

**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: April 11, 2024

SUBJECT: **Enrollment Management**

PURPOSE: Information Item

I. Enrollment

Spring is an exciting time of year at Western, and after an exceptionally busy year thus far, this spring promises to be busier than we imagined. The FAFSA continues to hold headline status, while we tackle new initiatives, enrollment planning, retention strategies, and continue to witness a lessening of academic distress among students.

Strategic Enrollment Management (SEM) Planning

Our Strategic Enrollment Management planning effort continues, 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 beginning to draft reports that will be 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 look ahead toward the writing of the plan.

Spring 2024 Enrollment

Census day for Spring 2024 will not occur until April 15th, but it appears that we are on track to enroll a comparable number of students this spring to what we enrolled in Spring 2023. We will provide further analysis of Spring 2024 enrollment following census day.

Important in our review of spring enrollment is an assessment of **academic performance** in winter quarter. You will see below that a larger percentage of our winter students maintained good standing after winter quarter grades were released than in recent winter quarters. In fact, we have not had such strong academic standing results following a winter quarter since Winter 2020 (ignoring Winter 2021, when our grading policies were temporarily modified for the pandemic). We have improved by a whole percentage point since Winter 2023, and we are only about 1.5 percentage points off of our pre-pandemic performance standard.

Academic Standing at End of Winter Term**Undergraduate Students (FR, SO, JR, SR)**

	Winter 2017	Winter 2018	Winter 2019	Winter 2020	Winter 2021	Winter 2022	Winter 2023	Winter 2024
Good Standing	12,411	12,719	12,853	12,775	12,004	11,358	11,191	11,307
Academic Warning	598	642	711	671	470	787	732	759
Probation	424	447	417	488	313	476	551	465
Drop	51	41	32	8	34	50	45	31
Withdrawal	213	173	185	240	199	287	182	135
No Standing			2		5	18	11	6
Total	13,697	14,022	14,200	14,182	13,025	12,976	12,712	12,703
% Good Standing	90.6%	90.7%	90.5%	90.1%	92.2%	87.5%	88.0%	89.0%
% Low Standing	7.5%	7.8%	7.9%	8.2%	6.0%	9.7%	10.1%	9.6%
% Drop/Withdraw/No Standing	1.9%	1.5%	1.5%	1.7%	1.8%	2.7%	1.9%	1.4%

Fall 2024 Enrollment Outlook

As we shared during the February meeting of the Board of Trustees, we were the first school in the state to go public with an announcement that we were extending our confirmation deadline, and we extended it from May 1st to June 1st. Schools across the state and the country have made similar decisions, but some reports suggest that it is still not the majority of colleges that have moved their deadline.

With the **FAFSA challenges** that are impacting students and families this cycle and the delay in our ability to package financial aid for 2024-25, we expected that enrollment confirmations would begin to lag in mid-March. That is, indeed, the case, and of course, the extended deadline will mean that comparisons of confirmation activity across years will be messy. Fortunately, at least for now, the lag is modest—only down about 3% for each of the last three weeks. Admissions has been working closely with our Financial Aid team to ensure that we are providing transparent, regular communications to new students—a series of FAFSA updates that provide information about the latest information from the U.S. Department of Education (new issues and the latest resolutions to issues) as well as what to expect from Western. Targeted messages are being sent about every 2-3 weeks to admitted students and to their parents/families. Our aim is to ensure that our admitted students and their families see Western as the school that is providing them with clarity amid a tumultuous college choice season. If we can keep them tuning into Western until the dust settles and we get financial aid packages into their hands, we will make up ground on confirmations.

Totals as of March 27, 2024:

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2024	13,788	12,793	1,509
2023	13,875	12,517	1,558
2022	11,540	10,684	1,728
2021	10,321	9,825	1,528
2020	10,036	8,681	1,409

New transfers—Bellingham

	Applied	Admitted	Confirmed
2024	1,448	935	261
2023	1,556	873	235
2022	1,617	1,085	313
2021	1,503	911	250
2020	1,698	702	163

New transfers—other locations

	Applied	Admitted	Confirmed
2024	59	9	7
2023	58	7	6
2022	109	6	3
2021	186	16	15
2020	183	4	4

Important notes on New First-Year Applicants and Admits

- First-year application numbers are comparable to Fall 2023, after huge increases last year.
- The percentage of first-year applicants who have been offered admission is up modestly and is comparable to the admit rate for Fall 2022.
- The percentage of first-year admits who identify as students of color is up slightly from what it was at this time in the cycle for Fall 2023. (37.8% this cycle, compared to 36.4% for Fall 2023)
- The percentage of first-year admits who identify as first-generation college students is up slightly from what it was at this time in the cycle for Fall 2023. (24.4% this cycle, compared to 23.7% for Fall 2023)
- The percentage of first-year admits who self-identified as Running Start students is up modestly from what it was at this time in the cycle for Fall 2023. (22.4% this cycle, compared to 20.9% for Fall 2023)
- The percentage of first-year admits who are Washington residents is very similar to what it was at this time in the cycle for Fall 2023. (67% this cycle, compared to 67.5% for Fall 2023)

Important notes on new Transfer Admits

- The percentage of transfer admits for Bellingham who identify as students of color is down slightly from what it was at this time in the cycle for Fall 2023. (28.1% this cycle, compared to 28.8% for Fall 2023)
- The percentage of transfer admits for Bellingham who identify as first-generation college students is up slightly from what it was at this time in the cycle for Fall 2023. (32.9% this cycle, compared to 31.5% for Fall 2023)
- The percentage of transfer admits for Bellingham who are coming from a Washington community or technical college is up slightly from what it was at this time in the cycle for Fall 2023. (60.7% this cycle, compared to 60.3% for Fall 2023)

Our admissions team is abuzz with activity, working harder than ever to engage admitted students while prospective college goers navigate the 2024-25 world of financial aid. Yield work has us pursuing a diverse set of strategies and tactics, with a

focus on the foundational elements that will allow us to secure the incoming Fall 2024 class.

On-campus events—Programs and activities geared towards admitted students are running at capacity, with offerings available from Monday-Saturday most weeks during the spring season. These include our marquee [Admitted Student Days](#), on April 6th and 13th (with over 3,000 guests attending), special sessions for students interested in the Honors College, as well as affinity programs for students of color.

Off-campus events—We have hosted nearly 350 guests at receptions in four locations—Spokane, Tacoma, Vancouver, and Denver. A primary focus of these events is to elevate excitement about WWU and provide information about next steps in the enrollment process.

On-the-ground recruitment—We continue to make visits to high schools in select regions, engaging admitted students on information received about the admission and enrollment experience. “Signing days” have a different feel this year with the FAFSA delays.

Digital engagement—We are daily and heavily engaged in email outreach to individual students, targeted social media campaigns and contests, as well as segmented digital advertising. This serves to drive activity to Western’s webpages and student enrollment portals.

There is much enthusiasm permeating the Office of Admissions during this cycle’s yield season. Staff are engaged with students and families, and we are booked to near capacity in each of our daily activities and programs through the month of June! We are working diligently to get students and families the information that they need to feel confident in a decision to enroll at Western, and we are watching that June 1 enrollment confirmation date closely.

We are watching with great interest each of the updates provided by news outlets and Western’s own Financial Aid Department with regard to the receiving, processing, and subsequent awarding of aid packages. For most students who enroll at WWU, this is a central piece of a family’s affordability equation when making a college choice.

In a March 30th [article for the Boston Globe](#), high school senior Ailine Rodrigues, expressed frustration and doubt as to when she will know if she can afford to attend any one of the 11 institutions she’s been accepted to.

“It’s really frustrating,” Rodrigues said. “My mom all the time [is] asking me if the college has said anything about how much we’re going to pay, and I don’t know how to answer her questions. So I come to my college counselor, and I ask them, but they don’t know either.”

In recognizing that FAFSA-related delays are adding other uncertainties for states’ abilities to manage grant eligibility for state-aid application programs, US Secretary of Education Miguel Cardona communicated with state governors on Monday, April 1st, about the need to prepare for these very delays. In [his communication](#), Cardona

reminded governors to “ensure your state has budgeted for state grant aid increases that may be needed based on changes to eligibility calculations.”

II. Registrar

Commencement

The structure of June 2024 Commencement will be very similar to that of the last two years. After an assessment of the June 2022 program, review of feedback on those ceremonies, and an analysis of other alternatives, we determined that we best meet our commitment to students and our mission as an institution by continuing to host ceremonies in a way that allows students to have more family and friends join them in celebrating their graduation with us. A regular concern among students prior to the pandemic was the need to limit each graduate to only four guests in most ceremonies. Having smaller groups of graduating students in each ceremony allows us to eliminate the need for tickets and restrictions on the number of guests.

We will again host eight ceremonies over three days—June 14, 15, and 16. You can find details about the schedule and the distribution of the colleges and majors into ceremonies as well as other details about commencement at <https://registrar.wvu.edu/june-commencement>.

Outstanding Graduate Awards

The Outstanding Graduate Award process has been updated since June 2023 to include graduates from all majors. {See [“Outstanding Graduate Award” under “Honors” in the catalog](#).} The selection procedures and criteria are at the discretion of the academic units (departments, centers, institutes, and graduate programs), but the criteria should consider academics, leadership, stewardship to the department and/or university, research and writing, service to the campus and community, and promise for the future.

Faculty from academic units may annually select one outstanding graduate for each undergraduate major and one graduate for each graduate program. Large majors with more than 50 graduates may select a second outstanding graduate; majors with more than 100 graduates during the award period may select a third, and so forth with every additional 50 graduates. Similarly, additional outstanding graduates may be selected in large graduate programs following a similar process, except at increments of 20 graduates instead of 50. Academic units with multiple majors may select one Outstanding Graduate from the unit as a whole or one from each of their majors. Awardees must be graduating this year - Fall 2023, Winter 2024, Spring 2024, or Summer 2024.

Outstanding Graduate Awards submitted by April 26 will be recognized in the June Commencement program (if degree was/is awarded in winter, spring, or summer quarters). Additionally, these graduates will be recognized in the June Commencement ceremony. The Outstanding Graduate designation will be included on students’ official transcripts.

III. Student Aid

FAFSA: Overview and Updates

The news continues to be filled with stories about the challenges that are facing higher education with the rollout of the new FAFSA this year. There is a lot of news to follow, and this is high stakes for students and families, as well as for recruitment and enrollment.

Important notes for Western:

- We have extended our priority filing date for FAFSA: first to the end of February and then to April 1.
- We have extended our confirmation date for admitted students to accept their seat at Western to June 1 (instead of May 1).
- With the University Marketing team, we ran a robust FAFSA completion marketing campaign from December 1 through February 29.
- Web resources, campus updates in *Western Today*, social media, emails to current students and messages to new students and their families are being utilized to ensure that we are transparent in sharing updates and to let students know what to expect from Western.
- To ensure that we can act as quickly as possible to issue aid awards, it became necessary for Banner to be taken down for upgrades on March 28-29.
- Our Financial Aid Department has posted [a list of resources that can help families estimate certain types of federal and state financial aid](#).
- Updates and information can be found on our [2024-25 FAFSA FAQs](#) and on the [WWU Financial Aid page](#).

The U.S. Department of Education (ED) has been providing regular updates and continuing to resolve issues with the new FAFSA since it was launched on December 30th. It is worth a reminder that the effort to simplify the FAFSA for 2024-25 brings with it the promise of expanded Pell eligibility, but the issues have been many, and the end is not yet in sight.

We learned early that the launch of the new FAFSA was going to delay the opening of FAFSA submission for students and families from the standard October 1st to instead late December. On December 30th, the FAFSA went live, and the U.S. Department of Education worked through some initial challenges with the release of the new FAFSA application and intermittent website inaccessibility in the first couple of weeks. In late January, they determined that they would answer the call to adjust for inflation rates, which—while welcome news—prompted further delays. Shortly thereafter, they announced that they would not be able to provide FAFSA information to colleges and universities until mid-March. In late February, they made additional changes to the file layout that was originally provided to schools (necessitating our recent system down time for upgrades).

One additional problem, identified early after the release of the new FAFSA, was an issue that was impeding FAFSA submission for students whose parents/contributors do not have a social security number. ED acknowledged that issue and adopted a plan to resolve it by mid-March. That issue has now been resolved, allowing students who have a contributor who does not have a social security number to successfully submit the FAFSA.

As schools started receiving FAFSA records in early to mid-March, additional issues have come to light. Among the latest updates are announcements from ED that there was a miscalculation of the Student Aid Index for dependent students with assets. They will be recalculating and issuing corrections for those. There are many students whose records are stalled because of the lack of a signature at the time of submission. Those records are erroring out, and we will not be able to process these until the students make corrections, but it is not yet possible to correct the error with ED. They have announced that they will open an option for students to correct such errors during the first half of April. In the last few days of March, information has been released by ED that some student records sent to schools have incorrect tax data (transferred from the IRS). We are learning more about this, but corrections to those records will be necessary.

