TO:        Members of the Board of Trustees
FROM:     President Sabah Randhawa on behalf of Melynda Huskey
DATE:     October 13, 2023
SUBJECT:  Enrollment Management
PURPOSE:  Information Item

I. Enrollment

Last year, when Western matriculated the largest class of new first-year students in its history, we
recognized that our experience differentiated us from the other regional public institutions of higher
education, and we understood that as a strong sign of recovery from the pandemic. With the small
Fall 2020 cohort of students cycling through and now in their fourth year of study, some recovery in
retention, and another year of new first-year numbers that exceeds anything Western had
experienced prior to the pandemic, our trajectory provides a strong reason for optimism in Western’s
future.

Strategic Enrollment Management (SEM) Planning
Our Strategic Enrollment Management planning effort will continue through much of this academic
year, all while 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 focusing on
their plan for the year and taking necessary steps to address pressing issues while committing to the
work of institutional planning. President Randhawa and university leadership are prioritizing their
direct involvement in enrollment discussions. Conversations around retention strategies are taking
place across campus and deep into our organizational structure, and we continue to think about the
challenge of corralling those office or department-level strategies and incorporating them into the
larger institutional effort on SEM planning.

Summer 2023 Enrollment
As census day for summer (Tuesday, August 15th) fell after the writing of the last report to the Board of
Trustees, this report is the first opportunity to provide final census day numbers for summer enrollment.
Fall 2023 Enrollment

Census day for Fall 2023 will fall on Monday, October 9th—after the writing of this report. For purposes of this report, we are using Fall 2023 enrollment numbers as of Week 1 compared to census day numbers for each of the last several years. (You will note the "*" associated with Fall 2023 in the tables below.) There will still be some small increases in enrollment for Fall 2023 between the writing of this report and census day, so direct comparisons will not have the accuracy of post census day comparisons. Also note that the Fall 2023 numbers provided in the tables in this section do not reflect accurate information specifically as to our international students, as those numbers require additional maintenance and will not be available until census day.

In short, our current overall enrollment is 14,639—down slightly (.7%) from last fall’s total enrollment of 14,746. We anticipated being down in overall enrollment this fall, again due to the cycling through of the smaller pandemic cohorts and the graduation of our larger pre-pandemic classes. As the pandemic cohorts graduate and our larger new student cohorts of this year and last take hold, enrollments will climb for the next few years before we experience the impact of declining numbers of high school graduates. While we are seeing some modest gains in retention this year, new student enrollment is the highlight.
Nonresident numbers continue to reflect growing awareness of Western outside of the Washington market and strong interest in Western. Despite the fact that overall enrollment is down 9.3% from our record high in Fall 2019, we have exceeded record highs in nonresident enrollment. Not only do we have the largest ever representation of nonresidents in our student body (14.5%), but we also have the highest total count of nonresidents in our student body of any fall quarter on record. This fall we have 2,121 nonresident students enrolled at Western, passing last year’s record of 2,084 nonresidents and the previous record in Fall 2018 of 2,035. We have previously reported on the digital marketing campaigns critical in recent years to raising brand awareness in markets outside of Washington and to generating interest among high school students in key target regions. The Common App also provided many more nonresidents the opportunity to consider Western. It is important to note that we remain committed to ensuring that every opportunity to recruit Washington residents is pursued and that all Washington residents capable of succeeding at Western are given that chance. Our nonresident enrollment does not and will not displace a qualified Washington resident.

Students of color bring an important array of perspectives and experiences to bear on our learning environment. Unfortunately, the Supreme Court decision in June, limiting the use of race in admission to colleges and universities, has caused some students of color to opt-out of higher education, feeling less welcome. In the state of Washington, we have operated under race-neutral admissions practices for almost 25 years as a result of a voter initiative passed in 1998, but the impact of the high court’s decision will have reverberating effects. This fall, students of color make up 28.1% of our student body, down slightly from the last two years, but still higher than pre-pandemic levels. Especially noteworthy is the continuing growth in our Latino student population (10.9%, compared to 10.6% for each of the last two years). The number and percentage of African-American students are comparable to that of Fall 2021, which was substantially higher than all years prior, but it is slightly down from last year.

It is also evident from the table above that we are continuing to see depressed enrollment of first-generation and low-income students, a continuing impact of the pandemic. As we have reported before, the impact of the pandemic on college-going plans was greatest on first-generation students and those from lower socio-economic backgrounds. You will see in the data on our new cohort of first-year students that there are some signs of recovery.

There are positive signs in retention. We are pleased that some of the work done last year and through the summer has started to have an impact on what were troubling retention declines. You will see in
the following table that in a comparison of retention numbers at Week 1 of fall quarter, almost all groups have seen an improvement in their retention rate compared to last year. Of particular note is that new transfer retention rates have fully recovered to pre-pandemic levels and the rate of retention of new first-year students this year is up two percentage points from last year. We have been tracking this for the last two months, and the bump in retention across these segments of our student population appear to be holding. Much more analysis will be done on this following census day, and it will be the subject of many SEM-related conversations.

<table>
<thead>
<tr>
<th>% Fall Enrolled who are Retained to following Fall at Week 1</th>
<th>Fall 2017 to Fall 2018</th>
<th>Fall 2018 to Fall 2019</th>
<th>Fall 2019 to Fall 2020</th>
<th>Fall 2020 to Fall 2021</th>
<th>Fall 2021 to Fall 2022</th>
<th>Fall 2022 to Fall 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>New First-Year</td>
<td>81.2%</td>
<td>82.0%</td>
<td>78.9%</td>
<td>80.4%</td>
<td>77.0%</td>
<td>78.9%</td>
</tr>
<tr>
<td>New Transfer</td>
<td>81.8%</td>
<td>83.0%</td>
<td>81.7%</td>
<td>78.5%</td>
<td>80.5%</td>
<td>83.2%</td>
</tr>
<tr>
<td>Continuing FR</td>
<td>79.4%</td>
<td>81.6%</td>
<td>73.7%</td>
<td>73.0%</td>
<td>67.1%</td>
<td>72.7%</td>
</tr>
<tr>
<td>Continuing SO</td>
<td>89.0%</td>
<td>90.3%</td>
<td>86.3%</td>
<td>86.4%</td>
<td>85.0%</td>
<td>85.7%</td>
</tr>
<tr>
<td>Continuing JR</td>
<td>82.9%</td>
<td>83.0%</td>
<td>82.1%</td>
<td>81.7%</td>
<td>82.4%</td>
<td>81.0%</td>
</tr>
<tr>
<td>Continuing SR</td>
<td>32.1%</td>
<td>30.8%</td>
<td>31.6%</td>
<td>32.9%</td>
<td>32.0%</td>
<td>32.4%</td>
</tr>
</tbody>
</table>

Important in the conversation about retention is the fact that, although we are currently down by 75 students compared with Week 1 last year, we have 174 more Student Credit Hours and 2.8 more FTE Students. This is partly a function of the fact that we have so many more students who are in their first or second year with us, and they tend to take higher course loads. We also want to acknowledge valuable work done by our Academic Advising & Student Achievement Center, who spent time reaching out to new students whose course schedules in September reflected lower than optimal loads.
As of Week 1 (pre-census)

<table>
<thead>
<tr>
<th></th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
<th>1yr chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>16,169</td>
<td>15,205</td>
<td>15,106</td>
<td>14,714</td>
<td>14,639</td>
<td>(75)</td>
</tr>
<tr>
<td>FTE</td>
<td>15,022.2</td>
<td>14,147.2</td>
<td>13,876.4</td>
<td>13,516.0</td>
<td>13,518.9</td>
<td>2.8</td>
</tr>
<tr>
<td>FTE per HC</td>
<td>0.929</td>
<td>0.930</td>
<td>0.919</td>
<td>0.919</td>
<td>0.923</td>
<td></td>
</tr>
<tr>
<td>SCH</td>
<td>222,295</td>
<td>208,758</td>
<td>204,296</td>
<td>199,313</td>
<td>199,487</td>
<td>174</td>
</tr>
<tr>
<td>SCH per HC</td>
<td>13.75</td>
<td>13.73</td>
<td>13.52</td>
<td>13.55</td>
<td>13.63</td>
<td></td>
</tr>
</tbody>
</table>

New first-year students have enrolled in numbers again exceeding all pre-pandemic records. With 3,185 new first year students for Fall 2023 (as of Week 1), this class is only modestly smaller than last year’s record-breaking class which was at 3,222. Once again, this signals extraordinary interest in Western among college-bound students. This is undoubtedly the most compelling sign of the strength of the future health of the institution.

Important notes on New First-year Students
- Second largest first-year cohort in history
  (Fall 2023: 3,185 / Fall 2022: 3,222)
- Admit Rate: 91.3%; signaling a modest increase in selectivity
  (Fall 2022: 92.7% / Fall 2021: 96.1% / Fall 2020: 93.5% / Fall 2019: 90.4%)
• Yield Rate: 24.6%; down primarily because of the rise in the number of applications submitted by more casually interested students associated with the Common App
  (Fall 2022: 30.5% / Fall 2021: 29.7% / Fall 2020: 27.5% / Fall 2019: 33.8%)
  Resident Yield: 30.1% (compared to 34.3% for Fall 2022)
  Non-Resident Yield: 13.1% (compared to 17.1% for Fall 2022)
• The percentage of new first-year students identifying as students of color is down slightly.
  (29.8% for Fall 2023, compared to 30.6% for Fall 2022)
• The number of new first-year students who are nonresidents is similar to the high levels of the last two years but down slightly from last year. (515 for Fall 2023, compared to 533 in Fall 2022 and 513 in Fall 2021)
• The percentage of new first-year students identifying as first generation is recovering from a down year last year and is up. (24.1% for Fall 2023, compared to 17.2% for Fall 2022)
• The percentage of new first-year students identifying as Running Start is comparable to what it was last year. (26.5% for Fall 2023, compared to 26.8% for Fall 2022)

Considering the uncertainties which marked the admissions cycle that led to Fall 2023, including the joining of the Common App consortium and a scholarship budget that was $750,000 smaller than the year prior, this year’s results are a success for Western.

