER 21

As evident by a blue town, the press and social media, Paint B'ham Blue for WWU was a HUGE success with **1,751** in attendance!

All community, board members and business owners were elated by the turnout and impressed by the festivities on September 21, according to the feedback staff received that night and the following days. The fireworks, lighting of the Herald Building sign and poster with student signatures helped build Viking pride for all who participated. Western students will never forget the warm welcome they received from the Western and Bellingham communities.

1,433
STUDENTS
Participated

200

TREES IN BELLINGHAM WERE
WRAPPED WITH 80,000 BLUE LIGHTS

1,100

WALKED DOWN TOGETHER FROM CAMPUS
WITH PRESIDENT SABAH RANDHAWA AND
AS PRESIDENT STEPHANIE CHENG

75

WWU BANNERS DECORATED
BELLINGHAM'S DOWNTOWN STREETS

318

ALUMNI, PARENTS AND COMMUNITY
MEMBERS PARTICIPATED

HERALD

ENGAGEMENT

EVENTS FROM JULY 18 THROUGH SEPTEMBER 17

PRESIDENT'S SALMON BBQS

At the annual summer BBQs in Bellingham and Redmond, WWU supporters welcomed Sabah and Uzma to Western. In all, more than 400 people gathered to introduce themselves to the Randhawas and celebrate Western. Western graduates Larry McCarter ('82) and Rosemary Bolster ('92) hosted the Bellingham event. The Bellingham BBQ had the most attendees in its 25-year history and Greg Grant, who has been grilling up salmon for this event for 12 years, BBQ'd 150 pounds of salmon. Western Distinguished Alumnus (and former Trustee) David Cole ('84) and his wife Denise ('82) hosted the King County President's BBQ.



RECEPTIONS AT MEYERS & METZGER-LEVINS TO WELCOME PRESIDENT RANDHAWA

On August 24, Trustee John Meyer and his wife, Susan, opened their beautiful garden for a welcome reception in Skagit County for alumni, parents, friends and supporters in that community. John and Susan welcomed 40 guests and everyone enjoyed a delicious menu from the Chuckanut Manor. President

Randhawa brought greetings and guests had a chance to introduce themselves and get to know the Randhawas. On August 25, WWU alumna Jo Metzger-Levin ('81) and her husband Don welcomed Western supporters to their home overlooking the Everett waterfront. Government and civic leaders joined alumni and friends for the reception, which featured Sabah and Uzma.

CRUISE WITH PRESIDENT RANDHAWA

On September 10, 75 members of the Western community gathered in Portland to board the Willamette Star on a Willamette River Sunset Cruise with President Randhawa, his wife Uzma, and Associate Students President Stephanie Cheng. This was the first opportunity for alumni, donors, parents and incoming students in that area to meet the incoming president and AS president.



GET YOUR BLUE ON BBQ

September 14th marked the 9th Annual Get Your Blue On BBQ on campus. This year, 318 attendees enjoyed lunch grilled by President Randhawa alongside campus chefs. The event saw an 18% increase in

attendees compared to 2015. Guests enjoyed a sunny afternoon on Old Main Lawn eating, mingling and dancing to the music by Prozac Mountain Boys.



