Purpose of Submittal:

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

Supporting Information:

Report Attached
COMMUNICATIONS AND MARKETING

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


- Caplan-Auerbach also was quoted by the national news program Vice News on whether it was a good or bad idea to trigger an avalanche for an Apple ad. See: https://www.vice.com/en_us/article/bj9xyz/is-it-good-or-bad-to-trigger-an-avalanche-with-dynamite-for-an-apple-ad-we-asked-scientists

- The Seattle Times quoted David Wallin, WWU professor of Environmental Sciences, on moving mountain goats from the Olympics to the North Cascades. See: https://www.seattletimes.com/seattle-news/environment/officials-moved-nearly-100-mountain-goats-from-the-olympics-last-summer-how-are-they-doing-now/.

- KUOW Public Radio also ran an interview with Wallin. See (and scroll down to “Goat Moving 2.0”): https://kuow.org/stories/chris-kattan-king-of-physical-comedy. We will be working with news media and producing our own visual media content for further moves this summer of goats to the North Cascades.

- Our office assisted with communications and media coverage of the death of Holocaust survivor and teacher Noémi Ban, who spoke for many years at Western. See: https://q13fox.com/2019/06/11/holocaust-survivor-educator-dies-at-96/

- The Skagit Valley Herald ran a story about the “Dare 2 Dream” Academy, a Woodring College summer program, led by Woodring associate professor Maria Timmons Flores, that brought 100 students from migrant farmworker families to Western’s campus to learn about attending college. See: https://www.goskagit.com/news/local_news/wwu-helps-students-from-migrant-families-see-themselves-in-higher/article_037e2c8c-a896-5064-af6f-b4a74a0fa28f.html

- In marketing and social media, Kessa Volland worked with a group from Outreach and Continuing Education (formerly known as Extended Education), Admissions and Advancement to create a Make Waves style guide, to load templates into Design Conductor and to refine the new Design System brand asset site. She also worked on: communications for Scholar’s Week; the Double Major Concert; Spark Science; launched the university social media policy; helped coordinate the placement of banners and graphics with the university values on campus; hosted a social media training, and
acted as a guest speaker for three different student groups/classes.

- **In video and photography**, our staff led by Suzanne Blais provided video support for the University’s new brand campaign called “Make Waves.” Photo and video projects also provided images of many Western stories, including Western’s 2019 Year in Review by Western photographer Rhys Logan, which ran in Western Today and also on the Bellingham Herald’s website: [https://www.bellinghamherald.com/news/local/article232598907.html](https://www.bellinghamherald.com/news/local/article232598907.html)

- **In publications**, Our summer edition of Window magazine – and our first-ever third issue – was delivered to readers’ homes in July. It can be found online at: window.wwu.edu. Publications Editor Mary Gallagher is planning three editions in the coming year, too, in order to help deepen readers’ connections to Western.

- John Thompson, Western’s chief science writer, is in the midst of his summer **fieldwork research series**; this year’s theme will be stories designed to support the new Coastal and Marine Sciences major and related work that can be used both to tell the stories of the work being done at Shannon Point Marine Center and as a recruitment tool by the Office of Admissions.

- **Senior Graphic Designers** Chris Baker and Derek Bryson worked on a wide range of design projects with offices across campus, including flyers, posters, banners and online and social media design work. Some notable examples included: the Admission Viewbook; President’s Report; print materials for Opening Convocation; Annual Report for the Career Services Center; Moving In publications for University Residences; materials for the Employee Recognition event; materials for the Women of Empowerment Dinner; Spring Safety Messaging campaign messages for University Residences; Pride Celebration branding and event promotion materials for LGBTQ+ Western; Make Waves campaign print ads for various publications, Courageous Conversations event promo package for the Karen W. Morse Institute for Leadership, and for New Student Services – WWU Family Calendar, New Student Handbook, New Family Handbook.
WESTERN TODAY