Much has been written this year about higher education and the experience of regional public institutions, and much of it is worrisome. In a February 2023 article, “Flagships Prosper, While Regionals Suffer,” from The Chronicle of Higher Education, Dr. Andrew Korich, an associate professor of higher education at Appalachian State University, dramatically captured the challenging reality of attempting to grow enrollment while staring down budget cuts, staff shortages, and program eliminations, when he asked “how are students supposed to be attracted to hollowed-out institutions?” Below are links to two other articles on the topic of challenging environments for regional colleges and universities:

Regional Public Colleges Are Affordable — but Is That Enough to Draw Students?
The Chronicle of Higher Education (July 2023)
Competition for Students Presents ‘Fraught’ Route Forward
Inside Higher Education (July 2023)

This theme of a growing divide between elite and flagship institutions and regional public institutions is finding truth among the Washington public baccalaureates. Though numbers are not official, the UW is reporting a stable year, with UW-Seattle reporting strong performance with nonresident and international enrollments and UW-Bothell claiming a record first-year class. Meanwhile, colleagues at two of Washington’s public 4-years are reporting disappointing results for the Fall 2023 cohort, effectively noting four straight years of decline (Fall 2020 through Fall 2023). This was despite some optimism earlier in the process. One school is reporting some gains in first-year enrollment (about 6% over Fall 2022), but still very short of pre-pandemic enrollment levels. For schools that do not hold elite or flagship status, it is common to be in the unfortunate position of comparing new first-year student cohorts to the pandemic enrollment levels of the last three years. They are not in a position to measure themselves against their pre-pandemic enrollments.

Western’s achievements are a result of considerable work by dedicated people in Admissions and across the institution. Efforts that were particularly important in achieving the outcomes reported here include
• Improved processes in Slate CRM, expediting admissions decisions being delivered to applicants;
• Modifying the campus visit experience, including deploying more “Vikings Visits” on select Fridays during the critical yield season;
• Showcasing programs for select populations, such as luncheons for Honors College applicants, and panels with current students during Being BIPOC at Western events (in partnership with the Black Student Union, and Afro-Caribbean Club);
• Targeting digital messaging efforts to markets with growth opportunities (e.g., WA, CA, TX, CO, OR), and in supporting important outcomes (e.g., FAFSA submission); and
• Continued review of the scholarship model and adapting to changing forces in the market.

Another key initiative was sustaining the efforts in the Washington Guaranteed Admissions Program (WAGAP), in collaboration with peer institutions—except UW—and the Council of Presidents. Western experienced noteworthy application and enrollment gains from the 66 participating school districts when compared with Fall 2019—the last high school cohort not affected by the pandemic and reflecting a before-and-after view of the Guaranteed Admission Program.

Applications for Fall 2023 from the 66 participating school districts: 4442  
(increase of 22.2% over Fall 2019 total of 3634)  
Enrollments in Fall 2023 from the 66 participating school districts: 1221  
(increase of .6% over Fall 2019 total of 1156)

New transfer student enrollment continues to decline, though we were able to avoid some of the larger declines of recent years. Across Bellingham and the other locations, Western has 900 new transfer students who have enrolled this fall. That is the number that was projected in our enrollment plan. Certainly significant (and a continuing phenomenon) is the fact that enrollment in community and technical colleges has continued to drop.

<table>
<thead>
<tr>
<th>Fall Enrollment - New Transfer Students</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment by Race/Ethnicity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic or Latino Ethnicity</td>
<td>126 (10.8%)</td>
<td>128 (11.1%)</td>
<td>134 (12.8%)</td>
<td>125 (11.7%)</td>
<td>103 (11.2%)</td>
<td>97 (10.8%)</td>
</tr>
<tr>
<td>American Indian or Alaska Nat</td>
<td>27 (2.3%)</td>
<td>24 (2.1%)</td>
<td>22 (2.1%)</td>
<td>23 (2.2%)</td>
<td>19 (2.1%)</td>
<td>11 (1.2%)</td>
</tr>
<tr>
<td>Asian</td>
<td>88 (7.6%)</td>
<td>92 (8.0%)</td>
<td>92 (8.8%)</td>
<td>95 (8.9%)</td>
<td>73 (7.9%)</td>
<td>86 (9.6%)</td>
</tr>
<tr>
<td>Black or African American</td>
<td>24 (2.1%)</td>
<td>28 (2.4%)</td>
<td>27 (2.6%)</td>
<td>30 (2.8%)</td>
<td>40 (4.4%)</td>
<td>32 (3.6%)</td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific</td>
<td>3 (0.3%)</td>
<td>6 (0.5%)</td>
<td>3 (0.3%)</td>
<td>7 (0.7%)</td>
<td>9 (1.0%)</td>
<td>8 (0.9%)</td>
</tr>
<tr>
<td>White</td>
<td>830 (71.2%)</td>
<td>815 (70.5%)</td>
<td>722 (69.0%)</td>
<td>731 (68.6%)</td>
<td>629 (68.4%)</td>
<td>640 (71.1%)</td>
</tr>
<tr>
<td>Two or more races: Other</td>
<td>10 (0.9%)</td>
<td>10 (0.9%)</td>
<td>10 (1.0%)</td>
<td>18 (1.7%)</td>
<td>11 (1.2%)</td>
<td>3 (0.3%)</td>
</tr>
<tr>
<td>International</td>
<td>27 (2.3%)</td>
<td>28 (2.4%)</td>
<td>19 (1.8%)</td>
<td>26 (2.4%)</td>
<td>24 (2.6%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>Race and ethnicity unknown</td>
<td>30 (2.6%)</td>
<td>25 (2.2%)</td>
<td>18 (1.7%)</td>
<td>10 (0.9%)</td>
<td>11 (1.2%)</td>
<td>23 (2.6%)</td>
</tr>
<tr>
<td>Total</td>
<td>1,165</td>
<td>1,156</td>
<td>1,047</td>
<td>1,065</td>
<td>919</td>
<td>900</td>
</tr>
</tbody>
</table>

Students of Color: 278 (23.9%) 288 (24.9%) 288 (27.5%) 298 (28.0%) 255 (27.8%) 237 (26.3%)
Non-Resident: 91 (7.8%) 93 (8.0%) 92 (8.8%) 137 (12.9%) 122 (13.3%) 100 (11.1%)
First Generation: 495 (42.5%) 488 (42.2%) 417 (39.8%) 397 (37.3%) 166 (18.1%) 303 (33.7%)
PELL-Eligible: 386 (33.1%) 358 (31.0%) 330 (31.5%) 286 (26.9%) 237 (25.8%) 254 (28.2%)
Important notes on New Transfer Students

- The percentage of admitted transfer students who matriculated (yield) is up to 56.9% (compared to 53.8% in Fall 2022).
- Representation of students of color in our new transfer student population is down slightly but still higher than our pre-pandemic levels—26.3% this year compared to 27.8% for Fall 2022.
- Fewer of our new transfer students are coming from out-of-state. (Nonresident: 11.1%)
- The percentage of new transfer students who are first-generation college students has recovered significantly, at 33.7% (compared to 18.1% in Fall 2022).
- The percentage of enrolled new transfer students coming from Washington community and technical colleges is up slightly to 63.2% (compared to 62.5% in Fall 2022).

The ten community colleges that are our largest feeders of transfer students have experienced steady declines since 2010 (and more pronounced declines during the pandemic). Specifically, across all ten of those community colleges, enrollment has dropped by 36% since Fall 2010 (and by 23% since Fall 2019). From Fall 2021 to Fall 2022, enrollment dropped again across this group of schools by almost 1,250 students.

<table>
<thead>
<tr>
<th>Washington State Community College</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>% Change in enrollment since 2010</th>
<th>% Change in enrollment since Fall 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whatcom</td>
<td>6,811</td>
<td>6,240</td>
<td>...</td>
<td>5,990</td>
<td>4,373</td>
<td>4,242</td>
<td>-39%</td>
<td>-31%</td>
</tr>
<tr>
<td>Skagit Valley</td>
<td>6,213</td>
<td>5,590</td>
<td>...</td>
<td>5,345</td>
<td>4,274</td>
<td>3,921</td>
<td>-36%</td>
<td>-25%</td>
</tr>
<tr>
<td>Everett</td>
<td>10,716</td>
<td>8,538</td>
<td>...</td>
<td>9,166</td>
<td>8,115</td>
<td>7,162</td>
<td>-39%</td>
<td>-28%</td>
</tr>
<tr>
<td>Bellevue</td>
<td>18,680</td>
<td>18,099</td>
<td>...</td>
<td>14,804</td>
<td>12,513</td>
<td>12,545</td>
<td>-39%</td>
<td>-23%</td>
</tr>
<tr>
<td>Cascadia</td>
<td>2,997</td>
<td>2,897</td>
<td>...</td>
<td>3,298</td>
<td>2,625</td>
<td>2,022</td>
<td>-37%</td>
<td>-43%</td>
</tr>
<tr>
<td>South Puget Sound</td>
<td>6,426</td>
<td>5,999</td>
<td>...</td>
<td>5,590</td>
<td>4,774</td>
<td>4,428</td>
<td>-38%</td>
<td>-29%</td>
</tr>
<tr>
<td>Pierce</td>
<td>12,823</td>
<td>11,509</td>
<td>...</td>
<td>9,659</td>
<td>8,458</td>
<td>7,612</td>
<td>-30%</td>
<td>-7%</td>
</tr>
<tr>
<td>Seattle North</td>
<td>8,349</td>
<td>7,853</td>
<td>...</td>
<td>7,129</td>
<td>5,882</td>
<td>5,632</td>
<td>-33%</td>
<td>-21%</td>
</tr>
<tr>
<td>Shoreline</td>
<td>6,611</td>
<td>6,359</td>
<td>...</td>
<td>6,034</td>
<td>5,440</td>
<td>4,878</td>
<td>-30%</td>
<td>-24%</td>
</tr>
<tr>
<td>Olympic</td>
<td>8,213</td>
<td>8,149</td>
<td>...</td>
<td>6,668</td>
<td>5,492</td>
<td>5,126</td>
<td>-38%</td>
<td>-23%</td>
</tr>
</tbody>
</table>

The ongoing declines in enrollment in community colleges threaten transfer enrollment as do other factors, but we will continue to diversify our efforts. We continue to work with our partner institutions, Olympic College and Peninsula College, on transfers into programs at the other Western locations. Further, we are continuing the Guaranteed Transfer Admission Program with those partner institutions and expanding it to other partner institutions.

Graduate student enrollment again reflects high interest. Though we are down from last fall and the record high of Fall 2021, at this point (Week 1) we have enrolled 786 students in graduate study at Western. That number is expected to continue to grow until census day. An additional highlight of our graduate enrollment is that the representation of students of color within that population has again grown, and students of color—at 25.7%—make up a larger percentage of our graduate population than in any previous year. Our admit rate is 44.9% for Fall 2023, compared to 40.5% for Fall 2022 and 43.8% for Fall 2021.
The Honors College has experienced another banner recruitment year, bringing in 257 new first-year students (compared to 244 in Fall 2022 and 230 in Fall 2021). As noted in prior reports, elite and flagship universities have seen increases in applications since the pandemic began, while other institutions have struggled with enrollment. This also coincides with the move by many institutions to test-optional admissions practices. Our Honors College is benefitting in a way that is parallel to that of elite and flagship institutions, and some of the additional benefits of test-optional policies have also been realized.

