

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey

DATE: February 10, 2023

SUBJECT: Enrollment Management

PURPOSE: Information Item

I. Enrollment

There is significant anticipation for 2023, as we prepare to launch Strategic Enrollment Management (SEM) Planning for Western. The opportunities that come with being on the Common App are tempered by changes in our institutional and environmental realities, and we continue to make bold steps to position ourselves to best recruit and retain our students.

Winter 2023 Enrollment

With enrollment in Fall 2022 being down from Fall 2021 by 2.5%, the decline of 1.7% for Winter 2023 from Winter 2022 was a better outcome than expected. The proportion of students of color in our student body remains high at 28.3%, with noteworthy levels of enrollment of students who identify as Black or Latino. Nonresident enrollment (14%) is consistent with what we saw in the fall quarter, and recent years continue to reflect success in raising brand awareness outside of Washington. Our partnership with the University Marketing team has been critical in that effort. The ongoing challenges for enrollment of first-generation and low-income students are apparent in our student body this winter, as they were for fall, and of course, they are a reflection of the natural progression from fall enrollment to winter.

Winter Enrollment - All Students

Enrollment by Race/Ethnicity

	Winter 2018	Winter 2019	Winter 2020	Winter 2021	Winter 2022	Winter 2023
Hispanic or Latino Ethnicity	1,358 (8.9%)	1,437 (9.3%)	1,526 (10.0%)	1,469 (10.4%)	1,469 (10.5%)	1,462 (10.6%)
American Indian or AK Native	316 (2.1%)	306 (2%)	289 (1.9%)	259 (1.8%)	234 (1.7%)	214 (1.5%)
Asian	1,599 (10.5%)	1,637 (10.6%)	1,616 (10.6%)	1,614 (11.4%)	1,587 (11.3%)	1,521 (11.0%)
Black or African American	408 (2.7%)	406 (2.6%)	399 (2.6%)	427 (3.0%)	445 (3.2%)	465 (3.4%)
Native HI or Other Pacific Isl	63 (0.4%)	67 (0.4%)	56 (0.4%)	58 (0.4%)	60 (0.4%)	74 (0.5%)
White	10,916 (71.5%)	10,844 (70.5%)	10,635 (69.8%)	9,712 (68.6%)	9,624 (68.5%)	9,448 (68.4%)
Two or more races: Other	168 (1.1%)	182 (1.2%)	188 (1.2%)	177 (1.2%)	180 (1.3%)	170 (1.2%)
International	171 (1.1%)	179 (1.2%)	173 (1.1%)	108 (0.8%)	155 (1.1%)	170 (1.2%)
Race and ethnicity unknown	264 (1.7%)	327 (2.1%)	364 (2.4%)	343 (2.4%)	293 (2.1%)	284 (2.1%)
Total	15,263	15,385	15,246	14,167	14,047	13,808
<i>Students of Color</i>	<i>3,912 (25.6%)</i>	<i>4,035 (26.2%)</i>	<i>4,074 (26.7%)</i>	<i>4,004 (28.3%)</i>	<i>3,975 (28.3%)</i>	<i>3,906 (28.3%)</i>
<i>Non-Resident</i>	<i>1,813 (11.9%)</i>	<i>1,942 (12.6%)</i>	<i>1,870 (12.3%)</i>	<i>1,595 (11.3%)</i>	<i>1,841 (13.1%)</i>	<i>1,936 (14.0%)</i>
<i>First Generation</i>	<i>4,928 (32.3%)</i>	<i>4,884 (31.7%)</i>	<i>4,670 (30.6%)</i>	<i>4,217 (29.8%)</i>	<i>3,861 (27.5%)</i>	<i>3,187 (23.1%)</i>
<i>PELL-Eligible</i>	<i>3,932 (25.8%)</i>	<i>3,625 (23.6%)</i>	<i>3,502 (23.0%)</i>	<i>3,152 (22.2%)</i>	<i>2,961 (21.1%)</i>	<i>2,751 (19.9%)</i>

This quarter, 62 new first-year students joined our student body along with 225 new transfer students. This is a shift from the years prior to the pandemic, when the number of new first-year students was consistently lower and the number of new transfer students was consistently over 300.

Spring 2023 Outlook

We always expect a smaller number of new students to enroll with us in spring quarter than in winter, and that number is dominated by new transfer students. For Spring 2023, we are seeing some growth in interest from international students and from first-generation students. However, overall activity—among both first-year and transfer applicants—suggests we will be down slightly in Spring 2023 new student enrollment compared with Spring 2022.

Fall 2023 Recruitment

Though there are some challenges ahead, we are starting the yield season from a position of strength: more applications and more offers of admission. Confirmations have been fluctuating each week and signal that interest among those applicants is lighter and that yield will be down. The following tables provide some comparative information about applications, admits, and confirmations for Fall 2023, as compared to the same week in the cycle for recent years.

Totals as of January 25, 2023:

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2023	10,684	8,936	681
2022	8,518	7,554	579
2021	8,051	6,988	616
2020	7,832	5,425	512

New transfers—Bellingham

	Applied	Admitted	Confirmed
2023	491	104	36
2022	506	188	77
2021	427	154	45
2020	411	89	13

New transfers—other locations

	Applied	Admitted	Confirmed
2023	19	4	4
2022	24	1	1
2021	60	6	6
2020	62	0	0

Important notes on New First-year Applications for Fall 2023

- First-year applications are up significantly (25.4%).
- The percentage of applicants who have been offered admission is down modestly. (83.6% currently, compared to 89.1% for Fall 2022)
- The percentage of first-year applicants identifying as students of color is comparable to what it was at this time in the cycle for Fall 2022. (35.5% this cycle, compared to 36.2% for Fall 2022)

- Confirmations from nonresident first-year students are almost the same as the number of confirmations we had received from nonresidents at this point in the cycle for Fall 2021 and Fall 2022 (despite far more offers).
- The percentage of first-year applicants identifying as first-generation is up from what it was at this time in the cycle for Fall 2022. (24.1% currently, compared to 19.5% for Fall 2022)
 - This is encouraging, as our current levels are nearing the pre-pandemic level—26.5% for Fall 2019.

Like our peers in the state (who also joined the Common App this year), Western is experiencing a double-digit increase in the percentage of applications received.

As has been shared in a prior report, the significant increase in the number of first-year applications for Fall 2023 can be attributed to several factors.

- Continued investment in institutional marketing
- Full resumption of key recruitment activities, both on- and off-campus, including resumed activity with Community-Based Organizations
- Dividends beginning to be realized on prior-year marketing for early high schoolers (i.e., sophomores and juniors)
- Supporting the second year of the state's Guaranteed Admissions Program
- Joining the Common App consortium and deploying the application platform for the Fall 2023 cycle

Being on the Common App consortium positions Western alongside more than 1000 other colleges and universities, elevating our visibility and making it easier for students to apply to Western, and it is the most significant factor in our increase in applications this year.