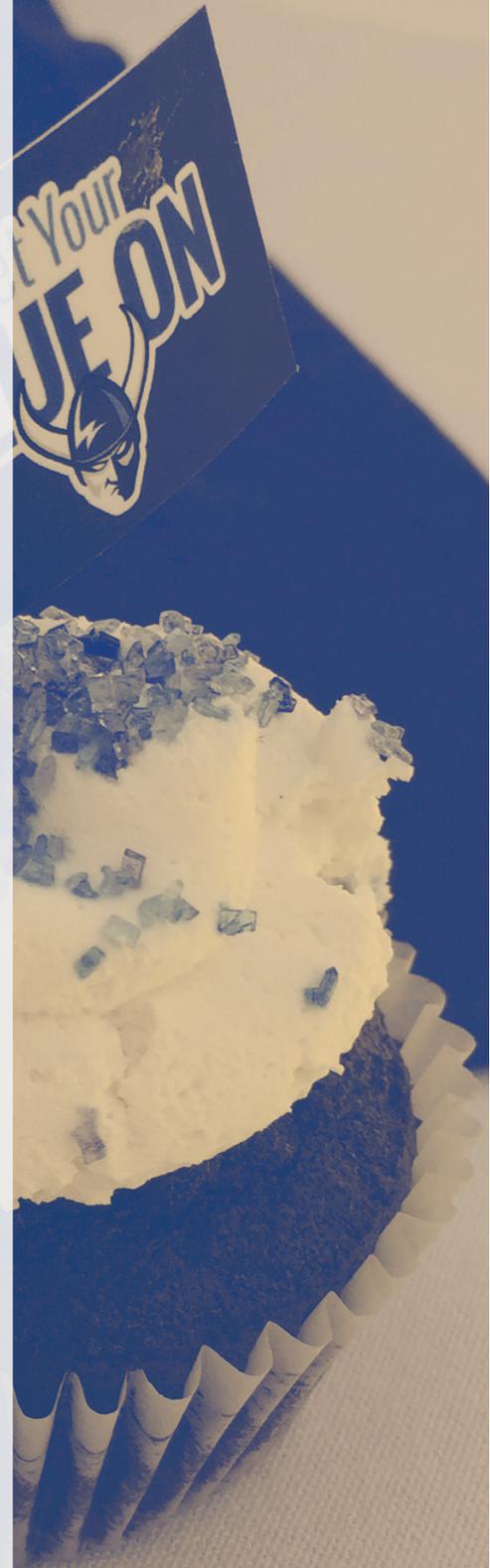
UNIVERSITY ADVANCEMENT WELCOMES SASHA STEINER



Sasha Steiner joins University Advancement as the new Director of Development for the College of Business and Economics (CBE). Sasha comes to Western after several years at the National University of Natural Medicine in Portland, Oregon where she served as the Director of Development for The Institutes.

UPCOMING EVENTS

- OCTOBER 5** Athletics Scholarship Dinner, Bellingham Country Club
- OCTOBER 7** Art Walk, Western City Center
- OCTOBER 15** Oktoberfest Beer & Wine Tasting, Leavenworth, WA
- OCTOBER 22** WWU vs. CWU Women's Soccer @ Harrington Field, WWU Campus
- OCTOBER 23** Community Housewarming for Sabah and Uzma, President's residence
- OCTOBER 31** Downtown Trick-or-Treat, WWU City Center
- NOVEMBER 2** Ask an Alum, Student & Alumni Networking, WWU Campus
- NOVEMBER 3** Men's Basketball @ UW Exhibition and pre-game reception
- NOVEMBER 17** Bellingham Leadership Forum, Hotel Bellwether
- NOVEMBER 19** Wine Tasting in Whatcom County
- DECEMBER 2** Art Walk, WWU City Center
- DECEMBER 3** Zoolights at Point Defiance Zoo & Aquarium, Tacoma, WA
- DECEMBER 8** Senior Celebration, WWU Campus
- DECEMBER 9** Commercial Street Night Market, Downtown Bellingham
- DECEMBER 13** Puget Sound Supporters' Holiday Reception, The Ruins
- DECEMBER 21** WWU Court of Dreams @ Portland Trail Blazers



WHY WE DO WHAT WE DO...



Narita ('09 Communications) and Reetu at Hamraj Ghumman's ('14 Finance) graduation from Western.

The admiration of a mother and the example she left for her children inspired them to establish the Balbir K. Ghumman Memorial Scholarship Endowment at Western.

Reetu Ghumman, Narita Ghumman ('09 Communications), and Hamraj Ghumman ('14 Finance) set up the endowment in memory of their mother, Balbir, whose belief in her children and their community instilled the drive to achieve their educational goals and to give back to others.