Western is working quickly to make the necessary programming changes required by the recent notifications from ED and keeping up with the additional notifications as they are released. All of this has and will impact the timeline for providing financial aid packages for students. While the majority of the backlogged FAFSA records have been processed by ED and we have received more than 18,000 student records in the last few weeks of March, there are a substantial number of errors. With the Banner upgrades installed, there are still several weeks' worth of work to install the FAFSA-specific programming changes and the configurations for state aid, to test systems, to import the student data, and to run packaging simulations. We are moving forward with the loading of records and setting aside those with errors. We will be packaging and issuing financial aid offer letters to as many students as we can as fast as we can and waiting for corrections on those that cannot be processed.

As you can imagine, this is all very concerning for students and families, for our financial aid and recruitment teams, and for higher education generally. We are committed to providing students with the best possible experience and will work to ensure that students get access to all of the aid to which they are entitled for the coming year. The new FAFSA has significant promise for expanding eligibility to federal Pell grant, so we have high hopes that the end result will be to the benefit of students and families.

2024-25 FAFSA/WASFA Completion Efforts

The financial aid team continues to support students with FAFSA/WASFA completion efforts. During January and February, the team hosted FAFSA Friday events that included both in person and online assistance for students to receive individual assistance in completing their FAFSA. Starting in March, students could schedule an appointment with a financial aid counselor for assistance with submitting the FAFSA/WASFA. The response to these events and appointments has been positive, with many more students engaging our office for individual assistance than in recent years. Additionally, through collaborative efforts with the Blue Group, Western Success Scholars, Black Student Coalition, WCE's Diversity, Recruitment and Retention Office and various others, Financial Aid team members were able to host several in-person FAFSA & WASFA sessions for targeted student populations.

In collaboration with Futures Northwest, Financial Aid counselors participated in several FAFSA workshops at the following high schools throughout January and February: Bellingham, Squalicum, Ferndale, Nooksack Valley, Meridian, Blaine, Lynden, Burlington-Edison, Sehome, Options, Concrete, and Mount Vernon. During these events, unfortunately, some students experienced technical issues with the new FAFSA

form. These events were well attended, and volunteers worked hard to help students navigate the many challenges of the new FAFSA form.

Scholarship Fair 2024

The Scholarship Center hosted the annual Scholarship Fair on Thursday, February 22nd in the VU Multipurpose Room. Representatives from on-campus departments/colleges, Career Services Center, Hacherl Research and Writing Studio along with former scholarship recipients, committee members, and Scholarship Center staff were available to meet with students regarding scholarship opportunities for the upcoming school year. This year's event had a record high number of attendees, with 408 students attending. In addition to meeting with scholarship representatives, students had an opportunity to learn about the Passport to Scholarship Success, a fun way for students to engage in activities and access support services related to seeking and applying for scholarships.

IV. New Student Services/Family Outreach

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

Spring Advising & Registration (A&R) Sessions ended with the final program on April 1st. Over four A&R dates for spring, 112 new students (93 transfer and 19 first year) attended a session. There is one Summer A&R Session, which is scheduled for May 10th; it will be for transfer students only.

The schedule for the 2024 Fall A&R Sessions has been confirmed and announced. With Western's admissions confirmation date shifting to June 1st, the opening of Fall A&R reservations will shift to Tuesday, June 11th. In late July, there will be five virtual sessions for new transfer and post-baccalaureate students. These will be followed by 16 virtual first-year/Running Start sessions in August and a final (17th) virtual session held prior to classes beginning in September to accommodate any first-year students who are not able to attend in August.

Two Admitted Student Days are coming up in April, hosted by the Office of Admissions. These events serve an important function in introducing new students to the NSSFO office and allowing us to provide new students with next steps related to Orientation, Advising, and Registration. NSSFO will host an information table at the resource fair—an event that has a high volume of traffic and engagement every year. Additionally, staff will provide informational presentations to new first-year and transfer students and their families at both events.

Family Outreach

In support of first-generation students and their families, NSSFO continues its partnership with the Student Success Initiatives unit in the development of an online "toolkit" hosted on the NSSFO website with information and resources designed for first-generation students and their families (<https://nssfo.wvu.edu/first-generation-family-toolkit>). The website now links to a new video gallery called "First-Generation Voices of Success" that features videos of first-generation students, faculty, and staff who share their stories, advice, and tips for success that can be viewed by new students and families (<https://ssi.wvu.edu/first-generation-voices-success>).

V. Veteran Services

U.S. Department of Veterans Affairs conducting audit

WWU's Veteran Services Office was informed on March 22nd, that we would be subject to an on-site compliance survey by the U.S. Department of Veterans Affairs (VA). The survey is to take place on April 5th, and it will be conducted by a consulting firm acting on behalf of the VA. This survey is a review of adherence to applicable provisions of Title 38 United States Code (USC). In January of 2023, Congress passed legislation allowing the VA to provide no more than ten business days of notice to an educational institution when they will be subject to a compliance survey.

For this compliance survey, a sample of 35 students was identified by the VA, and the VSO was asked to compile documentation for those 35 students—all of whom are receiving VA benefits. The VSO was also required to provide responses to a 40-part questionnaire regarding many aspects of the delivery of education and services throughout the university.

Timeline for Setting of Tuition and Fees

This year's change in the timeline for setting tuition and fees is a welcome one for the VSO. Reporting of approved tuition and fees to both the VA and the U.S. Department of Defense in the past put the VSO on a tight deadline coming into fall quarter and was competing with other administrative deadlines at a time of year when we have the least amount of staffing. This change will not only allow us to meet our deadlines with federal agencies more easily, but it will also allow us to plan more strategically in delivering student development programming in a time when we would otherwise be scrambling to meet reporting deadlines.

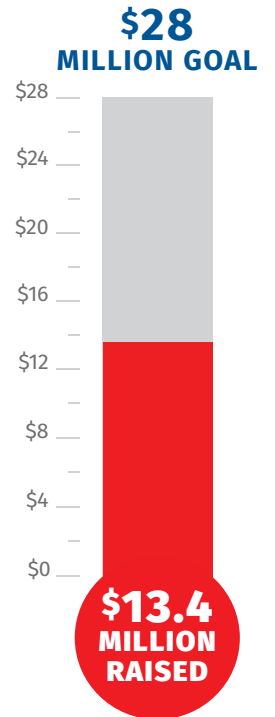


UNIVERSITY ADVANCEMENT REPORT

APRIL 2024

FUNDRAISING TO DATE

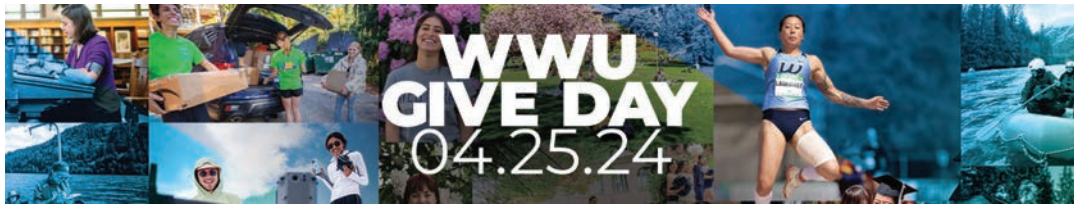
As of March 26, **\$13.4 million** has been raised toward our overall goal of **\$28 million** by June 30.



ENGAGEMENT

Since July 1, 2023, more than **11,000 people** have registered for the **101 events** planned and hosted by University Advancement.

UPCOMING EVENTS



WWU Give Day Kickoff

Our ninth annual WWU Give Day is April 25 and will kick off with early giving on April 18. WWU Give Day brings together alumni and friends from all over the world to support current and future students through scholarships, and program support. For more information and to follow our progress on April 25, go to: www.giveday.wvu.edu.

WWU Alumni Awards Celebration

On May 10, The Foundation for WWU & Alumni will host the annual Distinguished Alumni Awards Celebration on campus. The evening will feature a “Taste of Bellingham” and the recognition of our five distinguished alumni. From more than four dozen nominations, the five honorees for 2024 are: Distinguished Service award recipient **Tony George ('86)**, president of Kitsap Bank; Alumni Achievement Award winner **David Cuillier ('90)**, journalism professor at the University of Florida; Alumni Humanitarian Award recipient **Danny Marshall ('80)** tribal leader for Steilacoom Indian Tribe; and two Young Alumni Award recipients: **Nicole Burdick ('13)**, founder and president of Money Maven Financial and **Ruta Nanivadekar ('14)**, organizational development specialist for Pioneer Human Services and president of Palouse Pathways. We are proud of these alumni who represent our WWU community so well.



WWU Block Party

To cap off our special alumni weekend, we are inviting all graduates and the Bellingham community to join us May 11 for our first WWU Block Party on campus! Free and open to all, this fun-filled, family-friendly event will feature food trucks, beverages, live music from Baby Cakes, historic tours from the Good Time Girls, campus tours, family friendly games and activities for kids, and so much more! To register and participate in the fun, visit www.wvu.edu/wwublockparty.

IMPACT STORY

A Career of Caring: Jane Greer

By Frances Badgett

For someone who “never ever” wanted to follow in her mother’s footsteps and become a teacher, Jane Greer sure changed her mind in a big way. Now, after a long and rewarding—if unexpected—teaching career, Jane has pledged a significant gift through her estate to establish an endowed scholarship to support future Western students studying to become teachers.

Greer spent her 36 years of teaching, 28 of which she spent working in Tacoma schools, taking on the toughest challenges, connecting with the hardest to reach students, and turning around failing schools. And she did it all with a sharp wit and a seemingly endless supply of patience.

But if you had asked a young Jane if she would ever become a teacher, she would have said no.

“My mom skipped several grades, graduated from Pacific Lutheran University (then College) at 19 and became a teacher. My grandfather, a logger who became a blacksmith, taught himself to read and write Latin. So, a love of education ran in my family.”

Similarly, Jane started kindergarten at four, graduated from high school at 17, and began teaching special education at 22. That fall, she enrolled in Western to get her teaching certification in general education and special education.

Jane spent 16 years of her teaching career working with profoundly disabled students, many of whom were wheelchair bound. She distinguished herself as a teacher and trained other teachers how to shape a curriculum for these specific teaching challenges.

She had a great principal and followed him to a failing school, where she spent her last five years of teaching.

But just as she never thought she was destined to be a teacher, she was similarly unexpectedly skilled in another challenging area: taking on failing schools and turning them around. With Jane at the helm of special ed and her principal working on community-building and teacher morale, they turned a school around within a year and half.

In her years of teaching, Jane witnessed students who needed good teachers, solid teachers, teachers who didn’t shy from challenge or commitment. She now wants to support students who are talented and deserving and give them the ability to become great teachers, so she created the Jane Greer Scholarship Endowment fund.

“I’m fortunate that I’m able to leave behind something of value to Western and to give back to the school I care about,” said Greer. “We just really need good teachers in the world, and if I can help make that happen, I’m happy. I wanted to do anything I can remove barriers for good teachers.”



Alumna Jane Greer ('80) on one of her many trips abroad.



Capital Program Report

Board of Trustees

April 11, 2024

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. Installation of the new staircase has begun in the Communications Facility (CF). Heavy Timber support beams, steel brace frames, and Cross Laminated Timber (CLT) wood panel installation was completed in November. The building is enclosed, and the permanent roof is complete. The air handler units were installed in early March. Upcoming work includes installation of the exterior siding, remaining windows, and interior wall partitions. The steel for the bridge connecting to the CF is installed. Permanent building power is scheduled to be available in June. The building is scheduled for occupancy in Winter Quarter 2025.



Figure 1: Southwest corner of the building



Figure 2: Bridge to CF

Birnam Wood Siding & Bridges

Phase 1 was completed in the winter of 2023-2024, and Phase 2 design is now complete and out to bid by Cornerstone Architectural Group. This second phase of the project will replace the bridges and siding at Stacks 1 & 2 and replace siding at the laundry building at Birnam Wood. Construction bids are due at the end of March 2024.

Birnam Wood Parking Lot 27R Repair

Cascade Engineering Group has prepared a complete two-phase renewal for the parking lot at Birnam Wood. Documents will be submitted to the City of Bellingham for permitting at the end of March and bids for Phase 1 work will be solicited for construction to begin in early July 2024.

Fairhaven Recording Studio

This project has created a recording studio adjacent to the lobby of the Fairhaven Academic Building. The general contractor reached substantial completion in early January. Acoustic finishes and wall graphics will be completed in Spring Quarter 2024.

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

This project will provide new access controls to existing doors and new telecom room power receptacles in multiple University Residences buildings across campus. The project was awarded to Valley Electric. The contractor has finished all major construction and all new access controls are active and in use. Final completion is expected in early April 2024.

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 installing the new access control components. The project is scheduled to be completed in summer 2024.

Fairhaven Hydronic Pipe and Valve Replacements

Phase 2 work in Stacks 1, 3, 6, 7, 8, and 9 is complete. The third and final phase will have a similar scope of work as Phase 2 in Stacks 2, 4, 10, 11 and 12. Design is in progress, and the project will go out to bid in April for construction in summer 2024.

Coast Salish Longhouse, 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 submitting an agenda item for the Phase 2 Contract Amendment establishing the Guaranteed Maximum Price to the Board at their April 2024 meeting. Construction is scheduled to start early summer 2024 and to be complete by end of summer 2025.