Official reports from the Common App highlight a 19.5% increase in applications compared with the Fall 2020 group as of their January 2020 report (the last report before pandemic effects took hold). In that comparison, Western's performance looks especially favorable: this year's count is 29.1% larger than the Fall 2020 class at the same time. That same Common App report references an increase in applications of 47% by students requesting fee waivers (compared with an 11% increase in applications by those not requesting waivers). This could point to either real or perceived aspects of financial vulnerability, one which should remain front-and-center in our analysis and planning.

While the sizeable increase in applications puts us in a good position at this point in the process, we recognize that more of those applicants from outside of our region are applying without significant awareness of Western and with a lower level of interest in us compared to other schools on their lists. Simply stated, significant increases in applications and offers of admission—especially those from more distant locations—will interfere with our ability to yield at the same rate we have in recent years.

In a January 23rd article for *Higher Ed Dive* ("[6 college admissions experts share their biggest predictions for 2023](#)"), Dr. Angel Pérez, former Vice President of Enrollment at Trinity College (CT), and currently CEO for the National Association for College Admissions Counseling (NACAC), shared his predictions for the year...

"Institutions with stronger endowments and resources will get more selective, enrolling a greater number of students who can pay full tuition. Institutions with fewer resources and less name recognition will struggle to meet enrollment and net tuition revenue targets. These diverging forces will increasingly bifurcate America's higher education ecosystem. Institutions will experience enormous pressure to balance revenue and diversity goals."

As competition rises for students who can pay tuition, institutions face difficult tradeoffs. Do they admit more low-income, first-generation students of color, or focus solely on the financial bottom line? What happens if a decision from the Supreme Court makes these efforts even harder? The decisions are not easy, and today's higher education leaders can't be blamed for historical decisions politicians made to push college costs in America to the student. Many colleges need significant tuition revenue to survive. As I reminded board members of colleges where I led enrollment, "Without money, there is no mission."

We are fully committed to robust on-the-ground recruitment activities—both on- and off-campus. At this point in the cycle, these include several yield receptions and programs throughout the region. Our digital presence and virtual engagements are garnering good interest and activity, including one in partnership with the Honors College, named "Experience Western Honors."

While the scholarship funding available is modestly reduced this year from last year, this year's scholarship recruitment plan makes great use of available resources and incorporates a renewed commitment to supporting access for first-generation Washington residents as well as those from under-represented backgrounds. We've strengthened our relationships with several community-based organizations (CBOs) such as College Success Foundation, Futures Northwest, College Possible, GEARUP, The Seattle Program, and a number of public school districts with AVID (Advancement Via Individual Determination) curricula. Additionally, we are once again collaborating with on-campus partners—such as the Multicultural Center, Ethnic Student Center, Student Outreach Services, and Blue Group—to bolster on-campus activities for prospective Students of Color (SOC) and ensure they have connections to their support networks. Upcoming events include scholarship recognition receptions, application completion events, and tailored visits geared toward program learning outcomes centered around student identity and lived experiences.

Similarly, diversification of international student recruitment is essential. We are exploring and planning for out-of-state transfer fairs as well as international first-year programs for future recruitment. In February, WWU will be represented at eight international transfer fairs in Seattle-area community colleges, along with several virtual presentations with global audience participation. In-person representation is well-received by the staff and students in attendance, but generally, international student numbers are considerably down across the state's two-year institutions. Finally, Admissions is partnering with the Office of Continuing Education (OCE) and Study Group in introducing a new faculty-approved pathway to direct admission for students who could benefit from additional English-language proficiency coursework but who we believe are ready for bachelor's level study at Western. Students who qualify for this special pathway will be admitted to study toward a degree but will be required to take two college-level English preparatory courses (advanced level) as electives as they begin their studies at Western.

Transfer Outlook—While we are still several weeks away from the March 1st application deadline for transfer students, a picture is coming into focus. Consistent with recent years, we are planning for another down year. As shared in previous reports, our transfer activity is impacted greatly by the enrollment realities of the state's community and technical colleges. Recently released data from the Washington State Board for Community and Technical Colleges provides insight. Numbers below—for Western's largest transfer feeder institutions—point to a slowdown in the enrollment decline but, settling at a level far removed from the much higher enrollment counts of a decade ago.

	10-11	17-18	21-22	22-23	Change HC (F10-F22)		Change HC (F17-F22)		Change HC (F21-F22)	
	Headcount	Headcount	Headcount	Headcount	N	Perc	N	Perc	N	Perc
ALL	269,551	228,275	168,708	169,152	-99,290	-37%	-59,123	-26%	444	0.3%
Bellevue	19,865	17,393	13,275	12,123	-7,276	-37%	-5,270	-30%	-1,152	-8.7%
Cascadia	3,379	3,873	2,106	2,049	-1,189	-35%	-1,824	-47%	-57	-2.7%
Clark	16,054	12,901	7,935	7,891	-8,515	-53%	-5,010	-39%	-44	-0.6%
Edmonds	13,225	10,547	7,112	7,488	-5,244	-40%	-3,059	-29%	376	5.3%
Everett	12,000	9,713	7,920	7,389	-4,249	-35%	-2,324	-24%	-531	-6.7%
Green River	11,136	10,860	8,244	8,261	-2,282	-20%	-2,599	-24%	17	0.2%
Olympic	8,733	7,278	5,377	5,354	-3,086	-35%	-1,924	-26%	-23	-0.4%
Peninsula	4,545	2,643	1,909	2,066	-2,414	-53%	-577	-22%	157	8.2%
Shoreline	7,174	6,857	5,241	5,074	-2,695	-38%	-1,783	-26%	-167	-3.2%
Skagit Valley	6,606	5,549	4,218	4,355	-2,451	-37%	-1,194	-22%	137	3.2%
Whatcom	7,209	6,657	4,423	4,347	-2,533	-35%	-2,310	-35%	-76	-1.7%

As the state's community and technical colleges serve distinct populations with differing goals, two additional tables are worth referencing. The table below makes clear the continued decline in enrollment—though less accentuated—for those enrolling in associates degrees with a path toward transfer (traditionally, DTA and AST).