"My mom was one of the strongest, most independent women I ever knew," said Narita, who along with her siblings created the scholarship to endorse students of Asian Indian descent at Western who have financial need, with a preference for students who speak a second language. It was important to the family to support students seeking financial assistance for higher education. This situation became a reality after their mother passed in September of 2006, and they transitioned to a single-income household. Balbir's love and commitment

"Western was literally down the street from us... It was like we grew up there."

to her community was an additional inspiration for the scholarship. She and her husband, Jatinder Ghumman, along with the local Sikh community, worked tirelessly to raise money and support the construction of a Sikh Temple in Lynden, WA. The temple has played an integral role for the family and community at large for over 15 years.

WWU has been a special place for the Ghumman family. Jatinder has been a dedicated employee at WWU for over 30 years. Two of the three siblings obtained their undergraduate degrees from Western and the third, Reetu,

was married on campus last summer. "Western was literally down the street from us," said Narita, "It was like we grew up there. During the summer we would take part in camps and my mom would take us to meet my dad for lunch." This September marks ten years since Balbir's passing from lung cancer. The time since her loss has been one of healing, growth, and inspiration for the family. The conception and establishment of the scholarship endowment couldn't be more timely and meaningful. "I think she definitely played a role in what I decided to do with my future, and what my sister (Reetu) does. She works at Fred Hutchinson Cancer Center in Seattle, and that's a direct connection." Narita is enrolled in a Master's program at Tufts University School of Medicine in Boston, and Hamraj works in corporate finance, as a Financial Analyst, for Expedia. By honoring their mother's legacy, this scholarship will continue to support future generations of students who, just like them, value higher education and a diverse community.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Steve Swan, V.P. for University Relations and Community Development

DATE: October 14, 2016

SUBJECT: **University Relations and Community Development Report**

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND
COMMUNITY DEVELOPMENT**

COMMUNICATIONS AND MARKETING

The following is a briefing on a wide range of online, print, social media, video and graphic design communications and marketing produced since the last Trustees report.

- UComm and Marketing (UCM) assisted with communications about **President Sabah Randhawa** starting work as Western's 14th president, including an interview with Western alumna and **KING 5 TV** morning co-host Joyce Taylor (see: <http://www.king5.com/news/local/meet-the-new-president-of-western-washington-university/324729756>) and with the **Seattle Times** (see: <http://www.seattletimes.com/education/lab/wwus-new-president-encourages-more-students-to-study-abroad/>). UCM produced a short video introduction of President Randhawa engaging with students and the community (see: <https://www.youtube.com/watch?v=336fCqwoxbl>) that was distributed to Western's campus and beyond via online distribution and social media.
- In the wake of the Cascade Mall shooting in Burlington, Marie Eaton, director of **Western's Palliative Care Institute**, and WWU Librarian Sylvia Tag were interviewed on Q13 Fox TV about books that can help children deal with trauma and loss. See: <http://q13fox.com/2016/09/27/books-can-help-kids-deal-with-trauma-like-cascade-mall-shooting/>
- UCM produced extensive video and photo coverage of the beginning of fall quarter, including New Student Convocation (see: <https://www.youtube.com/watch?v=cXcfQrkWnA8&feature=youtu.be>), and a compilation of scenes from the first week of fall quarter (see: <https://www.facebook.com/westernwashingtonuniversity/videos/10154662964028258/>).
- **Kessa Volland**, the new Media and Marketing Coordinator, recently assumed her responsibilities for managing overall marketing for Western. She also will lead Western's social media efforts. She comes to WWU from the Whatcom Educational Credit Union where she was director of marketing and social media the past nine years.
- Western's daily internal communications peace, **Western Today**, relaunched with the start of school and now also goes out to all students. This brings the total daily number of recipients to about 18,000, or 90,000 email distributions per week.
- UCM is hard at work on the fall/winter edition of **Window magazine**, which will introduce readers to President Randhawa and include stories about gene editing, indigenous language preservation, and a Cold War-era fishing story. In September, the Western **Soundings Family Newsletter** was well-received by WWU families; the story with tips on moving your student into the residence hall received more clicks than almost any other story in the history of the newsletter.
- For a review of the year's highlights, check out the University Relations **Annual Report** at www.wvu.edu/annualreport.