TOTAL SESSIONS

64,172

TOP STORIES

- Seven grads receive presidential scholar honors
- Holocaust survivor Noemi Ban dies
- WWU student James Jesperson to attempt world record

SOCIAL MEDIA

STATISTICS AT A GLANCE

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<tr>
<th>TWITTER</th>
<th>FACEBOOK</th>
<th>INSTAGRAM</th>
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<td>49,203 Total followers</td>
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<td>85 New followers</td>
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<tr>
<td>0.19 % gained</td>
<td>0.31% % gained</td>
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<tr>
<td>121 Engagements</td>
<td>11,637 Engagements</td>
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</table>

FAMILY CONNECTION NEWSLETTER

- May Family Connection Newsletter: Sent to 11,369 people, 30 percent open rate
- Top clicks for May include: Moving out of off-campus apartments, Scholarship Center information, Double Major Bellingham concert

- June Family Connection Newsletter: Sent to 11,346 people, 23 percent opened
- Top clicks for June include: Commencement, moving out of University Residences
MEDIA STORIES

TOP STORIES

- Fire risks rise in previously too-wet-to-burn Northwest (ABC News/AP)
- Six underwater volcanoes found hiding in plain sight (National Geographic)
- Officials moved 100 mountain goats. How are they doing? (Seattle Times)

CREATIVE SERVICES

GRAPHIC DESIGN

PHOTO & VIDEO

169,800
Total Views

MAY
- Facebook - 95,000
- Instagram - 5,800

JUNE
- Facebook - 69,000

VIMEO STATISTICS
- 28,000 plays in May
- 22,000 plays in June

94 Total Projects

FEATURING
- Window Magazine - Summer 2019
- The President’s Office - The President’s Report 2019
- Huxley - 50 Year Anniversary logo
- NSSFO - New Student and Family Handbooks
**Notable Projects and Connections**

**Moderator of Bellingham Mayoral Forum**
The Director of Community Relations moderated the City of Bellingham Mayoral Forum hosted by the Downtown Bellingham Partnership. Western is an important non-partisan community partner and the university’s participation in encouraging political dialogue and election participation is critical to the social and economic development of the community.

**Creation of Guest Experience Team**
Community Relations is leading a team of campus partners to address a variety of guest experience challenges. The first challenge solved is providing complimentary parking for prospective students and their families during Admissions visit days, aligning WWU with most of our peer institutions.

**Additional Community Support**
- Facilitated donations from multiple hotels, Mallard Ice Cream, Boundary Bay Brewing, and the NW WA Fair for the Viking Night Athletics auction.
- Responded to local neighborhood concerns about students parking on their street. Collaborated with WWU Housing to educate students about city parking rules in an effort to reduce long-term neighborhood street parking.
- Connected local businesses to student employment where they promoted job opportunities and hired WWU students for summer employment. Businesses included Bellwood Farms, Lopez Islander Resort, and community members seeking part time help.
- Connected Whatcom County Rotary with Western’s Marketing department to provide an intern.
- Facilitated the connection from a community nonprofit needing crime data from University Police.
- Paired City Planners with WWU Parking to ensure Western and the City of Bellingham are sharing the same parking app platform.
- Partnered Sustainable Connections and Psychology Professor Kristi Lemm on the Front Porch Factor Grant.
- Helped local nonprofit Sustainable Connections access Admissions and Campus Services as they seek to promote summer farm tours for WWU Visitors. We also connected them with a Journalism senior capstone experience to support the new Whatcom Housing Alliance, a group of local organizations working to increase opportunities for people of all income levels to live in walkable neighborhoods that foster healthy lifestyles.
- Connected WWU Men’s Resiliency Specialist Brandon Joseph with the Domestic Violence Commission to present at a future meeting.
**Q2-2019 Businesses Served**