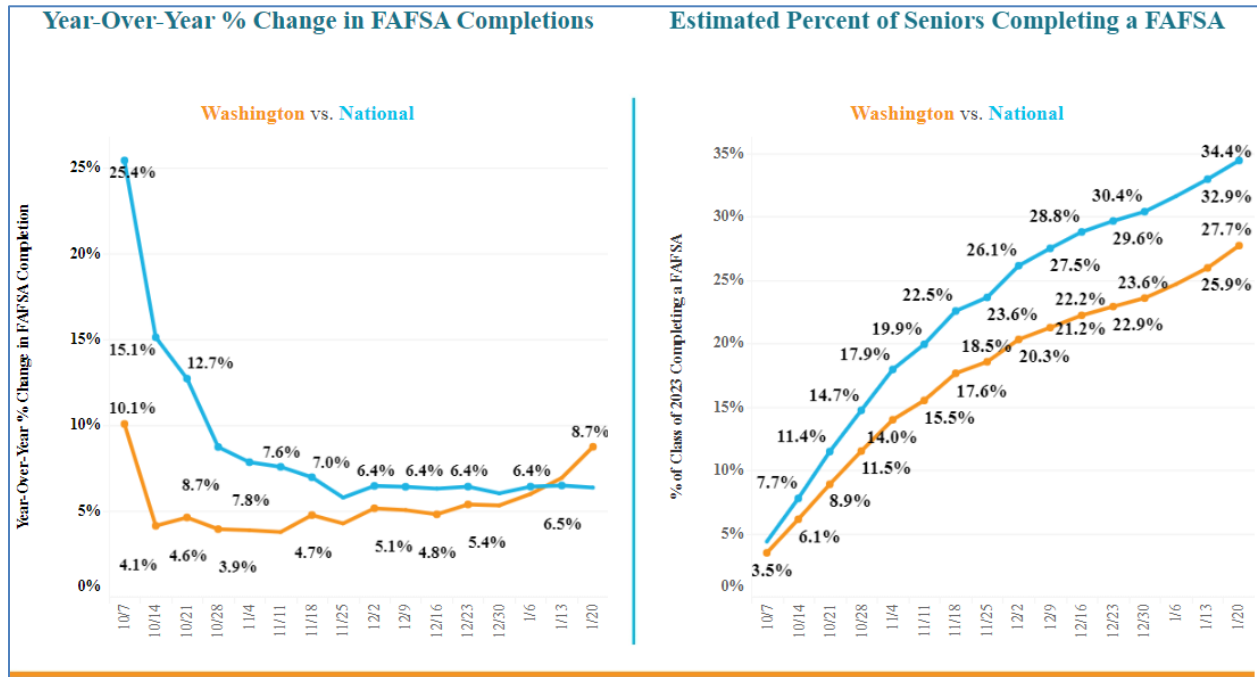
	10-11	17-18	21-22	22-23	Change HC (F10-F22)		Change HC (F17-F22)		Change HC (F21-F22)	
	Headcount	Headcount	Headcount	Headcount	N	Perc	N	Perc	N	Perc
ALL	92,362	90,107	74,128	70,816	-18,706	-20%	-19,291	-21%	-3,312	-4.5%
Bellevue	7,647	6,540	8,407	6,256	-961	-13%	-284	-4%	-2,151	-25.6%
Cascadia	2,279	2,769	1,720	1,597	-547	-24%	-1,172	-42%	-123	-7.2%
Clark	6,320	5,713	4,552	4,159	-1,961	-31%	-1,554	-27%	-393	-8.6%
Edmonds	4,928	4,188	2,834	3,108	-1,553	-32%	-1,080	-26%	274	9.7%
Everett	4,402	4,359	4,985	4,019	-135	-3%	-340	-8%	-966	-19.4%
Green River	4,825	5,033	4,260	4,148	-573	-12%	-885	-18%	-112	-2.6%
Olympic	3,733	3,321	2,764	2,749	-967	-26%	-572	-17%	-15	-0.5%
Peninsula	1,233	786	705	660	-414	-34%	-126	-16%	-45	-6.4%
Shoreline	3,181	3,153	2,294	2,735	34	1%	-418	-13%	441	19.2%
Skagit Valley	2,320	2,107	1,867	1,725	-736	-32%	-382	-18%	-142	-7.6%
Whatcom	3,380	3,117	2,667	2,252	-1,174	-35%	-865	-28%	-415	-15.6%

The following table features data for high school students enrolled in each community college's Running Start program. The rapid growth in running start students that the state experienced in the 2010s has leveled off for these dual-enrollment cohorts.

	10-11	17-18	21-22	22-23	Change HC (F10-F22)		Change HC (F17-F22)		Change HC (F21-F22)	
	Headcount	Headcount	Headcount	Headcount	N	Perc	N	Perc	N	Perc
ALL	16,741	26,792	25,727	25,988	9,745	58%	-804	-3%	261	1.0%
Bellevue	1,285	2,469	2,748	2,722	1,556	121%	253	10%	-26	-0.9%
Cascadia	462	701	668	649	209	45%	-52	-7%	-19	-2.8%
Clark	1,669	2,469	1,883	1,770	195	12%	-699	-28%	-113	-6.0%
Edmonds	713	1,162	1,049	1,071	403	57%	-91	-8%	22	2.1%
Everett	767	1,284	1,354	1,396	654	85%	112	9%	42	3.1%
Green River	1,145	1,776	1,606	1,684	384	34%	-92	-5%	78	4.9%
Olympic	710	1,048	963	1,030	376	53%	-18	-2%	67	7.0%
Peninsula	294	352	297	263	-38	-13%	-89	-25%	-34	-11.4%
Shoreline	262	445	436	453	215	82%	8	2%	17	3.9%
Skagit Valley	614	598	579	605	21	3%	7	1%	26	4.5%
Whatcom	850	968	846	815	9	1%	-153	-16%	-31	-3.7%

We are adjusting for these realities and engaging in the work of the Strategic Partnership Impact Plan (STIP). This is the plan that we developed with Olympic College over the last year in the Transfer Intensive program that was hosted by AASCU and the Aspen Group.

FAFSA Submission—As of January 20th, the national percentage of high school seniors submitting the FAFSA stands at 34.4% according to the FAFSA Tracker. The Fall 2023 cohort is 6.4% ahead of last year’s high school senior class in FAFSA submission. Washington state is performing better—8.7% up in FAFSA submissions, at 27.7% compared to this time last year. This year-over-year comparison places our state among the top 10 highest increases as of this reporting date. However, the overall completion rate still places Washington in the bottom 10 nationally, well behind the top five states/district of Illinois (47.0%), D.C. (45.1%), Texas (43.5%), Connecticut (43.3%), and Tennessee (43.2%). Source: *FAFSA Tracker*, sponsored by the National College Attainment Network at <https://formyourfuture.org/fafsa-tracker/>.



II. Registrar

Academic Performance

Changes in the academic performance of our students signal higher levels of stress and distress. Since the pandemic, we are seeing elevated percentages of students on academic warning, probation, and dismissal (low standing in the tables below).