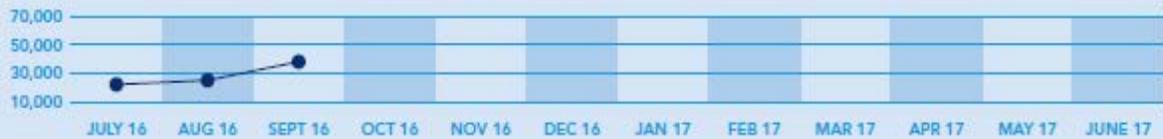
WESTERN TODAY

TOTAL HITS

85,801

TOP STORIES

- "Thank you for selecting Western" (Video of President Randhawa welcoming students)
- U.S. News Rankings Show WWU as Top Public Master's-Granting School in Pacific Northwest
- WWU Students Move into Residence Halls Sept. 14-18 - Classes Begin Sept. 21; Many Activities Planned for Students



SOCIAL MEDIA



TWITTER



FACEBOOK



INSTAGRAM

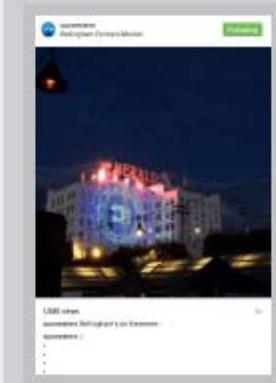
TOP POSTS OF THE MONTH



WWU Account



OurWestern Account



STATISTICS AT A GLANCE

16,024
Total followers
298
New followers
1.90%
% gained
1.70%
Engagement rate

42,849
Total followers
219
New followers
0.51%
% gained
6.75%
Engagement rate

13,296
Total followers
205
New followers
1.58%
% gained
5.02%
Engagement rate

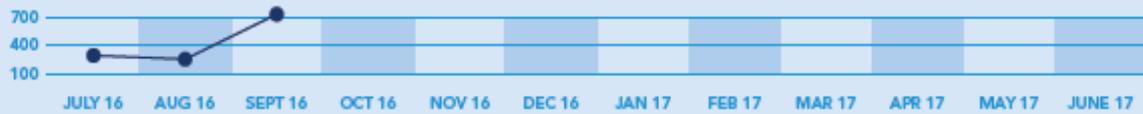
4,321
Total followers
173
New followers
4.21%
% gained
4.49%
Engagement rate

MEDIA STORIES

1,299
Total Stories

TOP STORIES

- Meet the new president of Western Washington University (KING 5 TV)
- Stephen Poloz addresses inflation control at WWU talk (London, UK Daily Mail)
- Meet the parents who won't let their children study literature
Featuring WWU's Johann Neem (Washington Post)



CREATIVE SERVICES

GRAPHIC DESIGN



93 Total Projects

FEATURING

- University Residences Moving In publication
- Western Libraries website design
- Klipsun Fall 2016 preflight
- Opening Convocation materials



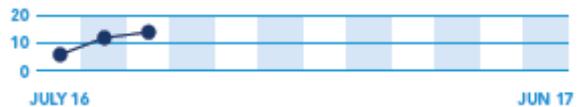
PHOTO & VIDEO



32 Total Projects

FEATURING

- Aerial footage and photos of Western's campus
- Scenes of the Week, new video project recapping highlights of student life and activities
- Video introduction of Western's new president Sabah Randhawa engaging with students and the community



SOUNDINGS FAMILY NEWSLETTER

- Emails sent to 14,461 family members of Western students on Sept. 1 and: 29.2% opened the email and 7.6% clicked on a story to read more
- The story about moving in on campus was the second-most-read story in the history of the Soundings online newsletter, with 1,471 clicks.

ADVERTISING

PRINT ADS

1 Submitted

RADIO ADS

0 Submitted

Horizon Air magazine - 660,000
potential views per month

COMMUNICATIONS AND MARKETING (Con't)

WESTERN WINDOW TELEVISION SHOW

Episode 41

This month's show was posted for the month of August and is hosted by Chris Roselli of the WWU Alumni Association and Kevin Miller, a student at Western. Following is the story lineup for this episode:

