WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey

DATE: **December 8, 2023**

SUBJECT: **Enrollment Management**

PURPOSE: Information Item

I. Enrollment

We are busy! And, it is great. We started the year in a fortunate position. We are tracking new applications at a rate that distinguishes us positively among our peers. Strategic Enrollment Management planning is in full swing, and we have exciting new initiatives like College in the High School launching this year.

Strategic Enrollment Management (SEM) Planning

Our Strategic Enrollment Management planning effort is taking shape this year, as current strategies are being assessed and new initiatives are being launched with our enrollment goals in mind. Each of the councils that are a part of the SEM structure are meeting regularly and taking necessary steps to address pressing issues while outlining the process for producing their contributions to the institutional enrollment plan. Conversations around retention strategies are continuing to take place across campus and deep into our organizational structure, as we move toward the writing of the plan.

Fall 2023 Enrollment

As census day for fall (Monday, October 9th) fell after the writing of the last report to the Board of Trustees, this report presents the first opportunity to provide final census day numbers for Fall 2023.

Between the writing of the last report and census day, our **total enrollment** increased by 12 to a count of 14,651, leaving us down slightly (.6%) from the year prior.

[See graph on next page]

Fall Enrollment - All Students						
Enrollment by Race/Ethnicity						
	Fall 2018	**Fall 2019**	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2023**
Hispanic or Latino Ethnicity	1,495 (9.3%)	1,617 (10.0%)	1,575 (10.4%)	1,596 (10.6%)	1,565 (10.6%)	1,602 (10.9%)
American Indian or AK Nativ	317 (2.0%)	311 (1.9%)	288 (1.9%)	270 (1.8%)	232 (1.6%)	202 (1.4%)
Asian	1,697 (10.5%)	1,721 (10.7%)	1,711 (11.3%)	1,725 (11.4%)	1,620 (11.0%)	1,586 (10.8%)
Black or African American	418 (2.6%)	433 (2.7%)	432 (2.8%)	491 (3.2%)	500 (3.4%)	470 (3.2%)
Native HI or Other Pacific Isl	70 (0.4%)	64 (0.4%)	66 (0.4%)	72 (0.5%)	72 (0.5%)	93 (0.6%)
White	11,429 (70.9%)	11,249 (69.7%)	10,463 (68.8%)	10,313 (68.2%)	10,096 (68.5%)	10,071 (68.7%)
Two or more races: Other	198 (1.2%)	197 (1.2%)	191 (1.3%)	188 (1.2%)	181 (1.2%)	155 (1.1%)
International	183 (1.1%)	198 (1.2%)	128 (0.8%)	148 (1.0%)	189 (1.3%)	174 (1.2%)
Race and ethnicity unknown	314 (1.9%)	352 (2.2%)	343 (2.3%)	322 (2.1%)	291 (2.0%)	298 (2.0%)
Total	**16,121**	**16,142**	**15,197**	**15,125**	**14,746**	**14,651**
Students of Color	**4,195 (26.0%)**	**4,343 (26.9%)**	**4,263 (28.1%)**	**4,342 (28.7%)**	**4,170 (28.3%)**	**4,108 (28.0%)**
Non-Resident	**2,035 (12.6%)**	**1,993 (12.3%)**	**1,745 (11.5%)**	**1,990 (13.2%)**	**2,084 (14.1%)**	**2,129 (14.5%)**
First Generation	**5,114 (31.7%)**	**4,977 (30.8%)**	**4,580 (30.1%)**	**4,253 (28.1%)**	**3,453 (23.4%)**	**3,366 (23.0%)**
PELL-Eligible	**3,956 (24.5%)**	**3,717 (23.0%)**	**3,370 (22.2%)**	**3,094 (20.5%)**	**2,887 (19.6%)**	**2,941 (20.1%)**

Our report on **new first-year students** remains virtually unchanged after census day, with a decrease in enrollment of only one student. As of census day, we can report a final count of 3,184 new first-year students. Again, this class is only modestly smaller than last year's record-breaking class which was at 3,222. This signals extraordinary interest in Western among college-bound students and is undoubtedly the most compelling sign of the strength of the future health of the institution.

Fall Enrollment - New First-Year Students						
Enrollment by Race/Ethnicity						
	Fall 2018	**Fall 2019**	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2023**
Hispanic or Latino Ethnicity	328 (10.4%)	341 (10.9%)	280 (11.2%)	335 (11.7%)	385 (11.9%)	374 (11.7%)
American Indian or Alaska N	55 (1.7%)	60 (1.9%)	56 (2.2%)	41 (1.4%)	52 (1.6%)	47 (1.5%)
Asian	386 (12.3%)	391 (12.5%)	321 (12.9%)	327 (11.4%)	344 (10.7%)	357 (11.2%)
Black or African American	86 (2.7%)	111 (3.6%)	88 (3.5%)	116 (4.0%)	143 (4.4%)	112 (3.5%)
Native Hawaiian or Other Pa	16 (0.5%)	14 (0.4%)	16 (0.6%)	18 (0.6%)	18 (0.6%)	27 (0.8%)
White	2,166 (68.8%)	2,098 (67.3%)	1,635 (65.6%)	1,970 (68.5%)	2,200 (68.3%)	2,185 (68.6%)
Two or more races: Other	47 (1.5%)	43 (1.4%)	40 (1.6%)	32 (1.1%)	43 (1.3%)	32 (1.0%)
International	6 (0.2%)	11 (0.4%)	2 (0.1%)	7 (0.2%)	8 (0.2%)	12 (0.4%)
Race and ethnicity unknown	57 (1.8%)	48 (1.5%)	56 (2.2%)	28 (1.0%)	29 (0.9%)	38 (1.2%)
Total	**3,147**	**3,117**	**2,494**	**2,874**	**3,222**	**3,184**
Students of Color	**918 (29.2%)**	**960 (30.8%)**	**801 (32.1%)**	**869 (30.2%)**	**985 (30.6%)**	**949 (29.8%)**
Non-Resident	**473 (15.0%)**	**436 (14.0%)**	**348 (14.0%)**	**513 (17.8%)**	**533 (16.5%)**	**514 (16.1%)**
First Generation	**905 (28.8%)**	**908 (29.1%)**	**719 (28.8%)**	**746 (26.0%)**	**555 (17.2%)**	**769 (24.2%)**
PELL-Eligible	**756 (24.0%)**	**742 (23.8%)**	**575 (23.1%)**	**579 (20.1%)**	**666 (20.7%)**	**691 (21.7%)**

Our final census day count of **new transfer students** did not change from the amount reported to the Board in October.

[See graph on next page]

Fall Enrollment - New Transfer Students						
Enrollment by Race/Ethnicity						
	Fall 2018	**Fall 2019**	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2023**
Hispanic or Latino Ethnicity	126 (10.8%)	128 (11.1%)	134 (12.8%)	125 (11.7%)	103 (11.2%)	97 (10.8%)
American Indian or Alaska N	27 (2.3%)	24 (2.1%)	22 (2.1%)	23 (2.2%)	19 (2.1%)	11 (1.2%)
Asian	88 (7.6%)	92 (8.0%)	92 (8.8%)	95 (8.9%)	73 (7.9%)	86 (9.6%)
Black or African American	24 (2.1%)	28 (2.4%)	27 (2.6%)	30 (2.8%)	40 (4.4%)	32 (3.6%)
Native Hawaiian or Other Pa	3 (0.3%)	6 (0.5%)	3 (0.3%)	7 (0.7%)	9 (1.0%)	8 (0.9%)
White	830 (71.2%)	815 (70.5%)	722 (69.0%)	731 (68.6%)	629 (68.4%)	640 (71.1%)
Two or more races: Other	10 (0.9%)	10 (0.9%)	10 (1.0%)	18 (1.7%)	11 (1.2%)	3 (0.3%)
International	27 (2.3%)	28 (2.4%)	19 (1.8%)	26 (2.4%)	24 (2.6%)	15 (1.7%)
Race and ethnicity unknown	30 (2.6%)	25 (2.2%)	18 (1.7%)	10 (0.9%)	11 (1.2%)	8 (0.9%)
Total	**1,165**	**1,156**	**1,047**	**1,065**	**919**	**900**
Students of Color	**278 (23.9%)**	**288 (24.9%)**	**288 (27.5%)**	**298 (28.0%)**	**255 (27.8%)**	**237 (26.3%)**
Non-Resident	**91 (7.8%)**	**93 (8.0%)**	**92 (8.8%)**	**137 (12.9%)**	**122 (13.3%)**	**100 (11.1%)**
First Generation	**495 (42.5%)**	**488 (42.2%)**	**417 (39.8%)**	**397 (37.3%)**	**166 (18.1%)**	**303 (33.7%)**
PELL-Eligible	**386 (33.1%)**	**358 (31.0%)**	**330 (31.5%)**	**286 (26.9%)**	**237 (25.8%)**	**254 (28.2%)**

A few additional **graduate students** were added to our enrollment counts between the submission of the last report and census day, leaving us at 789 enrolled graduate students.

Fall Enrollment - All Graduate Students						
Enrollment by Race/Ethnicity						
	Fall 2018	**Fall 2019**	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2023**
Hispanic or Latino Ethnicity	49 (6.5%)	49 (6.9%)	59 (7.5%)	76 (8.4%)	78 (9.7%)	85 (10.8%)
American Indian or Alaska N	18 (2.4%)	15 (2.1%)	14 (1.8%)	16 (1.8%)	21 (2.6%)	18 (2.3%)
Asian	30 (4.0%)	44 (6.2%)	72 (9.1%)	82 (9.0%)	64 (8.0%)	65 (8.2%)
Black or African American	15 (2.0%)	19 (2.7%)	19 (2.4%)	27 (3.0%)	20 (2.5%)	19 (2.4%)
Native Hawaiian or Other Pa	3 (0.4%)	2 (0.3%)	3 (0.4%)	2 (0.2%)	1 (0.1%)	3 (0.4%)
White	599 (79.4%)	534 (74.8%)	564 (71.7%)	652 (71.6%)	549 (68.5%)	525 (66.5%)
Two or more races: Other	4 (0.5%)	4 (0.6%)	4 (0.5%)	9 (1.0%)	8 (1.0%)	7 (0.9%)
International	14 (1.9%)	14 (2.0%)	11 (1.4%)	6 (0.7%)	19 (2.4%)	28 (3.5%)
Race and ethnicity unknown	22 (2.9%)	33 (4.6%)	41 (5.2%)	40 (4.4%)	41 (5.1%)	39 (4.9%)
Total	**754**	**714**	**787**	**910**	**801**	**789**
Students of Color	**119 (15.8%)**	**133 (18.6%)**	**171 (21.7%)**	**212 (23.3%)**	**192 (24.0%)**	**197 (25.0%)**
Non-Resident	**162 (21.5%)**	**149 (20.9%)**	**165 (21.0%)**	**185 (20.3%)**	**182 (22.7%)**	**177 (22.4%)**

Winter 2024 Enrollment Outlook

Enrollment for Winter 2024 will be impacted by the smaller cohorts of new students that have enrolled in the last two years and by the lower overall enrollment this fall. Registration for winter is on pace with anticipated levels (currently down .8%). As you know, Fall 2023 enrollment was down .6% from Fall 2022.

The tables below show comparative data on applications, admits, and confirmations for new students for winter, as of the week of November 20th across several years. New first-year students continue to be a relatively small portion of our new student population for winter. The majority of our new student population in winter is consistently transfer students, and we continue to experience declines in transfer applications and confirmations. In the pool for winter, the number and proportion of first-generation students and the number and proportion of students identifying as students of color present us with a dichotomy—increases among the

new first-year students and decreases among the new transfer students. We will report on that further after census day for Winter 2023.

New transfers—Bellingham

	Applied	Admitted	Confirmed
2024	419	325	235
2023	503	370	286
2022	566	437	336
2021	541	463	320
2020	660	533	411

New transfers—other locations

	Applied	Admitted	Confirmed
2024	13	7	3
2023	7	2	2
2022	13	4	4
2021	21	7	7
2020	23	6	6

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2024	107	82	65
2023	149	105	79
2022	108	77	65
2021	117	97	62
2020	69	47	40

Fall 2024 Enrollment Outlook

At about two months from the priority application date for first-year applicants (January 31), the increase in total applications is encouraging—and largely in line with national reports.