Undergraduate Students							
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Good Standing	13,383	13,735	13,896	13,753	13,315	12,654	12,299
Academic Warning	1,050	1,075	1,128	1,281	765	1,178	1,255
Probation	169	137	126	123	163	169	147
Drop	84	86	60	86	6	70	102
Withdrawal	157	155	150	181	146	128	118
No Standing	3	5	7	2	7	6	11
Total	14,846	15,193	15,367	15,426	14,402	14,205	13,932
% Good Standing	90.1%	90.4%	90.4%	89.2%	92.5%	89.1%	88.3%
% Low Standing	8.2%	8.0%	8.2%	9.1%	6.4%	9.5%	10.1%
% Drop/Withdraw/No Standing	1.6%	1.6%	1.4%	1.7%	1.1%	1.4%	1.7%

New First-Year Students							
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Good Standing	2,482	2,673	2,726	2,645	2,211	2,437	2,706
Academic Warning	384	419	394	446	263	417	498
Withdrawal	21	21	26	26	17	19	18
No Standing	1	1	1		3	1	1
Total	2,888	3,114	3,147	3,117	2,494	2,874	3,223
% Good Standing	85.9%	85.8%	86.6%	84.9%	88.7%	84.8%	84.0%
% Low Standing	13.3%	13.5%	12.5%	14.3%	10.5%	14.5%	15.5%
% Withdraw/No Standing	0.8%	0.7%	0.9%	0.8%	0.8%	0.7%	0.6%

III. Student Aid

FAFSA/WASFA Outreach

Western's Financial Aid team has been encouraging and helping students and families with 2023-24 FAFSA and WASFA filing since October 2022.

Financial Aid has provided workshops in collaboration with Futures Northwest at the following high schools: Bellingham, Squalicum, Ferndale, Nooksack Valley, Meridian, Blaine, Lynden and Burlington-Edison. These events are held with ready computer access, thereby allowing students and parents/guardians to simply raise a hand to receive the help they need to complete and file electronically. We anticipate follow-up requests from high schools and will continue to provide assistance as it is requested. In addition, Western partnered with the Washington Student Achievement Council to provide an on-line, regional FAFSA and WASFA presentation.

Financial Aid has been working with Admissions to send reminders to newly admitted students. The office also sent another round of reminders to 8,800 continuing students on January 20th. During the week following that message to continuing students, a total of 317 students from the batch of 8,800 filed the FAFSA, suggesting that our e-mailed nudge had the intended effect.

2023-24 Financial Aid Processing

Ellucian Banner Financial Aid software installations have been made and tested for the upcoming year; forms have been updated and student aid applicants notified of additional documentation required to complete their financial aid files.

Although we are early in the 2023-24 aid year, we are definitely seeing some traction:

- The digital advertising campaign pushing FAFSA completion has been running since December, directing students to the updated Financial Aid department landing page created by University Marketing. This has been a successful endeavor for the past two years and is again yielding results.
- The Financial Aid Services Center (primary Financial Aid lobby) began receiving inquiries as quickly as 20 minutes after the electronic notifications requesting documentation were sent.
- Students are already self-scheduling appointments with Financial Aid Counselors.
- Students and parents are seeking adjustments (under professional judgement rules) due to loss of income or other hardships including divorce, separation and unique student circumstances such as financial aid dependency status issues and homelessness.

- As is always the case, many nonresident students and parents have expressed interest in WUE and Admissions scholarships.

The number of visits and types of inquiries we are receiving are on track for this time of year.

Scholarship Processing Software

Financial Aid has been working with Enterprise Application Services, University Advancement, academic and administrative departments, and Western students to review software options that will allow us to better meet campus scholarship processing needs.

Scholarship processing has been supported by institutionally written software that was developed in-house many years ago. Campus partners and scholarship applicants have had to deal with significant challenges using the outdated system: the need for continued development, increased challenges with data sharing across systems, security, accessibility, maintenance, and an overall lack of usability by students and staff. We are seeking a hosted or cloud-based scholarship management system to replace the current system.

We anticipate that implementation of new, up-to-date software will lead to greater campus-wide efficiencies in the administration and stewardship of scholarship funds. Successful implementation will result in improved access to scholarships for students, clearer communication of timelines and document submission, better funds utilization, internal processing efficiencies and increased opportunity for donor/recipient interaction, which will ultimately enhance our stewardship efforts. It will also allow us to more strategically utilize scholarship funding and adopt industry best practices for scholarship management.

On-campus demonstrations of scholarship software systems will follow with the opportunity for stakeholders to provide input to aid in the purchasing decision.

HEERF (Higher Education Emergency Relief Fund) Update

HEERF disbursements totaling \$27,742,616 have been made since March 2020. Since October 1, 2023, Western has disbursed the final \$3,000,398 to 4,902 students with exceptional financial need. Personnel across campus were encouraged to make referrals, and the response was high.

The final HEERF aid restricted for students has been disbursed. Compilation of data illustrating the profiles of student recipients and detailing use of those funds is underway and will be provided in a future report.

Western Foundation Emergency Grant Update

At the same time HEERF was being awarded, the Financial Aid Scholarship Center awarded \$352,522 in Foundation emergency funds to students in financial crisis. Approximately half of this total was awarded each year: 2020-21 and 2021-22. Without HEERF funds to assist students going forward, we will be more reliant on fundraising efforts to help those students in financial crisis, allowing them to persist in their educations.

Seeking to Preserve Washington State Bridge Grant Next Year

A total of 1,925 financially needy Western students were awarded \$926,023 through the pilot Washington State Bridge Grant program for the current year 2022-23, with maximum Bridge Grants consisting of \$500 each. Noting that funding for 2023-24 is not guaranteed, Financial Aid partnered with the Office of Institutional Effectiveness to ask students to tell us the extent to which receipt of a Bridge Grant positively impacted their decisions to enroll and remain enrolled at Western. In addition, we invited them to tell us in so many words how the Bridge Grant personally helped them manage their college expenses this year.

As of January 27th, 305 Western students responded, with over 80% indicating that the Bridge Grant positively impacted their enrollment decisions to a "large" or "great" extent.

	count	%	cum %
To a great extent	150	49.2%	49.2%
To a large extent	95	31.1%	80.3%
Somewhat	46	15.1%	95.4%
Little	8	2.6%	98.0%
Not at all	6	2.0%	100.0%
TOTAL	305	100.0%	

Data will be compiled, de-identified and shared with Western's Director of Government Relations, the Washington Student Achievement Council and others in an effort to preserve the Washington State Bridge Grant program for 2023-24.