- **Seismic Foresight** – Researchers at Western are working with colleges along the West Coast to place and analyze sensors to help detect earthquakes as early as possible to minimize loss of life in the event of a huge event.
- **The Drive** – Take a look inside the demanding life of a Western student athlete, as the segment explores the day-to-day schedule of Western's women's rowing team, winner of seven NCAA rowing titles. Prepare for a 5 a.m. trip to the Pain Cave.
- **Fix-It for Everyone** – Western, through a grant from its Sustainable Action Fund, has installed a number of Fix-It bike-repair stations across campus to encourage more students, faculty, and staff to use two-wheeled pedaled transportation.
- **Are You Ready to Rock?** – Bellingham Girls Rock Camp, hosted by Western, aims to empower young girls through music education, performance, and social justice.
- **Discovering the SEA** – Western's SEA Discovery Center is a place for hands-on education and discovery for kids of all ages in the Poulsbo area.

This month's show was posted for the month of September and is hosted by Chris Roselli of the WWU Alumni Association and Sammi DiPiano, a student at Western. Following is the story lineup for this episode:

- **Cat and Mouse** – Through regional competitions against other schools such as the University of California at Berkeley and the University of Washington, Western's cybersecurity team works at these events to defend sites and networks from "red teams" of IT professionals and keep their sites open, running, and secure.
- **Curriculum for Recovery** – Western is working with state agencies and other institutions to craft a new curriculum in Science, Math and Technology Education for students in the communities devastated by the Oso landslide two years ago in an effort to improve and revitalize the communities.
- **The Great Puzzle Hunt** – A recent Western competition combined a campus scavenger hunt for 350 participants with creative puzzle-solving using smartphones.
- **Proactive Policing** – WWU police officer Todd Osborn, a Western alumnus, works hard to build relationships with his campus community and serve its faculty, staff, and students in a way that leaves them feeling safe, empowered, and listened to.
- **Composers of Western** – The Composers of Western – or COWs – create original chamber music, electronic dance music, and everything in between, and debut them at quarterly concerts on campus.

GOVERNMENT RELATIONS

State Relations

The State Government Relations team continues to prepare for the 2017 Legislative Session by working to build support for the University's budget priorities among policymakers and their staff. President Randhawa has also met with several key legislative leaders over the last two months to discuss Western's priorities for the upcoming session.

In addition to Western's specific budget requests, the government relations team is actively promoting a sector-wide legislative agenda in collaboration with the State's other five public baccalaureate institutions to increase overall support for public higher education in the upcoming session.

The State Government Relations team is also assisting with the planning of the 2016 Munro Seminar for Civic Education, which is scheduled to be held November 14-16. Panel topics will include campaign finance, media and politics, homelessness, and mass incarceration.

Federal Relations

Congressman Rick Larsen will be visiting the Western campus on October 21. This meeting will be an introductory meet and greet meeting for WWU President Sabah Randhawa and Congressman Larsen. In addition, presentations will be made to Congressman Larsen on Western's Manufacturing Supply Chain Management program, Engineering program, SMATE program, and on teacher preparation in Woodring College.

SMALL BUSINESS DEVELOPMENT CENTER

Outreach and highlighting client successes are an important way for the WWU SBDC to continue to expand awareness of our vital services. This quarter's activity highlights included:

- Presented SBDC program information, services, outcomes and local economic development trends at the Blaine Chamber of Commerce luncheon
- Co-hosted "Social Media Strategies for Small Businesses & Non-Profits" with SBA partner, SCORE
- Published three client success stories: Overflow Taps, Wind Works, and A-1 Builders and Adaptations
- Hosted SBA webinars, "SEO: Make Your Site Visible to Search Engines: Part 1" and "SEO: Part 2: All About the Link Juice"

The WWU SBDC will be moving our downtown office to a more modern and cost-effective facility. The new office will open in November and a grand opening event is scheduled for mid-November. We will continue to utilize our satellite office location in Barkley Village as well as traveling to client locations in all of Whatcom County.

The WWU SBDC is expanding services available to small businesses in Whatcom County by partnering with the Washington State Procurement Technical Assistance Center (PTAC). Once a month, a PTAC counselor will be providing government contracting expertise via one-on-one coaching appointments at our downtown location.