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<th>Clients</th>
<th>Non-Clients</th>
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<tbody>
<tr>
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<tr>
<td>Research or Student Project Recipient</td>
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<td></td>
<td>11</td>
</tr>
<tr>
<td>SBDC Sponsored Training Participant</td>
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<td>106</td>
<td>109</td>
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<tr>
<td>Information or Resources Provided</td>
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<tr>
<td>Unduplicated Count</td>
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<td>142</td>
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**2019 YTD Businesses Served**

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<tr>
<td>Research or Student Project Recipient</td>
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<tr>
<td>SBDC Sponsored Training Participant</td>
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<td>164</td>
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<tr>
<td>Information or Resources Provided</td>
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<tr>
<td>Unduplicated Count</td>
<td>199</td>
<td>239</td>
<td>438</td>
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**Clients’ Economic Impacts**

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<th>Q2 2019</th>
<th>YTD 2019</th>
<th>YTD 2018</th>
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<tbody>
<tr>
<td>Capital Formation</td>
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<tr>
<td>Business Buy/ Sells</td>
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<tr>
<td>Jobs Created &amp; Retained</td>
<td>22</td>
<td>22</td>
<td>15</td>
</tr>
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</table>

**WWU Small Business Development Center: CURRENT DEMOGRAPHICS**

- **Top Industries**: Service Establishment, Health Care, Accommodation/Food Svc., Manufacturer or Producer
- **Top Areas of Counseling**: Managing a Business, Financing/Capital, Buy/Sell Business, Start-up Assistance
- **Q2 2019 Client’s Annualized Sales**: $107.7M
- **Q2 2019 Jobs Supported**: 1070
- **Rolling 12-Month Client’s Annualized Sales**: $252.0M
- **Rolling 12-Month Jobs Supported**: 2372

**WWU Small Business Development Center: Q2 – 2019 HIGHLIGHTS**

- Presented at WSBDC Spring Conference - “Improve Your Presentation Skills”
• Presented at Automotive Service Assoc, Whatcom County Chapter - “How to Make it as a Small Business”
• Guest Lectured at Bellingham High School, applied mathematics - “How to Start a Business”
• Co-hosted event (with PTAC) - “Meet the Buyer”, over 100 businesses attended

**TRIBAL LIAISON**

**RECOGNITION AND RELATIONSHIP BUILDING**

In May the Tribal Liaison and President Randhawa met with Northwest Indian College President Justin Guillory for the purpose of renewing a MOU, which recognizes the working relationship in expanding cooperative educational programs and transfer agreements for students, faculty and staff of both institutions. A draft MOU was developed for President Guillory to review and he is currently vetting this with his administration.

The Tribal Liaison was invited to present at the annual Vine Deloria Jr. Symposium sponsored by Northwest Indian College. The symposium is well attended by Indigenous scholars both national and international. The presentation was an opportunity to address the challenges and encouragement for Native students to continue with their higher educational aspirations. This also included the importance for Native students to recognize their sense of community within the community of higher education institutions. Cultivating this sense of community can assist in their successful completion of a higher educational pathway.

Also, in May the Tribal Liaison hosted a visit with Dr. Wiremu Doherty, chief executive officer of Te Whare Wananga o Awanuiarangi (Maori University). The Maori University is located in Whakatane, New Zealand and Dr. Doherty is attracted to the potential of a future partnership for Indigenous learning opportunities for Western students. Dr. Doherty met with President Randhawa and Provost Brent Carbajal to provide information and history of the Maori University with an invite for WWU to visit their university in New Zealand. They would like to explore the prospect of a working relationship for Indigenous students to a pathway into Ph.D. programs with the Maori University. This will be an ongoing opportunity to explore for the benefit of Western students.

In June the Tribal Liaison was recognized by College for Education, Equity and Diversity for community support of Native students, staff and faculty. This award recognized the support for the position of a tribal liaison within Western’s campus community.