Figure 3: Architect's rendering of the House of Healing

Heating Conversion Project

Responses to the RFP have been evaluated and a consultant (OAC Services) has been selected. The contract is being finalized and a Notice to Proceed is expected before the end of March 2024. The Owner's Advisor initial task will be to provide cost, scheduling, and project delivery recommendations in support of the 2025-2027 Capital Budget Request.

UR Commons Generators Upgrade

This project will upgrade the backup generators at Viking Commons, Ridgeway Commons, and Fairhaven Academic to allow continued food service operations during a power outage. The project designer is K Engineers, and the general contractor is Dutton Electric Company. Construction officially began in February 2024 and Substantial Completion is scheduled for January 2025.

Student Development and Success Center

The project will provide a new facility that will co-locate a new Welcome Center with essential student recruitment and support services in one collaborative facility. The Center will be a welcoming beacon located at the south end of the academic core of campus to recruit and support students who have obstacles that may deter them from accessing and succeeding in higher education. Facilities Development and Operations has been approved by the State to use Progressive Design Build (PDB) as the project delivery method. The project is submitting an agenda item to the Board requesting approval to award a PDB contract for the Phase 1 level of work, which includes project validation and design.

Edens Hall Electronic Safety and Telecom Upgrades

This project will replace the existing fire alarm system at Edens Hall including all devices, wiring, and head-end equipment, and upgrade the fire alarm software to the latest technology. Additionally, the existing telecom cabling between the telecom rooms and student rooms will be replaced with upgraded cabling capable of higher data transfer speeds. The project is submitting an agenda item to the Board requesting approval of a construction contract to Dutton Electric Company, Inc., Lynnwood, WA. The consultant designer is K Engineers, Lynden, WA. Substantial completion is planned for November 2024.

South Campus Infrastructure and Pedestrian Access Improvements

This project will provide construction of roadway improvements, pedestrian improvements including sidewalks from Bill McDonald Parkway to the House of Healing, and utility extensions along portions of 25th Street and Arboretum Drive. This scope of work is related to and will be conducted concurrently with the adjacent project, House of Healing. The project is submitting an agenda item to the Board requesting approval to award a construction contract to Trimaxx Construction Incorporated, Sedro Woolley, WA. The consultant designer is Freeland and Associates, Inc., Bellingham, WA. Construction will take place in summer 2024.

Capital Development and Strategic Visioning Plan

The consultant team from NAC Architecture and Walker Macy has transitioned from a stakeholder engagement effort and the discovery phase during the Fall and Winter Quarters into the early stages of development on the Plan itself. This will include detailed analysis of around 10 of the highest needs buildings from facilities conditions and qualitative-need perspectives. The intent is to identify the next major project after the Environmental Studies renovation for the 10-year plan to be submitted with this year's 2-year capital funding request. The plan is expected to be completed the end of Fall Quarter 2024.

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

The discovery and programming stages are nearing completion for both predesigns. The predesign for the renovation of the Environmental Studies 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 will be due July 1, 2024, to OFM for funding consideration in the 2025 legislative session.

2023-2025 Capital Budget

The final 2023-25 Capital Budget, ESSB (Engrossed Substitute Senate Bill) 5200 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

The final 2024 Supplemental Capital Budget, ESSB 5949 includes the following for Western:

- Minor Works Preservation: \$500,000
- Electrical Engineering/Computer Science Building: up to \$4,900,000 in Certificate of Participation financing

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 | Facilities Development & Operations | Western Washington University \(www.edu\)](https://fdo.wvu.edu/2023-25-capital-budget)
(<https://fdo.wvu.edu/2023-25-capital-budget>).

Western has initiated the review and discussion of the 2025-2027 Capital Request (Request) and 2025-2035 Ten Year Capital Plan (Plan). The draft version of the Request and Plan will be presented to the Board of Trustees' Finance, Audit and Enterprise Risk Management (FARM) Committee in April 2024 and the final versions will be presented to the Board in June 2024.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Donna Gibbs V.P. University Relations & Marketing

DATE: April 11, 2024

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

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS & MARKETING

I look forward to sharing an update with the Trustees on the many ways that WWU currently engages with, and supports, our local and regional communities including examples of our current work with multiple constituencies including city and county officials, local and regional businesses, and industry, economic development agencies, non-profit community organizations, K-12 and community and technical college partners, regional tribal nations, and Whatcom County alumni, and how we amplify this relationship-building work through engagement with regional news media. I also look forward to sharing an update on new ideas for community engagement that we are currently planning to launch and expand in the 2024-25 academic year.

We're also excited to celebrate the culmination of deep collaboration with the City of Bellingham at the blessing and ground-turning event for the House of Healing longhouse in the Sehome Hill Arboretum with you and the many city, county, state, and donor partners who have made this long-sought project possible.

Finally, I'm pleased to share with you, on behalf of WWU's Center for Business and Economic Research, the following University economic activity study using expenditure data for the 2022 fiscal year. This analysis quantifies Western's economic impacts on the Bellingham Metropolitan Statistical Area and Washington State through an economic input-output modeling approach. This model returns a dollar amount and a multiplier for the two areas, generated by a combination of economic data for the region and dollar value of direct University and student spending, University-dependent tourism spending, and key partnership activities connected to University resources.



CENTER FOR ECONOMIC AND BUSINESS RESEARCH



Western Washington University Economic Activity Study

Prepared by the Center for
Economic and Business Research



Contents

- Introduction 2
- Executive Summary..... 3
- Input-Output Models 4
 - University Impact Model Limitations 4
 - Best Practices..... 5
- Methodology..... 6
 - Model Inputs..... 7
 - Capital Expenditures 7
 - Student Expenditures..... 7
 - Tourism..... 8
 - The SBDC 10
 - Recent Graduate Salaries 10
- Outcomes and Results 10
 - Effects 11
 - Multipliers..... 11
 - Bellingham MSA..... 11
 - Washington State 12
- Conclusion..... 13
- Further Reports..... 13

Introduction

Western Washington University connects in ways both large and small to Bellingham, Washington State, the nation, and the world. By partnering with local and national vendors, leveraging public and private partnerships, bringing students and their families, visiting scholars and tourists to the area, hosting popular sporting and performing arts events, and hiring high-quality staff and faculty, Western is an integral part of the economic fabric of northwestern Washington. Of course, the greatest contribution we make to our state is our graduates; in 2021-22 Western Washington University conferred 3,956 degrees. This report discusses our approach to quantifying Western's economic contribution to both the Bellingham Metropolitan Statistical Area (MSA) and Washington State.

Western Washington University's last economic impact report was conducted in 2018. This report is a continuation of the previous report, as we attempt to follow the same methods of quantifying Western's economic influence for the sake of consistency. However, there is extensive variability in approach and execution of any contribution or impact analyses. Some university economic activity studies are based only on measurable spending, while others include tourism and sports related expenditures. Still others look at federal grants and support for various programs as well as medical school funding, public/private research partnerships, and entrepreneurial studies. The goal of this report is not to come up with the largest number possible, but rather to accurately quantify the direct and indirect economic effects of the University's presence. As such, this analysis and report primarily serve not for external comparison, but rather as a tool to measure internal growth over time. It is Western's intention that this report serve as a guide and baseline for future analyses to be done to gauge the marginal shifts in Western's economic impact.

This economic activity analysis attempts to quantify Western's economic impacts to the Bellingham MSA and Washington State through an economic Input-Output modeling approach. This returns a dollar amount and a multiplier for the two areas, generated by a combination of economic data for the region and dollar value of direct University or student spending, University-dependent tourism spending, and key partnership activities connected to University resources.

Executive Summary

Western Washington University has a significant economic impact on the local community as the third-largest employer in Whatcom County, as a purchaser of local goods and services, and as a hub for research, teaching, and development in Bellingham, Washington. This analysis attempts to quantify the monetary and employment effects of University operations and presence on the surrounding region.

Western’s impact on the local economy reaches beyond just those it employs or teaches. The money spent at Western ripples through the economy of Washington State, creating external jobs, salaries, and opportunities. Some economic impacts spread into nearby British Columbia, or throughout the U.S., although these impacts are relatively small and out of the scope of this report.

Many of Western’s operations produce *economic value* such as with technology transfer, the support of the surrounding community, and the promotion of an educated workforce, but not all of these produce easily measurable *monetary value*, and there remains some variability in the interpretations of the output. The numbers generated by Western’s impact analysis do not attempt to include the entire sociological, environmental, and developmental impacts of Western Washington University. Therefore, included are the most measurably accurate outputs of the general university operations.

Western’s contribution to the local economy naturally fluctuates year-by-year, due to changes in capital budgets and construction projects, state and private funding, the economic/political climate, public events, and other unique circumstances. To more effectively and accurately record Western’s actual impact, superfluous spending or economic stimulus were not included. Rather, included in this report are only internal and external expenditures that align with Western’s core mission and goals as a university.

This study was conducted by the Center for Economic and Business Research (CEBR) at Western Washington University using expenditure data for the Fiscal Year 2022. This impact analysis consists of six categories: Capital Expenditures, Student Expenditures, Tourism, Payroll, impact outcomes of Western’s Small Business Development Center (SBDC), and Recent Graduate Salaries. A large portion of Western’s impact (56.52 percent) is generated by its capital expenditures, payroll, and SBDC, which are uniformly recorded by Western and are non-interpretible. The total dollar value of all inputs is \$586,505,526.17 and includes all six categories. Some of these categories, such as payroll and student expenditures, mainly stay local to the Bellingham MSA. Others, such as the recent graduate salaries and capital expenditures do not.

	Model Results	
	Bellingham MSA	Washington State
Total Output	\$ 549,583,706.93	\$ 1,236,707,200.23
Multiplier	1.95	2.19

We note that little information is available to capture the University’s public/private partnerships which reduces the overall multiplier or impact measured within our analysis. It is our hope that We note that little information is available to capture the University’s public/private partnerships which reduces the overall multiplier or impact measured within our analysis. It is our hope that future impact analyses will be able to include this critical data point.

Western’s total impact on the Bellingham MSA (which includes most of Whatcom county) is \$554 million, with a multiplier of 1.95. This indicates that a \$1 change in spending will generate an additional \$0.95 in Bellingham’s economy through indirect (business to business) and induced

(consumer/employee spending) effects. The Washington State impact is \$1.246 billion, with a multiplier of 2.19. This indicates that a \$1 change in spending will generate an additional \$1.19 in Washington's economy through indirect and induced effects.

Input-Output Models

This study is founded on a regional input-output model (I-O model) design, used to measure a university's economic activity in the regional economy. These types of models are based on the premise that any initial change in economic activity creates additional changes in an economy, usually represented by an increase in jobs or dollars as a result of the initial economic change. I-O models, while an accurate measure of the outputs of a university's economic impact, do not include the societal impacts of a university related to knowledge or technology transfer.

The results of I-O models are dependent on both the defined region and the scope of university activities. Western has a direct and sizable impact on the Bellingham MSA, but satellite locations and partnerships with neighboring businesses, cities, and industries push Western's influence to a wider scope, although still largely within the bounds of Washington State.

This regional boundary allows the model to account for leakage of money outside of the defined boundaries. If Western "imports" goods from other states, the economic impact for Washington State is lower than it would be if Western had bought that good from a Washington State producer since the dollars flow outside the state rather than to a local producer located within the regional economy. From this information, I-O models produce regional multipliers that are indicative of the impact of a dollar amount inputted into the defined region.

University Impact Model Limitations

University economic activity models generally measure the impact of some change to an industry's output for the defined region. For example, an impact model that contained the total direct spending attributable to Western Washington University would calculate the effect on the Bellingham MSA and Washington State as if another Western was "dropped" into the economy. This is generally an inaccurate way to measure the impact that a University has on the surrounding economy, for several reasons.

First, the impact that Western has on Bellingham and Whatcom County has developed over the course of WWU's 125-plus-year existence. Trying to separate the two would be an impractical and inaccurate measurement of the relationships between them. It is more representative of the relationship to discuss an increase or decrease in spending, as this effect is both more likely to occur and still affects the economy without removing the entire framework established by the University.

However, the multipliers generated for both the Bellingham MSA and Washington State are linear, meaning that they are determined by industry and location rather than the size of the institution. The software used, IMPLAN, takes into account the regional production of goods and services for the defined areas and produces outputs and multipliers based on the industry mix of spending unique to Western.

This is a crucial piece in understanding Western's relationship to the local and regional economies. Western may increase or decrease the operating budget or student count in the upcoming years, which may change the impact that Western has on the economy. Despite this effect on the economy, the multipliers, or the power of Western's dollar, will remain the same. For Western to change its multiplier, it would need to substantially expand its operations to exist in other industries or locations.

With this in mind, the multipliers for the two defined areas, the Bellingham Metropolitan Statistical Area and Washington State will differ. By definition, the multiplier for Washington State will be larger than the Bellingham MSA multiplier, as the Washington State output includes the Bellingham MSA results. As Western expands its geographic reach, and therefore the flow of dollars to parts of the state outside the Bellingham MSA, the difference between the two multipliers will increase.

Best Practices

University economic activity analyses are conducted in a variety of ways, as the best practices are in a state of constant improvement, and the analyses are produced to aid different university goals and operations. Western has utilized the Economic Impact Guidelines 2014 publication by the Association of Public and Land-Grant Universities (APLU) and the Association of American Universities (AAU) to guide and shape this analysis. These guidelines are considered the best practice for the type of analysis used to generate this report.