WASHINGTON CAMPUS COMPACT

The Washington Campus Compact College Access Corps AmeriCorps grant program will place nine full time College Access Corps AmeriCorps members at Western this year to support college access for low income youth.

- Woodring will receive seven members
 - Learning in Communities and Schools (LinCS) will have four members to support Western students work with low income 4-12 grade students to help them overcome barriers to college access. Dr. Angela Harwood and Lisa Moulds oversee this project.
 - Bridges Program will have three members. One will support students to provide after school support to low income migrant workers' children and help coordinate the Migrant Student and Leadership Conference. The other two are graduate students who are part of a pilot project that supports the Alternate Route to Teacher Certification. They will incorporate college access support to low income youth in Mount Vernon and Everett. Dr. Maria Timmons-Flores oversees these projects.
- Huxley will receive two members
 - LEAD Service Learning Program will partner with the North Cascades Institute and place Western students in K-12 schools and at the North Cascade Institute to work with low income students and help them develop strong college readiness skills. Dean Steve Hollenhorst oversees this project.

1) The Washington Campus Compact VISTA grant program will place three full time VISTA members at Western to support classroom and after school programs for K-12 youth. Dr. Angela Harwood and Lisa Moulds oversee these projects.

- Woodring will receive three members placed at:
 - Learning in Communities and Schools program (LinCS)
 - Sterling Meadows Community Center
 - Cordata Elementary School

2) Washington Campus Compact will hold its annual statewide Membership and Network Meeting on December 5, 2016. Campus teams from 41 colleges and universities will convene to discuss this year's theme: ***Advancing Equity and Inclusion at the Core of Community Engagement.***

GOALS

- To facilitate rich dialogue that encourages participants to share ideas and opportunities around advancing equity and inclusion via community engagement practices.
- To provide an opportunity for campus-based teams to explore their own institution's student, faculty, and partner engagement plans and develop strategies that support and advance equity and inclusion.
- To network with others from across the state to develop the means and methods to collaborate and coordinate with one another.

- To highlight innovative programs and practices that advance equity and inclusion at the center of community engagement.

WEB COMMUNICATION TECHNOLOGY

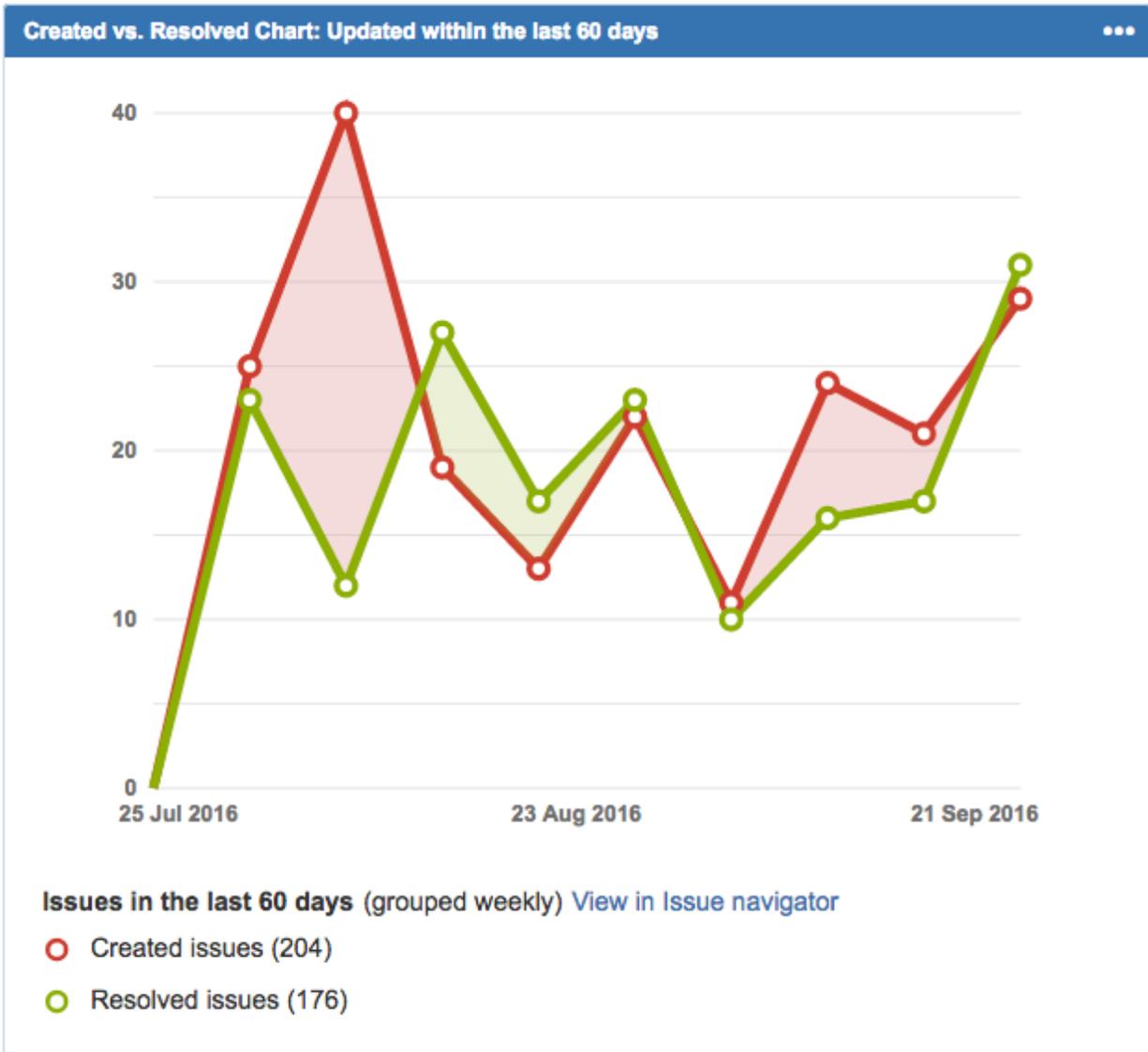
Max Bronsema, Director of WebTech will be on leave for most of October welcoming a new child into the world. Wayne Bakker will be assuming the majority of Max's duties while he is absent.