II. Recruitment

Review of 2022-23 Recruitment

Western has engaged in a robust array of recruitment strategies over the past year, as in year’s past. As an overview, the strategies can be roughly put into three categories: on-campus recruitment, off-campus recruitment, and outreach and marketing.

On-campus Recruitment

- Daily campus tours—offered twice a day, 6 days per week
- Daily information sessions—offered twice a day, 5 days per week
- Group visits (~60 per year)—high school, middle school, community college, and community-based groups
- Medium-sized, all-day programs (~16 per year)
  - Visit programs for prospective first-year and transfer students (current applicants and those who have not yet applied)
  - Specific visit programs tailored to admitted first-year and transfer students (students who have applied and been admitted)
- Large programs (2 per year)
  - Tailored to admitted first-year and transfer students (those who have confirmed and those not yet confirmed)
- Overnight programs (~4 per year)
  - Visit programs for students affiliated with regional non-profits (e.g., College Success Foundation, FuturesNW)
The total number of prospective and admitted students on-campus in 2022-23 was 7,002. Additionally, we offer virtual tours, and twice a month (September through May) those are offered with information sessions.

Off-campus Recruitment

- **College fairs (~212 in 2022-23, ~220 planned for 2023-24)**
- **Application workshops**
  - Admissions counselors work with high school counselors to have students come to a computer/library to complete applications on site. The Admissions Counselors provide answers to questions about the process and help students complete and submit the application.
- **High School visits**
  - We plan to visit all high schools in Washington state and in targeted areas outside of Washington.
  - Admissions counselors visit schools and present in a reserved room to prospective students.
  - Admissions counselors present during class periods in select rooms such as AVID, AP, and IB classes.
  - Admissions counselors meet with high school counselors so they can provide better advising to high school students.
- **Admitted Student Receptions**
  - Four receptions in 2022-2023
  - 360 total guests across all receptions
  - Tacoma, Spokane, Vancouver, and Denver
- **College Signing Days**
  - High schools, in the spring, hold events to celebrate students who have postgraduate plans. Admissions counselors attend these events in celebration with newly confirmed WWU students.
- **Financial Aid Completion Workshops**
  - Financial aid and admissions counselors attend high school sponsored events in our region to assist students in completing the FAFSA/WASFA.
- **Scholarship Award Nights**
  - High schools, in the spring, hold events to celebrate students who have received scholarships. Admissions counselors attend these events in celebration with newly confirmed WWU students, often presenting the award directly to the student or a family member.

Outreach and Marketing

- **Digital Marketing in WA and key out-of-state markets**
- **College Search Sites and Software**
  - College Board SAS
  - College Board Search
  - Litmus
  - Niche
  - Parchment
  - Power School (formerly Naviance)
  - RNL TrueCost Calculator
  - YouVisit (EAB)
  - CollegeNET
  - CollegeSource
• CommonApp
• Identification of high priority schools and development of programming for them
• MAP Scholarships
• Partnerships with Community-Based Organizations (e.g., College Success Foundation, FuturesNW)
• Communications Strategy (print, web, email, text, social media)
• Targeted Programming
  o Being BIPOC
  o QuickStart to College
  o MAP Scholarship Reception

As we finalize the Fall 2023 cohort and immerse ourselves in our Fall 2024 recruitment efforts, we take pride in having set a new record for the most applications received from students of color in Western’s history. This historic milestone highlights the intentionality and importance of diversity, access, equity, and inclusion in our enrollment plan. Some foundational pillars within that plan include targeted and intentional outreach efforts, continued mutually beneficial partnerships with community-based organizations, a heavy emphasis on personal contacts, and truly conveying the inclusive community that students can join and cultivate here on campus. Our practice of identifying high priority schools continues to be vital with regard to multicultural outreach. We consistently review data from the Office of Superintendent of Public Instruction (OSPI) to identify schools with higher percentages of students of color, larger numbers of economically disadvantaged students, and disadvantageous student to counselor ratios to plan our recruitment travel and outreach strategies. Overlaying this information with our staff’s knowledge and experiences working with certain schools, districts, and populations, has been an effective recruitment strategy for Admissions and for our multicultural outreach team specifically.

The MAP Scholarship continues to be a key pillar in our recruitment efforts, and this is especially true when considering students of color and students coming from underserved backgrounds. This scholarship celebrates those who display a commitment to diversity and multiculturalism, and many of the students who have been awarded have had a positive impact on our campus and have secured leadership roles within ADEI spaces at WWU and within the community. We take a great deal of time when training our staff to review for this scholarship, as well as conducting conversations around cultural competency and implicit and explicit biases. This year particularly, we were proud to think outside of the box with this awarding process. We created new subsets of scholarships within the program, incorporated on-the-spot scholarship awarding into our programs (MAP Reception), and re-evaluated our awarding structure (increasing award amounts). For example, the new Whatcom County Advocacy and Access scholarship welcomes school counselors, Gear Up Coordinators, and AVID teachers in the area to nominate student leaders, allies, and champions who advocate for change and progress in their communities. Every district—including Lummi Nation and Nooksack Valley—nominated students for this four-year scholarship opportunity. There were a total of 45 nominees, and 23 of them were awarded the four-year scholarship. Of the 23 awardees, 14 confirmed their enrollment at Western. With this new awarding structure, the rate of students who received the highest MAP Scholarship and confirmed to WWU was the highest that it has been in years at around a 35% yield.

Events and programming are critical in our multicultural outreach efforts. We provide both on-campus and community-based recruitment events geared towards students coming from underrepresented and underserved communities and backgrounds. Not only hosting these events but framing them in a way that is celebratory, encouraging, culturally relevant, and culturally responsive, has resulted in positive feedback from students, families, and community partners. In February, we hosted on campus a group from King County of more than 80 students, affiliated with the College Success Foundation. By planning
and providing funding for this trip, we were able to provide these students the opportunity to visit campus, when they otherwise may not have had access to do so. In March, we hosted our MAP Scholarship Reception to celebrate and honor our scholarship awardees along with their families and loved ones. We hosted this event in Seattle to bring the celebration to them. This was a fantastic event in which staff, current Western students, and recent alumni, shared their experiences and spoke about the community that they have been able to create on Western’s campus. This event was very well received by students and families. One prospective student stated the event “was very inspirational, and it helped reassure me that going to Western was the right choice for me”.

*Being BIPOC at WWU* was held in May for our incoming confirmed students who self-identify as students of color as well as their families. This program focused on providing students the opportunity to learn more about campus resources and support networks available to students of color here at WWU. This event gave families and students the opportunity to connect with current BIPOC students and staff to hear about their experiences. The goal was also to build community and a sense of belonging within this incoming class of students and families, as we know the importance of that connection with regard to both recruitment and retention. Students and families had the opportunity to explore campus and WWU’s Multicultural Center and were encouraged to attend Lawnstock that evening if their schedule allowed them to do so.

Most recently, our office hosted QuickStart to College in early August. In partnership with local non-profit FuturesNW, our office once again led this fantastic program for rising high school seniors locally. In past years the program was geared toward students coming from Whatcom and Skagit counties. This year we extended our reach to San Juan and Island counties. This college prep program lasted for four days and three nights. Students stayed in Nash Hall and were given the opportunity to work on their college applications, essays, financial aid, and scholarship applications. This program also worked collaboratively with BTC, NWIC, and WCC, to make students aware of their options so that they could make informed decisions about their education moving forward. After hosting this event for almost ten years, we can confidently say that this was the best QuickStart to College yet. Students left feeling prepared, motivated, and excited about their future in higher education. One student stated she “was so grateful for the opportunity to attend QuickStart! I loved every minute of the program and I definitely feel a lot better about the application process”. We look forward to supporting these students as they work on their applications and navigate the college search process over the coming months.

**Fall 2024 Enrollment Outlook**

We launched Western’s application for admission on August 1st. This marks the earliest opening date for our application release in history. Our intent was to take advantage of the organic activity and publicity around the opening of the Common App, and it ensured that we were visible and available to all college-bound students searching as the application season opened. Though it is very early in the Fall 2024 application process, the numbers are promising: 641 applications from first-year students compared to 520 at this time in the Fall 2023 cycle. We anticipate a busy October, with the Early Action Deadline on November 1st.

Our biggest fall on-campus programs, *Fall Preview Days*, will run over four Fridays, October 13th through November 3rd. Each week highlights one or two colleges, as well as a couple of our interdisciplinary programs. The events are for prospective students and their families and include a campus tour and an admissions session, as well as sessions with study abroad, Honors College, and Financial Aid. There is opportunity for prospective students to engage with current students, staff, and faculty, and they can learn about support services and student life on campus. Seats are filling quickly, with the first session already at capacity.
The Guaranteed Admission Program, which began just two years ago, is now a statewide phenomenon (WAGAP) with coordinated and streamlined structures for data sharing and partnership building. Participation is quickly expanding, as we seek to get all Washington high schools onto the program. We are also monitoring the development of a statewide repository of contact information and data for the state’s 9th through 12th graders, following successful work with the Washington legislature during their last session. This is a significant undertaking for Washington, and we understand that the data may not be available to institutions of higher education until late this academic year (making it available for our Fall 2025 recruitment work).

This year, our admissions team will support the rollout of the University’s first group of College in the High School students (WWU in the High School), with goals of enhanced messaging to and recruitment of those prospective students for future terms.

In the coming months, the national conversation in higher education circles will be occupied with the unveiling of the new, simplified FAFSA. Our Financial Aid colleagues continue to monitor information from the Department of Education and serve as a primary resource for us. Admissions is also actively seeking information through webinars and engaging in panel discussions with colleagues across the state. There is a great deal of anticipation, as the delay in the release of the FAFSA for use by students and families (now expected in December) will cause ripple effects for this admissions cycle. We are taking information as it is released and working to minimize risk for the coming year.

We continue moving forward, focusing our efforts on off-campus outreach, on-campus visitor experiences, digital and virtual messaging, and operational efficiencies, within the context of compelling recruitment and admissions experiences, all with anticipation of a productive and engaging year ahead.

Broadly speaking, within several years, we anticipate increased competition for a gradually declining number of college-bound students across the national landscape. We hope to capitalize on college-bound student numbers in the next few years, while preparing for the impact of declining birthrates and the resultant decline in the number of high school graduates.

III. Registrar

Retention Campaign
The Registration Team conducted outreach (email and follow-up phone call) to more than 1,100 degree-seeking students who were eligible to enroll in Fall 2023 but had not taken steps to secure their classes by the first week in September. They assisted those students in working through various holds and in directing them to additional resources that allowed many of them to take the steps necessary to register.