The Tribal Liaison was also featured in the summer issue of Window magazine titled, “A Voice at the Table.” This article will be used as informational content for the new web site for the division of Tribal Relations. The website is a continued project with the assistance from Web Tech.
The Tribal Liaison assisted the WWU Foundation department with the submission of a grant to the Tulalip Charitable Funds. This grant will support Native Student Union (NASU) annual activities. The Tribal Liaison will continue to work with Corporate and Foundation Relations on applying for grant funds in order to support Western’s Native students.

The Tribal Liaison continues to build university relationships with staff and students. Recently the liaison met with L.K. Langely, LGBTQ Director and with Brandon Joseph, Men’s Resiliency Specialist. Both meetings involved ideas and suggestions of working in supportive collaboration for students and staff.

TRAINING:

The Tribal Liaison has been planning and organizing government-to-government training conducted by the Washington State Governor’s Office of Indian Affairs. The first full day session was offered on July 9, 2019 by Gordon James. It was attended by 20 employees including VPs, deans, faculty and several key administrative personnel. This effort is intended to improve cultural awareness, explore a variety of legal issues impacting modern relationship building, increase understanding of tribal sovereignty, and examine numerous approaches to working more effectively with tribal governments. The training was well attended and truly appreciated by all attendees. There are future plans to extend this training to faculty, department chairs and other personnel in key student services positions. The government-to-government training was another key item requested by NASU in its letter of urgent needs. The Tribal Relations office is pleased to be able to coordinate the training for WWU administration and staff.

The Tribal Liaison attended MA ki te Ao Indigenous Doctoral Gathering and Native American & Indigenous Studies Association conferences in Hamilton, New Zealand. Both of these conferences were an opportunity for networking with Indigenous scholars and for the presentation of PhD research projects. NAISA is a scholarly organization which engages international issues and communities. It’s membership is comprised of international professional academics, students, independent scholars, community-based educators and elders.

ADVISORY FUNCTIONS:

The internal advisory committee met for one last time in June before the end of the quarter. The committee continues to help guide the Tribal Relations office in support of Native students, faculty and staff at Western. The Tribal Liaison continues to work on the formation of an external advisory committee, which will include tribal members and administrators along with elected officials including Rep. Debra Lekanoff of Washington’s 40th district and Port of Bellingham Commissioner Michael Shepard. The focus continues for longer-term key initiatives such as the development of a Coast Salish longhouse on or near the main campus.

The Tribal Liaison regularly attends NASU meetings and serves on the Dean of Students’ cultural competency committee. The Tribal Liaison also is advising on tribal sovereignty curriculum and offering consulting on a wide range of issues related to awareness, support and cultural sensitivity for American Indian/Alaska Native and First Nations people.

While attending the Affiliated Tribes of Northwest Indians (ATNI) spring conference in Spokane the Tribal Liaison was able to meet with the Education Committee which included Tribal Liaisons of the University of Washington and Eastern Washington University. The Washington
“cohort” of tribal liaisons recognize the importance of building a commitment to support Native students within higher education. This group plans to meet again during the fall ATNI meeting to be held in October in Suquamish.

During the ATNI meeting the Tribal Liaison also met with Representative Lekanoff and has been recognized and invited to participate in the Coast Salish Gathering committee. This group is comprised of Indigenous people of the Coast Salish Tribes and First Nations. This group gathers to work together and speak as one voice for the preservation, restoration, and protection of the Salish Sea ecosystem for the sustainability of sacred inherent family rights and values.

WASHINGTON CAMPUS COMPACT

1. **College Access Corps** – Washington Campus Compact was awarded an $850,028 continuation grant to support the multi-state College Access Corps program for FY 2020. College Access Corps is an educational equity initiative leveraging federal and local resources to improve college access of low income 4th – 12th grade youth in Washington, Oregon, and Idaho.

   **FY 2019 Western Impacts**
   Through Woodring, five AmeriCorps members were placed in Bellingham schools and Sterling Meadows (a low-income apartment complex for farm workers and people with disabilities) to work with economically disadvantaged youth in overcoming barriers to college access.
   - 106 Western students provided college access coaching to 154 low-income youth.