Totals as of November 29, 2023:

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2024	7,440	6,210	269
2023	7,023	5,970	330
2022	5,334	4,487	228
2021	5,371	4,354	345
2020	5,004	3,552	193

New transfers—Bellingham

	Applied	Admitted	Confirmed
2024	177	14	7
2023	193	13	5
2022	195	34	34
2021	139	31	15
2020	110	9	1

New transfers—other locations

	Applied	Admitted	Confirmed
2024	4	0	0
2023	10	0	0
2022	9	1	1
2021	21	6	6
2020	12	0	0

Important notes on New First-Year Applicants

- First-year applications are up modestly after huge increases last year. (up by 5.9% from this week in the Fall 2023 cycle and up by 32.7% from this time in the Fall 2020 cycle—the last pre-pandemic cycle).
- The percentage of applicants who have been offered admission is down slightly. (83.5% currently, compared to 85% at this time in the Fall 2023 cycle)
- The percentage of first-year applicants who identify as students of color is up slightly from what it was at this time in the cycle for Fall 2023. (33.5% this cycle, compared to 32.7% for Fall 2023)
- The percentage of first-year applicants who identify as first-generation college students is down slightly from what it was at this time in the cycle for Fall 2023. (20.4% this cycle, compared to 21.1% for Fall 2023)
- The percentage of first-year applicants who self-identified as Running Start students is up slightly from what it was at this time in the cycle for Fall 2023. (19.5% this cycle, compared to 18.2% for Fall 2023)

It is still early in the cycle, so these small differences from the prior year in segments of our applicant pool largely serve to affirm that we do not have any surprises as we move through the application process.

The Common App recently reported a 41% increase in applications compared with the 2019-20 year following the November 1 date (a commonly referenced date to initially gauge activity for the application cycle). It is important to point out that the number of Common App member schools increased by some 22% during that same period, and included several state flagship institutions, such as the University of Washington (which, like Western, joined the Common App for the Fall 2023 recruitment year). By comparison, Western's mid-November count of 7,181 first-year applications is a full 59 percentage points higher than four years ago. In the *Inside Higher Ed* article "Early Application Data Are Rosy, if Complex," Robert Massa, vice president emeritus for enrollment at Dickinson College (Carlisle, PA), cautioned that this increase may be a reflection of students feeling increasing pressure to apply to more schools, as well as the propagation and growing popularity of Early Action and Early Decision programs.

Our consortium's own Washington Guaranteed Admissions Program (WAGAP) is quickly becoming a highlight of the state's work to increase college-going rates among the state's high school graduates. The program has grown substantially since the 2021-2022 inaugural year, now with over 130 partnering high schools, and we continue to work to increase participation among high schools and school districts. The Council of Presidents (WAGAP's operating partner) recently reported that more than 14,000 students have been contacted in the first three months of the academic year—a figure which already eclipses all outreach completed during the entirety of 2022-2023.

Riding the momentum of this sector-wide commitment to post-secondary access and achievement, Western is developing additional partnerships with select schools—Ferndale and Mt Vernon, specifically—to pilot modified direct admission, outreach, and grant-awarding

processes. We anticipate forward progress in the coming months, especially as we near our January 31st priority application date, and turn our attention to the scholarship, financial aid, and yield season which marks the winter and spring calendar.

There is much being written (and even more conversation) about the eventual rollout of the new, **simplified FAFSA application**. Hopeful speculation surrounds the potential increase in the number of students who may qualify for federal aid dollars, particularly the Pell Grant. The overwhelming focus at present, however, is on the timing of the FAFSA's rollout. In mid-November, the Department of Education pre-empted expectations by notifying institutions of higher education that colleges and universities will not begin receiving FAFSA data that can be used for aid packaging until late January. The late release of the FAFSA for students and families, and the later release of that data to financial aid offices puts significant pressure on students and families, as they will not have the information that they need to make college decisions until later in the cycle.

Speaking to the *Chronicle of Higher Education*, for the article "Buckle Up: FAFSA-Processing Delays Are Coming," Justin Draeger, president of the National Association of Student Financial Aid Administrators (NASFAA), expressed that "any significant delays in delivering applicant data to schools would…[leave] the most vulnerable student populations in limbo as they wait for the financial aid information they need to make vital college-going decisions." The article also makes note of the growing concern that delays will effectively compress students' and families' decisioning timeline, to include aid packaging, springtime campus visits, and enrollment confirmations all within a narrow two- to three-month window.

With nearly 85% of Western's incoming Fall 2023 first-year class submitting their FAFSA (and around 66% of new transfers), it is clear to see how Mr. Draeger's words may serve as a cautionary note as we strive to serve students, families, and communities.

We have some early pieces in place to influence higher **retention** rates for Fall 2024. Knowing that we have experience showing that students who take 15 or more credits in their first quarter of enrollment are more likely to persist to the following year of study, we took steps to try to influence registration at that level. The percentage of new first-year students taking 15 or more credits in Fall 2023 is up 2.6 percentage points from Fall 2022 (from 50.3% last year to 52.9% this year), providing one measure for optimism in the retention of this cohort.

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
<15 Credits	**1,476**	**1,440**	**1,404**	**1,118**	**1,417**	**1,601**	**1,501**
Returned 2nd Fall	1,164	1,153	1,055	863	1,069	1,230	
not Returned	312	287	349	255	348	371	
% Returned	**78.9%**	**80.1%**	**75.1%**	**77.2%**	**75.4%**	**76.8%**	
15+ Credits	**1,638**	**1,707**	**1,713**	**1,376**	**1,457**	**1,621**	**1,683**
Returned 2nd Fall	1,364	1,426	1,400	1,141	1,146	1,315	
not Returned	274	281	313	235	311	306	
% Returned	**83.3%**	**83.5%**	**81.7%**	**82.9%**	**78.7%**	**81.1%**	
Total	**3,114**	**3,147**	**3,117**	**2,494**	**2,874**	**3,222**	**3,184**
%15+ Credits	**52.6%**	**54.2%**	**55.0%**	**55.2%**	**50.7%**	**50.3%**	**52.9%**

II. Registrar

Awarding of Degrees

We have a few students continuing to file late degree applications for graduation this fall. As of November 29, 2023, we have 721 students pending graduation in Fall 2023—659 undergraduate students and 62 graduate students. After fall grading is completed, graduation will be certified for all students who successfully complete their final degree requirements.

Diplomas

Western is now able to provide new WWU graduates and alumni with secure digital copies of their diplomas. This enhancement is being implemented to meet growing demand for verified electronic credentials, as more institutions, employers, and government agencies accept digital diplomas in lieu of—and in many cases, in preference to—paper copies. Increasingly, alumni and students not only want but also expect that their diploma will be available to them in a PDF/electronic format. To meet that expectation, we again have partnered with Parchment, our existing provider for secure electronic transcripts.

In late 2022, the Registrar's Office initiated a conversation with Parchment about the possibility of adding electronic diplomas. Ultimately, the decision was made to proceed, with a goal of first issuing electronic diplomas in the 2023-24 academic year. Implementation work began in earnest in late April, with design work to ensure a match to the look and formatting of the official WWU diploma. Testing took place over the summer and continued into the start of the fall quarter. A small batch of live test diplomas were successfully issued in early October, with the first official electronic Western diplomas going out into the world on October 17, 2023. Western graduates who complete their degrees in Fall 2023 will be the first class to receive both a paper and an electronic copy of their diploma as a standard issue.

Replacement/reissued diplomas were added as an ordering option to the WWU storefront online, allowing alumni who need a replacement or reissued credential for employment or international study to opt for a digital version only or a paper copy and a digital version.

Students and alumni overwhelmingly prefer electronic options where those are available. As has been reported previously, about 95% of the transcripts ordered by Western students and alumni are now issued in an electronic format, instead of paper (up from about 50% at the start of 2020). While the sample size is small, so far, alumni ordering replacement diplomas also show a preference for electronic copies, with 90% of the orders in November being for digital format only. Digital diplomas increase student options for sharing and displaying their Western degrees, allowing them to share verified electronic copies through email, text, and on social media. In addition to increased visibility, digital diplomas can limit the need to create (and pay for) multiple copies of a student's credential when applying to graduate schools or when applying for employment and visas in countries outside the United States.

III. Student Aid

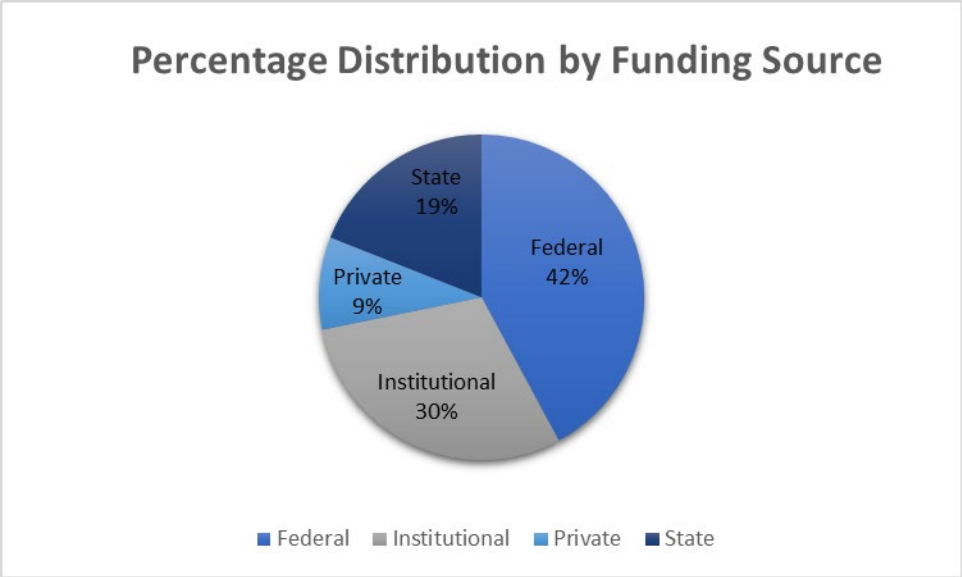
Financial Aid Disbursements for 2022-23

Financial aid disbursements for 2022-23 totaled $135,395,458 to 9,850 students compared to $135,864,671 to 9,892 students in 2021-22. The slight decrease is attributed to a decrease in available HEERF funds and a decrease in total enrollment, in addition to a slight increase in institutional employment and student loan borrowing.

2022-23 Financial Aid Disbursements by Type

• Grants	$	46,449,660	34.31%
• Scholarships	$	27,617,251	20.40%
• Employment	$	13,466,148	09.94%
• Loans	$	47,505,557	35.09%
• Misc.	$	356,842	00.26%
Total		**$135,395,458**	100.00%

2022-23 Financial Aid Disbursements by Funding Source



• Federal		$57,045,026
• State	$	25,732,993
• Institutional	$	40,151,508
• Private	$	12,465,931
Total	**$**	**135,395,458**

Aid disbursements made to students as emergency funding totaled $3,193,416, which included the remaining HEERF emergency funding.

- $3,032,988 through HEERF dollars
- $160,428 in repurposed institutional scholarships and grants

Although some financial aid pays for expenses due and payable to Western on student accounts, a significant portion of financial aid is disbursed to students to pay other education-related expenses, such as housing and food expenses associated with living off campus, transportation, childcare, etc. Aid is disbursed to students in accordance with prescribed regulatory requirements, which include application of funds to specific charges on student accounts. After allowable expenses have been paid on student accounts, remaining aid is disbursed to students, which they use to pay for education-related expenses that are not due and payable to Western.

Campus Collaborations

During fall quarter, financial aid staff have had several opportunities to collaborate with other departments and provide additional support to students across campus. Financial Aid staff members have been providing weekly advising hours within the Black Student Coalition and Multicultural Center. In addition, Financial Aid Counselors offered advising sessions in the

Disability Access Center. Although turn out has been modest initially, we are excited about establishing strong relationships with our campus partners and increasing the accessibility of our services.

FAFSA Simplification Updates
In November 2023, the Department of Education announced that the new FAFSA will be available for students and parents by December 31st, 2023. Although students will have access to the new FAFSA at that time, the announcement also indicated that the Department would not begin processing and sending out FAFSA records to institutions until late January 2024, causing further delays in processing the 2024-25 aid year. Further, specifications for the new FAFSA have not been provided to institutions, so we are not yet able to engage in the reconfiguration of our systems to accommodate the new information from FAFSA records that will ultimately come to us. The financial aid staff continue to be adaptable as they proceed with their preparations for implementation of these significant changes.

FAFSA and WASFA Outreach Efforts
With the implementation of the new FAFSA, Western's Financial Aid Counselors are scheduled to participate in local and state-wide high school in-person FAFSA and WASFA completion events starting in January. These events, through partnership with Futures Northwest, will serve most high schools in Whatcom and Skagit county. In addition, the Financial Aid Department will be hosting a number of on-campus filing events to support current Western students in FAFSA/WASFA completion. Through collaborative efforts with the Blue Group, Western Success Scholars, Black Student Coalition, Woodring's Diversity, Recruitment and Retention Office and various others, Financial Aid will be hosting in-person FAFSA and WASFA sessions for at-risk student populations. Financial Aid counselors will also be providing drop-in assistance most Fridays during January and February to ensure current WWU students have support to complete the FAFSA/WASFA prior to Western's priority filing date of February 28th.