Commencement
December Commencement 2023 will be held on Saturday, December 16th in Carver Gym on the Bellingham campus. We will host three ceremonies, and they will start at 10:00am, 1:00pm, and 4:00pm. We expect each ceremony to run a little over one hour. Details can be found at https://registrar.wwu.edu/december-commencement. After June’s in-person ceremonies, where we allowed students to bring guests without limitation as to number, we will again structure our ceremonies to keep them ticketless.

IV. Student Aid
**Fall 2023 Startup**
The Financial Aid team provided outstanding service to students during the start up to fall quarter and was able to keep lines to a minimum, despite challenging staffing shortages. Between September 18-29th, the team answered over 1,146 phone calls, assisted 480 walk-ins, responded to over 1,759 emails, and Financial Aid Counselors hosted 139 student appointments.

Additionally, we are pleased to report that financial aid disbursement went smoothly for Fall 2023. As of the day prior to the first day of classes, 8,031 students had received financial aid totaling $32,438,475. At this same time last year, $31,128,292 was disbursed to 7,962 students.

Financial Aid has worked hard throughout the year to ensure student financial aid files were completed and ready for fall 2023 start up. Messages encouraging students to complete the 23-24 FAFSA/WASFA were sent out at various points in the process, including an email to over 7,000 students in August 2023.

Additional outreach efforts were made to assist students with verification requirements. For the past two years, the Department of Education had waived these requirements to provide relief to students and financial aid staff. For 2023-24 these requirements were not waived, and the team has taken extra measures to help students through this process, with the aim of minimizing any delays to financial aid disbursements and ensuring students have access to the aid that they are expecting.

**2023-24 FAFSA Filing**
Washington FAFSA completion rates among high school seniors continue to be of concern, with Washington state being ranked 47th out of 51. As of September 15, 2023, 44% of Washington High School seniors have completed the FAFSA. This compares to 58.5% nationally. Source: FAFSA Tracker, sponsored by the National College Attainment Network at https://formyourfuture.org/afsa-tracker/.

New-first year students to Western continue to outperform the national averages. For the 2023-24 academic year, 83.6% of new-first year students have completed a FAFSA, compared to 83.4% at the same time last year for the 2022-23 year. FAFSA filing among the entire student body is also up slightly at 61.5%. The financial aid team continues to conduct outreach, to encourage students to complete the FAFSA and WASFA for the current year.

**Financial Aid Website**
At the start of this academic year, our new financial aid website went live at https://financialaid.wwu.edu/. The upgraded site provides an improved user interface, better accessibility features, and consistency in website formatting and branding with the University.

**State Need Grant Changes Effective for Fall 2023**
There were several changes to state need grant programs that were effective for Fall 2023. For Washington College Grant (WCG), the median family income (MFI) range for the maximum award was expanded from 0-60% MFI to 0-65% MFI. The Washington Bridge Grant, which is provided to students with the maximum WCG, was approved to continue for 2023-24. Additionally, the Washington College Grant – Connect (WCG-C) program began. This allows students in three specific public benefit programs to be considered to have met the financial need requirements for eligibility for the maximum Washington College Grant funding without having to complete a FAFSA or WASFA. Automatic WCG income eligibility under 2SHB 1835 is for students receiving any of the following public benefit programs:
- Aged, blind, or disabled assistance benefits under Chapter 74.62 RCW
- Essential needs and housing support program benefits under RCW 43.185C.220
Pregnant women assistance program financial grants under RCW 74.62.030
We have instituted new procedures to identify students who are eligible under the WCG-C provisions.

**FAFSA Simplification**
Financial Aid has been immersed in the implementation of FAFSA Simplification. The Department of Education has been providing additional information and training throughout the summer and bit by bit. These changes will require significant updates to numerous policies and procedures, in addition to a reconfiguration of programming in our current system. The Financial Aid Systems team is anxiously waiting for the final specifics on the FAFSA changes and then the ground level upgrades to Banner that our vendor will provide (anticipated in November). Once we have installed the baseline upgrades from the vendor, our team will begin all of the necessary work to reconfigure our systems for the many aid options that are specific to Washington.

Financial Aid has been working to educate our students on FAFSA Simplification, and the changes that may impact them. Emails were sent out to all enrolled students in Late September, reminding them that the 2024-25 FAFSA has been delayed and will not be available until December 2023. Additionally, Financial Aid has published an FAQ on the financial aid website and will continue to provide relevant updates to students and staff, as it becomes available.

**New Student Outreach Activities**
The Financial Aid Department once again partnered with the Student Business Office and University Residences to create informational webinars for new students and their families in the lead up to fall quarter. The webinars, called “Financial Aid, Payments and Housing: Navigating a Successful First Year at WWU”, were a big success in that we had high attendance and positive feedback from attendees. We held four sessions, two in the daytime and two in the early evening. Through these events, which were held on August 2nd, August 8th, August 24th and September 13th, we served 1,077 attendees and answered 386 questions from students and families.

We also provided financial aid staffing on move-in weekend. Financial aid staff set up an information table outside Old Main on Saturday, September 23rd to assist students and parents with financial aid questions and paperwork submission. While the weather undoubtedly reduced participation, students that stopped by were relieved to have access to financial aid staff for support.

**Resumption of Student Loan Repayments**
As of September 1, 2023, student loan repayments and interest accrual have resumed for student loan borrowers, after over 3 years of a government pause. Most borrowers saw their first payment due in October 2023. This comes after the decision by the Supreme Court to block the Biden-Harris Administration’s student Debt Relief Plan, that would have provided up to $20,000 in student debt relief to millions of borrowers.

As a result of the student loan repayment pause, the official FY2020 Cohort default for Western Washington University is 0.0. Although Western has historically maintained low cohort default rates, financial aid administrators are very aware of the impacts that we will experience as obligations for student loan repayments resume. Western’s Financial Aid team is developing strategies to help our student borrowers, to ensure they have adequate knowledge and tools to navigate the repayment process.

V. **New Student Services/Family Outreach**
Orientation, Advising, and Registration (OAR) Programs for New Students
The 2023 Fall Advising & Registration (A&R) Sessions for new first-year, transfer, and post-baccalaureate students were fully completed prior to the start of fall classes. Over the course of five sessions, 746 new transfers and post-baccalaureates attended, completing small group academic advising, departmental/major advising, and registering for fall quarter classes. Offering 17 first-year sessions, 3,247 first-year/Running Start students completed their academic advising and course registration process, for a grand total of 3,993 students served over the summer sessions. Initial reflections on the process and attendance data show a much lower “no show” rate this year, meaning students consistently attended their A&R session (vs. skipping it, withdrawing beforehand, etc.).

The NSSFO and the Academic Advising & Student Achievement Center teams are now focused on preparations for Winter 2024 and have set A&R Session dates in November, December, and January (four total). Reservations for 2024 Winter A&R are set to open around the first week of October.

Western Welcome
Fall Western Welcome events extend across about the first six weeks of fall quarter and have provided a diverse array of events and programs for new students. {See https://nssfo.wwu.edu/western-welcome.}
We again recognized the early arrival of students for programs like Viking Launch, Western Outdoor Orientation Trips (WOOT), residence hall Move-In, and academic program activities, by kicking off Western Welcome on September 17th. Events are scheduled to flow into October, using Fall Family Weekend (10/20-10/22) as the bookend for Western Welcome’s official programming.

Many departments contributed significant anchoring events this year to broaden the depth of outreach and engagement. Annual traditions and signature events continued, such as Welcoming Convocation which filled Carver Gym on Tuesday morning, September 26th; late night socials at the Wade King Student Recreation Center and Viking Union; the return of Bike Fest with classes and group rides; Library and Learning Commons tours; and the Associated Students Info Fair.

Redesigned this year was “Western Wednesday: First Night Out” (formerly “Paint Bellingham Blue”). The revamped event—designed to engage new students with downtown Bellingham—including local musical entertainment, free food giveaways, and a significant slate of businesses offering discounts to students on food and merchandise. New events this year included “You Belong Here!“ - a community-building and learning event centering new BIPOC, disabled, and LGBTQ+ students - and “Welcome Black: Family Business”, which was hosted by the Black Student Coalition and centered African-American, Black, and African Diaspora first-year, transfer, and graduate students, and featured resources available to support wellness and success at Western.

As events continue into October, a number of Athletics events are featured, as well as tailored outreach programs such as the Disability Outreach Center welcome, Undocu Resource Panel, Queerientation, and support for the All Industries Career & Internship Fair. Western Fall Welcome wraps up with another signature event, Fall Family Weekend (see info below).

Family Outreach
Fall Family Weekend (FFW) 2023 will be held during October 20-22, 2023. {See https://nssfo.wwu.edu/fall-family-weekend.} This year’s program capitalizes on the success of campus and community partnerships with activities, events, entertainment options, and exploration of the campus, Bellingham, and surrounding community. This year’s FFW highlights campus resources such as the Western Gallery and Outdoor Sculpture Collection, Library Tours, Lakewood Boathouse Paddlecraft rentals, Spanel Planetarium Shows, tours of the Outback Farm, a Campus Sustainability Walking Tour, theatre performances, concerts, and even pumpkin carving in the residence halls.
Students and their families can explore downtown Bellingham through the SPARK Museum’s “WWU Night at the Museum” events, Fairhaven “Gore & Lore” guided tours, Bike Tours with Bike Northwest that feature faculty and student research, local agricultural, marine ecosystems, and conservation efforts. Participants can also explore Bellingham’s local NEKO Cat Café, catch an Upfront Theatre performance, or join a mountain bike trail building party on Galbraith Mountain. NSSFO will continue to host an information table all weekend as well as our Family Resource & Info Fair where students and families can informally connect with a variety of campus departments and community organizations.
THE FOUNDATION FOR WWU & ALUMNI BOARD OF DIRECTORS HAS ESTABLISHED THE FOLLOWING GOALS FOR FY 24

**Increase stakeholder engagement.**

- Support the engagement of industry leaders.
- Support the enhancement of alumni engagement.
- Support improved engagement with other Western constituencies.
- Support the establishment of Western on the Peninsulas.

**Support university priorities to become the public comprehensive university of choice for the state of Washington.**

- Partner with University Advancement to raise $28-30 million
- Support the development and execution of a scholarship campaign for recruitment and retention.
- Assist University Advancement and the University develop a comprehensive fundraising campaign.

**Become best in class board and committees.**

- Conduct research, define, approve and measure how to be a best-in-class board.
- Operate as effective and efficiently as possible per the established metrics.
- Foster a diverse, collaborative, inclusive culture of the board of directors.
**RECENT ENGAGEMENT ACTIVITIES**

The **two summer salmon BBQs** for President’s Society, Old Main Society and 1893 Society members were attended by more than 300 people—225 in Ferndale and 100 in Woodinville.

During the **Northwest Washington Fair**, our alumni relations team represented The Foundation for WWU & Alumni at Western Day at the Fair, handing out Western swag. More than 300 alumni, parents and students stopped by our booth and those wearing Western gear were treated to the county-wide famous moo-wich ice cream sandwich.