2. **VISTA** – Washington Campus Compact was selected to continue to operate the statewide VISTA Program, an educational equity/social justice initiative leveraging federal and local resources to alleviate poverty in Washington through campus community partnerships.

   **FY 2019 Western Impacts:** During 2018-19 the WWU VISTA Program partnered with the Sustainability Office and Whatcom Community College to launch the Feed Western & Whatcom Programs. In the spring of 2019, Western launched the Swipe Out Hunger program that allowed students with meal plans to donate unused meals. The program then distributed those meals to students experiencing food insecurity. This program is a chapter of the national Swipe Out Hunger organization and is the second chapter in the state of Washington. In its first month of operation, Swipe Out Hunger Western received over 4,500 donations from 220 student donors and distributed more than 1,000 meals to food insecure students.
WEB COMMUNICATION TECHNOLOGIES (WebTech)

In our continuing effort to improve digital accessibility, we released a revamped version of the business services website and removed several other websites from use as the information on the sites were out of date and relevant information was moved into other existing pages with wwu.edu.

Another big step forward for accessibility was to fix an inherent issue with menus across a large number of older websites at WWU. An accessibility notice now appears when a user is navigating a website using only a keyboard. It allows ease of access to all pages just as a user with a mouse can expect. This change underwent significant testing with website users using a variety of assistive technologies.

The two month period also saw WebTech handle security and platform upgrades for sites across campus. This was significant as our new process was tested with all versions of web software we support, and we are happy to report the upgrades went smoothly.

For the remainder of August, WebTech has nine website upgrade/new builds underway and eight more queued for the transition to Drupal 8. The roadmap shown here lists the in progress Drupal sites, with the goal of releasing most of these prior to September 1st.

<table>
<thead>
<tr>
<th>Epic</th>
<th>AUG</th>
<th>SEP</th>
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<tbody>
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<td></td>
</tr>
<tr>
<td>Migrate Library to D8</td>
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</tr>
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<tr>
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<tr>
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</tbody>
</table>

WebTech assisted Extended Education with their name change to Outreach and Continuing Education (OCE), by converting URLs, helping comb content for old references, and ensuring existing website aliases continue to work.

Finally, we are excited to share the release of an email signature generator. [https://designsystem.wwu.edu/email-signature](https://designsystem.wwu.edu/email-signature) This was a staff project to address the wide variety of signatures on campus that often are off brand.
June and July have been incredibly active. Within the two months 257 tickets were created and 155 have been resolved. The creation rate is roughly 75% above average for summer months. This reflects the aggressive work being done on accessibility remediation and the large number of sites that are being queued for upgrades.
The following is a briefing on a wide range of marketing, community development, media relations, content production, web development and graphic design initiatives produced since the last Trustees report. In addition, following are a few updates on key projects.

WESTERN ON THE WATERFRONT
On Tuesday, August 13, Port of Bellingham staff presented an update to the Port Commission on the proceedings of our working group. Following are slides from that presentation and a joint framework we developed to guide our ongoing planning and implementation. In short, Western continues to make good progress in facilitating introductions and leveraging existing partnerships in engineering and design, technology, energy and the maritime industries. We are on track to produce a final development plan that we look forward to sharing with the Commission and the Board of Trustees in October.

Hannegan Road Property Update
As previously reported, the Western Crossing Development board of directors met for a teleconference on May 16 to approve an offer on the Hannegan Road property. The buyer accepted our counter offer of $1,800,000 with a 90-day feasibility contingency. Recently we signed an extension while the buyer works with the city of Bellingham to get a “director’s exemption” for the lower portion of the lot. We have been in touch with the COB Director of Planning and Community Development, and we do not see this as a hinderance to the deal but rather a two- to three-week delay while the buyer’s lawyer works through assurance issues.