Senate Bill 5079—Changing the Timing for the Setting of Tuition and Fees

We are watching the progress on SB 5079 with great interest. This bill would allow the setting of tuition and fees in October of the year prior. Currently, in Washington state, students and families are given estimated costs, and financial aid awards are calculated on those estimated costs. To the extent that the less concrete nature of that information produces any hesitation for students and families as they are trying to make decisions about where to enroll, Western can be at a disadvantage. It is common practice across the country for tuition and fees to be determined in the fall of the year prior to each academic year. Importantly, in a competitive higher education environment, students and families need to have confidence that they can make plans based on the financial information that they receive from us, and they need to be able to make comparisons between Western and other schools based on actual costs. This bill, if it passes, will be an important development for Washington higher education and all students and families considering colleges in the state.

IV. New Student Services/Family Outreach

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

The final Winter Advising & Registration (A&R) Session was held on January 3rd with a total attendance of 277 new students (209 new transfer and 68 new first-year students). This was one of our largest Winter cohorts of new first-year students ever to complete their A&R Session. Reservations for Spring A&R Sessions opened in late January, featuring four session dates for new transfer and first-year students. Those sessions will be held in February and March. Additionally, one Summer A&R Session has already been scheduled for early May to complete the academic year programming.

Fall A&R 2023 planning is well underway in collaboration with Academic Advising and Admissions. Current work within enrollment management is on projecting enrollment of new first-year, transfer, and post-baccalaureate students. Early projections, while fluid estimations, serve a significant role in decision-making for the number of A&R Session dates to offer, capacity, printing counts for large-volume publications, and other materials and resources for new students. Sessions are typically published in mid- to late March, prior to the last, large Admitted Student Day events hosted by Admissions.

New for Fall Orientation 2023: NSSFO will introduce the return of in-person orientation and onboarding events during the summer months. The purpose of the events is to enhance and supplement the orientation and onboarding process for new students and families through smaller scale in-person events that also produce digital collateral around common “transition to university” topics. Modeling our structure on current trends in orientation programming, the smaller scale events offer new students and families time to visit and explore campus, conduct business, and connect to resources in a more informal way. Further, this provides an opportunity for some students who may not have attended Admitted Students Day in April or visited campus during the academic year to engage with our space and solidify their plans to enroll at Western.

Such events are more institutionally sustainable, considering short- or long-term budget needs and staffing capacities, and a less complicated schedule reduces operational vulnerabilities for execution. Additionally, students and families will not be charged fees for participation, and keynote presentations can be recorded to create digital collateral accessible to those not in attendance. Those recorded presentations will also be accessible for students and families entering Western at other quarters during the year.

The pilot of these in-person Orientation events for Fall 2023 will focus on distinct themes related to academic success, health and wellness, diversity and inclusion, student connections and community, and student employment and career development. Featured presentations each session will additionally focus on topics that match developmental needs and preparation, timelines for required and recommended onboarding tasks for new students, and some of the most sought-after services and resources requested by new students and families at that point in their Orientation process. Events will also offer time to connect with Western through guided campus tours, featured locations to visit, and informational tables to connect with services and staff. NSSFO is also working with University Relations and Marketing to brand this new set of events, identifying a collective name and visual identity that supports the university’s mission and message.

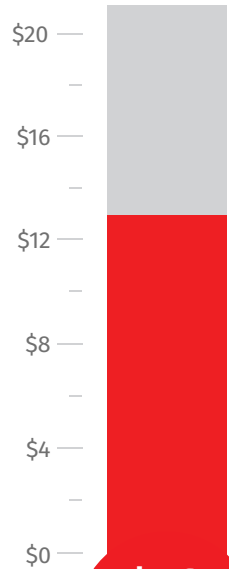


UNIVERSITY ADVANCEMENT REPORT FEBRUARY 2023

FUNDRAISING TO DATE

As of January 31, \$13 million has been raised toward our overall goal of \$21 million by June 30, 2023.

\$21
MILLION GOAL



\$13
MILLION
RAISED



Laurel Nesholm ('64)

PROFESSORSHIP NAMED FOR ALUMNA

As a surprise for a milestone birthday, the family of alumna Laurel Nesholm ('64) made a gift to create an endowed professorship in French in honor of their wife and mother. This will be the first fully endowed professorship in the entire College of Humanities and Social Sciences. Laurel earned her degree in French and Education and her lifetime love of the French language and culture was ignited by the remarkable professors in the Department of Modern and Classical Languages. In 2012, she was recognized as a Distinguished Alumna of the College of Humanities and Social Sciences for her

work as the executive director of the Nesholm Family Foundation, which supports health, human services, education and performing arts in Seattle. Earnings from the endowment will provide salary support for a tenure-track position in the French program and distributions may also be used to enhance scholarly activity and student support.

LONG-TIME FACULTY MEMBER GIVES BACK

David and Lynn Nelson made a generous gift to support deserving students majoring in Economics in the College of Business and Economics. As founder and director of the Center for Economic Education at Western for 30 years, David has a keen interest in ensuring students get a full financial education. To that end, the scholarships will help students preparing to teach social studies at the K-12 level. The ideal scholar would be community-minded—a campus leader or volunteer—at WWU or in the greater community. David's wife Lynn is a psychologist in Bellingham and has dedicated her career to improving the mental health of countless patients. She has served on the boards of Whatcom Dream and the Lighthouse Mission. David and Lynn established this scholarship to honor David's 33 years of service to Western.

UPCOMING EVENTS

Back2B'ham is returning and will be celebrated May 19-21 on campus. Festivities will kick off Friday evening with a keynote from actress and activist Ashely Judd followed by a reception for our President's Society members.

Saturday will have activities throughout the day, including a brunch celebrating the 50th anniversary of Title IX where Western female athletes from 1968 to 1981 will be recognized for their athletic accomplishments. There will be a carnival in Red Square, lunch on Old Main lawn, campus tours, Classes Without Quizzes, open houses, Party in the Library and a concert on the Communications Lawn. We will also have a construction commencement ceremony for Kaiser Borsari Hall on Saturday afternoon. On Sunday, the Faculty Mentor Award brunch, in which more than 400 nominations were received from alumni for their most influential faculty member, will take place. Registration will open April 3 and more information can be found at alumni.wvu.edu/back2bham.



BY THE NUMBERS

Last year, the Phonathon Call Center was transitioned into the Engagement Center, allowing Western to stay ahead of best practices in the industry, reach our potential donors in new ways, and engage those prospects in the ways in which they wish to be engaged. This year, those changes continue to maximize our impact.

Future innovations will include video messages with prospects, implementing visual caller ID, and using advanced data analytics support. These new tools, paired with better training, retention, and call strategy, should lead to more exciting connections with donors, alumni, and friends of Western.