The Foundation has **hosted three receptions for new Athletic Director Jim Sterk** to welcome him back to the Western community. Former athletes, parents, donors and supporters of the Vikings have all come out to meet Jim and hear his vision for the program. With a co-sponsorship between the Foundation and Whatcom Educational Credit Union, tickets to all home athletic events are now free for students. The first two home volleyball matches of the year saw record student crowds, providing a huge boost to the team.

To celebrate and build WWU pride among our scores of alumni who are teachers, our engagement team, in partnership with Woodring College of Education, put together **swag boxes for decorating classrooms to show their Western pride** while encouraging their students to consider college someday. Within 48 hours, all 500 boxes had been claimed! The Foundation will again promote the boxes at the beginning of next academic year.

In September, University Advancement sent welcome messages from each dean to alumni and donors. **Click the thumbnails** below to see and hear each message.
MAJOR / INTERMEDIATE CAPITAL PROJECTS

Kaiser Borsari Hall (Electrical Engineering and Computer Science)
Western is working with Perkins+Will, the design consultant, and Mortenson Company, the General Contractor/Construction Manager. Notice to proceed to start work was given to the contractor on April 14, 2023. Utility infrastructure work and foundation aggregate pier installation are complete. Foundation, retaining wall, and level 1 concrete floor work are completed. Demolition of the Communications Facility building curtain wall and stair is completed, and the building is ready for the installation of the new stair and window system. The project crane is erected and in operation. Heavy Timber, steel brace frames, and Cross-Laminated Timber (CLT) installation started in early September and is scheduled to be completed in November 2023. The building is scheduled for occupancy in Winter Quarter 2025.

Concrete placement

Crane assembly
Construction of mass timber and steel structure

**Birnam Wood Siding and Bridges PH 1**
This project has replaced the bridges and siding at Stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. The contractor, CDK Construction, mobilized on site on April 24, 2023. Bridges have been installed, siding and stairs are complete, and substantial completion has been achieved on all work. Railings have been delayed due to site measurements but are expected to be installed by the end of October. Landscaping is expected to be completed by mid-October 2023.
Science, Math and Technology Education Building (SMATE) Envelope Remediation
This project will provide the following improvements at the Science, Math, and Technology Education Building (SMATE): replace the roofing, repair leak in the south façade, and seal and repair the masonry. The design firm is HKP architects. Roofing is substantially complete. The window delivery was delayed, so the contractor sealed the opening for Fall Quarter. To minimize impact, the window installation will be done during Winter Quarter 2024.

Fairhaven Recording Studio
This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. Interior demolition is nearing completion, and the construction will be completed in mid-November 2023.

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

Multiple Building (MB) Security, Access Controls, and Fiber Upgrades
This project will provide new access controls in existing academic buildings and upgrade fiber backbone cabling between buildings. The project designer is Hargis Engineers, and the general contractor is Dutton Electric Company. The contractor has completed all pathway and pre-work and is currently awaiting the arrival of the access control components. The project is scheduled to be completed in Fall Quarter 2023.

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

House of Healing
This project will provide a Coast Salish-inspired facility in an open meadow at the edge of Sehome Hill Arboretum. The project team met with City of Bellingham officials, Tribal Elders, representatives of the Native American Student Union, and WWU administrators, faculty, and staff to develop the design and discuss on-site development concepts. This project is currently in design with the Design Build team of Wellman & Zuck and Rolluda Architects. The Design Build team has almost completed design development documents. We anticipate submitting for Guaranteed Maximum Price approval to the Board of Trustees at their February 2024 meeting. Construction is scheduled to start early Spring Quarter 2024, to be complete by end of summer 2025.

Capital Development and Strategic Visioning Plan
The team from NAC Architecture and Walker Macy have begun work on the project. The consultant team has been focused on background research and analysis this summer, as well as planning a comprehensive stakeholder engagement effort for 2023-2024 Fall and Winter Quarters. The plan is expected to be completed by the end of Fall Quarter 2024.

Predesign Studies: Environmental Studies Renovation and Academic Building at WWU Center at Olympic College-Poulsbo
Request for Quotes (RFQ) processes to select design/planning consultants for two separate and concurrent predesign studies are nearing completion. The predesign for the renovation of the Environmental Studies building will assess program needs and establish facility modernization goals, as well as outline a viable
strategy for swing spaces or permanent relocations of programs, functions, and occupants to vacate the building ahead of and during the extensive construction period. The predesign for a WWU academic facility to be located on Olympic College’s Poulsbo campus will establish the program, facility, and technical needs to house Western’s Cybersecurity and Cyber Range programs and establish a physical presence for “Western on the Peninsulas” programs. The predesign reports are due by July 1, 2024, to the Office of Financial Management for funding consideration in the 2025 legislative session. Delegation of Authority to approve the consultant contracts are being requested at the October Board of Trustees meeting.

**Heat Plan Conversion**
(insert)

**Student Development and Success Center**
(insert)

**2023-2025 Capital Budget**

In May, the Governor signed the final 2023-2025 Capital Budget, ESSB (Engrossed Substitute Senate Bill) 5200, which includes the following appropriations for Western:

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

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

For more information regarding the process and development of the 2023-2033 Capital Plan, as well as a comparison worksheet that compares Western’s capital request to the various budgets, please visit the following website: [2023-25 Capital Budget Request | Capital Planning and Development (wwu.edu)](http://wwu.edu).
TO: Members of the Board of Trustees
FROM: President Sabah Randhawa by Donna Gibbs, V.P. for University Relations & Marketing
DATE: Thursday, October 12th, 2023
SUBJECT: University Relations and Marketing Report
PURPOSE: Information Item

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

Supporting Information:
Report Attached
Recently, the President’s Cabinet met to review enrollment outreach and recruitment marketing performance for the 2022-23 year and where we may need to invest to reach our Fall 2024 enrollment goals. Following is a high-level summary of the work conducted by URM teams.

**22/23 Campaign Performance**

![Trending Performance](image)

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Selected time period vs previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impressions</td>
<td>40,962,004</td>
</tr>
<tr>
<td>CPC</td>
<td>$0.93</td>
</tr>
<tr>
<td>Clicks</td>
<td>321,705</td>
</tr>
<tr>
<td>Cost Per Direct Conversion</td>
<td>$201.46</td>
</tr>
<tr>
<td>CTR</td>
<td>0.79%</td>
</tr>
<tr>
<td>Cost Per In-Platform Lead</td>
<td>$57.38</td>
</tr>
<tr>
<td>In-Platform Leads</td>
<td>391</td>
</tr>
<tr>
<td>Cost Per Total Conversion</td>
<td>$102.97</td>
</tr>
<tr>
<td>Total Conversions</td>
<td>2,908.66</td>
</tr>
<tr>
<td>Budget</td>
<td>$299,503.76</td>
</tr>
<tr>
<td>Conversion Rate</td>
<td>0.58%</td>
</tr>
</tbody>
</table>

Last year’s campaign earned improved year-over-year performance in several areas. Our overall click-through rate increased by 40.9%, and our conversion rate jumped by 123%. Pay Per Click (PPC), Display, and Snapchat were the best performing platforms for this year’s campaign, generating 98% of the total conversions. While other tactics (video pre-roll, Facebook/Instagram and personalized web pop-ups) generated fewer leads, they promoted and solidified awareness of the Western brand.

Between September 2022 and June 2023, the campaign generated 2,908 conversions in the form of submitted inquiries, visit confirmations, or applications. Of those conversions, 415 were out-of-state prospects, most of which came from PPC (40%) or Snapchat (58%) campaigns.

Over the past two years, WWU worked with our digital marketing agency to redesign and optimize several undergraduate and graduate admissions pages for organic search. From May to August, the six most recently optimized pages generated 57,474 organic impressions and 876 organic clicks. Compared YoY, organic impressions went up 159% and organic clicks went up 143%. For example, the new [Student Experience page](#) garnered a 6.4% CTR, indicating that users found our organic listing very relevant in aiding their search.
Traffic visiting wwu.edu 22/23 compared to 21/22

It’s worth noting that four of the top seven most highly trafficked pages from the past month are ones that we have invested effort in redesigning and optimizing for enrollment outreach, and it’s especially encouraging to see Graduate School pages ranking so highly without the benefit of a paid campaign to drive traffic.

On another note, Wednesday, September 27 was “Western Wednesday: First Night Out,” one of Western’s biggest events held at the beginning of the school year. We partnered with the Downtown Bellingham Partnership, the City of Bellingham, and local businesses to welcome students back for the new school year and introduce them to their new downtown community. Led by a drumline from Sehome High School and the University’s New Orleans-style student band, Analog Brass, more than a thousand students walked together from Red Square to downtown Bellingham’s Depot Market Square for live music, entertainment, free food, and games. Students received a “Discover Downtown Guide,” a coupon book produced in collaboration with Cascadia Daily News, that highlights more than 50 downtown businesses offering discounts to students, faculty and staff every
“Western Wednesday” throughout the year. Students were encouraged to explore downtown with friends and visit businesses offering these special discounts while earning stickers that qualify them for gift cards, merchandise, and other prizes.

We heard anecdotes from several downtown establishments that they had never seen that many people in downtown Bellingham at once, and several restaurants had lines of students out the door all evening, including Boundary Bay which ran out of its famous Mac n’ Cheese! Even the Whatcom Museum reported a record 285 student visitors. We estimate that throughout the evening about 1,500 students (new and returning) participated. It even prompted some students at Whatcom Community College to express their FOMO on social media, and so we will explore including our higher education partner institutions in Bellingham and Whatcom County next year.
In August, we saw ongoing media coverage related to the viral WWU story around Seattle’s Taylor Swift concert and Assistant Professor Jackie Caplan-Auerbach’s research on seismic activity at large events. Additional summertime coverage included an extended piece in the Bellingham Herald on urban heat islands, centered around the expertise of WWU’s Urban and Environmental Planning Department chair, Nabil Kamel.

In September, we supported important coverage of major National Science Foundation grants involving WWU researchers. As part of one of the grants, Marco Hatch, from the College of Environment, will lead the Pacific Northwest hub for the newly announced NSF Center for Braiding Indigenous Knowledges and Science (CBIKS) at UMass Amherst – a five-year, $30 million grant. This received coverage in multiple national outlets, including Nature magazine. As part of the other grant, two WWU geologists are participating in a new multi-institution earthquake research center, which will receive $15 million from the NSF over five years to study the Cascadia subduction zone and bolster earthquake preparedness in the Pacific Northwest and beyond. This received front page coverage in Cascadia Daily News and The Columbian (in the greater Portland and Vancouver, WA media market).

We also partnered with the Washington Education Association (WEA) on a Seattle Times opinion piece about recruiting more diverse teachers for Washington State schools. This was part of a communications strategy to promote a $1.5 million scholarship from the WEA for WWU's Woodring College of Education.