“MAKE WAVES” CAMPAIGN UPDATE
We launched the “Make Waves” campaign in late January, and since that time it has appeared on a dozen billboards concentrated in the Seattle downtown core from January through the end of June; in two-page spreads and full page placements in four issues of Seattle Magazine, five issues of 425 Magazine, four issues of Alaska Beyond and five issues of Puget Sound Business Journal. In addition we have created seven companion college impact videos that have been activated through digital campaigns on Facebook, Instagram, YouTube and Google Adwords. A few highlights over the lifetime of the campaign:

Out-of-home billboards:
- Total cost: $230,450
- Contracted impressions: 12,704,364
- Actual impressions: 13,270,817
- Bonus impressions: 566,453
- Bonus value: $13,434
Facebook/Instagram:
- 2,709,692 cumulative impressions
- 58,159 full video views
- 13,574 link clicks and 3,546 conversions

Adwords:
- 3,262 clicks with CTR of 9.59% (compared to higher ed average of 4.45%)
- 1,275 conversions
- The search term leading to the highest CTR was “Western Washington University application” at 21.95%

YouTube:
- 191,234 impressions
- 58,248 full video views with 25% interaction rate (sharing, liking, commenting)
- No conversions

Though there are many factors that contribute to a student’s decision to attend one college over another, I believe that greater awareness from a differentiated ad campaign helped us mitigate several enrollment challenges this year including a temporary structural decline in the college-age population, the impact of the “Seattle Promise” free community college guarantee, and the impact of the UW releasing 200 names from its waitlist.

We also integrated the Make Waves campaign into the Give Day fundraising drive on May 30 and we had our best Give Day ever. I believe the sustained visibility over the four months leading up to Give Day contributed to our 14% increase in year-over-year donations. Make Waves continues to be a rallying cry for all Advancement and Alumni marketing activities, including new Make Waves banners in downtown Bellingham for Paint Bellingham Blue and to welcome the Fall 2019 class. Make Waves has also been integrated into 2019-20 Admissions and Outreach and Continuing Ed recruitment campaigns and materials.

University Relations & Marketing, in partnership with Enrollment Management, is now turning its attention to the launch of a targeted out-of-state recruitment effort starting in September in Colorado, Northern California (Chico-Redding and Sacramento-Stockton-Modesto) and Alaska. Our goal is to recruit a minimum of 100 new students per year through the 19-21 biennium. The theme of the campaign is “Go Northwest of Ordinary,” and like Make Waves it will feature quirky, “only-at-Western” stories of student and alumni achievement and faculty mentorship, with an emphasis on bold visuals that look unlike typical college advertising. We look forward to sharing more details on the media plan and creative in December.

“WE VALUE” INTERNAL CAMPAIGN
To increase visibility and understanding of our core and aspirational values, we are undertaking a campus-wide “We Value” campaign that includes perimeter and on-campus banners and physical branding in high-traffic locations, including banners on the Old Main lawn, on High Street in front of the Viking Union, and interior branding in Wilson Library and Old Main. These will join existing banners on Bill McDonald Parkway and Campus Drive on the south end of campus. Our hope is that other building occupants will be inspired to request similar treatments in and around other buildings on campus.
We value:
Curiosity and Respect
Creativity and Inquiry
Equity and Social Justice
Inclusivity and Success for All

Core values are the deeply ingrained principles that guide all of our actions; they serve as our cultural cornerstones. According to James Collins and Jerry Porras, authors of *Built to Last*, core values are defined as being inherent and sacrosanct; they can never be compromised, either for convenience or short-term gain. As an educational institution, it should come as no surprise that we value curiosity, creativity, thoughtful inquiry and respect for one another, and for the communities and natural environments that surround and sustain us.