The Economic Impact Guidelines warn against using investment terminology such as “return on investment” or “leverage” to describe a University’s impact, as this type of language has varied meanings. Often, these phrases misconstrue the nature of the economy that surrounds a university, as dollars spent are not invested, just as the outputs are not returns, since they are not returned to, or owned by, the original provider of funds, which is, in this case, Western and its staff and students. The output ratios outline the impact made on either Washington State’s or the Bellingham MSA’s economy for each dollar spent. The two outcomes of this model – the increase in economic activity (in dollars) and the resulting multipliers – represent not returns on the inputs, but rather a specified pattern and relationship between Western’s operations and the Bellingham and State economies.

Methodology

This analysis was conducted using IMPLAN, an input-output software that was recommended by APLU for university impact analyses. CEBR created two different models to generate a big-picture overview of Western’s economic activity. The first model examined the impacts made on the Bellingham MSA, followed by a second model run to determine the impacts made on Washington State. These two outputs return Western’s impact on both the MSA and Washington State, which generate an overview of the flow of jobs, dollars, and impacts from Western’s general university activity.

Both models include an identical set of inputs, with the exception of Recent Graduate Salaries, which is only included in the Washington State model. As such, the outputs of the model differ only in this single variable and on the multipliers for the defined region. The inputs outlined below only represent the spending done by, or as a result of, general University activities.

Over half of university input value (56.52 percent) is composed of university capital expenditures, payroll, and the Small Business Development Center (SBDC). While data for these models were gathered from a multitude of sources, these three inputs are generated by the university finance department and are uniformly recorded, leaving no room for error or interpretation. The other 43.48 percent of input dollars generated by Western came from Student Expenditures (30.30 percent), Tourism (0.53 percent), and Recent Graduates Salaries (12.65 percent).

	Input Weights	
	Total	Percent of Whole
Payroll	\$185,221,220	31.62%
Students	\$177,479,029	30.30%

Capital Expenditures	\$138,586,641	23.66%
Recent Graduates	\$74,080,040	12.65%
SBDC Impact Outcomes	\$7,300,000	1.25%
Tourism	\$3,114,708	0.53%

This economic activity study used a categorized expenditure distribution that is generated by IMPLAN and based on government data of consumer and university spending. It concerns University Spending for Goods and Services, which amounts to approximately \$77.9 million. For efficiency purposes, Western does not record a more itemized receipt of where (physical location) funds are spent. Therefore, this analysis relies on the IMPLAN University Expenditure distribution, which includes all materials, food, energy, waste, construction and other purchases typically made by a university.

In 2018 when this analysis was performed, another categorized expenditure distribution was used to estimate the distribution of student expenditures. This time when doing the analysis, students expenditures were broken up into separate categories such as books and supplies, rent, utilities, food, etc. to attempt to get a more accurate estimate of how students spending impacts the local economy. As a public university, Western utilizes cost of living expenditure estimates that are federally generated per quarter for student stipend amounts, as well as transportation costs.

This report uses the total input and offers a breakdown of the subcategories associated with each of the four main categories. The numbers reported correspond to dollar amounts spent in the Bellingham MSA area, either by the University or its students, faculty, and staff. It is important to note that the ratios and weights generated by the inputs may not have the same proportional impact on the economy, since some sectors contribute more to the area than others due to leakage. The actual impacts and multipliers will be outlined in the Outcomes and Results section of this report.

Model Inputs

This impact analysis is composed of six categories: university capital expenditures, student expenditures, tourism, payroll, SBDC, and recent graduates' salaries. Of the six categories, university expenditures, the SBDC, and payroll are uniformly reported and recorded, leaving no room for interpretation error. Both student expenditures and tourism were estimated using a combination of reported populations and estimated spending using local estimates for utilities, hotel rates, gas, internet access, and food. The following is an overview of how data was gathered, estimated, analyzed, and reported for each input.

Capital Expenditures

University capital expenditures is recorded by the University Budget Office and is broken into several subcategories, including Construction and Land (32.03 percent of Cap. Ex.), Architecture and Engineering (3.48 percent of Cap. Ex.), Utilities (8.27 percent of Cap. Ex.), and Goods and Services (56.22 percent of Cap. Ex.), resulting in a total of \$138.5 Million in University Capital Expenditures. Of these subsets, utilities is further broken down into eight categories: water & sewer, refuse, natural gas, electricity, steam plant, recycling, hazardous material disposal, and other.

The largest sub-category is Goods and Services, totaling \$77.9 Million or about 56.22 percent of the total Capital Expenditures spending. Since the details of this number are not recorded or distributed, IMPLAN's state/local government educational spending pattern was utilized to generate the distribution of the goods and services budget towards specific items such as food, software, or maintenance materials to determine the flow of dollars through the relevant industries.

The second-largest sub-component of University capital Expenditures is Construction, which totals \$49.2 Million or about 35.51 percent of the total capital expenditures. Construction data is wildly variable year-to-year. Western is continually renovating and building new facilities to meet the needs of its students, faculty, and staff, evidenced by the current construction on Kaiser Borsari Hall, the replacement of roofs on the dining halls, and multiple other smaller projects intended to increase the working environments of building inhabitants. While the projects vary in cost, the pattern of expansion and improvements remain and are not inconsequential. For these reasons, the Center used average construction spending over the last five years to represent the university's typical annual construction spending. This was the only category in which spending was averaged over a longer time frame.

Student Expenditures

Student Expenditures were derived using enrollment numbers to determine the base population multiplier for individual expenditures. Since students who live on campus pay their rent to Western, this becomes part of the University budget. As such, these on-campus rent rates were not included as inputs to avoid double counting. However, on-campus food expenditures at any of the dining halls, coffee shops, or any prepackaged food purchases are not paid to the University but rather to independent contractors. For this reason, on-campus food spending was counted for both on and off-campus students.

Due to Bellingham's relatively small size, housing costs are not consistently tracked for just the specific University area. To generate a conservative and consistent estimate of housing costs, the University of Washington's Center for Real Estate Research county-level rent rates for two-bedroom apartments were used. Since this data is consistently produced quarterly and externally, it is usable and replicable for future impact analyses.

Fall quarter rent is the reported rent rates from the Q4 report, where the winter, spring, and summer quarter rent data is taken from the Q1, Q2, and Q3 reports respectively. The fall 2023 average rent per person for a two-bedroom unit in Whatcom County was \$781, with winter quarter rising to \$805, spring declining to \$762.50, and summer quarter rent declining further to \$723.50. While not all students live in two-bedroom units, it is the most common arrangement for off-campus apartments.

These county-level numbers may be lower than the average rent closer to the University, which may naturally be inflated due to increased demand. However, this analysis was conducted to operate as a conservative or base-estimate for Western's impact. It is also the case that many students share a room off-campus, bringing down the average rent and consequently, student expenditures. Using the county-wide rates offsets some of the accidental over-estimation of Bellingham rent rates that would occur due to this unreported room sharing.

Other components of the student expenditures category include utilities such as water, electricity, garbage, and transportation. Considering that rent in the Bellingham area often includes water, sewer, and garbage/recycling, the local rates for those utilities were removed from the average rent rates to eliminate the possibility of double counting, and to allow for a more specific categorization of rent money and its in- and outflow through the economy. Internet access, electricity, and utility-excluded rent rates were gathered by using local rates and usage estimates for two-person households.

On-campus meal-plan purchases are recorded, as well as voluntary purchases of those meal plans by students living off-campus. Off-campus student food expenditures fluctuate based on their previous standard of living, current income, dietary restrictions, and availability of options. For this reason, the weighted average of meal plan prices was used as a monthly food expenditure rate for off-campus students. Using the meal plan costs implied an average of \$360.83 a month in total food spending per off-campus non-meal plan

student, which includes groceries, alcohol, and both casual (fast food and take out) and full-service restaurants. Assuming that 50 percent of all food expenditures is composed of grocery spending, alcohol and restaurants each consume 10 percent of food spending, and casual dining takes the last 30 percent, student food spending for both on and off-campus amounts to a total of \$28.3 Million.

Finally, personal expenditures, transportation costs, and the cost of books and supplies were estimated using the Estimated Annual Expenses as generated by the Financial Aid Department, at \$668, \$480, and \$294 a quarter for all students. This generates a total input of \$66,313,325 in student personal expenditures.

Tuition or other fees paid to the university were not included since this money is received by Western and spent as part of the Capital Expenditure or Payroll budgets for the university. Since this flow of funds is accounted for in any sections concerning direct university spending, the student expenditures category does not include tuition to avoid double-counting.

Tourism

Tourism includes sport event attendance, student visitors, prospective student and admissions tours, and commencement celebrations. While Western hosts a variety of art events, workshops, presentations, summer youth programs, and other events that may bring in tourism money to the local economy, these events are either 1) not consistently occurring, 2) not part of Western's mission, or 3) attendance was not reliably measured.

For all visitor spending, the Center utilized the Bellingham Whatcom County Tourism Department's average spending per day for out-of-town visitors. This number is composed of food and gas spending (\$42 per day), and hotel expenditures (\$111 per night). Since there is above-average demand for hotels around the three main commencement ceremonies that causes price spikes, the yearly average price that was used may produce a lower output. Utilizing the yearly average eliminates the variability that would occur if rates were aggregated each quarter.

However, not all who visit Western stay in hotels. Some visitors who may choose to stay with family or friends in the area still contribute to the economy in the form of gas, food, or other purchases in the area, averaging around \$42 per day spent in Bellingham per visitor group.

The attendance rates for commencement ceremonies are recorded by the registrar's office through ticket sales. To estimate the economic impact of commencement ceremonies, we used the same lodging and day trip costs, at \$153 for hotel and \$42 for other expenditures, respectively. Assumptions were also made for the number of nights spent around the commencement ceremonies and are as follows: 25 percent of all commencement visitors stayed one night, 25 percent stayed two nights, and the remaining 50 percent traveled up for the day and did not stay in Bellingham overnight. A higher weight is placed on the day trip because day trips are common among visitors due to Western's relative closeness to both Vancouver and Seattle.

Commencement visitor spending makes up 49 percent of all tourism spending or 0.50 percent of the total impact of Western. Sporting event tourism makes up the next largest dollar input at 34 percent of all tourism spending, with general campus visitors contributing nearly 17 percent of the remaining tourism dollar inputs. Campus visitors were estimated using yearly visitation estimates for freshmen, sophomores, juniors, and seniors on campus, as well as assumptions regarding how many nights they stayed. It is worth noting that since new commencement data was not available, we rely on previous data reported in the last report.

Assuming that 25 percent of freshmen, on average, receive four one-night visits per year and that half of those people stay with family and friends, this amounts to over \$40,119.45 per year in freshmen visits. If 50

percent of freshmen receive two visits per year, and the remaining 25 percent receive one visit per year, then total freshmen visitation amounts to about \$221,328.78 a year in inputs compared to \$221,000 between 2017 and 2018. Following similar logic, with decreased visitation rates per higher class standing, visitation rates for sophomores and juniors produce \$440,000 a year, since there are more than double the number of sophomores and juniors than freshmen.

Total sporting event attendance reached 12,797 people in the 2021-2022 academic year. An internally sponsored survey of sporting events reported that most attendees were not Western students, generating a 50 percent out-of-town attendance rate. Since 60 percent of those are taking a day trip to watch the events, this results in \$539,522 in hotel, food, and gas expenditures from just sports tourism for the year.

Western receives over 25,000 visitors a year in admissions tours alone, with about 25 percent of these individuals staying the night at hotels or motels. Admissions tours generate over 1.2 million dollars in direct impact every year, behind commencement and sporting events.

Tourism expenditure reached \$3.8 Million, or 0.65 percent of all inputs. The 0.65 percent is mostly composed of graduation attendees, at \$1.9 Million (0.33 percent), followed by admissions tours at \$723,8892 (.12 percent) and visitors at \$661,820 (0.11 percent) and athletics at \$539,522 (0.35 percent).

Payroll

Employment, enrollment, wage data, and salary data were gathered through information requests to the respective internal departments to ensure their accuracy. Included in payroll expenditures are all faculty, staff, and all student employment wages that are paid by Western. Payroll consists of a single number given by the university, kept separate from other capital expenditures due to the large portion of the entire dollar input that it makes up (31.58 percent).

The SBDC

The Small Business Development Center at Western directly impacts the local and regional economies through the nature of their work. The Center provides multiple small business development resources to the local and regional communities including access to certified business advisors, access to state and national agencies, and advisory work on the ins and outs of running a small business.

As one of the top providers of small business assistance in Washington state, the SBDC provides metrics on its measurable impact. For FY 2022 they served 643 unique clients and created 426 jobs. The Center oversees \$26,409,509 in capital and supports approximately 2,500 jobs throughout the state.

The SBDC network tracks multiple outcome metrics for the businesses it interacts with. For the purposes of the impact analyses for this report only reported investment activity, which includes both cash and loan investments, are utilized. Western's SBDC clients reported \$7.3 million in dollars invested in 2022, which contributes 1.24 percent of the entire university inputs.