Further news highlights shared with the Western community and beyond include the launch of the new Academic Advising and Student Achievement Center, the appointment of Darrin Magee to lead the Institute for Energy Studies, back-to-school and “Western Welcome” communications, the transition to Chartwells as WWU’s campus dining vendor, and celebrations and events supporting Latine Heritage Month, among many others.

Subscriptions to the Western Today email publication now stand at 23,000 and engagement (total opens and open rate) is at a year-to-date high. Western Today is now publishing three times per week.

**Western Today Readership Data**
August-September 2023
Emails Opened: 62,000
Average Open Rate: 23.6%

**Top stories:**
A plan to train, retain a more diverse teacher workforce / Seattle Times
NSF invests millions to unite Indigenous knowledge with Western science / Nature
Earthquake research center preps for ‘The Big One’ / The Columbian & Cascadia Daily News
Visit news.wwu.edu for more WWU stories and coverage information
Social Media
Our social media channels, except for X (formerly known as Twitter), are showing strong engagement and impressions growth. WWU’s organic impressions regularly number in the millions per reporting period. Refer to the below channel performance figures for more detail.

Experimental content featuring WWU alumni, included the NEKO Cat Café, to capture views on International Cat Day (a staple on social media) which generated our highest-ever views for organic content. Additional content, including vertical video shorts on Instagram and Facebook reels as well as video-formatted event announcements continue to outperform static content and traditional horizontally aligned video formats.

Our social media coordinator, Caitlyn Daniels, has revamped WWU’s Social Media Guidelines and has established a new monthly appointment-based tailored training module for campus communicators and other stakeholders.

Publications
Window magazine’s monthly digital distribution continues to be well received, thanks to close collaboration with University Advancement. Our August edition of Window was opened nearly 25,000 times, and the most popular story was a multimedia project about The Blue Room, an all-ages, inclusive downtown performance venue owned and operated by CFPA alumni.

Meanwhile, we’re in production on the paper edition of Window magazine, scheduled to be mailed to homes in late November.

Our Family Connection newsletter has also been well received by families, with open rates of more than 50 percent. For the special edition to new WWU families, nearly a quarter of recipients clicked through to more WWU content.

Finally, we’re putting the finishing touches on the President’s Annual Report, which will be published in mid-October, both in paper and online.

OFFICE OF UNIVERSITY COMMUNICATIONS

WESTERN TODAY
Total Sessions
62,000
Emails Opened
Average Open Rate: 23.6%

METRICS DASHBOARD
AUGUST – SEPTEMBER 2023

EARNED MEDIA

Total media mentions

SOCIAL MEDIA
Performance for WWU Primary Social Media Channels
Period measured: 08/1/23 – 09/26/23

LinkedIn
Total followers: 106k vs. 105k (07/31/23)
New followers: 1.7k vs. 2.4k (June-July)
Organic impressions: 180k vs. 384k (June-July)
Engagement rate: 5.3% vs. 7.3% (June-July)
(Source: LinkedIn Analytics)

Instagram (measured in 90-day cycles – period measured: June 29 – September 26)
Total followers: 30.9k (+3.3% over previous days)
Total impressions: 1,599,094 (-25.2% over previous 90 days)
Accounts engaged: 14.4k (+30.3% over previous 90 days)
Accounts reached: 121k (+90.6% over previous 90 days)
Non-followers reached: 95k (+131% over previous 90 days)
(Source: Instagram Analytics)

Facebook (measured in 90-day cycles – period measured: June 30 – September 27)
Total followers: 54,188 vs 53,870 (7/31/23)
New followers: 759 (+1.4% over previous 90 days)
Page reach: 201.9k (-61% over previous 90 days)
Interactions: 4.8k (Meta metric replacement for "Engagement")
(Source: Meta)

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

WINDOW MAGAZINE
Website
Total visits: 6,199
Engaged visits: 85.8% (5319)

Most-read stories:
- Class Notes
- A Showplace for All
- Cow Meets Girl
- Cross-Border Coach (fall '22)
- Safe Plates (fall '21)
Monthly Window emails
August recipients: 80,213
Opens: 24,924
Clicks: 1,076

Top stories clicked:
- A Showplace for All
- Commencement Speakers Video
- Cow Meets Girl
- Where Are We on Hydrogen Power?
- WWU Welcomes Athletic Director Jim Sterk

Next email scheduled for Sept. 28
Note: Engagement measured by users who do at least one of the following: Visit two or more pages; Spend more than one minute on window.wwu.edu; Click through to another WWU link or a WWU Foundation link; Scroll down at least 10 percent of the page; Click on a related story; Visit window.wwu.edu for the first time.

FAMILY CONNECTION NEWSLETTER
August edition for new families
Recipients: 5,764
Open rate: 62%
Click-through rate: 25%
Top clicks:
- NSSFO New Families page
- Orientation Events
- NSSFO New Students page
- Housing’s Move-In page
- NSSFO Parents and Families page

September Edition for All Families
Recipients: 12,334
Open Rate: 55.8%
Click-through rate: 5.1%
Top clicks:
- Housing’s Move-In page
- Convocation
- On-Campus Dining
- Western Alert signups
- Fall Family Weekend

UNIVERSITY MARKETING

Admissions Recruitment Digital Marketing

August 2023
This year’s August admissions recruitment campaign looked a little different from the campaigns in years past. In previous years, Western focused primarily on anti-melt efforts through the month of August. This year, Western’s application for Fall 2024 admission opened on August 1, allowing Admissions and University Marketing to promote the application to our pool of prospective students earlier than usual.
In the summer of 2023, orcas made a splash in public discourse. The battle to bring Sk’aliCh’elh-tenaut home to the Salish Sea from the Miami Seaquarium fueled the debate about captivity, and #TeamOrca campaigns gained traction on social media, rallying for conservation and stricter regulations. This movement united a global effort to raise awareness and support for orcas in the wild. Our September campaign rode the wave of heightened interest in orcas while sharing our commitment to the health of our environment. A retargeting ad, featuring an orca known as L78 or “Gaia,” was served to prospective students who had previously visited Western’s admissions site and encouraged them to start an application.

![Orca Ad Image](image)

The increased budget for August combined with compelling creative and a strong application-related appeal yielded positive results with the digital retargeting and Snapchat ads. Compared to the previous August’s campaign, this year’s campaign resulted in substantial increases in clicks, impressions, and conversions. The strong performance suggests that we should continue to push a strong admissions-focused message early in the fiscal year.

<table>
<thead>
<tr>
<th>AUG 1 - AUG 31 CAMPAIGN PERFORMANCE</th>
<th>YOY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$10,381.92</td>
</tr>
<tr>
<td>Impressions</td>
<td>1,419,017</td>
</tr>
<tr>
<td>Clicks</td>
<td>7,564</td>
</tr>
<tr>
<td>Conversions</td>
<td>132</td>
</tr>
</tbody>
</table>

**September 2023**

Western’s September and October campaign creative features the story of Ethan Huynh. During his time at Western, Ethan served as the co-captain of the WWU Cheerleading Squad and earned his bachelor’s degree in marketing. By combining his newly honed marketing skills with his lifelong passion for cheerleading, Ethan landed his dream job as a content marketing specialist with Varsity Spirit before he even graduated. His story exemplifies how Western students blend passion with professionalism and promotes the strengths of Western’s popular marketing program in the College of Business and Economics.
The digital retargeting and Snapchat ads performed well, earning increased year-over-year conversions and clicks despite a smaller budget and lower number of impressions. The high levels of engagement indicate that the creative is effectively appealing to prospective students.

<table>
<thead>
<tr>
<th>SEP 1 - SEP 24 CAMPAIGN PERFORMANCE</th>
<th>YOY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>$15,805.48</td>
</tr>
<tr>
<td><strong>Impressions</strong></td>
<td>1,772,503</td>
</tr>
<tr>
<td><strong>Clicks</strong></td>
<td>7,564</td>
</tr>
<tr>
<td><strong>Conversions</strong></td>
<td>174</td>
</tr>
</tbody>
</table>

Web Content Optimization
This Spring, University Marketing and WebTech met with Enrollment and Student Services (ESS) leaders to discuss resource navigation challenges among students. ESS had received feedback that suggested students were having a hard time finding resources on the main website. In response to the feedback, University Marketing and WebTech reorganized the main website’s navigation and developed new landing pages that better consolidate, define, and contextualize groups of services or resources. The changes to the main site menu also align navigation structure to those utilized by aspirant peer universities. The new structure was launched in mid-September.

The new landing pages for the reworked home site include:
- About Western
- Student Experience
- Housing and Dining
- Accessibility, Diversity, Equity and Inclusion

Brand Management and Creative Services
In addition to providing the creative for campus-level campaigns, the University Marketing team works with academic and administrative teams across Western’s various campuses and locations to manage the University’s brand. This includes the development of design elements and ensuring adherence to Western’s brand standards.
In August and September, the University Marketing team created brand identities and provided creative services for the following Western offices:

- Career Services Center
- Center for Canadian American Studies
- Center for Operations Research and Management Science
- College of Business and Economics
- Community Relations
- Department of Mathematics
- Disability Access Center
- Emergency Management and Business Continuity
- Facilities Development and Operations
- Global Humanities and Religions
- Graduate School
- Institute for Global Engagement
- LGBTQ+ Western
- Multicultural Student Services
- New Student Services/Family Outreach
- Office of Equity
- Outreach and Continuing Education
- President’s Office
- Print and Copy Center
- Registrar’s Office
- Small Business Development Center
- The Foundation for WWU & Alumni
- University Communications
- University Residences
- Viking Union
- Western Libraries
- WWU Athletics
<table>
<thead>
<tr>
<th>Project Highlights for August and September</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Western Wednesday: First Night Out</strong></td>
</tr>
<tr>
<td><img src="image1.png" alt="Western Wednesday: First Night Out" /></td>
</tr>
<tr>
<td><strong>Guide to University Residences</strong></td>
</tr>
<tr>
<td><img src="image2.png" alt="Guide to University Residences" /></td>
</tr>
<tr>
<td><strong>Kitto Graduate Student Hub</strong></td>
</tr>
<tr>
<td><strong>Signage and Wayfinding</strong></td>
</tr>
<tr>
<td><img src="image3.png" alt="Kitto Graduate Student Hub" /></td>
</tr>
</tbody>
</table>
VISUAL MEDIA PRODUCTION

Optimizing and Facilitating Efficiencies
The URM VMP Team continues to learn and create better efficiencies within our EVO NAS Storage system. We have opened up partitions to internal collaborators like the WWU Social Media Coordinator, Athletics Comms Director, and the URM Assistant Director of Creative, who can now access our entire repository and use anything we have created without asking for specific assets or requesting permission. This allows for more nimble collaboration and faster and more creative output with campus partners.