Aspirational values are those that an institution needs to succeed in the future but may currently lack. Institutions that have persevered to the century mark and beyond often take as one of their principle purposes to be stewards of a rich history. That is an important goal, but as societies change and evolve preserving the past is not the only goal. Universities are, after all, subject to the same political, geographic and economic forces as every other institution. Aspirational values, therefore, are part of our envisioned future. They are qualities that we want to stimulate progress toward.

According to our 2025 strategic plan, “Western sees equity, justice, inclusion, and diversity as fundamental principles calling for authentic engagement. Western acknowledges that, as an institution, it has failed to meet the needs of people of many races, ethnicities, creeds, socioeconomic classes, gender identities, sexual orientations, and disability statuses. WWU will contribute to redressing these inequities by transforming policies, structures, and practices to ensure meaningful inclusion.”

How will we know we have succeeded?
- Our campus community has a better understanding of the need for, and importance of, a common set of values and associated behaviors.
- Faculty and staff are better able to support institutional goals and objectives because our values and expectations are clear.
- Western students, faculty and staff feel a stronger connection to each other and to the Western experience.
- In combination, the university’s values, mission and culture help define us to prospective students and their families, campus visitors and our surrounding communities.
PORT OF BELLINGHAM AND WESTERN WASHINGTON UNIVERSITY

A Framework for Bellingham Waterfront District Collaboration

Vision Statement

The Port of Bellingham and Western Washington University are united in creating a diversified, regionally and globally competitive sustainable economy exemplified in the Waterfront District. We envision a district that provides living-wage jobs for Whatcom County residents, increases per capita and business income, enhances the tax base, protects the environment, improves the quality of life of residents and makes full use of the region’s human and financial capital and abundant natural resources.

Guiding Principles

• The Port and the University are committed to working together over the next several years to guide sound decision-making regarding growth that will enhance Bellingham and Whatcom County as a great place to live, to work and do business, and to be a lifelong learner. We are committed to the continued revitalization and development of the Waterfront District through increased private investment that expands the employer base and provides opportunities for hands-on applied learning, integrated research in undergraduate and graduate programs, highly desirable jobs for graduates, and opportunities for community engagement.

• Industry partnerships will be a key component of Western’s presence on the Waterfront with a vision of Waterfront development via a public-private partnership model that provides a mixture of private sector industries and developers, public agencies, and higher education institutions.

• Businesses and educational and research activities at the Waterfront will be a catalyst for attracting high-paying jobs utilizing Western’s talent pipelines in fields such as Electrical Engineering, Energy Studies, Cybersecurity and other academic programs that tend to engage industry partners.

• The Waterfront will have innovative state-of-the-art facilities to promote interdisciplinary education and research and multi-institutional collaborations.

• Project partners will use a phased approach with explicitly stated commitments that accelerate and expand over time.
Goal

To pursue an industry partnership model for the Waterfront District that will be financed and operated by private partners and will pair the discovery and dissemination of knowledge with the application of that knowledge to the creation of goods and services, benefiting both the Port’s long-term economic development aspirations and the University’s teaching and learning mission.

University Contributions to the Goal:

- Introduction of existing industry partners who may be motivated to locate (or relocate) operations to the Bellingham Waterfront to take advantage of ongoing research and talent pipelines within the university, as well as lower business costs and workforce livability.
- Training of future and current industry workforce through undergraduate and advanced degrees.
- Benefit the public by adding to and sharing knowledge broadly.
- Performance of specific research on behalf of industry partners (sponsored research).
- Transfer technology and knowledge to enhance commercialization.
- Provide access, as appropriate, to university-owned equipment, materials, facilities and specialized resources.
- Objectively test, evaluate and report on new technologies that may emerge.