In addition, the financial aid staff have been working to communicate the FAFSA changes to our current and prospective students as we get more information from the Department of Education. Our website has been updated to include a FAQ page and reflect up-to-date information about the opening of the 2024-2025 FAFSA by December 31, 2023. A marketing campaign has been created by Western's marketing team, to assist in educating students on the changes for the new FAFSA. Initial marketing messages are focused on steps students can take now to prepare for the new 24-25 FAFSA. Western's marketing team has also created a landing page where students can sign up for continued updates regarding the new FAFSA.

IV. New Student Services/Family Outreach

Orientation, Advising, and Registration (OAR) Programs for New Students
Winter 2024 Advising & Registration (A&R) Sessions have already begun for new winter quarter students. Four A&R Sessions are scheduled, with two in November specifically for transfer students, and additional sessions in December and January for both transfer and first-year students. All A&R Sessions are completed virtually via Zoom with academic advising in the morning and individual advising appointments in the afternoon to support registration preparation. The first round of Orientation packets will be mailed to all new students around the first week of December.

Family Outreach
Fall Family Weekend (FFW) 2023 was a very successful weekend of on and off campus events and activities. The schedule and variety of offerings continues to grow, influenced by institutional goals, student interests, and parent/family demand. New and additional events and

shows were layered in this year bolstering our campus-community partnership with local businesses, some of which are owned or managed by Western alums. For example, the SPARK Museum of Electrical Invention (tours and shows), Bellinghistory Tours with the Good Time Girls (walking and virtual tours), the Upfront Theatre (Comedy Improv Shows), and Experience International/Bike Northwest (Urban Agriculture and Marine Ecology bike tours) were very successful again. An unexpected new partner was the Northwest Mushroomers Association, who held their 31st Annual Wild Mushroom Show on campus after a 4-year hiatus. NSSFO was able to launch a new collaboration which included access to the show (reduced fee for students), lectures, identification hikes in the arboretum and exhibits. On campus, the College of Fine & Performing Arts partnership saw a coordinated effort to match up event dates to offer a theatre performance, concert, and sculpture facility tour. Additionally, new staff at the Lakewood Watersports Facility went beyond offering discounted rental rates, but also hosted guided large canoe trips and paddleboard activities.

The Family Outreach Manager continues to offer Family Outreach Office Hours for parents/families to connect to learn more about campus resources, receive appropriate referrals based on issues or concerns, and often families attend with their student to receive some recommendations or support with problem-solving and referrals.

V. Veterans Services

Celebration of Veterans Day

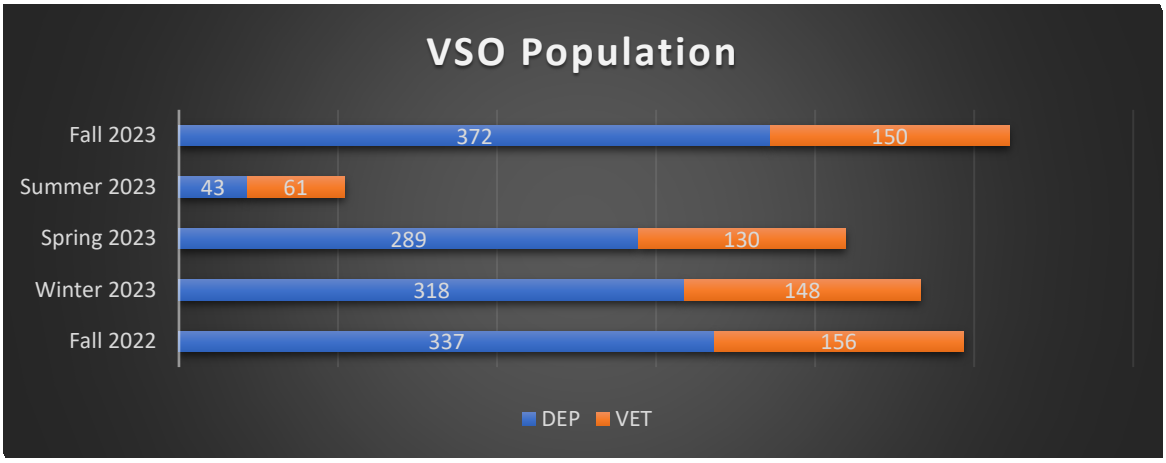
The VSO took a small pivot in recognizing Veterans Day this year, continuing to move away from a ceremony put on by Vets for the Western community, to providing programming for Vets throughout the week put on by the Western community. The programming included:

- Kayak Sunset tour hosted by the Outdoor Center
- Professional resume review supported by Career Services
- Planetarium Stargazing show hosted by the Dr. Leslie E. Spanel Planetarium
- High Ropes Course at Lakewood hosted by the Outdoor Center
- Free drop in for Western staff who are veterans in all Faculty and Staff Wellness classes supported by Faculty and Staff Wellness
- Breakfast and lunch all day in the VSO supported by the President's Office
- Campus Adventure Race supported by the Outdoor Center
- The new Veterans Day Classic, Women's basketball tournament with free entry for all veterans

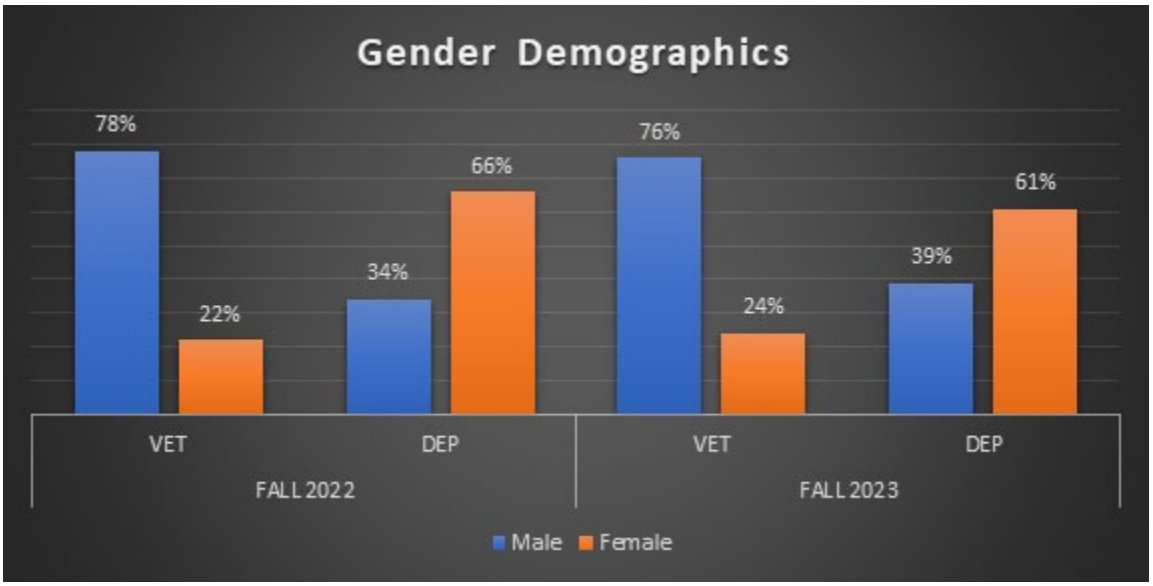
Most of the programs were well attended, and all were well received. This will continue to be the new approach to our celebration of Veterans Day going forward.

We also changed our Veterans Day message, which usually highlights student Veterans and their stories. Instead, we highlighted Veteran parents and their relationship with their Western dependent student. This was done in part to introduce Western to some of the Veterans who choose Western for their children and contribute to our community, but also to recognize our shifting military-connected demographics as our dependent population is outpacing the growth of our Veteran population. It is imperative to remind our dependents that the VSO is a place that is meant to serve them as well as our Veteran students. Western's video message can be seen here:
https://www.youtube.com/watch?v=l_BJUb5XQx4 (short version) and
https://vimeo.com/882991672/230c71c1b4?share=copy (long version).

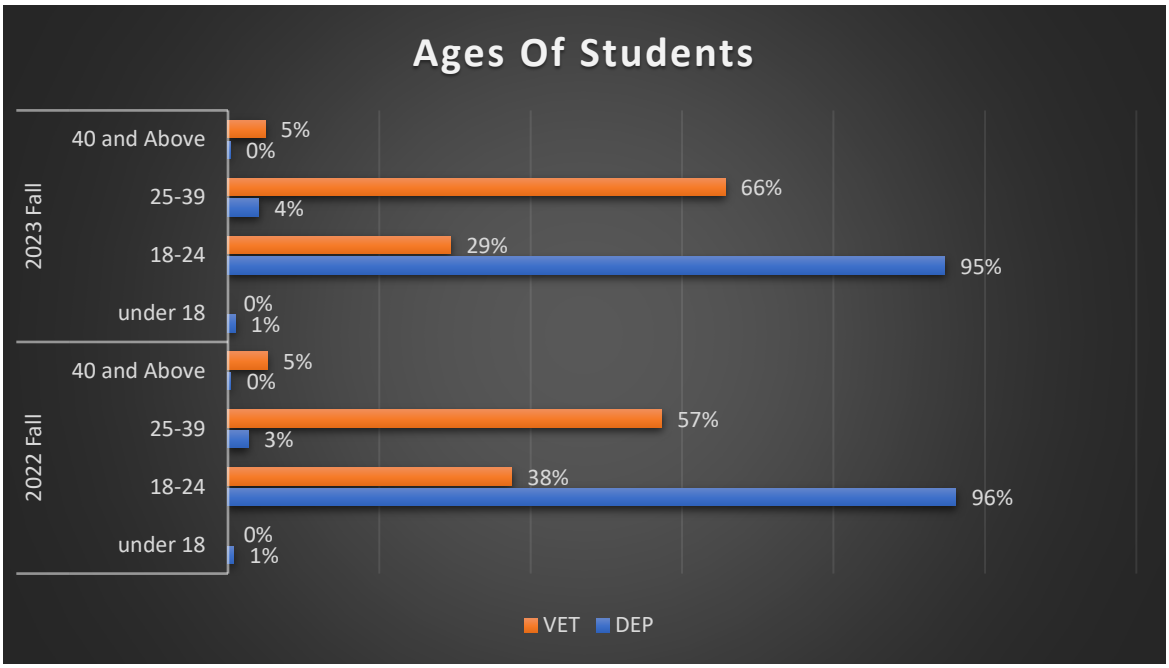
Students Served by VSO
The total number of military-connected students at Western Washington University is 656, 522 of whom are receiving benefits. Nearly 70% of the current population are dependents. While our benefit-receiving population has continued to grow over the past year (493 total in Fall ’22 and 522 total in Fall ’23), our dependent population has grown at a much faster rate.



Gender
The intersection of gender with veteran/dependent status is important in understanding our population. Note that our veteran population is—unsurprisingly—dominated by males, while our dependent population is more than 60% female.

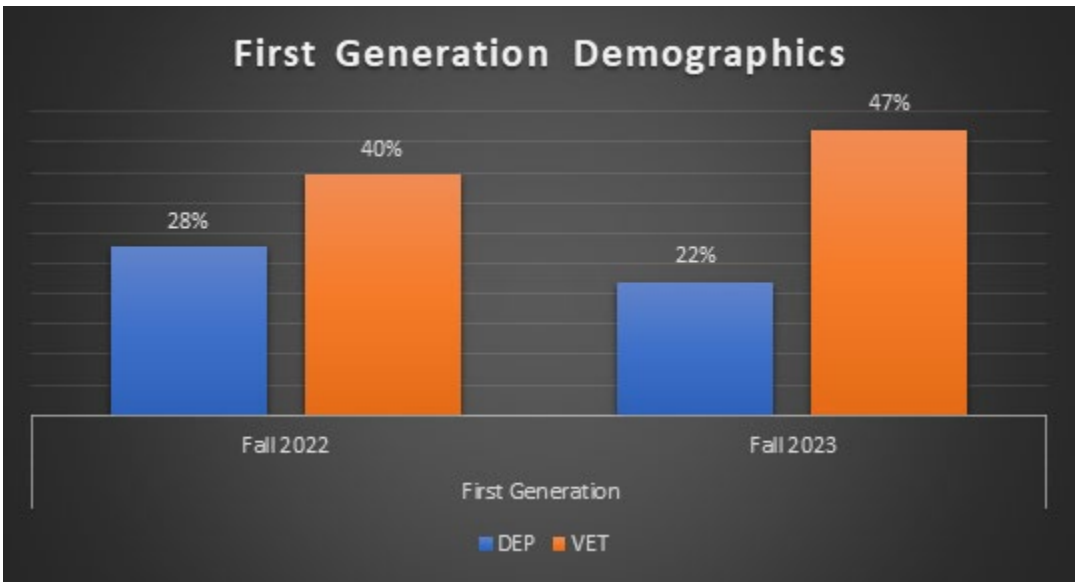


Age
The VSO is experiencing an interesting shift in its demographics. We have always had two distinct groups to serve: veteran students, who fall into non-traditional age groups, and dependents of veterans, whose ages mirror the age profile of Western’s general student population. This has shifted our approach in hiring work-study students as well as our approach in highlighting the dependent experience in our Veterans Day message this year. We will continue to adjust our approach to serving our students, as dependents of veterans are becoming more and more our majority population.