Creating Campaign and Social Media Content
URM VMP has been on a roll when it comes to creating content for both social media and the continued campaign work. With just four recent reels we created, in conjunction with the WWU Social Media Coordinator, we had over 75,000 views.

Spring/Summer Field Shoot Campaign
Since the last update, we have continued to capture great field work over the summer. We shot material at Shannon Point Marine Center two times and embedded ourselves with a Water Quality Survey, led by a Biology professor. We also captured imagery of the Climate Leadership Certificate program while on an outing in Twisp.
Future Work Study Program
We have begun a relationship with the chair of the Journalism Department to create a more sustained pipeline of Visual Journalism interns to assist with the creation of content. Our experiment last quarter with our first was a great success and is just the beginning of a great connection with the department.

Projects Recently Completed
- Western Recap: Move In! Welcome Back to Western!
- Western Recap: Convocation 2023
- Western Recap: Info Fair 2023
- First Night Out Teaser Promo
- Student Spotlight: Ethan (Social Media Content)
- Student Spotlight: Amira Casey
- Shannon Point Marine Center Recap
- Shannon Point Social Media Reel
- Western Recap: Drone Snow Coring
- Multicultural Center Tour
- First Generation Student Video Interviews (11 video series)
- Shoots at Fairhaven College, Libraries & Special Collections, and the College of Business and Economics
- Field shoot in the Methow Valley for the WWU Sustainability Engagement Institute

Projects in Production/Post-Production
- Getting to Know: Jim Sterk, new athletic director
- First Night Out 2023 Celebration
- WWU West Fest
- WWU Energy Studies Tiny House aka: Project ZeNETH
- Financial Literacy Interview w/ Paul Merriman
- Compass 2 Campus
- Student Spotlight: Ethan (Captain of the WWU Cheer Team) Long Form
- Student Spotlight: Cameron (Visual Journalist Work Study)
- Sculpture Garden Short Documentary

Future/Potential Projects About to Begin
- Above Bellingham 2.0 (Drone video, showcasing the WWU community)
WEB COMMUNICATION TECHNOLOGIES (WEBTECH)

Summary August – September
The Libraries and WebTech collaborated to build Find A Space, a study and service locator for library resources. There was a lot of collaboration both with digital accessibility experts in WebTech and users of the library to make it as useful as possible. With feedback from students, we expect it to evolve further.

WordPress has a new theme that aligns properly with Western’s brand guidelines. Staff and faculty when working with sites should now have a seamless experience navigating between the primary enterprise content management system, Drupal, and WordPress.

The long-term goal of providing a fully accessible video and audio player moved one step closer these past two months. WebTech released the first stable version of Able Player for Drupal. This allows Western to participate in security coverage of the code by Drupal itself which is typically a prerequisite for Western to use code in our Drupal environment. You can experience it in action on the Celebration of Excellence webpage. Our plan is to deploy to over 150 websites over the next several months.

WebTech also worked closely with subject matter experts to improve the content and migrate the Financial Aid website to Drupal, launch a new version of the campus map hosted in Azure, and an updated Latine Heritage Month, Indigenous People’s Day, and a new page for the First Night Out program.

The Professional Continuing Education website received a makeover for their program pages with the goal of increasing leads for Western hosted programming. The Small Business Development Center rolled out a series of new content entirely in Español.

Recruitment Campaign Traffic
As the campaign for 22-23 winds to a close, it’s worth noting that even though it has slowed, it still generates 6.1% of all traffic to wwu.edu, including a total of 25,005 new visitors between May 19th and July 27th. Snapchat continues to be the most popular social media program driving 3,524 visits to the Make Waves landing page.
UNIVERSITY RELATIONS

COMMUNITY RELATIONS

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

WWU Day at the Northwest Washington Fair
Thursday, August 17, 2023, was the second annual Western Washington University Day at the Northwest Washington Fair. This sponsorship, in partnership with University Advancement and the AS Bookstore, is a part of Western’s ongoing effort to boost visibility in rural Whatcom County and beyond. Western was visible in multiple ways including:

- The first 300 attendees who visited WWU’s booth at the fair wearing WWU logo merchandise received a token for a free Moo-Wich, the iconic ice cream and cookie treat introduced by the Whatcom County Dairy Women in 1980.
- All students, faculty, staff and alumni received $2 off admission.
• The first 1,500 fans into that evening’s Chase Rice concert received a complimentary blue WWU glow stick that added to the concert experience for all.
• WWU’s banners were hung at every entrance to the NW Washington Fairgrounds.
• Western’s Mascot, Victor E. Viking, was the fair’s most popular person as fairgoers took photos with him while he roamed the fairgrounds throughout the day.
• A WWU promotional video played on the giant screens at the event center before all shows and concerts during The Fair’s ten-day run.

Western Wednesday: First Night Out
Wednesday, September 27, 2023, was Western Wednesday: First Night Out, one of Western’s biggest events held at the beginning of the school year. Community Relations partnered with the Downtown Bellingham Partnership, the City of Bellingham, and local businesses to welcome students back for the school year and introduce them to their new downtown community. Led by a drumline and a New Orleans-style student band, more than a thousand students walked together from Red Square to downtown Bellingham’s Depot Market Square where there was live music, entertainment, free food, and games. Students received a “Discover Downtown Guide,” a coupon book, that highlights more than 50 downtown businesses offering discounts to students, faculty and staff every “Western Wednesday” throughout the year. Students were encouraged to explore downtown with friends and visit businesses offering these special discounts while earning stickers that qualify them for gift cards, merchandise, and other prizes. [www.wwu.edu/firstnightout](http://www.wwu.edu/firstnightout)

WWU Banners and Blue Lights Downtown
In conjunction with Western Wednesday: First Night Out and in preparation for the return of students, Community Relations facilitated a partnership with the City of Bellingham to install 84 WWU banners lining downtown streets and blue LED twinkle lights on more than 200 trees throughout downtown. The banners and lights not only create a welcoming environment for new WWU students and families arriving in town, but it also reminds the Bellingham Community of Western’s important presence in the community.

Indigenous Peoples’ Day
Monday, October 9 is Indigenous Peoples’ Day. For the third year, the Director of Community Relations is facilitating a community event in partnership with the Community Consortium for Cultural Recognition (CCCR). The CCCR consists of partners from WWU, Whatcom Community College, Bellingham Technical College, Northwest Indian College, City of Bellingham, Peace Health, and Bellingham Public Schools.
Additional partners have joined for Indigenous Peoples’ Day including the Swinomish Indian Tribal Community, Lummi Nation, Children of the Setting Sun Productions, and Ferndale Public Schools.

This year’s event is themed “Smoke Signals: Messages from Mother Earth” and will be held at Lummi Nation’s Wex’liem Community Building. The event will feature keynote speaker Dr. Evan Adams, who is an award-winning Canadian actor & medical doctor who is also a member of the Tla’amin First Nation located in British Columbia. He’s known for his role in the movie, “Smoke Signals.” The event will also feature a free community salmon dinner, talks from Native youth and sales of cultural arts and crafts from vendors.

TRIBAL LIAISON

Events and Planning
The priority for the Tribal Relations Department continues to be guiding the planning and development of the House of Healing longhouse project. The University’s land use attorney and City of Bellingham attorney are continuing negotiations regarding the land lease and city requirements for road improvements on Arboretum Drive. The base scope and building portion of the project
continues to be worked on by the contractors and design team to stay within budget. We remain committed to a construction start in April 2024 and completion by fall of 2025.

The planning for the annual Indigenous People’s Day continues in collaboration with WWU Community Relations and our community consortium partners. For the first time ever, this event will be held in Lummi, and in addition to keynote speaker Evan Adams, our student speaker is Santana Rabang, WWU student and a member of WWU’s Native American Student Union.

Advisory Functions
Internally the Tribal Liaison continues to advise and support Native students daily. The summer quarter activity has slowed down, but it is beginning to pick up as students prepare for the return of fall quarter. The Tribal Liaison also been actively involved in consultation with students, staff, faculty, and administration with issues and policies about tribal nations and concerns.

The Tribal Liaison has been selected to join the WWU NAGRPA Advisory Committee and we have begun our regular monthly meetings. The committee will provide oversight for the decisions regarding repatriation or disposition of Native American ancestral remains and cultural items, and overall implementation of the Native American Graves Protection and Repatriation Act including the completion of Notices of Inventory Completion (NICS) in accordance with NAGPRA and related policy and procedures.

Relationship-Building
The Tribal Liaison maintains a position on the Northwest Indian College Board of Trustees and has attended several meetings over the summer. NWIC hosted the Presidents Hy’shqe Gala celebrating the 40th Anniversary of Northwest Indian College on Saturday, September 9, 2023, at the Silver Reef Casino Even Center. The event was an exciting event celebrating the accomplishments of NWIC while honoring several tribal leaders (past and present) for their supportive roles in reaching the 40th anniversary milestone.

The Tribal Liaison attended the Affiliated Tribes of Northwest Indians (ATNI) annual convention September 17 – 19, 2023 in Chehalis, Washington, including the Education Committee meeting with other tribal liaisons and education leaders in higher educational institutions throughout the Northwest region. This joint gathering supports Native students at higher ed institutions and provides visual and effective recognition for Western Washington University.

SMALL BUSINESS DEVELOPMENT CENTER

Sourdough Fire Response
The WWU Small Business Development Center has partnered with the Whatcom County Sheriff’s Office Division of Emergency Management, Whatcom Community Foundation, and the Port of Bellingham to support businesses impacted by the Sourdough fire. Certified Business Advisor Asche Rider reached out to 30 businesses in the region to provide support and assess economic impact. As this developing situation unfolds, our team will continue to assist business owners in accessing financial resources and recovering from the resulting impacts of the fire.

Celebrating Hispanic Heritage
Our team was honored to participate in the Hispanic Heritage Celebration hosted by the Northwest Washington Hispanic Chamber of Commerce at Pioneer Park in Ferndale. Executive Director CJ Seitz, Community Development Director and Certified Business Advisor Dr. Liliana Deck, and Graduate Assistant Emma Thompson shared a canopy with our partners from Sustainable Connections. Our team enjoyed connecting with local community members and leaders.

WWU SBDC Website: Spanish Language Resources
Our team has developed and launched a new section of our website (sbdc.wwu.edu) to provide business resources in both English and Spanish. As we have expanded our outreach and business advising services to reach and serve Spanish-speaking entrepreneurs, we have continuously sought and translated Spanish-language resources. In our efforts to provide a consistent advising experience for our English- and Spanish-speaking clients, we look forward to further development of supplementary support resources.