Feedback about these changes has been very positive and an early indication of that success was through personal invitations to those living on the Kitsap Peninsula to invite them to an event in early January. That Alumni Association-sponsored event saw 93 registrants, including 41 alumni – representing classes from 1964 to 2022 - community leaders, friends of Western, Alumni and Foundation Board members, Olympic College President Marty Cavalluzzi and campus leaders from WWU. President Sabah Randhawa outlined Western's goals and strategies on the Peninsulas and guests had the opportunity to ask questions and share ideas. It was Western's first post-Covid event on the Peninsulas and was very well received.

Alumni also had the opportunity to volunteer to become Western Advocates, and following the event, eight Advocates – five of them brand new – sent a total of 22 messages to their legislators encouraging them to support state funding for enhanced programming for Western on the Peninsulas.



Capital Program Report

Board of Trustees

February 9, 2023

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Interdisciplinary Science Building (ISB) Tenant Improvements

This project completed construction of four rooms (two labs and two lab support spaces) on the fourth floor of the new Interdisciplinary Science Building (ISB) that were built as shelled space under the primary ISB contract. The consultant for this project is Perkins&Will and the contractor is Regency NW Construction. The work started in winter 2022 and the spaces are now operational. Additional work on the AV system will occur soon.

Electrical Engineering and Computer Science – Kaiser Borsari Hall

Western is working with Perkins&Will, the design consultant, and Mortenson Company, the GC/CM contractor. The project's remaining bid packages were bid in December 2022, and the latest contract amendment is being brought to the February Board of Trustees meeting for approval. The building is scheduled for occupancy in late Fall 2024.

Birnam Wood Siding & Bridges PH 1

This project will replace the bridges and siding at stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. A design contract has been executed with Cornerstone Architectural Group. The project bid in October 2022, and the Board of Trustees approved the construction contract in December 2022. The Contractor, CDK Construction, will commence work in late Spring 2023.

Science, Math & 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 leaks in the south façade, and seal and repair the masonry. A design contract has been executed with HKP Architects, a women-owned certified business. The project bid in October 2022, and the Board of Trustees approved the construction contract in December 2022. The Contractor, Tiger Construction, is currently procuring long-lead items and expecting to commence construction in Summer 2023.

Fairhaven Recording Studio

This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. The project is currently in design with Architecture for Everyone, a Minority Business Enterprise, as the prime consultant. The project is targeting the April 2023 Board of Trustees meeting for construction contract approval and Fall 2023 for beginning work.

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

This project will provide new access controls to existing doors and new telecom room power receptacles in multiple University Residences buildings across campus. The project was awarded to Valley Electric. Construction began in June 2022 and is scheduled to complete in Spring of 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. The project bid in January 2023 and a construction contract was submitted to the Board of Trustees for approval at their February 2023 meeting. The project construction is scheduled to begin in March 2023 and complete in Fall 2023.

2023-2025 Capital Budget

The Capital Planning and Advisory Committee, Sub-Committees, Working Group, and Vice Presidents have created the 2023-2025 Capital Request and Ten-Year Capital Plan (Plan). The Draft Plan was presented to the Board of Trustees at their April 2022 meeting. The final version of the Plan was presented to the Board of Trustees in June 2022, where the portion of the Plan that pertains to State-funded projects was approved, and comments were taken on the non-State projects.

The project proposals were submitted to the Office of Financial Management (OFM) in August 2022. The Ten-Year Capital Plan and Two-Year Capital Request was submitted to OFM in September 2022. The Governor's proposed capital budget was released in mid-December 2022 and includes funding for the following:

- Student Development and Success Center: **\$53,750,000**
- Minor Works Preservation: **\$9,340,000**
- Access Control Security Upgrades: **\$8,475,000**
- Environmental Studies Renovation: **\$500,000**
- Classroom, Lab, and Collaborative Space Upgrades: **\$1,500,000**
- Minor Works Program: **\$3,000,000**
- Heating Conversion Project – Phase 1: **\$10,000,000**

The Senate and House are anticipated to release their proposed capital budgets in Spring 2023.

For more information regarding the process and development of the Plan, please visit the following website: [2023-25 Capital Budget Request | Capital Planning and Development \(www.edu\)](https://www.wvu.edu/2023-25-Capital-Budget-Request).

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

TO: Members of the Board of Trustees

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

DATE: Thursday, February 9, 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

WESTERN WASHINGTON UNIVERSITY

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND MARKETING

As previously reported, we started this academic year with a greatly reduced recruitment marketing budget of \$350,000 (compared to a \$600,000 budget in 2021-22) due to the end of the previous three-year commitment of funding from the WWU Foundation and reduction in one-time pandemic stimulus funding. Consequently, at the start of the new recruitment cycle our overall impressions were down 58.8%, however, we are grateful for a recent one-time infusion of \$150,000 from the Foundation bringing our overall recruitment marketing budget to \$500,000 for the remainder of the 2022-23 recruitment cycle.

This year, WWU has joined the Common Application, a single online college application form used by over 900 colleges and universities. Instead of filling out the same general information—like address, GPA, and extracurriculars—a dozen times, applicants only have to do it once. We now have two buttons for applying on all marketing landing pages, the Common App and a direct WWU application. As we look toward yield season it will be important to take into consideration the additional application volume coming from the Common App. Overall lead and application volume are strong but cannot be directly compared to last year's data due to the addition of volume from the Common App.

December to January saw a dip in conversions after the November priority deadline passed and with the holiday distractions, but we are seeing an increase through January as we approach the FAFSA/WASFA application deadline on Jan 31. Also, after expanding our target geographies for pay-per-click campaigns in Southern California to include metro Los Angeles and San Diego, we are seeing strong conversions (requests for info and application clicks). Benchmarks are solid across the board and exceeding our digital agency's industry benchmarks.

In earned media efforts, we continue to see impressive gains in coverage in reputable national news outlets thanks to new leadership in University Communications, and we look forward on February 1 to welcoming a new Social Media Coordinator, a recent WWU graduate who joins us from a related position in University Residences. We expect this digital native who intuitively understands the student experience will help us continue to drive measurable increases in engagement across all of our organic channels. We also look forward to completing a search next month for a new Public Relations Manager who will be charged with proactive traditional and social media outreach to augment the reporting and feature news writing skills of our department veterans.

We've also had our share of issues management situations including response to media inquiries regarding a [ProPublica published report and data on the repatriation of Native American ancestral remains](#) that are held by hundreds of institutions nationwide, including WWU. WWU's Tribal Liaison and University Communications worked with the department of Anthropology to provide a [statement from President Randhawa and FAQs](#) which included information regarding the Native American Graves Protection and Repatriation Act (NAGPRA) process. President Randhawa met with Lummi Nation Chairman Tony Hillaire who was appreciative of our mutual relationship. We assured Chairman Hillaire of our commitment to move the repatriation process forward in a timely manner.

MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

Summary

The University Communications team tracked strong earned coverage on WWU research stories, thought leadership and policy commentary through the months of November and December, with prominent stories and columns featured in [National Geographic](#), [The Washington Post](#), [Popular Science](#), [the Everett Herald](#), and [Seattle NBC affiliate KING5 TV](#), among others. In addition to our proactive PR efforts, the department continues to further develop distribution and audience insights collection to build upon its owned publications, Western Today and Window Magazine. The department is also now finalizing an agreement with a global media database and wire services partner to further amplify its news release and story pitching capacity.

Earned Media

As mentioned in the general summary, University Communications writers continue to provide in-depth coverage of departments and projects across campus, from research cruises where students listen for earthquakes to volcanos in the Aleutians to Environmental Science students accessing the Greenland ice sheet - virtually. Notable these last two months were the caliber of the national publications that covered WWU stories. Western's communications hub, Western Today, is also undergoing a design and user experience overhaul that will increase ease of use and readability in both the emailed format and its revamped anchor page on [wwu.edu](#). This project should be complete by the end of the 2022-2023 academic year.

Social Media

Despite the departure of our valued social media coordinator, Zoe Fraley, the team was able to maintain followership growth and engagement on key university organic channels, including Instagram and LinkedIn, with only soft declines in content volume and overall reach. The team will continue to follow its channel and content strategies, leveraging LinkedIn for WWU's highest-profile stories and achievements. Content contributions from within University Communications and from URM's Visual Media Production team continue to drive above-benchmark engagement. Incoming social media coordinator, Caitlyn Daniels, begins February 1, 2023, joining the University Communications from WWU Campus Residences.

Publications

The department was delighted to work with WWU Advancement to send a newly designed digital edition of Window Magazine to all alumni and donor constituents, numbering nearly 60,000 email addresses, for the first time ever. More than 46 percent of recipients opened the email and readers clicked on more than 1,000 links. We plan to send out these digital editions to all constituents with every edition and hope to include a link to a short readership survey so we can keep track of readers' interests, preferences and trends and more quickly apply that information to upcoming editions.

We also continue to work toward making Window Magazine a digital-first publication. New stories will appear throughout the year (beyond the three-times-per-year schedule for the print edition) and will be amplified on WWU digital channels, in addition to appearing in the regular paper editions.

While we wrap up the production of the winter edition in late January, we're well into planning for spring. We're looking forward to including a profile of an alum who was so impressed with the

Window story ["The Art of Translation,"](#) that he and his wife donated \$100,000 to Western for a scholarship for single parents. Hardev Shergill, '62, has an interesting story of his own to tell, too, so stay tuned.

Commented [DG1]: Add a link to the story.

OFFICE OF UNIVERSITY COMMUNICATIONS



**METRICS DASHBOARD
NOVEMBER – DECEMBER 2022**

WESTERN TODAY

Total Sessions

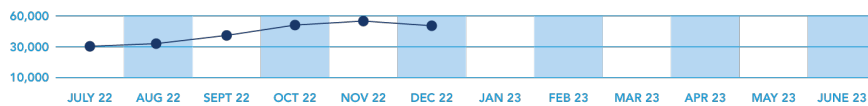
September 56,974

October 49,673

Total sessions: 106,647 (vs. 93,111 sessions for Sept./Oct.)

Top Stories

- Halloween on Campus 2022 – [Link](#)
- What to expect when it snows at Western – [Link](#)
- Vics win National Championship – [Link](#)



SOCIAL MEDIA

Period measured: 11/21/22 – 01/23/23

Twitter

Facebook

Instagram

LinkedIn

STATISTICS AT A GLANCE

22.2k Total followers	52,888k Total followers	29k Total followers	102k Total followers
-70 New followers	196 New followers	1.1k New followers	2.3k New followers
73.4k Tweet impressions (organic)	1.2m page reach (+53.7%) (Source: Meta)	682k Post impressions: (+102%)	392k Organic impressions (down from 449k in previous period)
18% Organic Tweet impression growth	4.31% Post engagement rate (up from 4.02% in previous period)	7.92% Post engagement rate (down from 8.4% in previous period)	5.8% Engagement rate (up from 5.69% in previous period)

EXTERNAL MEDIA

Total Stories

November 317

December 342

Total stories: 659 (vs. 1,514 for Sept./Oct.)

Top Stories

- Hawaii's Mauna Loa erupts for the first time in 38 years. What happens next? – [National Geographic](#)
- 'It felt like it was from another planet:' Scientists studying mysteries of volcanoes in Washington – [KING 5 TV](#)
- There's a Weird Link Between Teeth And The Evolution of Pregnancy – [Science Alert](#)
- Pink snow spells serious trouble for water in the western US – [Popular Science](#)
- 'Mind-blowing' network of magma chambers found under Hawaii's volcanoes – [Washington Post](#)



WINDOW MAGAZINE

Physical copies sent to USA addresses: 134,483

Digital Window sent to all WWU Advancement constituents on Nov. 15, 2022

- Sent: 59,606
- Open rate: 46.7%
- Total clicks: 1,203

Digital magazine data for window.wvu.edu for November and December 2022.

- Total users: 6,314
- Engagement rate: 81%
 - Engagement measured by users who do at least one of the following:
 - Visit two or more pages.
 - Spend more than one minute on window.wvu.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.wvu.edu for the first time.
- Top-viewed stories:
 - From the Amazon to the Galapagos: 830
 - Window to a Solar Future: 701
 - Class Notes: 440

- Look Up (Spring '22): 145
- Cross-Border Coach: 126

FAMILY CONNECTION NEWSLETTER

November-December edition

Sent: 10,743

Opened: 51.2%

Clicked: 4.3%

Top Content: Regional transportation to travel home over break; Transportation Services; First-Generation Tool-kit's "Do You Speak Western?"; WWU Housing during breaks.

UNIVERSITY MARKETING

Summary

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

Digital Marketing

From the Court to the Kiln: November - December 2022

Throughout November and December, Western shared the story of Dani Iwami, a star basketball player who, after being sidelined by a life-changing injury, found passion and fulfillment in ceramics. Iwami completed her bachelor's degree in Environmental Studies earlier this year, and has enjoyed viral success with her burgeoning pottery business, [Dani x Kawaii Studios](#).