Port of Bellingham Contributions to the Goal:

- Recruit new employers that can provide employment and research opportunities for students and graduates.
- Foster economic development at city, county and state levels that expands markets.
- Enable access to Port-owned equipment, materials, facilities and specialized resources.
- Create conditions that allow industry partners to enhance profitability.
- Locate advancements made by others that solve/answer general and specific problems faced by industry partners.
- Support an educated, well-trained, and competitive workforce.
Initial Strategies

- Port of Bellingham to pursue opportunities for a fabrication and R&D center with naval architecture and marine engineering services firms.
- WWU to research – and provide introductions to – other industry partners with existing connections to its Electrical Engineering, Plastics & Composites Engineering, Manufacturing Engineering, Manufacturing Supply Chain Management, Computer Science, Cybersecurity and other academic programs that tend to engage industry partners.
- WWU to initiate introductions to private industry and public agency partners that could help expand the university’s new Bachelor of Science degree in Energy Science & Technology (launching Fall 2019) which combines rigorous technical skill building with practical business and policy application. This could become a catalyst for a net-zero energy eco-district on the Waterfront.
- Port of Bellingham will become an active member of Gov. Inslee’s Washington Maritime Blue initiative designed to develop a comprehensive plan to accelerate decarbonization and clean technology innovation and best practices throughout Washington’s maritime industry.
INTERNAL WORKING GROUP NOTES

Challenges/Constraints

For WWU:

- In the current environment, the University cannot immediately take on development or lease risk given all of the competing priorities on its main campus and in WWU site locations in Everett and the Peninsulas.
- The Waterfront District is “so close yet so far,” making it difficult to locate an undergraduate academic program, or part of one, away from the main campus due to the interdisciplinary nature of our programs that requires both students and faculty to be located near labs, equipment and adjacent classrooms. In addition, the distance is such that adequate program support would require the duplication of existing infrastructure including student services, technical support, etc.
- Must operate within changing federal and state rules and regulations, e.g., export regulations and increased regulations on the use of humans, animals and hazardous materials in research.
- Must manage potential and actual conflicts of interest and commitments with multiple partners and sponsors.
- Must be consistent with all industry sponsors.
- Federal and state funding that is limited.
- Lack of match between industry segmentation of research and university segmentation.

For Port of Bellingham:

- Constraints around the core mission of the Port?
- Must establish agreements in a timely manner for commercial markets.
- Must establish agreements to ensure the ability for industry partners to commercialize with appropriate returns.
- Others?
WESTERN CROSSING WORK GROUP

- Western Crossing Background
- 2018 Development Plan and MOU Amendment
- Workgroup Efforts
- Revised Approach
- Next Steps
WESTERN CROSSING BACKGROUND

- Port and WWU working on Waterfront ideas since 2008
- Western Crossing Development formed in 2009
- 2013 Memorandum of Understanding
  - Hannegan Property & Port Property
  - Strategy for Development
  - University Development Plan
  - Capital Accounts
  - Process for Termination
DEVELOPMENT PLAN & MOU AMENDMENT

- WWU Development Plan – June 2018
  - Ideation Process – Broad Input from University Stakeholders
  - Consensus Driven Approach Resulted in a Wide-ranging Vision
- Port Commission Feedback
- MOU Amendment No. 2
WORKGROUP EFFORTS

- Focused Workgroup
  - Port and WWU Representatives
  - Meet Every Other Week
  - Framework for Collaboration
    - Vision Statement
    - Guiding Principles
    - Initial Strategies
- Revised Development Plan
REVISED APPROACH

- Focus on Industry Sectors and Public Private Partnerships
  - Technology
  - Energy
  - Engineering & Design
  - Research & Development
  - Maritime
- Leverage Existing WWU Partnerships
- Explore Research Park Models & Examples
REVISED APPROACH

- Potential WWU Programs
  - Electrical Engineering
  - Plastics & Composites Engineering
  - Manufacturing Engineering
  - Manufacturing Supply Chain Management
  - Energy Studies & Science
  - Industrial Design
  - Cyber Security
NEXT STEPS

- Commission and Board of Trustees Briefings
- Coordination with Private Sector Partners
- Revised Development Plan
- Conceptual Plan Layout (Industry Cluster/Research Park)
- MOU Amendment No. 3