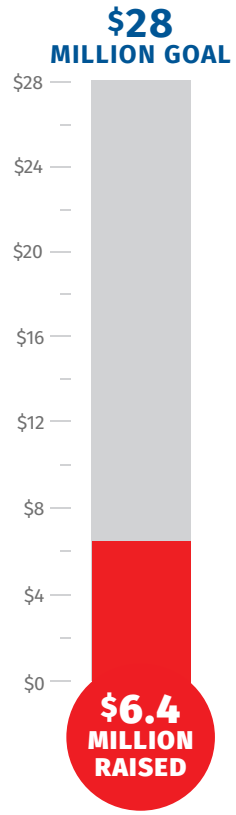


First Generation

Students served by the VSO are more likely to be first generation students than are students in the general population. Our veteran population is almost 50% first-generation college students, and 40% of our population of dependents of veterans are first-generation college students.



UNIVERSITY ADVANCEMENT REPORT DECEMBER 2023



INTERGENERATIONAL BRUNCH DURING FALL FAMILY WEEKEND

Fall Family Weekend is Western's way of welcoming families to Bellingham and to campus to see how enriching and beautiful their students' learning environment truly is. The Foundation for WWU & Alumni participated this year by hosting an intergenerational lunch with alumni families who have students attending Western. President Randhawa hosted the event. Speakers included alumna Vini Samuel ('94), Mindy Pelton of career services, and Sislena Ledbetter of the counseling center.

Group photo taken moments before the ceremonial ribbon cutting. (L to R: Brad Johnson, David Patrick, Kathy Kitto, Dennis Waller, John Danneker, and Kim O'Neill). Photo by Luke Hollister/WWU.

KITTO GRAD HUB

On October 19, The Foundation for WWU & Alumni CEO Kim O'Neill joined President Randhawa, Provost Brad Johnson, dean of the library John Danneker, dean of the graduate school David Patrick, and director of Teaching and Learning in Western Libraries Shevelle Thibou in welcoming dean emerita of the graduate school Kathy Kitto and her husband Dennis Waller to the ribbon-cutting of the Elizabeth Mary Kitto Graduate Hub in Wilson Library. Kitto and Waller provided the funding for the Hub and are also longtime supporters of scholarships for Western students.

STUDENTS ATTEND HOME GAMES FOR FREE

The Foundation for WWU & Alumni has teamed up with WECU to provide free tickets to students for all home Viking games. Additionally, The Foundation for WWU & Alumni engagement team has been hosting activities at home games, including serving root beer floats to more than 300 students at the annual Viking Jam basketball season kick-off event, free pizza at a women's volleyball game, a bunker party for alumni and a tailgate party for students at the WWU men's soccer game, and more. At the volleyball senior night, the engagement team handed out 350 donuts to fans to celebrate the favorite snack of the lone graduating senior, Kylie Honrud. Student attendance at games has increased substantially this year.

TEACHERS ENJOY WESTERN SWAG

To celebrate and build WWU pride among our scores of alumni who are teachers, our engagement team, in partnership with Woodring College of Education, created swag boxes for decorating classrooms. An initial social media post resulted in more than 100 requests for the boxes and an email to all our alumni teachers resulted in all 500 boxes being claimed within days. Another outreach will occur in the summer months.

ALL-RECIPIENT SCHOLARSHIP CELEBRATION

In October, The Foundation for WWU & Alumni, along with President Randhawa, deans, faculty, and staff, recognized Western's scholars at our first Scholarship Recipient Celebration. Students had the opportunity to connect with each other and meet campus leaders as they were celebrated for being awarded a scholarship through the Foundation. All the recipients received a specially designed WWU Beanie (hat). Our donor/recipient Scholarship Dinners will occur in February 2024.

Capital Program Report
Board of Trustees
December 8, 2023

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Electrical Engineering and Computer Science (Kaiser Borsari Hall)

Western is working with Perkins+Will, the design consultant, and Mortenson Company, the GC/CM contractor. Notice to proceed to start work was given to the contractor on April 14, 2023. The sanitary sewer line was completed in September near the Nancy Holt sculpture *Stone Enclosure: Rock Rings*, and the landscape was restored. Demolition of the Communications Facility (CF) building curtain wall and stair is completed, and the building is ready for the installation of the new stair and window system. Heavy Timber, steel brace frames, and Cross Laminated Timber (CLT) installation started in early September and is scheduled to be completed in November. The building is expected to be enclosed and dry by the end of February. The steel for the bridge connecting to the CF is installed. Dismantling the project crane is planned for the end of November. The building is scheduled for occupancy in Winter Quarter 2025.

Figure 1: CLT installation on upper floors

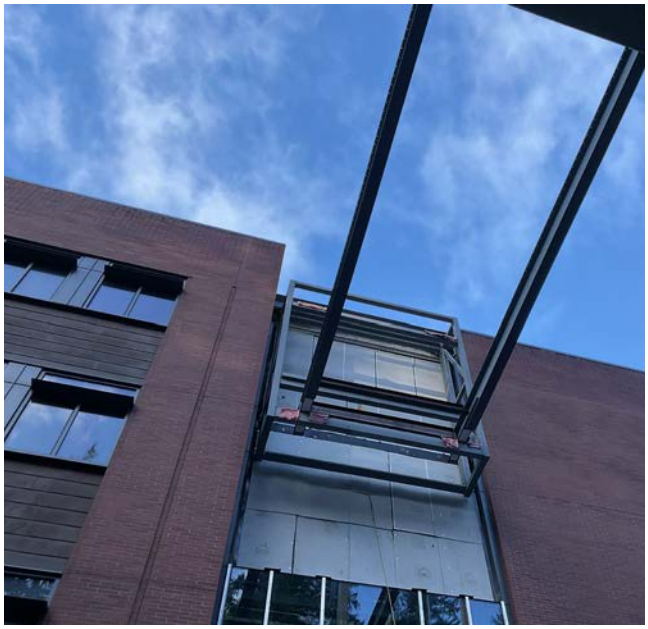


Figure 2: Steel installed for bridge to CF

Birnam Wood Siding and Bridges Phase 1

This project has replaced the bridges and siding at Stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. The Contractor, CDK Construction, mobilized on site on April 24, 2023. Bridges have been installed, siding and stairs are complete, and substantial completion has been achieved on all work. The contractor is currently working on punch items prior to final completion, expected by the end of November.

Science, Math and Technology Education Building (SMATE) Envelope Remediation
This project will provide the following improvements at the Science, Math, and Technology Education Building (SMATE): replace the roofing, repair leak in the south façade, and seal and repair the masonry. The design firm is HKP architects. Roofing is substantially complete. The window delivery was delayed, so the contractor sealed the opening for Fall Quarter 2024. To minimize impact, the window installation will be done during Winter Quarter 2024.

Fairhaven Recording Studio
This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. Interior build-out is nearing completion, and the construction is anticipated to be complete by early January 2024.

Multiple Building (MB) University Residences (UR) Access Controls and Telecom
This project will provide new access controls to existing doors and new telecom room power receptacles in multiple University Residences buildings across campus. The project was awarded to Valley Electric. The access control scope is fully functional, and the contractor is finishing up the telecom upgrades. Construction began in June 2022 and is scheduled to be completed in Fall Quarter 2023.

Multiple Building (MB) Security, Access Controls, and Fiber Upgrades
This project will provide new access controls in existing academic buildings and upgrade fiber backbone cabling between buildings. The project designer is Hargis Engineers, and the general contractor is Dutton Electric Company. The contractor has completed all pathway and pre-work and is currently awaiting the arrival of the access control components. The project is scheduled to be completed in Summer 2024.

Fairhaven Hydronic Pipe and Valve Replacements
This project will replace below slab piping with modern materials to ensure building heat is provided throughout the Fairhaven stacks 1, 3, 6, 7, 8, and 9. Additionally, the project will replace baseboard heating valves to ensure that heating is balanced throughout the stacks. The contractor is CDK Construction Services. The project is substantially complete and will reach final completion in November 2023.

House of Healing
This project will provide a Coast Salish-inspired facility in an open meadow at the edge of Sehome Hill Arboretum. The project is currently in design with the Design Build team of Wellman-Zuck/Jones & Jones/Rolluda Architects. We anticipate submitting for guaranteed maximum price (GMP) approval to the Board of Trustees at their February 2024 meeting. Construction is scheduled to start early spring 2024 and to be complete by end of summer 2025.

Heating Conversion Project
We are reviewing/editing a Request for Proposal for an Owner's Advisor to refine the plan, phasing, delivery methods, surveys, and geotechnical information in determination of the strategies to move the project into the design phase. This project is scheduled to advertise around the first of the year.

Student Development and Success Center
Facilities Development and Operations is presenting on November 30 to the State for approval to use Progressive Design Build (PDB) as the project delivery method. We are working on the Request for Qualifications for the PDB teams to submit. We will advertise in early December 2023.

Capital Development and Strategic Visioning Plan
The team from NAC Architecture and Walker Macy have begun work on the Capital Development and Strategic Visioning Plan. The Capital Development and Strategic Visioning 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 consultant team has been focused on a robust stakeholder engagement effort during Fall Quarter 2023, largely with staff and faculty leadership, including on-campus workshops centered on the principles in the Okanagan Charter and ADEI values. Engagement with students and additional faculty/staff groups is being planned for Winter Quarter 2024. In addition, we are planning a session with the Board of Trustees in Winter Quarter 2024. The work to build WWU's Capital Development and Strategic Visioning Plan began in Fall Quarter 2023 and is estimated to be initially completed by December 2024, although it will be developed as a living document.

Predesign Studies: Environmental Studies Renovation and Academic Building at Olympic College-Poulsbo

The contracts with consultants for each of these Predesigns have been executed, and initial leadership engagement and discovery began in December 2022. The predesign for the renovation of the Environmental Studies (ESC) building will assess program needs and establish facility modernization goals. It will also outline a viable strategy for swing spaces or permanent relocations of programs, functions, and occupants to vacate the building ahead of and during the extensive construction period. The predesign for a WWU academic facility to be located on Olympic College's Poulsbo campus will establish the program, facility, and technical needs to house Western's Cybersecurity and Cyber Range programs and establish a physical presence for

"Western on the Peninsulas" programs. The predesign reports are due on July 1, 2024, to the state of Washington's Office of Financial Management (OFM) for funding consideration in the 2025 legislative session.

2023-2025 Capital Budget

In May 2023, the Governor signed the final 2023-25 Capital Budget, ESSB (Engrossed Substitute Senate Bill) 5200, which includes the following appropriations for Western:

- Student Development and Success Center: $47,950,000
- Minor Works Preservation: $4,888,000
- Access Control Security Upgrades: $6,250,000
- Environmental Studies Renovation: $500,000
- Classroom, Lab, and Collaborative Space Upgrades: $1,500,000
- Minor Works Program: $3,000,000
- Heating Conversion Project: $10,000,000 (funded with the Climate Commitment Account)
- Preventative Facility Maintenance and Building System Repairs: $3,614,000

Western submitted a supplemental capital budget request consisting of $500,000 in additional funding for Minor Works Preservation and $1.5 million in additional funding for Classroom, Lab, and Collaborative Space Upgrades. The supplemental request also included authorization of up to $4.9 million in Certificate of Participation (COP) financing to cover the fundraising gap for Kaiser Borsari Hall. The Board of Trustees approved the 2024 Supplemental Capital Budget Request at the August 2023 meeting.

For more information regarding the process and development of the Plan, as well as a comparison worksheet that compares Western's capital request to the various budgets, please visit the following website: 2023-25 Capital Budget Request | Capital Planning and Development (wwu.edu).