Recent Graduate Salaries

A large portion of the impacts that Western produces is attributable to the students that graduate and contribute to the economy as an employee. Western graduates on average earn higher wages than they would have without their degree, meaning that this added economic stimulus is attributable to Western. However, there are caveats to this assumption, which are outlined below.

First, Western's graduate salary data is only collected one year after graduation, where graduates may not yet be working in their desired career and does not fully capture the long-term effects on a salary that a degree may have. Second, there is no guarantee that Western graduates would have forgone a degree had

Western not existed, nor can it be claimed that proportionately more students would come to Western given an increase in spending. Third, while Western has produced salary-earning graduates for nearly 130 years, not all of that economic value can be attributable to Western, as some of the economic value created is due to worker experience, rather than just their degree.

Despite these three shortcomings in the data, some steps can be taken to reduce the risk of overstating Western's impact while including graduate salary data. Since Western's data collection of salary information is not comprehensive enough for this analysis, US salary numbers were combined with Western graduation rates for both Bachelor's and Master's degrees. Since Western alumni generally move away from Bellingham post-graduation, all impact numbers are run for Washington State only, as applying alumni salary data to the Bellingham MSA would overstate the impact that Western has on the region.

To further mitigate overstating Western's impact, the marginal difference in annual salary due to degree attainment was utilized. For graduates with a Bachelor's degree, this would be the difference between the average salary with a Bachelor's degree, and the average salary with a high-school degree. For graduates with a Master's degree, this is the difference between the average salary with a Master's degree and the average salary with a Bachelor's degree. The final input of recent graduate salaries is \$74 million, or 12.63 percent of the total value of all inputs.

Outcomes and Results

This section of the report will provide a breakdown of the variety of results generated through IMPLAN and an overview of the results for each area. There are both multiplier effects and output types.

Effects

The three effects produced by the model are Direct, Indirect, and Induced. These describe the type of impact produced by university spending. Direct impacts are determined by the spending in each industry, and if that industry exists within the defined region. For Washington State, this number is almost equal to the total input amount, since nearly everything a university needs is produced within this region. Indirect effects are generated through an evaluation of local business-to-business (B2B) purchases, while induced effects are a result of household purchases, such as student, faculty, or staff spending. The total effects are the sum of all of these three types.

Multipliers

The three outputs produced by the model are Employment, Labor Income, and Total Value Added. This report will focus the analysis on the Employment and Output.

Employment is a representation of the direct, indirect, and induced jobs produced by Western's operations. Western directly employs a number of individuals and buys things in the local economy which are produced by other individuals, creating indirect jobs through business to business purchases. Western's employees purchase goods and services, which are produced by other individuals, creating induced jobs through household purchases. The sum of these three is the total employment impact.

Output follows the same logic as employment for direct, indirect, and induced effects, but output measures the dollar effects on the specified regions. Direct effects are the dollars spent locally, indirect effects are the dollars spent through B2B transactions, induced effects are the dollars spent by households, and the total effect is the sum of all dollar effects is the total output of the model.

There are two types of multipliers that can be calculated from this information: Type 1, which excludes induced effects, and SAM Multipliers, which include induced effects. Type 1 multipliers look specifically at

B2B transactions, while Type Social Accounting Matrix (SAM) multipliers take into account all effects generated by university spending. This report will focus on the Type SAM multipliers, which paint a more accurate picture of Western's impacts on the economy.

Bellingham MSA

Western’s total employment impact on the Bellingham Metropolitan Statistical Area is 3,381 jobs. This produces a SAM multiplier of 1.72, with a Bellingham MSA impact of \$549.6 million dollars, and a total input of \$511.7 million. The output generated shows a 7.4 percent increase in total impacts from the inputs of Western's operations.

Bellingham MSA		
	<u>Employment</u>	<u>Output</u>
Direct Effect	1,961	\$ 281,122,030
Indirect Effect	207	\$ 50,899,898
Induced Effect	1,213	\$ 217,561,778
Total Effect	3,381	\$ 549,583,707
Multipliers	1.72	1.95

Western’s employment impacts total 3,381 jobs, which accounts for nearly 4 percent of the entire Bellingham total nonfarm employment according to data from the Bureau of Labor Statistics. In 2022 Western employed 1,961 individuals, meaning that the employment output represents a 72 percent employment increase from Western’s direct employment.

Washington State

The Washington State outputs will always be much higher – due to the leakage that occurs in Bellingham. Since the Bellingham MSA is a small area that “imports” many of its goods from around the state, many of the city’s dollars go to companies and producers within Washington State. When Western spends money on goods, only a small percentage of it stays within the MSA, a much larger percent stays within the state, and the rest of it flows out to other points along the supply chain.

The total impact for Washington State is over \$1.2 billion, with a multiplier of 2.19, or a 119 percent increase from the inputs of Western’s operations. This is a 125 percent increase from the total Bellingham MSA impact or a \$687 million increase. The total employment impact is 6,893 jobs, generating a multiplier of 1.86, which means that for each individual Western hires or supports through spending, 0.86 additional workers are hired indirectly due to that economic stimulus.

Washington State		
	<u>Employment</u>	<u>Output</u>
Direct Effect	3,700	\$ 563,599,267
Indirect Effect	442	\$ 121,291,819
Induced Effect	2,752	\$ 551,816,114
Total Effect	6,893	\$ 1,236,707,200
Multipliers	1.86	2.19

Conclusion

Western Washington University spending has a multiplier of 1.95 for the Bellingham MSA and 2.19 for Washington State. While these two numbers will always differ due to the relationship between metropolitan statistical areas and states, a portion of this difference can be explained by the movement of graduates across the state. A significant portion (12.63 percent) of Western's impact is generated by graduate salaries and are not limited to Bellingham. For this reason, the Bellingham MSA model does not include this variable.

Western produces a large employment impact as well, accounting for nearly 4 percent of Bellingham total nonfarm employment. Western's direct Washington State workforce of 3,700 nearly doubles to 6,893 when accounting for the indirect and induced effects of Western's operations.

The outputs generated by this model are one method of attempting to capture the scope of Western's economic impact on both the Bellingham MSA and Washington State. As is the nature of data, there will be limitations both in what information is available and in the interpretation methods. This report serves to outline our best efforts to mitigate those limitations and aid in future impact analyses.

Further Reports

There are several pieces of information that would aid in closing the gaps in the currently-available data used in this report. While noting these do not improve the current analysis, it does develop a record of what shortcomings are acknowledged and noted for future analysis improvements.

Western, as with most universities, attempts to best utilize its resources to assist local and regional businesses and industries. One way this is executed on campus is through the shared use of lab space and other innovation related campus resources, which produces economic value through its promotion of innovation. Currently, Western is in the process of developing a method of accurately recording and calculating the economic impact of such partnerships, to be included in future impact reports.

Partnerships, both private and public, are utilized as a way to promote real-world engagement with students to enrich their education while simultaneously assisting local businesses, municipalities, industries, and communities. The benefits of these partnerships are often intangible but do produce indirect economic stimulus, which can be monetarily measured.

Finally, there are improvements to be made in the realm of salary data analysis, as Western's recent partnerships allow for better data collection and reporting of graduate outcomes. This information, combined with a more comprehensive look at the locations, industries, and salaries of recent graduates will allow for a more accurate representation of the impact that Western graduates have on both the Bellingham area and Washington State.

These shortcomings are recorded to promote the further development of accurate data collection and analysis methodology. It is our hope that these pieces will be included in future reports to better capture the extent of Western's economic activity.

MARKETING & COMMUNICATIONS

University Communications

Over the winter quarter, the Office of University Communications has supported the management of several on-campus issues while also working to develop and optimize its platforms and publications. Some highlights of this cycle include:

- Supporting an operational and reputational recovery plan for [dining services at Western](#)
- Messaging and information on campus safety and alert infrastructure
- Supporting University Marketing and Admissions in [ongoing FAFSA communications](#) via earned and social media:
- Developing and distributing a [news release](#) on WWU's Early Childhood Education accreditation
- Developing and distributing a [news release](#) on WWU being a top Fulbright producer
- [Securing coverage](#) on WWU's legislative achievements
- Building visibility and recognition of WWU's many talents in its student body, alumni, and faculty, including faculty stories on [Richard Hodges](#); [Emily Hardin](#); [Tesla Monson](#); student stories on [WWU students winning EduHacks](#) and many others featured on news.wvu.edu and window.wvu.edu and pitched to local, state and national media.

Last fall, the Strategic Communications Council (SCC) was established to make recommendations related to communications resources, infrastructure, ways of work, and PR strategies to the University Cabinet. The SCC is comprised of representatives from each administrative division. The SCC will begin sharing a council summary of its key issues, recommendations, and action points with the University Cabinet every quarter.

WWU News and Western Today

After a revamp in the summer of 2023, the WWU News portal is now being referenced as a news source on news.google.com, an important global aggregator and search tool for news stories. Before June 2023, almost no stories were picked up on Google News. In the last three months alone, WWU stories have received 22,700 impressions through Google News, and we expect this trend will only accelerate. We will begin measuring this as a regular item in this report starting in June 2024.

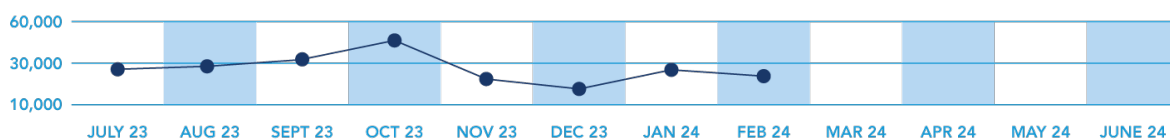
The team continues to receive a high volume of submissions from the campus community to be included in our 3x weekly Western Today send. Open rates are hovering around 30 percent. Western Today enjoyed its highest-ever open rate of 36.3 percent this past month. Total recipients are stable at 21,000 with a minimal unsubscribe rate.

Performance for WWU News and Western Today

Western Today/News Portal

Total Sessions: 50,290

Jan-Feb 2024 Data



- WWU News January sessions: 28,004
- WWU News February sessions: 22,286
- Total sessions: 50,290 (vs. 38,615 sessions for previous reporting period)
- Highest Western Today email open rate: 36.3% (all-time record)

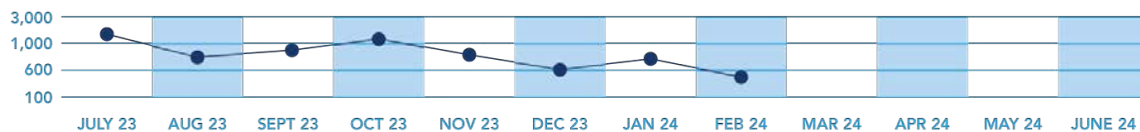
Most-read stories

- [Snow and ice expected tonight; here's what to expect](#) (5,216 views)
- [First blast of winter weather on the way; here's what to expect](#) (1,888 views)
- [June Fraser Thistle set to retire after more than 20 years at WWU](#) (1,256 views)

Earned Media

Total media mentions: 1,290

- January stories: 773
- February stories: 517
- Total stories (Jan-Feb): 1,290 (vs 1,418 for previous reporting period)
- Top-tier stories (statewide and national press): 2



Top Stories

- [‘Powerhouse baritone’ Western professor heads to Seattle stage](#) / CDN
- [Speaking Lushootseed: WA’s Indigenous curriculum may be renamed](#) / Crosscut Seattle
- [Penn State And Georgetown Lead The Nation For Fulbright Scholars And Students This Year](#) / Forbes
- Visit news.wvu.edu for more WWU stories and coverage information

University Marketing & Brand Strategy

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.

Completion of FAFSA Digital Campaign

In response to changes in FAFSA processes, University Marketing and Financial Aid developed strategies to help current students and families better understand the new application process. WWU ran FAFSA-focused digital advertising efforts from December through the end of February. The campaign, particularly the ads on Facebook and Instagram, achieved notable success, earning significantly higher click-through rates and conversions compared to our 2022 FAFSA campaign. This success is attributed to heightened demand for FAFSA-related information as well as the addition of an opt-in Request for Information (RFI) form for further details.

Although the digital campaign concluded on February 29, University Marketing will continue to provide support for Financial Aid leading up to the extended Priority Financial Aid Deadline on April 1.

DEC 1 - FEB. 29 FAFSA CAMPAIGN PERFORMANCE				
Strategy	Impressions	Clicks	Click-Through Rate	Conversions
Display	7,747,785	30,572	0.39%	31
IP Targeting	2,572,868	2,473	0.1%	23
Meta	1,442,654	7,966	0.55%	232

First-Year Undergraduate

Beginning in February, the University Marketing and Admissions teams transitioned from promoting applications to focusing on yield and generating interest for future admission cycles.