Presentations
- Tax Workshop for Small Business at the BE$T program in Kitsap
- Entrepreneurship workshop for Young Minds, Big Business at Kitsap Community Resources
- Team Whatcom – presented update on SBDC services and outreach to underserved communities at this monthly forum for multiple agencies devoted to regional economic development.

Selected Outreach – Whatcom
- Bellingham Chamber of Commerce
- Bellingham SCORE
- Blaine Chamber of Commerce
- City of Bellingham
- Ferndale Chamber of Commerce
- Hispanic Heritage Celebration
- Latine Leadership Initiative
- Northwest Workforce Council
- Seamar Community Center – services for newcomers (migrants and refugees)
- Small Cities Partnership
- Sustainable Connections
- US Department of Labor – Sumas Mega Project
- Whatcom Business Alliance
- Whatcom Community Foundation
- Whatcom County Business and Commerce Advisory
- Women’s Professional Network
- WWU Career Services Center
- WWU Center for Economic and Business Research d Outreach – Whatcom

Selected Outreach – Kitsap
- Bainbridge Island Chamber of Commerce
- Bainbridge Island Economic Development Committee / Winslow Subarea Plan workshop
- Bremerton Greendrinks
- Cruise Ship Planning Committee with downtown, visitor associations and chambers
- Downtown Bremerton Association monthly meetings and networking event
- Entrepreneurship and Innovation Committee
- Greater Kingston Chamber of Commerce
- Greater Kitsap Chamber of Commerce – hosted resource table
- Greater Seattle SCORE
- Illuminate.me Mixer
- Kitsap Bank, Kitsap County fair rodeo event
- Kitsap Building Association, networking event
- Kitsap Economic Development Alliance BIPOC Business Forum planning and 40th Anniversary event
- Kitsap Industrial Readiness Summit, hosted by KEDA about the Navy’s SIOP
- Marvin Williams Center, Young Minds Big Business
Program Audit Follow-up:
In July 2022, WWU Audit and Consulting Services conducted an audit of our AmeriCorps grant’s criminal history check processes and procedures. This was conducted in response to a request from AmeriCorps, the federal funding agency. There were several findings that identified areas where the program was out of compliance with AmeriCorps policies and procedures regarding the criminal history checks conducted for the program. Staff used the audit feedback to strengthen the program’s policies and procedures. This summer, WWU Audit and Consulting Services conducted a follow-up audit. As a result of the improved systems and processes implemented by the Washington Campus Coalition staff, we received a clean audit with no out-of-compliance findings identified.

Additional Grant Funding
AmeriCorps invited Washington Campus Coalition for the Public Good to request carryforward funding into the current 2023-24 program year. As a result, WACC will receive approximately $450,000 of additional funds for the Civic Leadership & Engagement Corps program. This is great news in that it could be indicative that AmeriCorps has increased confidence in WWU and WACC to administer a larger program. Given that a year before, there were compliance findings, we are optimistic that their former concerns have been alleviated. In addition, we will be recompeting for another three-year grant in January 2024, and hope to expand the program even further.
Purpose of Submittal:

The credentials and accomplishments of these faculty members have been examined by their peers, tenure and promotion committees, department chairs, college deans, as well as the Provost and Vice President for Academic Affairs. Each person approved meets or exceeds the internal (college and all-university) and external (comparative, disciplinary, and professional) standards Western Washington University requires for tenure and/or promotion. This extensive review process confirms the merit of each faculty member’s teaching, research or creative activity, and service to the University and the community.

Supporting Information:

Provided below are two tables that list the following:

1) Thirty-seven tenure track assistant professors granted tenure and promoted to the rank of associate professor effective 9/16/2023.

2) Twenty-three tenured associate professors promoted to the rank of full professor effective 9/16/2023.
### Tenure and Promotion to Associate Professor

<table>
<thead>
<tr>
<th>Name</th>
<th>Last Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve</td>
<td>Bennett</td>
<td>Health and Human Development Department</td>
</tr>
<tr>
<td>Carrie</td>
<td>Brennan</td>
<td>Elementary Education Department</td>
</tr>
<tr>
<td>Tim</td>
<td>Bruce</td>
<td>Education Leadership and Inclusive Teaching</td>
</tr>
<tr>
<td>Ethan</td>
<td>Bushelle</td>
<td>Global Humanities and Religions Department</td>
</tr>
<tr>
<td>Pedro</td>
<td>Cameselle-Pesce</td>
<td>History Department</td>
</tr>
<tr>
<td>Kristen</td>
<td>Chmielewski</td>
<td>Health and Human Development Department</td>
</tr>
<tr>
<td>Jill</td>
<td>Davishahl</td>
<td>Engineering and Design Department</td>
</tr>
<tr>
<td>Virginia</td>
<td>Dawson</td>
<td>Linguistics Department</td>
</tr>
<tr>
<td>Christine</td>
<td>Espina</td>
<td>Health and Community Studies Department</td>
</tr>
<tr>
<td>Stephanie</td>
<td>Gomez</td>
<td>Communication Studies Department</td>
</tr>
<tr>
<td>Charles</td>
<td>Halka</td>
<td>Music Department</td>
</tr>
<tr>
<td>Ernest</td>
<td>Hartwell</td>
<td>Modern and Classical Languages Department</td>
</tr>
<tr>
<td>Mary</td>
<td>Hunt</td>
<td>Health and Human Development Department</td>
</tr>
<tr>
<td>Meilan</td>
<td>Jin</td>
<td>Elementary Education Department</td>
</tr>
<tr>
<td>Alia</td>
<td>Khan</td>
<td>Environmental Sciences Department</td>
</tr>
<tr>
<td>Thanh</td>
<td>Le</td>
<td>Physics and Astronomy/SMATE Department</td>
</tr>
<tr>
<td>Ceci</td>
<td>Lopez</td>
<td>Fairhaven College of Interdisciplinary Studies</td>
</tr>
<tr>
<td>James</td>
<td>Miller</td>
<td>Urban and Environmental Planning and Policy Dept</td>
</tr>
<tr>
<td>Tesla</td>
<td>Monson</td>
<td>Anthropology Department</td>
</tr>
<tr>
<td>Manuel</td>
<td>Montaño</td>
<td>Environmental Sciences Department</td>
</tr>
<tr>
<td>Heather</td>
<td>Moore</td>
<td>Communications Sciences and Disorders Department</td>
</tr>
<tr>
<td>Melissa</td>
<td>Osborne</td>
<td>Sociology Department</td>
</tr>
<tr>
<td>Sasha</td>
<td>Petrenko</td>
<td>Art and Art History Department</td>
</tr>
<tr>
<td>Allison</td>
<td>Pfeiffer</td>
<td>Geology Department</td>
</tr>
<tr>
<td>Peter</td>
<td>Pihos</td>
<td>History Department</td>
</tr>
<tr>
<td>Hunter</td>
<td>Price</td>
<td>History Department</td>
</tr>
<tr>
<td>Jason</td>
<td>Query</td>
<td>Economics Department</td>
</tr>
<tr>
<td>James</td>
<td>Ray</td>
<td>Music Department</td>
</tr>
<tr>
<td>Margarita</td>
<td>Ruiz Guerrero</td>
<td>Elementary Education Department</td>
</tr>
<tr>
<td>Austin</td>
<td>Shaw</td>
<td>Design Department</td>
</tr>
<tr>
<td>Imran</td>
<td>Sheikh</td>
<td>Environmental Sciences Department</td>
</tr>
<tr>
<td>Kathryn</td>
<td>Sobocinski</td>
<td>Environmental Sciences Department</td>
</tr>
<tr>
<td>Adrian</td>
<td>Villicana</td>
<td>Fairhaven College of Interdisciplinary Studies</td>
</tr>
<tr>
<td>Adrienne</td>
<td>Wang</td>
<td>Biology Department</td>
</tr>
<tr>
<td>Scott</td>
<td>Wehrwein</td>
<td>Computer Science Department</td>
</tr>
<tr>
<td>Felicia</td>
<td>Youngblood</td>
<td>Music Department</td>
</tr>
<tr>
<td>Batool</td>
<td>Zaidi</td>
<td>Sociology Department</td>
</tr>
<tr>
<td>Name</td>
<td>Last Name</td>
<td>Department</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Cat</td>
<td>Armstrong Soule</td>
<td>Finance and Marketing Department</td>
</tr>
<tr>
<td>Rebecca</td>
<td>Bunn</td>
<td>Environmental Sciences Department</td>
</tr>
<tr>
<td>Dolores</td>
<td>Calderon</td>
<td>Fairhaven College of Interdisciplinary Studies</td>
</tr>
<tr>
<td>Lina</td>
<td>Dahlberg</td>
<td>Biology Department</td>
</tr>
<tr>
<td>Masanori</td>
<td>Deguchi</td>
<td>Modern and Classical Languages Department</td>
</tr>
<tr>
<td>Dawn</td>
<td>Dietrich</td>
<td>English Department</td>
</tr>
<tr>
<td>Dawna</td>
<td>Drum</td>
<td>Accounting Department</td>
</tr>
<tr>
<td>Steven</td>
<td>Emory</td>
<td>Chemistry Department</td>
</tr>
<tr>
<td>Lillian</td>
<td>Fok</td>
<td>Decision Sciences Department</td>
</tr>
<tr>
<td>Jasmine</td>
<td>Goodnow</td>
<td>Health and Human Development Department</td>
</tr>
<tr>
<td>Brian</td>
<td>Hutchinson</td>
<td>Computer Science Department</td>
</tr>
<tr>
<td>Filip</td>
<td>Jagodzinski</td>
<td>Computer Science Department</td>
</tr>
<tr>
<td>Monique</td>
<td>Kerman</td>
<td>Art and Art History Department</td>
</tr>
<tr>
<td>Yudong</td>
<td>Liu</td>
<td>Computer Science Department</td>
</tr>
<tr>
<td>John</td>
<td>McLaughlin</td>
<td>Environmental Sciences Department</td>
</tr>
<tr>
<td>Jared</td>
<td>Moore</td>
<td>Accounting Department</td>
</tr>
<tr>
<td>Derek</td>
<td>Moscato</td>
<td>Journalism Department</td>
</tr>
<tr>
<td>Melissa</td>
<td>Rice</td>
<td>Geology/Physics and Astronomy Departments</td>
</tr>
<tr>
<td>Lysa</td>
<td>Rivera</td>
<td>English Department</td>
</tr>
<tr>
<td>Michael</td>
<td>Slouber</td>
<td>Global Humanities and Religions Department</td>
</tr>
<tr>
<td>Veronica</td>
<td>Velez</td>
<td>Secondary Education Department</td>
</tr>
<tr>
<td>Nicholas</td>
<td>Washburn</td>
<td>Health and Human Development Department</td>
</tr>
<tr>
<td>Sarah</td>
<td>Zimmerman</td>
<td>History Department</td>
</tr>
</tbody>
</table>