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: Friday, December 8th, 2023

SUBJECT: **University Relations & Marketing Report**

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Report Attached

WESTERN WASHINGTON UNIVERSITY

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND MARKETING

WWU has not been spared from the tensions flaring on college campuses since the Israel-Hamas war started in early October. Israel-Palestine relations have long been a topic of feverish debate on American campuses, but students on both sides of the conflict say they not only feel enraged about the number of people injured and killed during and following Hamas' Oct. 7 attack on Israel, they also increasingly feel they themselves could be in danger on their campuses. Those fears draw from an uptick in antisemitic and Islamophobic attacks nationwide.

The Anti-Defamation League, a nonprofit that fights antisemitism, recently reported that nearly four times as many instances of harassment, vandalism and assault directed at Jewish people occurred in the weeks following the Oct. 7 attack in comparison with the same period in 2022. Meanwhile, the same period has produced the most reports of Islamophobic incidents since 2015, when then presidential candidate Donald Trump proposed a ban on Muslims entering the U.S., according to the Council on American-Islamic Relations.

While WWU has thus far not had the kind of high-profile incidents that several campuses on the East Coast have experienced, we have nonetheless been engaged in responding to a very organized letter writing campaign to the President from the Jewish community, from concerned parents on both sides of the conflict, and from outside groups and social media provocateurs. Thankfully, thus far the social media chatter has been contained to small activist groups and traditional news coverage has been limited to one story in the Bellingham Herald. We expect, however, that with the resumption of hostilities we will continue to grapple with balancing free speech and campus safety in real time.

In good news, despite a dip in year-over-year budget and a decline in impressions, the first-year undergraduate digital advertising campaign outperformed last year's campaign in the same Sept 1-Nov 15 time frame. The increase in conversion volume also appears to correspond with encouraging preliminary applicant numbers.

Our attention now turns to supporting our Admissions and Financial Aid colleagues on a significant overhaul of the processes and systems used to award federal student aid starting with the 2024-25 award year. While the new form promises to deliver a more streamlined experience for students, the changes have resulted in major shifts to the standard FAFSA schedule. The Free Application for Federal Student Aid -- or FAFSA -- traditionally opened on October 1. However, due to modifications made in the FAFSA application process, the opening date has been postponed and is now scheduled for a yet-to-be-announced date in December.

University Marketing has partnered with Admissions and Financial Aid to create a new landing page focused on educating students and their families about the changes to the FAFSA. The new page also allows students and their families to sign up for updates and reminders. As of Nov 21, 159 individuals had signed up for FAFSA updates.

We were also gratified to learn that the U.S. Department of Education has named WWU the top four-year institution in the state for bachelor's degree completion rates among transfer students receiving federal financial aid (73%, Department of Education, 2023).

Finally, we were pleased to have President Randhawa invited to give a briefing on Nov 21 to the Whatcom County Small Mayors Caucus composed of the mayors of Ferndale, Lynden, Blaine, Everson, Sumas and Nooksack. Other attendees included Bellingham's mayor and the Whatcom

County Executive, as well as members of the County Council, Chambers of Commerce, Whatcom Council of Governments, and public utility districts. This was a good opportunity to share updates on university growth plans, our economic impact in the region, and our targeted efforts to connect more students to the financial resources that can make a Western education possible including increased outreach to area high schools, especially Title 1 schools that support students from low-income backgrounds.

MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

WWU News and Earned Media (September – October)

WWU news storytelling and proactive media activities in September and October were wide ranging, but centrally focused on research achievements, new student services, WWU's enrollment momentum, and stories showcasing WWU's state and local impact:

- We publicized WWU's continued positive enrollment figures with our second-largest incoming first-year class ever.
- We promoted and ran post-event coverage of the Community Consortium for Cultural Recognition (CCCR)'s Indigenous People's Day event, hosted at Lummi Nation.
- In partnership with University Advancement, we published news of Paul Merriman's $3.6 million donation to establish the Merriman Financial Literacy Program at WWU.
- We received thought leadership publicity at the beginning of Fall Quarter around our new Academic Advising and Student Achievement Center in national higher ed publication, Inside Higher Ed, with a profile on WWU's Megan Bryson, director of the new Center.
- Just before the beginning of Fall Quarter, we also partnered with the Washington Education Association (WEA) on a Seattle Times opinion piece about recruiting more diverse teachers for Washington State schools, part of a communications strategy to promote a $1.5 million scholarship commitment from the WEA for WWU's Woodring College of Education.
- On the research front, we promoted four primary achievements in September and October:
    - Pitched and secured coverage of the new WWU-led Pacific Northwest hub for the newly announced National Science Foundation-funded Center for Braiding Indigenous Knowledges and Science (CBIKS).
    - Pitched and secured coverage of WWU geologists participating in a new multi-institution earthquake research center, which will receive $15 million from the NSF to study the Cascadia subduction zone and bolster earthquake preparedness in the region.
    - Published news of a $2.7 million grant awarded to Dr. Rebekah Paci-Green, associate professor of Environmental Studies and director of the Resilience Institute at WWU, and peers in other institutions to study resilience related to rising sea levels.
    - Promoted and continue to pitch a story about WWU Sociology Associate Professor Dr. Cameron Whitley starting up a study with zoos, aquariums, and renowned wildlife photographer Tim Flach to look at how imagery can positively impact the public's views on biodiversity loss.

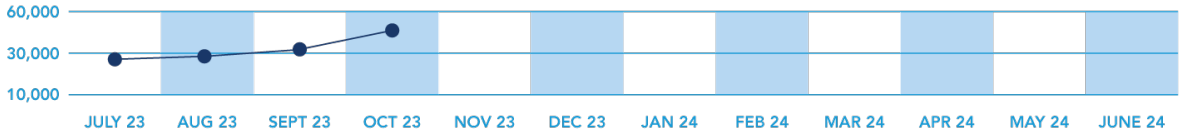
OFFICE OF UNIVERSITY COMMUNICATIONS

METRICS DASHBOARD
OCTOBER – NOVEMBER 2023

WESTERN TODAY
Total Sessions
48,840

Sep-Oct 2023 Data

- WT Sessions: 44,840
- Average Open Rate: 26.1 percent
- Highest Open Rate: 30.7 percent



Earned Media

- September stories: 392
- October stories: 957
- Total stories (Sep-Oct): 1,349 (vs. 3,872 for previous reporting period, which included the massive "Swiftquake" series of articles that skewed the numbers)
- Key media hits: Seattle Times, Inside Higher Ed, Nature Magazine, The Columbian, Quanta Magazine, Cascadia Daily News, the Daily Journal of Commerce, and Council on Foreign Relations.

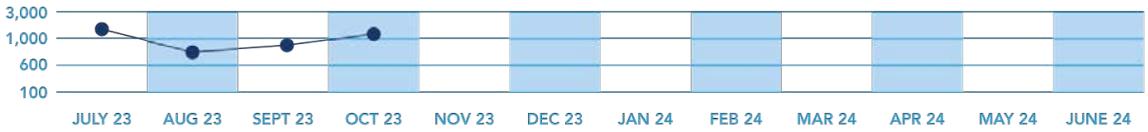
Top Stories:

- Buried Sea Discovery Could Explain Slow-Motion Earthquakes / Newsweek
- A new approach to science rooted in Indigenous tradition / WBUR Boston (Boston public Radio)
- New on the Job: Meagan Bryson, Western Washington University / Inside Higher Ed

Visit news.wwu.edu for more WWU stories and coverage information.

1,349

Total media mentions



Social Media

Performance for WWU Primary Social Media Channels
Period measured: 09/27/23 – 11/20/23

LinkedIn
Total followers: 104k vs. 106k (09/26/23)*
New followers: 2.5k vs. 1.7k (August-Sept)
Organic impressions: 280k vs. 180k (August-Sept)

Engagement rate: 6.8% vs. 5.3% (August-Sept) **
** Marginal drop in followers due to LinkedIn's deactivation of millions of inactive accounts*
***WWU LI holds highest engagement rate out of its competitors, 2nd place WSU is 0.2% lower**
(Source: LinkedIn Analytics)

Instagram *(measured in 90-day cycles – period measured: August 23 – Nov 20)*
Total followers: 31.7k (+4.6% over previous days)
Total impressions: 1,965,505 (+5.2% over previous 90 days)
Accounts engaged: 13.8k (+5.9% over previous 90 days)
Accounts reached: 93.6k (-8.5% over previous 90 days)
Non-followers reached: 70k (-26% over previous 90 days)
(Source: Instagram Analytics)

Facebook *(measured in 90-day cycles – period measured: August 24 – Nov 21)*
Total followers: 54,335 vs 54,188 (9/26/23)
New followers: 724 (-5% over previous 90 days)
Page reach: 213.1k (+6% over previous 90 days)
Engagement: 59k (-49% over previous 90 days)
(Source: Meta)

Twitter
Total followers: 21.7k vs. 21.8K (07/31/23)
New followers: -82 vs. -121 (June-July)
Tweet impressions (organic): 39.1k vs. 44.4k (June-July)
(Source: Twitter)

Window Magazine

Website
Total visits: 8,719
Engaged visits: 89.3%

Most Read Stories

- 'She was Beautiful, Loyal and Tough'
- A Viking Comes Full Circle
- A Man of Good Cheer
- Keys, Phone, Lifesaver
- Aperture of Empathy

Monthly Window Emails

- August recipients: 151,323
- Opens: 47,258
- Clicks: 2,816
- October recipients: 142,898
- Opens: 35,633
- Clicks: 939

Note: Engagement measured by users who do at least one of the following: Visit two or more pages; Spend more than one minute on window.wwu.edu; Click through to another WWU link or a WWU Foundation link; Scroll down at least 10 percent of the page; Click on a related story; Visit window.wwu.edu for the first time.

UNIVERSITY MARKETING

The University Marketing team is a group of creative professionals dedicated to engaging Western Washington University's audiences through strategic marketing, branding, and advertising. The team is responsible for advancing, managing, and protecting the Western brand. In addition to leading institutional campaigns, Western's University Marketing team works collaboratively to support the branding and marketing needs of our schools, centers, institutes, and administrative departments.

Admissions Recruitment

First-Year Undergrad
In October, the undergraduate digital marketing continued to feature the story of Ethan Huynh, the recent WWU marketing alumnus and co-captain of the WWU Cheerleading Team. In addition to featuring in our Snapchat and display retargeting, Ethan's story was also featured in several organic channels, including an article in the October digital edition of Window Magazine, a YouTube video, and an Admissions email campaign.

September - October Creative

The November-January campaign also tied to a Window Magazine story. The Spring 2023 "A New Life for Ocean Plastics" story explored how Polymer Materials Engineering students and faculty played a role in Alaska's Ocean Plastics Recovery Project. During the summer of 2022, the students pulled 50,000 pounds of plastic waste from Katmai National Park and Preserve beaches and prevented the ocean plastic from making its way into a landfill. The digital marketing campaign features images taken by students during their Alaska trip and invites prospective students to play a role in engineering a cleaner, more sustainable future. The campaign is designed to reach both in-state and out-of-state prospective students through display, Snapchat, pre-roll advertising and generate conversions in the form of requests for inquiry (RFI) and applications from the campaign landing page. The creative is scheduled to run through the January 31, 2024 application deadline, with periodic refreshes of the Snapchat creative.

November - January Creative

Despite a dip in year-over-year budget and a decline in impressions, the first-year undergraduate digital advertising campaign outperformed last year's campaign in the same time frame. The increase in conversion volume also appears to correspond with preliminary applicant numbers.

SEP 1 - NOV 15 UNDERGRADUATE CAMPAIGN PERFORMANCE		YOY Change
Budget	$58,871.37	↓ **10.1%**
Impressions	6,878,057	↓ **24.3%**
Clicks	31,724	↓ **10.8%**
Click-Through Rate (CTR)	0.46%	↑ **17.8%**
Conversions	674	↑ **19.2%**

TRANSFER

In November, WWU launched its digital campaign aimed at in-state transfer students. This year, the University Marketing team created a set of ads showcasing Western's Bellingham campus and student life. The campaign will run through February 29, 2024, and consists of display, mobile location targeting, PPC, and Snapchat advertising.

November Transfer Creative

NOV 1 - NOV 15 TRANSFER CAMPAIGN PERFORMANCE	
Budget	$3,094.37
Impressions	191,682
Clicks	583
Click-Through Rate (CTR)	0.30%
Conversions	3

New FAFSA Rollout
The FAFSA Simplification Act will result in significant overhaul of the processes and systems used to award federal student aid starting with the 2024-25 award year. While the new form promises to deliver a more streamlined experience for students, the changes have resulted in major shifts to the standard FAFSA schedule. The Free Application for Federal Student Aid -- or FAFSA -- traditionally opened on October 1. However, due to modifications made in the FAFSA application process, the opening date has been postponed and is now scheduled for some time in December.

University Marketing partnered with Admissions and Financial Aid to create a new landing page focused on educating students and their families about the changes to the FAFSA. The new page also allows students and their families to sign up for updates and reminders. As of November 21, 159 individuals had signed up for FAFSA updates.