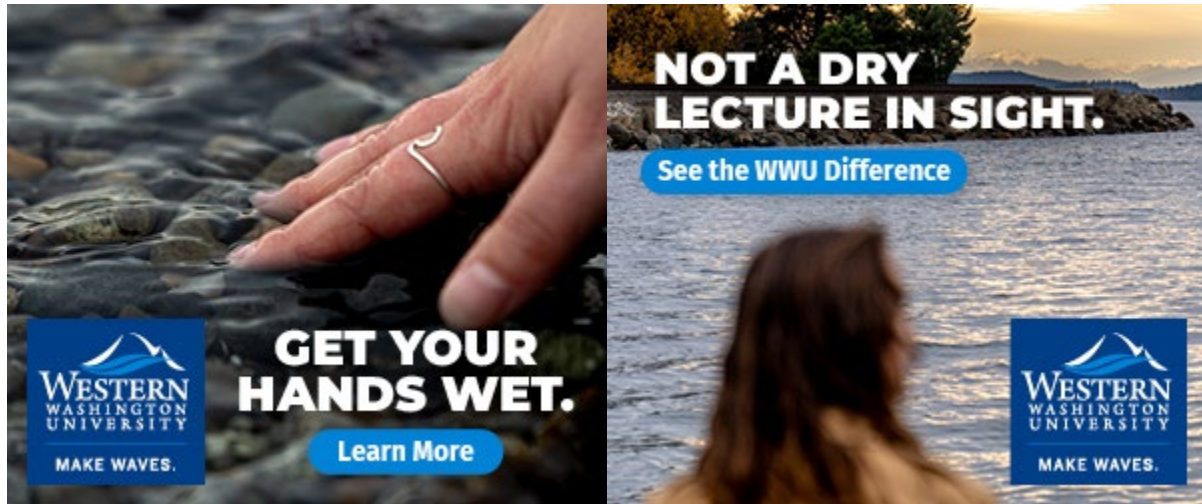
Yield marketing is an essential component of our campaign, as it focuses on converting admitted applicants into enrolled students. By fostering a sense of community and excitement, yield marketing builds strong relationships between students and the institution. This year’s yield ads include a nod to Taylor Swift lyrics, building on continued public interest in the performer and [the viral “Swiftquake” research led by WWU’s Jackie Caplan-Auerbach](#). Admitted students are encouraged to confirm their enrollment on [the Admissions website](#).

Yield Creative



The lead generation portion campaign was inspired by [recent alumna Caitlyn Blair](#). Born and raised in Colorado, Blair nurtured a lifelong fascination with Orcas and chose to attend WWU due to its academic offerings and proximity to the Salish Sea. In 2022, Blair graduated with a custom Fairhaven degree in marine ecology, place-based education and community engagement. She also minored in education and social justice, and Salish Sea studies. Blair now works for the Northwest Straits Commission where she is a program coordinator. Photos of Caitlyn provided the perfect scenic backdrop for the campaign’s display ads, while video Snapchat ads featured [snippets of Caitlyn’s story](#).

Lead Generation Creative



Our first-year undergraduate campaign is performing exceedingly well. As of March 2024, we've exceeded the number of first-year undergraduate conversions that were earned through the entirety of the previous fiscal year. PPC and Display are consistently outperforming last year's benchmarks in terms of conversion numbers. Snapchat continues to be a strong lead-generation tactic, though it has generated fewer conversions than last year.

FEB 1 - MAR 22 FIRST-YEAR UNDERGRADUATE CAMPAIGN PERFORMANCE				
Strategy	Impressions	Clicks	Click-Through Rate	Conversions
Display	404,635	156	0.04%	462
IP Targeting	417,938	873	0.21%	5
Snapchat	255,312	653	0.26%	10
PPC	47,000	8,578	18.25%	351

Transfer Creative

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 ran through February 29 and consisted of display, mobile location targeting, PPC, and Snapchat advertising.



While this year’s transfer campaign generated 230 conversions over its lifetime, it did not perform as well as last year’s transfer campaign. This dip in performance seems consistent with overall transfer application trends. University Marketing is working with Admissions to develop an effective marketing plan for next year’s admission cycle. This will likely include an emphasis on year-round inbound marketing strategies such as PPC and Clarity web pop-up interactions.

FEB 1 - FEB 29. TRANSFER CAMPAIGN PERFORMANCE				
Strategy	Impressions	Clicks	Click-Through Rate	Conversions
Display	95,908	36	0.04%	18
PPC	2,302	580	25.2%	77

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 developing design elements and ensuring adherence to Western’s brand standards.

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

- Academy for Lifelong Learning
- Bias Response Team
- Career Services Center
- Child Development Center
- Community Relations
- Education Leadership
- Education Leadership and Inclusive Teaching
- Emergency Management and Business Continuity
- Engineering and Design
- Ethnic Studies
- Information Technology Services
- Language and Culture Programs

- LGBTQ+ Western
- Morse Leadership Institute
- Multicultural Student Services
- Outreach and Continuing Education
- President's Office
- Print and Copy Center
- Professional and Continuing Education
- RN-to-BSN Program
- SEA Discovery Center
- Small Business Development Center
- Student Publications
- Tribal Relations Office
- University Communications
- Western Libraries
- Woodring College of Education
- WWU Athletics

Playbook Publication Print Ad - Outreach and Continuing Education

EMBARK ON A SEASON OF LEARNING
Discover diverse educational opportunities at Western. Start your journey today!

PROFESSIONAL AND CONTINUING EDUCATION
Return, Learn, Grow, Lead!
Start your journey toward a better career! Explore online courses in business, IT, project management and more. Payment plan and scholarships available.
Are you interested in customized courses or team training? Contact pro@wwu.edu.

SUMMER SESSION
Online • Field
Summer Session is open to the community! Register as a community member and explore hundreds of programs. Enjoy small classes in various formats, including face-to-face, hybrid and online.
May Registration Opens June Classes Start

ACADEMY FOR LIFELONG LEARNING
Learning is a Lifelong Opportunity
Learn, grow and create new connections – whether you're age 16, homebound or 70+, still seeking personal and/or professional and/or cultural programs in a friendly, relaxed environment.
Join us for our new 10-part Artificial Intelligence lecture series!

Discover Professional and Continuing Education. Scan the QR code, or visit pro.wwu.edu

Learn More about Summer Session. Scan the QR code, or visit summer.wwu.edu

Explore Academy for Lifelong Learning. Scan the QR code, or visit www.wwu.edu

Western is an equal opportunity institution.

Talk with President Sabah - The President's Office

ALL WESTERN PRESIDENTS ARE INVITED TO

TALK WITH PRESIDENT SABAH

WITH special guest
WYNNA MERRY
of **WYNNA MERRY & ASSOCIATES** (Seattle, WA)
an **Entrepreneur** magazine and **Entrepreneur** magazine
Entrepreneur magazine and **Entrepreneur** magazine

📍 **Writing Union**
6th Floor Lobby

📅 **Thursday, April 4**

🕒 **12:00 - 1:00 pm**

🍷 **FREE SANDWICHES & COFFEES**

Western is an equal opportunity institution.
© 2024 Western Washington University. All rights reserved.

Visual Media Production

New Equipment and a New Studio B

The OM 370 Suite is becoming unlike any other suite on campus as it will have multiple studios, offices, gear storage rooms, and editing areas in a single suite, in the middle of Old Main. Studio B (OM370D) houses a space for editing while the other 70% of the space will house a “Black Box” studio space. Black velvet curtains will partially wrap around three of the four walls, going up to ten feet tall. They will be installed on a Varipole system, which allows for easy modularity and efficient moving if needed. The curtains will be on a rod system, so when not in use, the room can look and operate more like a traditional meeting space or office. Now that our cameras from Studio A are 4K and on wheeled dollies, those cameras can roam from one studio to the other.

The space is much larger, at over double the size of Studio A, so will easily allow for roundtable discussions, MOOC-style educational content, and small panels to be shot with relative ease. Surplus lighting will be used to outfit the space and our new 85” TV can also be wheeled into Studio B easily to allow for an interesting set piece or screen to act as a backdrop. We are hoping to have the materials ordered and installed by mid-April.

Creating Content & Telling Stories

VMP has continued its great work in advancing WWU to the local community and the world. We have had a diversity of projects that have taken us all over our region and with a novel approach to video production, we have even begun to shoot material in the west African country, Benin, for a current production to support the WWU Energy Studies program. This material is being shot by the student himself, Olivier Singbo, who was taught the basics of video production and composition by the URM team and is using his 4K camera phone to assist in telling the story visually.

Additionally, we will be notified of Northwest EMMY nominations in April. We submitted 13 different projects from 2023 into various categories. We hope that any potential nominations will not only elevate our production work across campus, the region, and the state but also garner additional interest from prospective students via name recognition.

We have also continued our work in telling student stories and have recently completed two additional interviews and have three more being scheduled soon, which will be used across our channels and campaign work.

Spring Production Imagery & Work Study Student

Spring has sprung and we have begun our annual mission of documenting the campus returning to a more active and vibrant glory. This Spring Quarter that work will continue and even accelerate as we will be adding a Work Study student worker to our team to exclusively work on capturing authentic and interesting student imagery for use across all WWU mediums and channels.



Projects Recently Completed:

- [Western Recap: Cherry Blossoms Emerge!](#)
- [Western Recap: Cold Plunge Club!](#)
- [Alum Spotlight: Caitlyn Blair \(Salish Sea Graduate\)](#)
- [Faculty Spotlight: Richard Hodges \(Seattle Opera & Vocal Studies Professor\)](#)
- [Student Spotlight: Melaku Akawold \(Music / Woodring Student\)](#)

Projects in Production/post-production

- Northwest Avalanche Center x WWU – Snow School
- Love Letters: Catharine Stimpson Interview
- Student Spotlight: Lily Duong
- Student Spotlight: Hannah Thorp
- WWU Energy Studies Student Spotlight: Olivier Singbo (from Benin, working on Off-grid solar project to help his family)
- Above Bellingham 2.0 (Drone video, showcasing the WWU community)
- Sculpture Garden Short Documentary
- WWU Building Repository

Future/Potential Projects about to begin:

- Various photographic assignments for Window, President's Office, Excellence Awards
- Fairhaven Studio Build & Tour
- Longhouse Planning & Building Documenting
- Tony's Coffee branded blend partnership with WWU
- Meet The Deans Series
- Student Spotlight: Ermias Hagos
- Student Spotlight: Renee Rocket
- Outdoor Center Field Experiences

Web Communication Technologies (WebTech)

Summary February – March

We are pleased to report that we have completed our server migrations allowing us to begin conducting upgrades to our web platforms that will bring speed and content authoring improvements as well as improved security maintenance.

First launched on this new server infrastructure is the improved website for [Western on the Peninsulas](#). This new site takes information that had been on a variety of pages and gives current and prospective students a comprehensive one-stop site to engage with Western. The launch of this site also allowed us to add location filters to the [degree discovery page on Western's institutional site](#), allowing prospective students to identify what degrees are offered near where they reside.

In addition to the Peninsulas website launch, the [Leadership and Community Engagement](#) website was published as well as a [local vendors showcase](#). A small handful of sites were migrated from various platforms onto those managed by WebTech, including the [Center for Cross Cultural Research](#), the Innovative Teaching Showcase, and the new discount [Hotel directory](#).

Behind the scenes, we also updated over one hundred URL rewrites for the teaching handbook after their website transition. The handbook has been published and updated for many years. After the update, the director of the center that oversees it received kind words from another at a different university, "...I am so impressed by the Teaching Handbook; what an incredible investment of time and energy to create. We have sent out tidbits over the years but have yet to collect them in such a clean and searchable way."

We also finalized further improvements to our accessibility and user experience testing using a tool called Cypress. The cypress tooling allows to catch potential experience issues before releasing code to the public web.

WebTech's accessibility coordinator continued to have an impact this past quarter with current students and faculty beyond technical website and software assessment. A brief sampling:

- Supervised two Internet Studies Center (ISC) interns in developing a tool to describe images using existing artificial intelligence large language models.
- Met with global information system and technical writing students weekly to discuss the Accessible Mapping project led by the Spatial Institute faculty.
- Attended the Institute for Critical Disability Studies curriculum sub-committee twice to reinforce the need for all professors to create accessible curricula so that students have equitable access to education.

Institutional Website Traffic

Traffic continues to be trending in a positive direction. Traffic to the [degree discovery pages](#), is up 8.34%, nearly eclipsing 100,000 visits from February 1st – March 25th of 2024 compared to the same time last year and traffic to the catalog is up 49.81% which indicates a lot of interest in the specifics of programs.

Strong interest in the staff careers webpage and the visit landing page up 55.73% from February 1st – March 25th of 2024 compared to the same time last year this is great to see with the addition of the new hotel discount content.

Prospective students are busy reviewing the content relevant to their academic planning including term dates, registration calendar, transfer landing page on admissions, scholarships page, browse

classes, and the admitted student day landing page all vaulting into the top 30 pages across all of Western site visits.

Across all Western websites, average engagement time from February 1st – March 25 of 2024, again increased compared with the prior period with visitors now spending 1 minute and 43 seconds per page. Views increased to 3.5 million.

UNIVERSITY RELATIONS

Community Relations

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

Hotel Discounts for WWU Guests

The University has partnered with 15 Bellingham and Whatcom County hotels to offer special discounts, up to 20% off list price, to WWU guests. Discounts are accessible via a newly created [discount web page](#) hosted on WWU's website. WWU departments have been encouraged to share this page with any invited guests including the Office of Admissions, New Student Services and Family Outreach, Advancement, Athletics, and Registrar's Office who collectively bring more than 40,000 guests to Bellingham each year. Additionally, customized booking links are embedded in the discount page informing hotel staff which guests are visiting WWU so they can provide a special welcome at check in.