The middle of the summer months stretched WebTech staff. As our student employees departed for summer opportunities our staff took on their workloads. Employee vacations throughout the university put a few projects behind schedule. Overall, productivity was sustained and seven websites and applications were launched.

- [Board of Trustees](#) website was migrated from SharePoint to Drupal and workflow improvements were made for the Trustee support staff.
- [President Randhawa's](#) website went live featuring his recent activities on campus and embracing video and social media as storytelling platforms.
- The library website hosting migration to WebTech was completed. One of the most significant projects relating to Western Libraries' long history with Drupal began during Fall Quarter, 2015. After many years of maintaining and hosting Drupal websites locally, Western Libraries realized there were many advantages to joining the growing list of WWU departments running Drupal websites managed by WebTech. After extensive preparation and testing, WebTech and Western Libraries officially migrated the library website to the CollegeSites Drupal profile managed by WebTech during Summer Quarter, 2016. The advantages Western Libraries and WebTech expect to realize are:
 - Increased security and greater efficiency
 - Shared expertise between Western Libraries and WebTech
 - Better user experience for Western
 - Greater capacity for Western Libraries
- Student Outreach Services, Combined Fund Drive, Counseling Center, Men's Resiliency Center, Staff Training, and the Student Achievement sites were all delivered during these summer months.

Work has continued on improving the campus maps system. The Spatial Institute, after suffering a setback due to hardware failure, has been releasing updated layers to the existing map. The [parking](#), [sculpture tour](#), and [emergency](#) layers have all been revamped. The overall look of the map has been streamlined to offer a better experience across devices.

Two WWU work groups led by WebTech have concluded their work. The first was responsible for developing guidelines for an enhanced event calendar user interface, and the second for developing a governance document for the digital asset management system. Work on both of these is now focusing on making the recommendations turn into tangible products.



This chart shows the total number of tickets filed, which is how WebTech keeps track of the requests from clients. With the return of student staff near the end of September, one can see the total output increasing.

12. DATE FOR NEXT REGULAR MEETING

- **December 8 & 9, 2016**

13. Adjournment