Starting in December, WWU will be running a campaign focused on FAFSA education and completion. The campaign will consist of targeted display ads and Clarity website pop-up and will direct students and their families to the wwu.edu/financial-aid landing page to learn more. Once the FAFSA opens, WWU will run a follow-up campaign encouraging students and families to complete their FAFSA before the February 28 deadline.

Microsoft Give Month

In October, University Marketing helped support Advancement's Microsoft Give Month outreach efforts by running a targeted LinkedIn campaign to Microsoft-affiliated alumni and parents. The short, one-week campaign ran off a 2,006-contact list with a 65% match rate. The campaign reached 532 unique LinkedIn members - approximately 27% of the list.

The campaign resulted in a high level of engagement with a click-through rate of 1.14%, which far exceeded the LinkedIn average of 0.62%. However, due to the narrowness of the audience, the cost per click and per impression was higher than LinkedIn's average. While University Marketing was able to track clicks, Advancement was unable to set up more advanced conversion tracking, so it is unknown whether the campaign resulted in any gifts.

MICROSOFT GIVE MONTH CAMPAIGN PERFORMANCE	
Spend	$723.99
Impressions	16,244
Clicks	185
Click-Through Rate (CTR)	1.14%

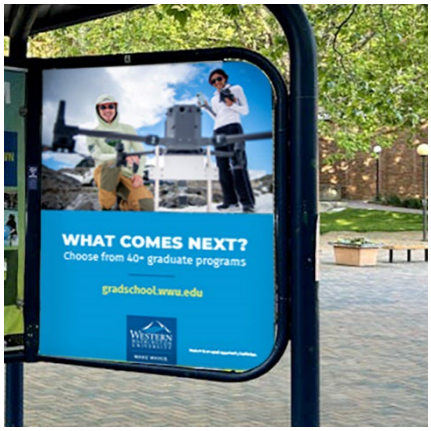
Conversions	Unknown

Brand Management and Creative Services

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

In October and November, the University Marketing team created brand identities and provided creative services for the following Western offices:

- Bias Response Team
- Career Services Center
- Communication Sciences and Disorders
- Community Relations
- Community Service Center
- Department of Economics
- Enrollment and Student Services
- Fairhaven College
- Government Relations
- Graduate School
- History Department
- Multicultural Student Services
- New Student Services/Family Outreach
- Outreach and Continuing Education
- President's Office
- Print and Copy Center
- Registrar's Office
- Small Business Development Center
- Student Outreach Services
- Student Publications
- Sustainability Engagement Institute
- Transportation Services
- Tribal Relations Office
- University Communications
- University Residences
- Western Libraries
- Woodring College of Education
- WWU Athletics

Project Highlights for October and November	
Window Magazine Fall 2023 - Winter 2024	
The President's Report 2023	
Graduate School Red Square Kiosk	

VISUAL MEDIA PRODUCTION

Optimizing and Facilitating Efficiencies

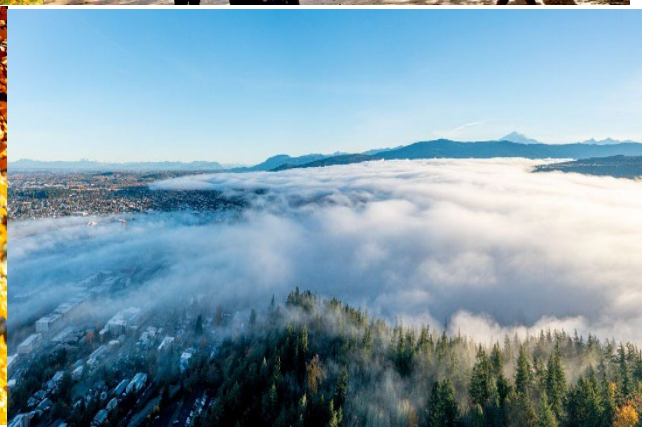
The URM VMP Team continues to learn and create better efficiencies within our EVO NAS Storage system. We have begun the process of consolidating the entire storage space of EVO for URM purposes. This will allow for quicker connection speeds, create better information security, and an increase of over 40% more storage space. This will allow us to continue our mission of creating,

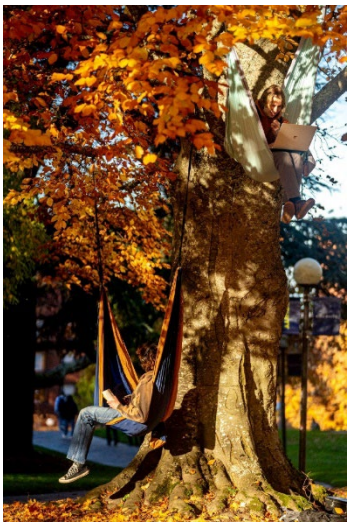
maintaining, and archiving projects made by the URM team. The current estimate is for it to be complete in January 2024.

Equipment Upgrades
We are making a series of studio and hardware upgrades that will allow us to have a studio that is both a 4K recording system and will also have chroma key and artificial background abilities. This idea is called a “Volume” in production studios and some systems are full 3D environments, like on recent shows like “The Mandalorian”, where building a physical set is no longer required for background imagery. Our Volume will be 2D, however, with creative background choices that will open up the types of material shot in the studio. This Volume in our Studio A will be achieved with an 85” LCD TV that will act as a backdrop in the studio. Additionally, we will upgrade our cameras in the room to be full 4K resolution. We will also be purchasing new editing computer systems and using our previous machines for asset ingestion, a student editing station, and to act as a machine to control the Studio A Volume. These upgrades will have a significant positive impact on the types of material that we can create, further increasing both efficiency and quality.

Creating Campaign and Social Media Content
With just five recent posts, in conjunction with the WWU Social Media Coordinator, we had over 60,000 views. We created a heartfelt and emotive thank you video for Veterans Day, in collaboration with the Veteran Services Office. That video had a combined 13,000 views and over ten hours of overall viewing time in the first week. Another recent video (Ethan Huynh) had around 30,000 views, across different platforms and had over 40 hours of overall view time. In an ever-media-saturated world, numbers like those are encouraging statistics in how our organic stories and content can connect and resonate with the public and WWU stakeholders.

Summer/Fall Field Shoot Campaign
Since the last update, we have continued to create great work in the field and studios. With the changing of the season, we have had a lot of lovely moments across our campus captured. We have also begun production on some new storytelling with recent alumni and current students.





Projects Recently Completed

- Veterans Day - Thank You
- Testing Bellingham's Drinking Water - Pop Up Video
- Glacier Research with Drones - Pop Up Video
- Financial Literacy Interview w/ Paul Merriman
- Student Spotlight: Ethan (Captain of the WWU Cheer Team) Long Form
- Western Recap: First Night Out 2023 Celebration
- Western Recap: Move In!
  Welcome Back to Western!
- Western Recap: Convocation 2023
- Western Recap: Info Fair 2023
- Student Spotlight: Amira Casey
- Shannon Point Marine Center Recap
- Shannon Point Social Media Reel
- First Generation Student Video Interviews (11 video series)
- Ocean Plastics Campaign Ads

Projects in Production/Post-Production

- Alum Spotlight: Caitlyn Blair (Salish Sea Graduate)
- Getting to Know: Jim Sterk
- Getting to Know: Mikhail Voskresensky (Visiting Pianist)
- WWU Energy Studies: Tiny House Project AKA ZeNETH
- WWU Energy Studies: Olivier Singbo (from Benin in West Africa, working on an off-grid solar project to help his home village)
- Compass 2 Campus
- Above Bellingham 2.0 (Drone video, showcasing the WWU community)
- Sculpture Garden Short Documentary
- WWU Building Repository
- 2024 WWU Anthem

Future/Potential Projects About to Begin

- Northwest Avalanche Center x WWU – Snow School
- Outdoor Center Field Experiences
  Longhouse Building Documentary
  Deb Donovan / Mexico 2024 Study Abroad

WEB COMMUNICATION TECHNOLOGIES (WEBTECH)

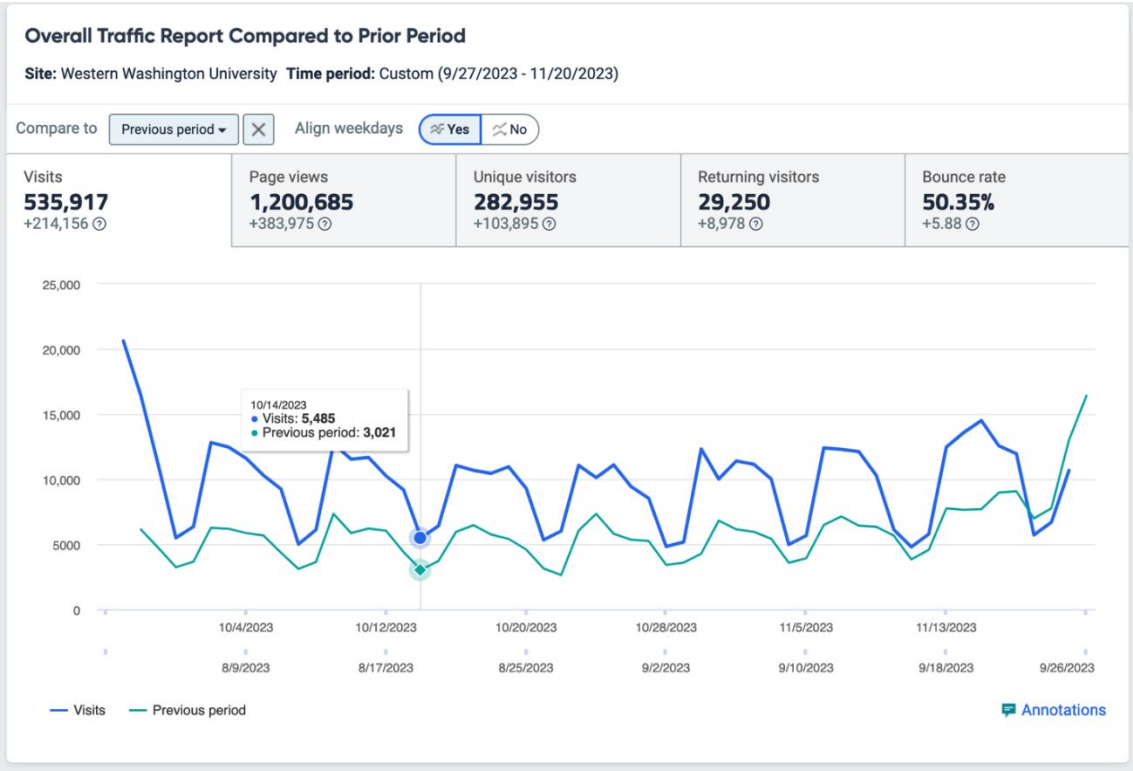
Summary October – November 2023
WebTech was focused on migrations off various platforms this last period helping unify the Enrollment Student Services suite of sites on Drupal with LGBTQ+ Western being the final site to move for that division. The events put on by the department now sync with the Western events calendar in real-time.

The Peace Corps website is also in a new platform as the department is no longer nested within the Career Services website. This change allows for a more consistent URL pattern and for the Peace Corp staff to update their website on their own.

Finally, the transition from a legacy web platform that has been in existence for nearly 20 years is scheduled for dissolution at the start of the new year. The transition has been going on for several years but in the final wave of migrations, WebTech has assisted a dozen faculty and a handful of labs to move to a cloud solution provided by Microsoft Azure. This also allows other systems on campus that require a URL for a variety of purposes to continue functioning behind the scenes without disruption.

We are preparing to migrate to new hosting that has been developed internally by WebTech and Enterprise Infrastructure Services by the end of November or early in December. This will allow for greater speed of websites for end-users, a modern operating system, and the ability to migrate all the Drupal sites to Drupal 10, which is the next long term supported release.