Community Relations has also provided an annual calendar of key WWU dates, including Admitted Student Day, move-in weekend, Parents' Weekend, and commencement weekends, to hotel partners so they can staff and decorate hotels accordingly. Community Relations also works closely with Bellingham Whatcom County Tourism to ensure that hotel partners are stocked with WWU maps and other important guest information.

APIDA Heritage Month

The director of Community Relations facilitates the Community Coalition for Cultural Recognition which is a growing 10-member institutional partnership that hosts the community's MLK Day, Indigenous Peoples' Day, and Asian Pacific Islander Desi American (APIDA) Heritage Month celebrations. The 2024 APIDA Heritage Month celebration will occur on Tuesday, May 14 and will be held at Whatcom Community College. This year's free event themed, "Connected Roots to Collective Futures" will feature food, artwork, vendors, and speakers from local APIDA community members and businesses.

Supporting Local Organizations

The director of Community Relations attends multiple events throughout the year while representing WWU. Attending these events boosts WWU's visibility as a community partner while providing opportunities for future connections with industry, community leaders, and nonprofits. Some recent examples include:

- Chamber Breakfast – The director of Community Relations served as the emcee of the March Bellingham Regional Chamber of Commerce Networking Breakfast on March 8, 2024 centering WWU in front of more than 100 community and business leaders.
- WBA Awards Dinner Table Host – Community Relations partnered with University Advancement to purchase and host a WWU table at the Whatcom Business Alliance Annual Awards Dinner held on March 15, 2024. Guests included community leaders, donors, and WWU staff.

- NWYS Table Host – The director of Community Relations served as a table host for the Northwest Youth Services Annual Luncheon held on March 27, 2024. Guests invited included WWU staff who partner with NWYS and community donors.

The director of Community Relations also attended the Economic Development Alliance of Skagit County's Forecast Night, the Economic Alliance of Snohomish County's Economic Forecast Luncheon, and the Bellingham Regional Chamber of Commerce's "Future of Energy" Speaker Series where multiple industry connections were made.

Tribal Liaison

Events and Planning

House of Healing longhouse planning and development continues to progress with the upcoming blessing and ground-turning event to be held on April 11, 2024, at 4:00 pm at the site in the Sehome Hill Arboretum. The HOH Longhouse Committee along with the Tribal Liaison are anxious and proud to announce this momentous occasion.

It is expected for the building to be completed by late summer or early fall of 2025. The planning and development for the construction phase continues to be a weekly process of meeting with the WWU HOH Steering Committee.

The Tribal Liaison has continued to work with Hafthor Yngvason, Western Gallery director, and Michael Sweney of the Washington State Arts Commission, to secure Native artwork for the longhouse, including an additional project to commission a Native artist to carve two doors or poles for the entryway. The selection of an artist will be decided by the spring of 2024. The Tribal Liaison is happy to report that Hafthor was able to secure additional funds of \$14,500 to allow for a more extensive project. More about this project will be forthcoming as the process continues.

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

The Tribal Liaison continues to be actively involved in consultation with students, staff, faculty, and administration regarding issues and policies related to tribal nations and building pathways for inclusive and collaborative relationships.

The Liaison also meets with the WWU Native American Graves Protection and Repatriation Act (NAGPRA) Advisory Committee to assist in ongoing communication with local tribes involving the Native remains that WWU holds. Recently the Tribal Liaison and President Randhawa met with the Lummi Indian Business Council to provide an update on the NAGPRA issue and provide an update on the House of Healing project.

State Department of Commerce Project

The Tribal Liaison has joined a project in collaboration with WWU's Center for Economic and Business Research (CEBR) and the Washington State Department of Commerce for a study that analyzes the future economic impact of oil refining in Washington State and likely outcomes for Washington refineries, refinery workers, and refinery communities which include several local tribal communities.

The Washington State Department of Commerce was directed by the legislature to conduct the study which will be distributed to the energy and environment committees of the state legislature by December 31, 2024. The study is not intended to provide recommendations about additional policy decisions related to refineries but rather is focused on generating key data about current and projected economic conditions that can be assessed by the legislature and other key stakeholders.

CEBR and the Tribal Liaison will work with the Department of Commerce including Commerce’s own Tribal Liaison to direct the tribal engagement approach for this work, including gathering input at the outset of the work. Formal consultation will take place on a government-to-government basis by Commerce staff as needed. Less formal tribal meetings and discussions will be conducted by the consultants and/or Commerce staff as agreed with Commerce and the department’s Tribal Liaison.

Small Business Development Center

WWU SBDC Bellingham Q1 Highlights

Businesses Served	Q1 2024	Q1 2023	YTD 2024
Business Counseling Received	254	181	254
SBDC Sponsored Training Participants	23	8	23
Information or Resources Provided	22	81	22

Clients’ Economic Impacts	Q1 2024	Q1 2023	YTD 2024
Capital Formation	\$0.67M	\$4.7M	\$0.67M
Business Starts	7	9	7
Jobs Created or Retained	25	573	25

Note: These are preliminary figures subject to adjustment. Edited figures will be provided in the Q2 report if appropriate.

January – Mid-March Highlights

Sustainable Connections Eat Local First Trade Meeting: Panel Presentation

The Eat Local First Trade Meeting brought together over 200 local food and agricultural professionals. This all-day event created space for farmers, fishers, chefs, grocery buyers, distributors, and others to display their products and network with other industry members at the Trade Show. Certified Business Advisor Asche Rider, Marketing Coordinator Allijah Motika, Community Business Development Director, and Certified Business Advisor Dr. Liliana Deck attended this event. Dr. Deck presented as part of a panel of local business professionals. Each member of this five-person panel highlighted different ways for small businesses to tell their stories. Through this presentation and our team’s attendance, we were able to share our services with many business owners and further integrate into the local food and agriculture community.

Kitsap Women’s Summit Workshop Series

Our team was honored to support the Kitsap Women’s Summit hosted by the Greater Kitsap Chamber of Commerce. In the weeks leading up to the conference, Kitsap Center Director and Certified Business Advisor Joyce Oswald and Associate Business Advisor Melissa Tanno organized three pre-summit workshops. These workshops focused on early startups, women transitioning from military service to entrepreneurship, and government contracting. We are grateful for the assistance of APEX Accelerator, the Small Business Administration, and the Office of Minority and Women’s Business Enterprises for their participation in the workshops and to the Washington State Department of Commerce for sponsoring these efforts.

Presentations – Whatcom

- New Business Regulations for 2024 presented to Women’s Professional Network
- Sustainable Connections Eat Local First Trade Meeting
- WWU SBDC Community Engagement Strategy in Whatcom County presented to Washington State Department of Commerce – Small Business Resiliency Network
- Overview of WWU SBDC Services presented to the Latino Advocacy Leadership Association Spring meeting at Whatcom Community College
- Overview of WWU SBDC Services presented to the incoming class of “My Own Business Institute” hosted by the Economic Development Alliance of Skagit County
- Beneficial Ownership Information and Overview of WWU SBDC Services presented to Ferndale Chamber of Commerce

Presentations – Kitsap

- Business Help for Small Farms webinar
- Understanding Beneficial Owner Information Reporting Requirements for Small Businesses webinar
- Tax Tips for Small Business to KCR “BE\$T” Class
- Tax Tips for Your Small Business, Hosted at Kitsap Credit Union
- Kitsap Women’s Summit and pre-summit workshops:
 - “New, Mobile, Military Female Entrepreneurs”
 - “Demystifying Government Contracting for Female Entrepreneurs”
 - “How (and Why!) to Get Certified as a Woman-Owned Business”

Continuing Education – Whatcom

- Digital Marketing Science – 10-week intensive digital marketing course offered to WWU staff
- Employment Law and Employee Handbooks - presented by Davis Wright Tremaine LLP
- Search Engine Optimization Matters & Best Practices for Local Businesses – webinar presented by Intellitonic
- Washington State Department of Labor Industry Trainings on Workers Comp, Paid Sick Leave

Continuing Education – Kitsap

- Washington State Department of Labor & Industries Essentials in English & Spanish
- Washington Association of Accounting and Tax Professionals Meeting
- Mental Health First Aid Training – presented by Western Washington University
- Legal Update, Court Rulings and Employment Trends - Presented by Catharine Morisset, hosted by West Sound Human Resources Management Association
- Webinar: Strategies to Support People with Developmental Disabilities and Brain Injury to Achieve Goals Through Small Business Ownership – Webinar presented by the Disability Employment TA Center
- Beneficial Ownership Information Reporting Requirements – U.S. Treasury Financial Crimes Enforcement Network

Washington Campus Coalition for the Public Good

Governor Inslee selected Western student **Shatha Abbas** as the runner-up for this year’s Governor’s Student Civic Leadership Award. Ms. Abbas demonstrates civic leadership and service as a leader within her Arabic community working diligently to promote education and cultural identity. As the program coordinator, director, and instructor of the Iraqi Community Center of WA Arabic

School, she works closely with immigrant families teaching them about the education system they are embarking on while sustaining the one they know. The program currently has eight teachers and 90 students, ages 5-14. Students learn reading, writing, listening, and speaking in Arabic. In addition to her administrative involvement, she develops lessons, instructional materials, and progress monitoring/assessments for the program.

Ms. Abbas is a Bilingual Teaching Fellow at the Woodring College of Education and is pursuing her elementary education teaching credential with an ELL/Multilingual or Dual Language endorsement as she completes her BA degree. She works full-time for the Kent School District and takes full-time Western classes in the evening at the Renton site. Her long-term goal is to start and teach an Arabic dual language program in the Kent School District.

Shatha began her journey toward leadership as a volunteer with the Kent Refugee Center, as an advocate for Kurdish human rights, and through engagement with the Iraqi Community Center of Washington. Within the Kent District, she began as a parent volunteer and then an interpreter working closely with immigrant families, teaching them about the education system. She began her instructional work with Kent as a substitute teacher in 2016 and as a paraeducator in 2017.

She currently works as a full-time paraeducator at Kent-Meridian High School, supporting multilingual learners and special education students.

Ms. Abbas will be recognized at this year's Student Civic Leadership Awards ceremony on April 19, 2024, at the Museum of Flight in Seattle, WA.

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost and Executive Vice President
Brad Johnson

DATE: April 11, 2024

SUBJECT: **Professional Leave Report**

PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for AY 2024-25 and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also outlines the process established to review applications and make award determinations.

The Professional Leave Advisory Committee is an all-university body comprised of six faculty members who have taken professional leaves within the past few years. Professional leave applications are examined first at the department level, then by the dean (and, in some colleges, the college's professional leave committee), before being forwarded to the Provost's Office and the university-wide Professional Leave Advisory Committee. The Professional Leave Advisory Committee recommendations receive final review and approval by the Provost.

Per Section 10.6.1 of the faculty Collective Bargaining Agreement, the Committee relies upon the following criteria in making its recommendations:

Academic or scholarly significance; soundness of design, procedure, or operational plan, including clear objectives and timeline; relationship of planned activity to individual's area of study and professional development; expected outcomes and benefits, including dissemination of results; evaluation of applicant's ability to achieve the proposed goals; and value of the project in terms of academic benefits to the institution upon the applicant's return from the leave.

For AY 2024-25, faculty requested 178 quarters of leave, and we were able to award 107 quarters due to state law (RCW 28B.10.650). Each application was afforded a careful and thorough evaluation based upon the merits of the application and the expected benefits to the individual, department, and the University per the Collective Bargaining Agreement.

