TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of:
Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President, Business and Financial Affairs
Melynda Huskey, Vice President, Enrollment and Student Services

DATE: February 8, 2024

SUBJECT: Capital Development and Strategic Vision Plan Update

PURPOSE: Discussion Item

Purpose of Submittal:
Presenting the project update will be:
- Brodie Bain, Architect, Principal, Director of Higher Education Planning, NAC Architecture
- Korin Nobozny, Project Manager, Architect/Campus Planner, NAC Architecture
- Saumya Kini, Urban Designer, Walker Macy
- Joyce Lopes, Vice President for Business and Financial Affairs
- Steve Hollenhorst, Associate Vice President for Facilities Development and Operations
- Rick Benner, University Architect / Senior Director of Planning and Development, Facilities Development and Operations
- Forest Payne, Project Manager / University Planner, Planning and Development, Facilities Development and Operations

Project Summary:
The Capital Development and Strategic Vision Plan will shape Western Washington University’s campus vision for the next 10-15 years. It will drive ongoing decision-making regarding capital planning, development, campus open space, and infrastructure – in alignment with the university’s values, goals, and strategy. Given the conditions of our existing academic and administrative buildings on Western’s main campus, the current 10-year capital plan foresees that much of the development will focus on renovation and modernization of current facilities, including planning for both in-person and hybrid work settings, future modalities of academic instruction, accessibility needs, future connectivity and instructional technology needs as well as sustainability goals.

The work to build WWU’s Capital Development and Strategic Vision Plan began in the fall of 2023, and completion of the initial report is expected in December of 2024. The plan will be developed as a flexible living document as we expect that conditions and priorities will evolve over time.

The Capital Development and Strategic Vision Plan is also needed to support accreditation and integrated budget processes, and to anchor planning efforts in the culture and conditions of WWU’s campus and community. In addition, this plan will serve as a tool of communication to convey to campus stakeholders WWU’s major project priorities, timelines, and synergies.
The planning effort is centered on stakeholder engagement which will supplement and expand on the background research and analysis into how Western uses its facilities. The goal is to engender broad participation and transparency and tap into diverse perspectives while keeping future projects and deliverables rooted in Western’s mission, values, vision, and goals.

The plan will evaluate programmatic space and facility needs across campus, assess the suitability of existing facilities, and establish a project sequence for the next several biennia. It will also strategize the creation of spaces that may accommodate, temporarily or permanently, programs which are currently housed in buildings marked for major renovation or modernization work. The needs assessment will focus on:

- Vision, initiatives, and strategy
- Evolving academic programs
- Enrollment, capacity, and space utilization
- Existing campus conditions
- Strategic adjacencies
- Access, Diversity, Equity, and Inclusion (ADEI)
- Community health and well-being
- Student, faculty, and staff collaboration
- Goals related to sustainability, climate impact, and resilience
- Partnership and development opportunities beyond main campus, including at satellite locations
- Landscape and open space
- Parking and transportation

The plan will be developed as a living document, anticipating that conditions, culture, demographics, and priorities will evolve over time, and will integrate a flexible framework to accommodate these shifts while staying rooted in benchmarks, and remaining relevant over the planning horizon.

The plan is not intended to replace the 2001 Institutional Master Plan, which is Western’s current land use and zoning agreement with the City of Bellingham and adjacent neighborhoods. It will serve as a foundation to allow Western to engage and collaborate with the City of Bellingham and neighborhood groups to update campus land use regulations at the appropriate time.