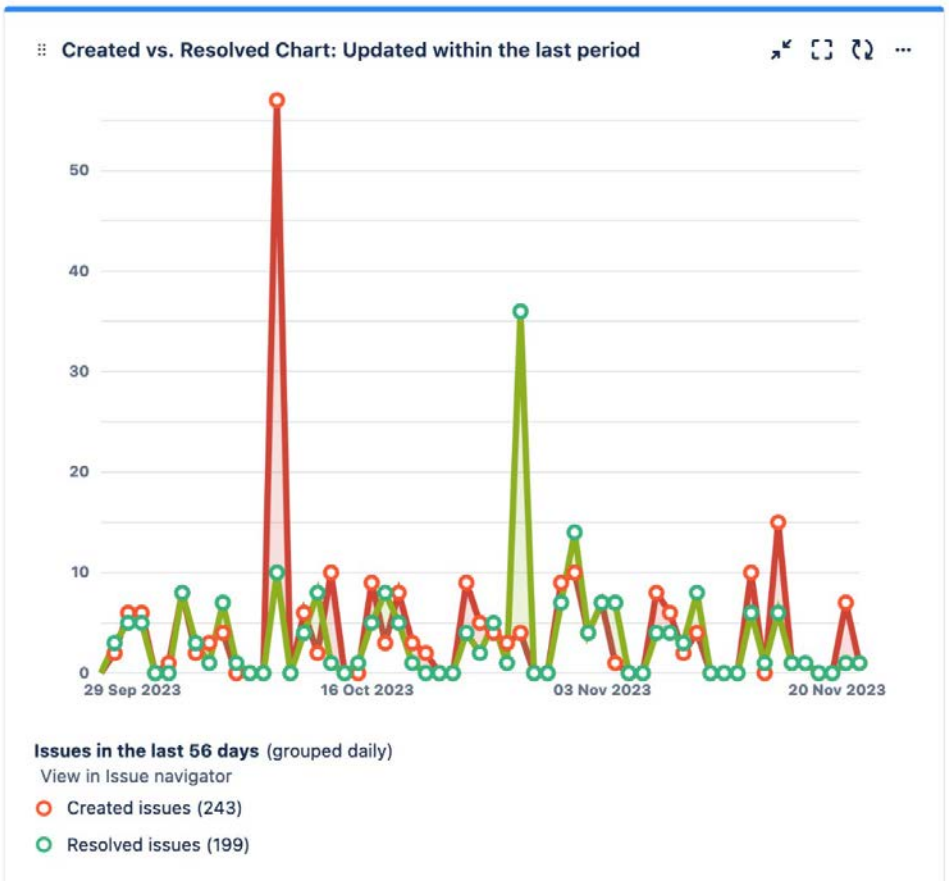
Institutional Website Traffic
Traffic continued to be positive and the reworked landing pages for Admissions, Student Life at Western, Housing and Dining all showed significant traffic increases. Prior to the revamp this traffic was scattered across numerous pages and sites making it more difficult for both prospective and current students to find the information they are searching for.



Export

Label	Events | % of parent	Visits with events	Pages
Academics	13,339 21.4%	10,210	205
Admissions and Aid	12,646 20.3%	10,265	173
Life at Western	7,281 11.7%	5,739	155
About	7,270 11.7%	5,819	192
Majors and Programs	3,979 6.4%	3,714	133
First-Year Admissions	2,817 4.5%	2,719	88
Tuition and Cost	1,661 2.7%	1,589	63
Housing and Dining	1,492 2.4%	1,377	71
About Western	1,091 1.8%	1,046	70
Colleges	1,034 1.7%	989	63
Libraries	1,012 1.6%	913	25
Transfer Admissions	918 1.5%	866	56
Student Experience	745 1.2%	722	54
Clubs, Organizations, and Events	700 1.1%	659	43
Graduate Admissions	666 1.1%	629	42
Academic Advising	582 0.9%	542	44

WebTech Workload



UNIVERSITY RELATIONS

COMMUNITY RELATIONS

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

Western Wednesday Web Page
Community Relations has collaborated with the Downtown Bellingham Partnership to launch Western Wednesday which is a year-long initiative created to support the local business community and boost retention. WWU has formalized and expanded Western Wednesday to include more than 60 diverse businesses in Downtown Bellingham. Every Wednesday, participating businesses offer discounts to anyone with a WWU identification card. In addition to building a positive rapport with the local business community, Western Wednesday contributes to a livelier city center, supports businesses during a slow time of the week, and helps students connect with their community which is important for retention. New students use Western Wednesday guides to navigate their new community in search of participating businesses while faculty and staff use Western Wednesday as a reason to go out and support local businesses. A growing list of businesses can be found at WWU's new Western Wednesday web page. www.wwu.edu/westernwednesday

Indigenous Peoples' Day
Monday, October 9 was Indigenous Peoples' Day. For the third year, the Director of Community Relations facilitated a community event with a growing group of off-campus partners that make up the Community Consortium for Cultural Recognition (CCCR). In all, this collective effort consisted of support from WWU, Whatcom Community College, Bellingham Technical College, Northwest Indian College, City of Bellingham, Peace Health, Bellingham Public Schools, Ferndale School District, Lummi Nation, Swinomish Indian Tribal Community and Children of the Setting Sun Productions. More than 1,000 people from Whatcom County and beyond attended this year's event which is an increase of 150% over last year. This year's event, themed "Smoke Signals: Messages from Mother Earth," was held at Lummi Nation's Wex'liem Community Building. The event keynote featured Evan Adams who is an award-winning Canadian actor and medical doctor best known for his role in the movie, "Smoke Signals." He is also a member of the Tla'amin First Nation located in British Columbia. This unique community and cultural event also featured a free community salmon dinner, talks from Native youth, cultural song and dance, and sales of cultural arts and crafts from Native vendors. www.wwu.edu/ipd

Martin Luther King Jr. Day
Martin Luther King Jr. Day is Monday, January 15, 2024, and for the fifth consecutive year, Community Relations is facilitating a community-wide commemoration of this important day of service. This year's event is co-facilitated in partnership with Nia Gipson of WWU's Black Student Coalition. The theme of this year's event is "Community in Action: Materializing Hope" and will be offered in person at Whatcom Community College's Syre Center. The event will feature local speakers of varying ages including local students. A free community breakfast will also be offered. Finally, as a federally recognized day of service, a variety of opportunities will be made available for community members to participate in service projects following the event. This event, like Indigenous Peoples' Day's event, is made possible through a collaboration of community organizations that make up the Community Consortium for Cultural Recognition. More information will be available in mid-December at www.wwu.edu/mlk.

Promoting the City of Bellingham's Comprehensive Plan
The City of Bellingham is in the initial stages of updating their comprehensive plan, called the Bellingham Plan. Community Relations partnered with the City of Bellingham and the WWU Associated Students Local Issues Coordinator to host Bellingham's city planners on campus to

garner input from students on how they would like to see Bellingham grow over the next 20 years. Approximately 100 students shared their input by submitting feedback in person and online.

Ensuring WWU is Visible in the Community
Community Relations works to ensure WWU is a visible and participatory member of the community. For the sixth consecutive year, the director of Community Relations will serve as the master of ceremonies of the annual Chamber Awards Dinner this December. Additionally, he was recently named the chair of the Whatcom County Commission Against Domestic Violence and Sexual Assault where he leads monthly meetings with community leaders and practitioners. He was also recently confirmed as Vice Chair of the Bellingham Regional Chamber of Commerce Board of Directors. The director also continues to attend community functions where WWU's presence is recognized including Bellingham Alive Magazine's Awards Gala where WWU was once again voted "top place to work." Finally, the director of Community Relations continues to serve on multiple boards and community commissions including Team Whatcom, Bellingham City Club, Economic Alliance of Snohomish County, Mayor's Neighborhood Advisory Commission, Downtown Bellingham Partnership, and Bellingham Whatcom County Tourism.

TRIBAL LIAISON

Events and Planning
The priority for the Tribal Relations Department continues to be guiding the planning and development of the House of Healing longhouse project. The base scope and building portion of the project continue to be developed by the contractors and design team, and we are nearing completion of a ground lease with the City of Bellingham on the City-owned parcel of land in the Sehome Arboretum where the House of Healing will be located. We remain committed to being able to break ground in the spring of 2024 and be open by fall of 2025.

The Tribal Relations Department along with Multicultural Services have collaborated to schedule several events for November which recognizes Native American Heritage Month. The event kick-off celebration was held on Thursday, November 2, 2023, with a keynote presentation by alumni Rena Priest, Lummi tribal member and Washington State's 6th Poet Laureate. There is also a Library Display of Native and Indigenous authors near the Hacheri Research and Writing Studio in Haggard Hall. More events can be found at the website: Native American Heritage Month | Western Washington University (wwu.edu)

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

Advisory Functions
With the return of the fall quarter, the Tribal Liaison has also been actively involved in consultation with students, staff, faculty, and administration regarding issues and policies related to tribal nation concerns, including advising the WWU Native American Graves Protection and Repatriation Act Committee.

Relationship-Building
The Tribal Liaison maintains a position on the Northwest Indian College Board of Trustees and maintains working relationships with several other Tribal Liaisons for Washington State government offices and higher educational institutions.

SMALL BUSINESS DEVELOPMENT CENTER

SBDC Bellingham Q3 Highlights

Businesses Served	Q3 2023	Q3 2022	YTD 2023
Business Counseling Received	157	168	382
SBDC Sponsored Training Participants	13	8	35
Research or Students Projects	2	1	6
Information or Resources Provided	59	80	203

Clients' Economic Impacts	Q3 2023	Q3 2022	YTD 2023
Capital Formation	$2.1M	$4.7M	$10.9M
Business Starts	6	13	21
Jobs Created or Retained	335	337	990

Top Areas of Counseling

Start-up assistance, Buy/Sell Business, Managing a business, Marketing/sales, Human Resources/Managing employees

Rolling 12-month Demographics

Top Industries: Retail, Service Establishments, Healthcare/Social Assistance, Accommodation/Food Services, and Professional/Scientific/Technical Services
Annualized Sales: $162M
Jobs Supported: 1,577

Highlights

Department of Commerce Support for Entrepreneurial Refugee Pilot Project

The WWU Small Business Development Center (SBDC) recently received funding from the Washington State Department of Commerce to support and enhance our services to refugees in Whatcom County in 2024. Led by Dr. Liliana Deck, this project will utilize an evidence-based approach to develop a scalable pilot model of effective business advising assistance to entrepreneurs who come to our community as refugees. Our team will strengthen partnerships with complimentary community organizations to develop a model for providing effective and comprehensive support for refugees who seek to start small businesses.

APEX Accelerator Monthly Drop-In Clinic

Our team at WWU SBDC is pleased to continue our partnership with Cara Buckingham of the Washington APEX Accelerator (formerly PTAC) to support small businesses interested in getting started with government contracting. In August, Cara held the first monthly drop-in clinic at the SBDC office since the COVID-19 shutdown. We look forward to continuing our partnership with this ongoing drop-in clinic and future joint events to provide resources for small business owners in Whatcom.

Kitsap Q3 Highlights

Businesses Served	Q3 2023	Q3 2022	YTD 2023
Business Counseling Received	47	47	128
SBDC Sponsored Training Participants	14	9	81
Research or Students Projects	2	0	8
Information or Resources Provided	103	14	185

Clients' Economic Impacts	Q3 2023	Q3 2022	YTD 2023
Capital Formation	$1.1M	$9.4M	$1.8M
Business Starts	5	2	9
Jobs Created or Retained	46	69	97

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

Rolling 12-Month Demographics
Top Industries: Retail, Arts/Entertainment/Recreation, Healthcare/Social Assistance, Technology Services, and Professional/Scientific/Technical Services
Clients' Annualized Sales: $32.8M
Jobs Supported: 499

Highlights

BIPOC Forum
The WWU SBDC was pleased to once again partner with Kitsap Economic Development Alliance to cohost the second BIPOC Business Forum in October. In coordination with Kitsap Strong, NAACP Bremerton, and the Up From Slavery Initiative, the event featured presentations on financial resilience, access to capital, managing business finances, and connecting with regional business resources.

Internship: Farewell to Collin
Collin Niles completed his summer internship with the WWU SBDC. Collin is a Senior in Western Washington University in the Peninsula's Business program, on track to graduate in 2024. In addition to learning about all aspects of the SBDC, Collin compiled a resource database to eventually launch to clients and wrote an article on the Navy's Shipyard Infrastructure Optimization Program (SIOP) for our monthly SBDC newsletter.

Preparation for Cruise Ship Docking
Certified Business Advisor and Center Director Joyce Oswald is actively coordinating with local chambers, visitors, and business associations to prepare for the economic opportunities presented by the 2024 cruise ship dockings by American Cruise Lines. As the tourism and service industries gradually recover from the COVID shutdowns, the new cruise ship dockings offer an exciting opportunity for small businesses in the region.

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

MLK Jr. Grant Awarded to Western Washington University
Washington Campus Coalition for the Public Good, as part of the National Partnership Alliance, received a grant from AmeriCorps to support MLK day-of-service projects across Washington.