Faculty Name	College	Department
Alex Egner	FPA	Design Department
Andrew Berget	CSE	Mathematics Department
Andy Peterson	WL	Western Libraries
Anne Riggs	HSS	Psychology Department
Antonya Gonzalez	HSS	Psychology Department
Anu Singh-Cundy	CSE	Biology Department
Brian Bowe	HSS	Journalism Department
Brooke Love	ENV	Dept of Environmental Sciences
Bruce Hamilton	FPA	Music Department
Cara Jaye	FPA	Art & Art History
Carolyn Nielsen	HSS	Journalism Department
Ceci Lopez	FH	Fairhaven Gen & Admin
Charles Patterson	HSS	Mod and Class Lang - Lit Dept
Christie Scollon	HSS	Psychology Department
Christina Keppie	HSS	Mod and Class Lang - Lit Dept

Clayton Pierce	FH	Fairhaven Gen & Admin
Clint Spiegel	CSE	Chemistry Department
Colin Amos	CSE	Geology Department
Cornelius Partsch	HSS	Mod and Class Lang - Lit Dept
Cristina de Almeida	FPA	Design Department
Cynthia Camlin	FPA	Art & Art History
Cynthia Horne	HSS	Political Science Department
Dan Howard-Snyder	HSS	Philosophy Department
David Hooper	CSE	Biology Department
Dietmar Schwarz	CSE	Biology Department
Dipu Gupta	FPA	Theatre and Dance Department
Ely Shipley	HSS	English Department
Eric DeChaine	CSE	Biology Department
Ethan Bushelle	HSS	Global Humanities & Religions
Gordon Chalmers	HSS	Health & Human Development
Hunter Price	HSS	History Department
Imran Sheikh	ENV	Dept of Environmental Sciences
Jackie Caplan-Auerbach	CSE	Geology Department
Jane Wong	HSS	English Department

Jason Query	CBE	Economics Department
Jessica Cohen	CSE	Mathematics Department
Jessyca Arthur-Cameselle	HSS	Health & Human Development
Joe Gosen	HSS	Journalism Department
Johann Neem	HSS	History Department
John Gilbertson	CSE	Chemistry Department
John Rybczyk	ENV	Dept of Environmental Sciences
Jonathan Miran	HSS	Global Humanities & Religions
Julian Wu	HSS	Mod and Class Lang - Lit Dept
Kate Darby	ENV	Department of Environmental Studies
Katherine Anderson	HSS	English Department
Kimberly Peters	HSS	Dept Communication Science Disorder
Laura Laffrado	HSS	English Department
Lina Dahlberg	CSE	Biology Department
Mariana Smit Vega Garcia	CSE	Mathematics Department
Marion Brodhagen	CSE	Biology Department
Massimiliano Tomasi	HSS	Mod and Class Lang - Lit Dept
Meg Warren	CBE	Management Department
Michael Tsikerdekis	CSE	Computer Science Department
Michael Wolff	HSS	Political Science Department

Milica Jelaca Jovanovic	FPA	Music Department
Monique Kerman	FPA	Art & Art History
Nicole Brown	HSS	English Department
Paqui Paredes Mendez	HSS	Mod and Class Lang - Lit Dept
Pedro Cameselle-Pesce	HSS	History Department
Peter Pihos	HSS	History Department
Qiang Hao	CSE	Computer Science Department
Ricardo Lopez-Pedrerros	HSS	History Department
Rita Daniels	HSS	Communication Studies Department
Robin Kodner	ENV	Dept of Environmental Sciences
Roger Thompson	HSS	History Department
Ryan Wasserman	HSS	Philosophy Department
Sandra Alfes	HSS	Mod and Class Lang - Lit Dept
Sara Baskentli	CBE	Finance and Marketing
Sarah Zimmerman	HSS	History Department
Seiko Purdue	FPA	Art & Art History
Shantala Samant	CBE	Management Department
Stefania Heim	HSS	English Department
Steven VanderStaay	HSS	English Department
Thanh Le	CSE	Physics - Astronomy Department

Tim Kowalczyk	CSE	Chemistry Department
---------------	-----	----------------------

Travis Cram	HSS	Communication Studies Department
-------------	-----	----------------------------------

Yanara Friedland	FH	Fairhaven Gen & Admin
------------------	----	-----------------------

One-Sentence Description

Complete two projects: a new modular workbook for teaching graphic design; and an art/design exhibition titled "The Menagerie of Whimsy and Sadness".

Attend Institute for Advanced Study special year on Algebraic and Geometric Combinatorics, and perform basic research on positivity in the theory of matroids.

To improve the findability and accessibility of campus spaces for students by expanding "Find a Space" to other areas of the campus and adding accessibility features; also to document and share both the process and the results of this work.

To conduct a research fellowship in Munich, Germany to study children's normative reasoning and behavior.

Conduct two studies at UBC under the Engendering Success in STEM grant examining children's explanations for gender inequality in STEM fields and the relationship between these beliefs and children's career-relevant stereotypes, values, goals, and behavior.

To conduct technically challenging but transformative research on pollen-pistil interactions, with potential to provide new tools and new directions of inquiry in the discipline and significant value in crop breeding.

Conduct research related to Palestinian journalism education, contribute to journalism curriculum development, and collaborate on research projects with colleagues, building on the first Fulbright grant segment at An-Najah National University.

Apply the skills and tools of proteomics I have recently been learning to enhance a multidisciplinary collaboration seeking to understand impacts of stormwater runoff on Chinook salmon and prioritize which contaminants of emerging concern must be addressed most urgently.

To create a significant new work that fills a hole in my portfolio and allows me to grow on multiple fronts (choral writing, microtonal theory, microtonal notation), all of which will positively impact my creative life and my teaching.

To create new visual artwork regarding critical issues of climate change that will generate emotional responses, create personal connections, and engages with these issues in a lasting manner.

To perform ethnographic newsroom research and semi-structured interviews exploring how Danish reporters and editors approach immigration coverage; examine how the U.S.-born Hearken platform for audience-engagement journalism is incorporated into European newsrooms; survey Danish undergraduate students about why they want to be journalists; and contribute four articles about my findings to the body of Journalism Studies scholarship.

To act as lead co-editor and contributor for a book manuscript.

To complete a sample chapter and book proposal for a study of the Noah's Ark story in early modern Spain and its role in the construction of racial, national, and imperial discourses.

To complete my book, Rethinking Health: Radical Implications from Contemporary Interdisciplinary Research, which is under contract with Routledge.

To produce deliverables from two small ancillary projects and conduct the necessary fieldwork for a study and eventual book project on ethnocultural vitality of northern Maine.

To write and submit for publication a research article that develops decolonial pedagogical practices to be applied in land-based environmental educational settings as well as to use these findings to create one new course offering and re-develop another.

To gain technical expertise in an emergent structural biology method called 'cryo-EM', to collect preliminary data for, revise, and resubmit an NIH R01 grant proposal to support research in my group, and to revise and resubmit an NIH U-RISE undergraduate training grant that focuses on a diverse student population.

To conduct research on active faulting, plate boundary development, and associated earthquake hazards in Cascadia and New Zealand, directly tied to my two current NSF grants.

To complete a new edition of an elementary-level German textbook, with a new publisher and on a new platform.

To develop an artist book that critically explores the images and graphic styles employed to promote industrialized agriculture in the early 20th century Pacific Northwest.

Through paintings, writing and community engagement, this project will reflect on the wonder and beauty of peatlands, trace cultural dispossession and dismemberment of these lands, share knowledge about peat's unique capacities for carbon storage, and create opportunities for intimacy with places long considered wastes.

To research and write on the case of Hungary in support of a larger collaborative research project on Competing Pasts and Transitional Justice in Post-Communist Countries.

To finish writing a book, Faith and Faithfulness (contract, Oxford University Press, due December 2025), and to finish editing an annotated anthology, Faith: An Interdisciplinary Reader (contract, Bloomsbury Press, due August 2025).

To update my skills in GIS analyses and working with the APEX and Nutrient Delivery Ratio models of watershed nutrient dynamics.

Reinvigorate my work on the evolutionary ecology and genetics of the apple maggot fly and relatives.

To learn Grasshopper, a visual programming language for 3D modeling, and substantially revise and expand an article on 3D printing with the updated material.

To complete my third book, Feast in the Hollow.

To be trained in the GLORIA protocol while performing botanical research; and to write a collaborative NSF proposal for an international research program on conserving rare and endemic mountain plants.

To complete a draft of my book manuscript.

To study how/if the neural feedback from ankle muscles is adjusted when you must stand and balance with your eyes closed.

To conduct fundamental archival research and field work for my new book manuscript, titled "The LeConte Legacy: Slavery, Science, and American Memory" and to draft a book proposal, outline, two chapters, and one peer reviewed journal essay based on that empirical work.

To investigate and enable lowest-cost pathways to reduce emissions from space and water heating in residential buildings.

With colleagues, write a popular science book that teaches about earthquakes and earth science through storytelling and cartoon, and expand my research into episodically disruptive volcanoes in the submarine and subaerial domains.

To write and complete my fourth book, entitled "In the Future We Held Each Other".

To create a more inclusive classroom by gaining international teaching experience and further my research agenda by meeting international academics.

To develop, test, and refine materials for K-12 classrooms that integrate the history of mathematics into the mathematics curriculum.

Conduct an experimental study on the self-talk of athletes from two different cultural backgrounds, entitled "Basketball players' self-talk, performance, and persistence: A crosscultural investigation," as well as a follow-up qualitative study on a subset of participants, to learn more about their lived experiences playing professional sport outside of their nation/culture of origin.

A documentary project focused on the Sikh community in Whatcom County.

To conduct research in archives in Massachusetts and Michigan in order to complete chapters for my book "Public Work: The Daily Life of American Democracy."

Travel to the U of Oregon to learn oxoanion binding and reduction techniques to be implemented for the reduction of pervasive environmental pollutants.

To establish a sea level rise sentinel network for the Puget Sound.

To co-edit a book entitled 'Slavery and the Slave Trade in the Red Sea Region, 7th-20th c' to be published in the prestigious series 'Studies in Global Slavery'; and write two original research articles and the 'Introduction' to the edited book.

To complete a book entitled "Uncollected letters of Ruen Ren Chao and His Contemporaries", an annotated collection of over 200 English and Chinese private letters between Chao and his contemporaries in Western and Chinese academia.

To better understand how household food provisioning (gardening, foraging, hunting, and fishing) can be seen as a form of food sovereignty in Whatcom County; to engage students in a qualitative social science research project; and to complete a small pilot study that can be used to apply for external funding for a larger study

To develop my second book project, "Weaponizing Mass Destruction: Planetary Biohazards at the Ends of Empire", through research including archival research in London at the National Archives and British Library, and writing the first chapter.

To collect data at participants' homes for the research study "Parental Engagement, ToM, Language, and Executive Functioning".

To continue the writing of the first professional biography of celebrated Pacific Northwest author Ella Rhoads Higginson.

To write and publish recent data and open new avenues of research into cell stress responses while reinforcing connections to a major foreign research institution to strengthen study abroad and research opportunities for WWU students.

To complete two big research projects, publishing at least 3 extremely high-quality papers.

To optimize GC-MS methods on a newly purchased instrument, and compile and submit a successful NSF grant proposal in the Plant Biotic Interactions program, for a Mid-Career Advancement award.

To participate in a joint research project at the University of Rome and conduct research on Japanese author Endō Shūsaku (1923-1996) at International Christian University in Tokyo.

To write a book on social justice allyship in the workplace for a business audience.

To implement a version of PISCES (teaching network security monitoring on real-time data) in Greece and to compare/contrast the efficacy of the approach based on the teaching protocol and other sociodemographic differences.

To fully develop a book manuscript and seek a contract to publish it.

To discover, research, prepare and perform works by marginalized composers, focusing on 20th and 21st century female artists from Serbia and broader Balkan region; share these via performances and presentations, both in Serbia and elsewhere; and bring this culture back to WWU and nationwide.

To complete the research in Lyon, Paris, and Marseille necessary to write my proposed book-length manuscript on contemporary French artists of African descent, and to draft chapters 2-5.

To complete the necessary research and writing for a book project on the rhetorical force of the Southern Resident Killer Whales (SKRW) co-constituting a public sphere entangled with human and beyond human agents.

To research and write one article about El Caballero de las Botas Azules by Rosalia de Castro.

To conduct archival research at Uruguay's National Library for a book project about sport and society in Uruguay between 1924 and 1950.

To finish my book manuscript, "Good Cops: The Afro-American Patrolmen's League and the Politics of Policing."

To take on a research project that explores the identification of student struggles in large-scale computer science courses on a real-time basis, and how to provide effective adaptive help to the identified struggling students.

To finish a book manuscript and prepare two new courses.

To concentrate exclusively on completing a subsequent plethora of research projects I started during the 2022-23 academic year.

To work with colleagues in Europe through an international consortium of snow algae scientists to adapt and expand the scope of The Living Snow Project, a citizen science program I founded and run out of my lab at WWU, to Europe

Prior to donating it to Yale University, prepare for publication as a book, and write a "life-and-times" introduction to, the Yale College and Amherst College journals, 1861 Civil War diary, and other personal materials contained in a single bound volume kept by student, teacher, and Confederate soldier Henry Martyn Cheavens (1830-1920) in the years from 1849 to 1861.

To research and write one new paper on counterfactual conditionals and to rewrite and submit one old paper on the topic.

To research, write, and finish one peer-reviewed contribution for a new, multi-year project in Holocaust Literature.

Execute two projects related to my ongoing research on consumer wellbeing and develop new research partnerships, utilize new research methodologies, and contribute to WWU's visibility which will benefit our students.

Collect family histories on Gorée Island (Senegal), integrate them into a nearly complete book manuscript, and submit "Women Making Memory and History: Slaves, Citizens, and Custodians of World Heritage on Gorée Island," to Ohio University Press.

Research specific local textile processes and natural dyes as well as focus on art-making through artist residencies in Japan and Italy, engaging in cultural exchange through shared art practices.

To work on a research project and potentially produce two impactful, top-tier journal publications.

To make significant headway on my scholarly book: "As a Poet: Muriel Rukeyser's Interdisciplinary Imagination".

To complete a book, "How Schools Save Lives: Teaching for What Matters Most", and to begin a second book, "Street Lives: Oral Histories of Homeless Americans."

To conduct and publish the research, strengthen existing collaborations, foster new collaborations, and secure grant funding.

To integrate selected methods in machine learning and electronic structure into our pipeline for simulation and discovery of solar thermal fuels.

To generate a rhetorical history and argumentative analysis of competing uses of the upper Skagit River watershed in Western Washington.

Adapt my book project "Book of the Sleepless" into a film script and direct the film, "The Night", in collaboration with two filmmakers in Germany.