Western Washington University was selected as a grantee for this program. The successful proposal was submitted by Nia Gipson, Coordinator of the Black Student Coalition with support from Amy Westmoreland, Director of Multicultural Student Services. Below is the description of the project that will be funded:

The Martin Luther King Jr. Day celebration will be led by the Black Student Coalition at Western Washington University in collaboration with the Bellingham Community Consortium for Cultural Recognition which includes Whatcom Community College, Bellingham Public Schools, Bellingham Technical College, Northwest Indian College, Western Washington University, Peace Health, and the City of Bellingham. The day of

celebration will begin with a community breakfast where we will have speakers and performances. The day will then conclude with several satellite volunteer opportunities around the Bellingham area. Participants will engage in creating care kits for those who are unhoused, blanket-making for those in local hospitals, projects within our local K-12 schools, and other local service projects. We will also incorporate local BIPOC businesses to not only participate in service opportunities but to also serve as vendors for the opening ceremony to increase efforts in addressing economic equity. The funds from this grant will go towards providing refreshments at the banquet, gifting honorariums to speakers and performers, transporting students and community members to service locations, and the purchase of supplies needed to execute each service project.

Additional higher education institutions in Washington selected as grantees for this program include Everett College, Walla Walla University, Eastern Washington University, and Washington State University Global. They will coordinate projects in their local communities on Martin Luther King Jr. Day (January 15, 2024).

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by
Vice President Melynda Huskey, Enrollment and Student Services
Vice President Joyce Lopes, Business and Financial Affairs

DATE: December 8, 2023

SUBJECT: **2023 Annual Security and Fire Safety Update (Clery Act)**

PURPOSE: Information item

Purpose of Submittal:

To provide an update on our ongoing work to remain in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, and to share how we are striving to align with best practices in doing so. The WWU 2022 Annual Security and Fire Safety Report, dated October 2023 (see link below), covers calendar, not academic, years, and the statistics include one year during the pandemic with fewer students living on-campus.

Background

In November 1990, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (referred to as the "Clery Act") was signed into law. As a result, all institutions participating in federal student aid programs are required to:

- Prepare and distribute an annual security and fire safety report to all members of the university community which sets forth the law enforcement authority of university police, includes information on where and how crimes should be reported, and discloses three years' worth of crime trends including alcohol and other drug-related statistics, arrests and disciplinary referrals for the university, areas immediately adjacent to or running through the university, and certain non-university facilities including leased housing and remote classrooms; and
- Provide timely warning to the university community of crimes which may pose a threat to the safety and/or welfare of students and employees.

Steering Committee Updates

Following an outside consultant's report in 2019, Western formed a university wide Clery Compliance Steering Committee that meets regularly to move forward several ongoing projects. This year, the Steering Committee is chaired by the Assistant Vice President for Safety and Security/WWU Chief of Police Katy Potts and the Executive Director for Student Life Michael Sledge. This committee is comprised of key stakeholders from the following areas: University Police Department, Athletics, Counseling, Health and Wellness, University Residences, Business Services, University Communications, Human Resources, Facilities Development and Operations, Office of Civil Rights and Title IX Compliance, and Western's Assistant Attorney General's Office.

Reference: WWU 2022 Annual Security and Fire Safety Report
Western Washington University Annual Security and Fire Safety Report - 2022 (wwu.edu)

WESTERN WASHINGTON UNIVERSITY

ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Jacqueline Hughes

DATE: December 7th, 2023

SUBJECT: Chief Diversity Officer's Office of Equity Update

PURPOSE: Information Item

Office of Equity – Board of Trustees December 2023 Report

Western Washington University established the institutional-level Office of Equity in June 2021 with the vision to deepen university-wide efforts to foster equity and inclusion in the broadest sense possible, to further develop a nurturing, respectful and supportive learning environment that advances inclusive student success, and coordinate university-wide efforts to develop a diverse community of faculty, students, and staff.

The Office of Equity brings together two complementary functions—compliance, and community education and development—and provides broad oversight to policies and initiatives that promote a learning and work environment where accessibility, diversity, equity, and inclusion (ADEI) are valued and integrated in institutional planning and operations.

From a compliance perspective, the Office of Equity provides oversight to the University's responsibility to protect the rights of each individual, to ensure equal access in all aspects of employment, education, and participation within the university, and maintain an environment that is free of discrimination and harassment against an individual on the basis of a person's race, color, religion, gender, age, sexual orientation, national origin, ancestry, physical or mental disability, or veteran status.

The Office of Equity also leads efforts related to organizational and community development functions, including engaging individuals and groups in education, dialogue, and learning; examining Western's systems and structures through an equity lens; and advancing,

coordinating, and providing visibility to key initiatives for inclusive student success and ADEI work on campus.

In many ways, the work of the Office of Equity is to nurture a community that values and respects individuals of all backgrounds, identities, and experiences and to proactively build an institutional culture of respect, inclusion and belonging that enables all its members to reach their full potential. This community building work includes:

- Developing and delivering education programs concerning discrimination, harassment, antiracism, diversity, inclusion, and respectful workplace conduct.
- Reviewing policies and systems through an equity lens.
- Advancing university-wide initiatives to increase diversity of faculty, staff, and students.
- Setting the direction for institution-level ADEI initiatives and coordinating the work among diverse groups across campus.
- Cultivating an inclusive culture and climate that values human worth and dignity for all.

Goals for 2023-24

Goals for the 2023-24 academic year are based on extensive work done during the 2022-23 academic year after Dr. Jacqueline Hughes joined Western in Summer 2022. This work included listening sessions with over 41 groups of students, faculty, and staff; meetings with ADEI-related committees, groups, and units in colleges and divisions; a review of the 2022 climate survey; and the 2022 and past reports from the Structural Equity Team. The key takeaway from this work include:

- Desire for community and belonging, especially among members of our BIPOC and historically marginalized communities.
- Desire for greater accountability, especially on matters related to discrimination, harassment, and retaliation.
- Need to remove silos to facilitate collaboration and improve impact and achieve outcomes (e.g., ADEI).
- Need for greater physical and psychological safety.

ADEI Resource Analysis (ongoing effort)

An inventory of ADEI programs and activities indicate that Western is spending millions of dollars annually across the institution. An update on the general ADEI expenditures will be provided later. Note that the inventory does not include investments that have made in the past few years in establishing the Office of Equity, the Office of Tribal Liaison, the LGBTQ+ Office, and expanding several areas like the ADA, Veterans Services, and multicultural student services within the Division of Enrollment and Student Services. These investments were required for several important reasons, including the lack of attention to many of these areas in the past, the need to serve a changing student and employee demographics, and the need to coordinate and provide services to a growing campus in a rapidly changing societal, political, and economic landscape. Nevertheless, the current resources' investments in programmatic activities begs the question if those resources are being optimally used to advance inclusive student success and

build the desired institutional culture and climate. The Office of Equity will continue to examine the ADEI resources and establish an assessment and accountability process to evaluate the impact of current ADEI programs across the institution.

The 2023-24 goals for the Office of Equity are further informed by state and federal mandates for education and training, including SB 5227 passed by the Washington State legislature in April 2021 requiring all public post-secondary education institutions to provide professional development program for all faculty and staff with the purpose of eliminating structural racism against all races and promoting DEI. To date the Office of equity has launched professional development for staff on understanding self and others and will offer a program of courses to fulfill the SB5227 and to meet the immediate needs of the campus community listed under the key takeaways.

Additionally, the Office of Equity will engage in the following specific goals during the 2023-24 academic year:

- Lead an effort to assess the effectiveness and impact of current institution wide ADEI programs. The goal is to build on the passion and interest of faculty and staff, with an eye to streamline efforts where possible, develop synergies across programs, redirect resources to minimize duplication of effort, and widen the impact of the work across the institution.
- Implement professional development program for faculty and staff to ensure that Western meets the mandates of SB 5227. To date two training on understanding self and others have been offered to staff and additional training will be added for winter and spring.
- Assess the Provost's Diversity and Inclusion Hiring Initiative to ensure that it continues to be effective in recruiting a diverse mix of faculty and staff, and that it meets any new federal mandates.
- Engage in capacity development through professional development programs for students, faculty, and staff, community dialogue, forums, etc.

Institutional ADEI Training Plan 2023-24

In alignment with Washington State mandates, Western's strategic plan, and information gathered from the campus climate survey and listening sessions, we will create a variety of resources, professional development trainings, and engagement opportunities to increase communication, build capacity and nurture connections across campus.

A major part of the professional development and training plan is informed by the requirements set forth in WA SB5227 (now RCW28B.10.145, RCWB28B.10.149) which requires that all public institutions of higher education in WA state provide professional development training focused on ADEI and anti-racism to eliminate structural racism, close equity gaps, promote ADEI and belonging and increase successful student outcomes including academic, social, and health &

wellness for students of historically marginalized communities. Additional program elements include:

- Student/Faculty/Staff focused training programs.
- Campus climate survey every 5 years.
- Listening sessions and community dialogue.
- Evaluation & Report of ADEI work and outcomes.

The Program Manager of Institutional ADEI Program Development & Training and the Director of Equity and Inclusion will develop and implement training programs to meet the professional development needs of Western's community, build relationships with the campus community and key partners, assess needs, and collaborate to maximize efforts and minimize duplication.

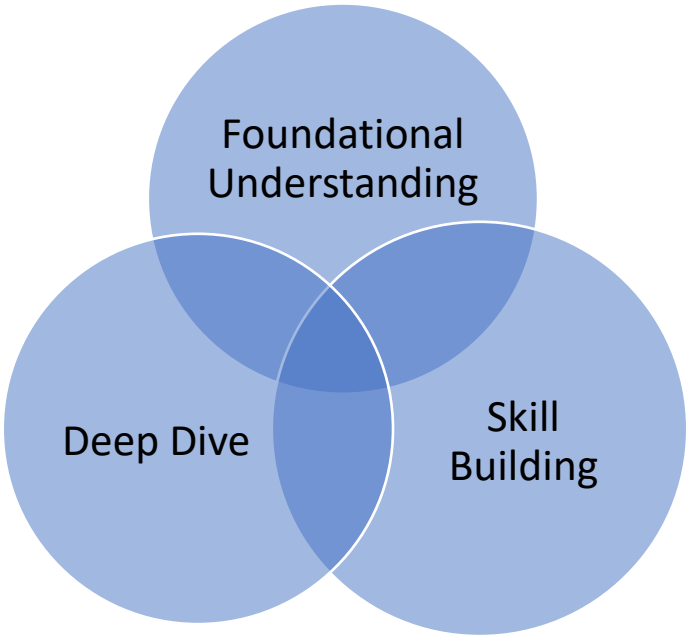
Foundations of Organizational and Community Development

The ADEI training plan will include three elements, communication, capacity building, and vertical alignment & structural change.

Communication: Foundational Understanding of ADEI and Equity-Related Terminology
Create foundational understanding and reduce confusion about what is meant by accessibility, diversity, equity, inclusion, and other equity-related terms. This foundational knowledge will provide the clarity to move our community in the same direction.

Capacity Building: Western's Accessibility, Diversity, Equity, Inclusion (ADEI) work is grounded in a community/capacity building framework—to develop a nurturing, respectful, and supportive learning and work environment that advances student success and fosters equity and inclusion. Workshops, trainings, and resources to help deepen knowledge, encourage critical self-reflection, identity formation-understanding self & others, and open dialogue around common ADEI topics will be offered throughout the academic year. Our work will include exploration of Cycle of Socialization theory as a framework for understanding power, privilege and oppression, participants will consider ways they may be contributing to othering and belonging.

Vertical Alignment & Structural Change: Facilitate a centralized ADEI alignment and review policies, systems, and structures through an equity lens. The Director of Equity and Inclusion (search for this position is currently on the way), will develop and implement a plan to engage in this work.



Events and Trainings to Date:

Date	**Topic/Focus**	**Group**	**# Participants**	**Next Steps**
AY: 2022-23	Listening Sessions (41)	Students/Faculty/Staff BIPOC and Affinity Groups	700+	Ongoing/As needed.
April 19th, 2023	Community & Public Safety Forum	All Campus	103	2 X / per year
September 2023	Professional Development: understanding self and others	Staff	30	
October 6th, 2023	Presentation – Data from listening session (Part 1)	All Campus	117	Annual Check-in
November 2nd, 2023	Listening Session Data: Next Steps	All Campus	122	One Time

November 8th, 2023	Open-forum Community Discussion	All Campus	106	On-going/As needed
November 30th, 2023	Professional development: Understanding self and others	Staff	15 registered at time of submission.	

Observations and Challenges

WWU is committed to fostering a campus that is diverse, equitable, and inclusive. However, the current decentralized approach presents numerous challenges to achieve this goal. These include, missed opportunities for collaboration across the university, limited communication about ADEI efforts and initiatives, lack of shared understanding of ADEI purpose, goals, and approach, to name a few.

To improve value and impact the Office of Equity will bring representatives from across the university in the form of an advisory body to discuss and explore how we collaborate and approach our ADEI work, create transparency, accountability, and ongoing assessment.