[A cinematic video](#) of Dani's story, shot and produced by Director of Visual Media Sean Patrick, served as the centerpiece of this campaign. The full-length version of the video was shared on WWU's main web and social channels, and was also used in Undergraduate Admissions and College of Fine and Performing Arts email campaigns. Western worked with Carnegie-Dartlet, our digital marketing agency, to use short clips of the video in Snapchat ads.

The video, as well as corresponding display and text ads, reached prospective undergraduate and transfer students through a variety of channels, including pay-per-click, pre-roll, and display retargeting. When an ad was clicked, prospective students were brought to wwu.edu/makewaves, where they were prompted to start their application or submit a request for additional information.



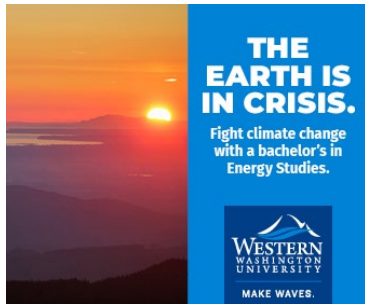
DISPLAY PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Display Impressions	1,766,164
Total Display Clicks	1,950
Total Display Conversions <i>(applications, inquiries, in-platform leads)</i>	147
SNAPCHAT PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Snapchat Impressions	4,575,976
Total Snapchat Swipe-Ups (Clicks)	18,096
Total Display Conversions <i>(new leads)</i>	125

Energy Studies: November to December 2022

In the November/December time period, WWU also ran a program-specific campaign highlighting our unique and innovative Energy Studies programs. These interdisciplinary programs are housed in the Institute for Energy Studies and draw from faculty expertise in multiple colleges, including College of the Environment, the College of Science and Engineering, and the College of Business and Economics. The programs prepare students to become leaders in Washington's emerging clean energy economy and position graduates to fight climate change and hit the ground running in high-demand professions.

WWU promoted our Western's Energy Studies programs to in-state prospective freshman and transfer applicants with a set of digital display ads. The University Marketing team also worked with the leadership of the Institute for Energy Studies on internal promotion to encourage continuing students to declare their major or minor in Energy Studies. A follow-up advertising campaign is scheduled for the 23/24 admissions cycle.

Since this ad set promoted a specific program rather than WWU's institutional brand, the Energy Studies major page at <https://www.wvu.edu/majors/energy-studies> was used as a campaign landing page. Prospective students were encouraged to learn more about the programs, as well as to apply or request additional information.



ENERGY STUDIES AD SET PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Impressions	92,579
Total Clicks	116
Total Conversions (<i>applications, inquiries, in-platform leads</i>)	39

FAFSA/WASFA Promotion December 2022

One of the most important steps for new and continuing college students and their families is completing the Free Application for Federal Student Aid (FAFSA) or the Washington Application for State Financial Aid (WASFA). Completing these applications enables students to be considered for the Washington College Grant, as well as other state and institutional scholarship sources.

By promoting participation in assistance programs to help bridge the gap between a family's resources and the cost of attending college, Western helps provide opportunity and educational access to all students. For the past two years, Western has placed digital ads designed to increase the completion of the FAFSA and WASFA among Washington families. Last year, these efforts paid off, with 83.4% of our new first-year students (Fall 2022) filing their FAFSA by census day.

The following still image ads were displayed on Facebook and Instagram to the parents of college-aged students in Washington throughout the month of December and into January. When clicked, the ads lead to <https://www.wvu.edu/parents>, a landing page built to address the financial aid concerns of the parents of new students.

Western Washington University
Sponsored · 🌐

Find the money your student needs for college. Apply for financial aid now and let WWU help them receive scholarships and grants.




WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

Learn more

Like Comment Share

Western Washington University
Sponsored · 🌐

WWU wants to help your student get the most financial aid possible. Apply for aid and open the door to scholarships and grants.




WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

Learn more

+ 3
Like Comment Share

Western Washington University
Sponsored · 🌐

Find the money your student needs for college. Apply for financial aid now and let WWU help them receive scholarships and grants.



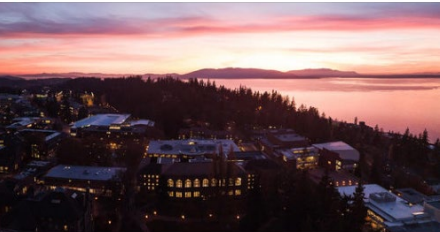
WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

Learn more

👍❤️👍 6
Like Comment Share

Western Washington University
Sponsored · 🌐

WWU wants to help your student get the most financial aid possible. Apply for aid and open the door to scholarships and grants.

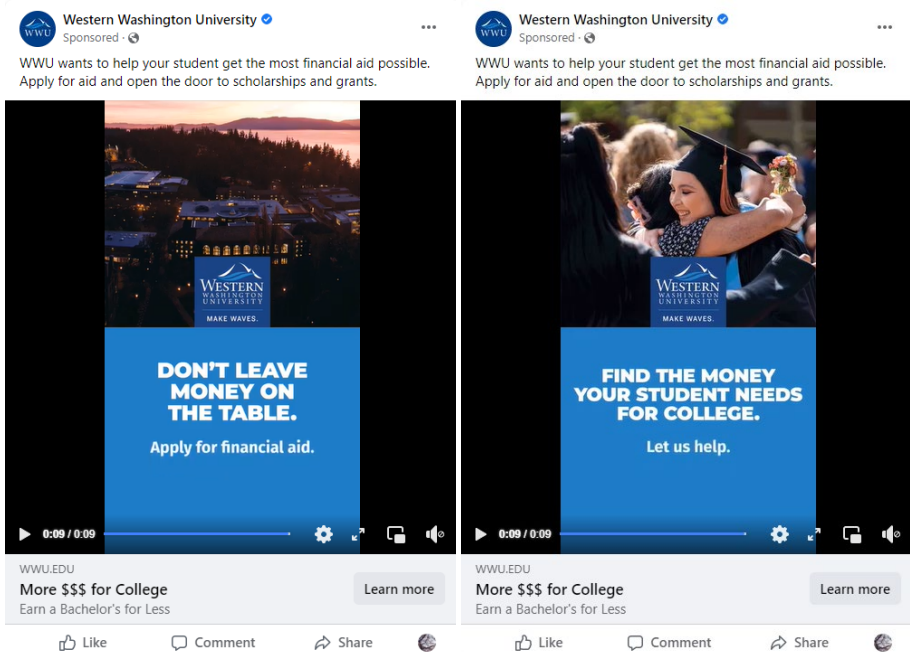


WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

Learn more

👍❤️👍 11
Like Comment Share

One of the three pairs of ads was composed of GIFs (pictured below) as opposed to still images (pictured above). These dynamic ads were displayed in Facebook and Instagram Stories, while the static ads appeared in the feed.

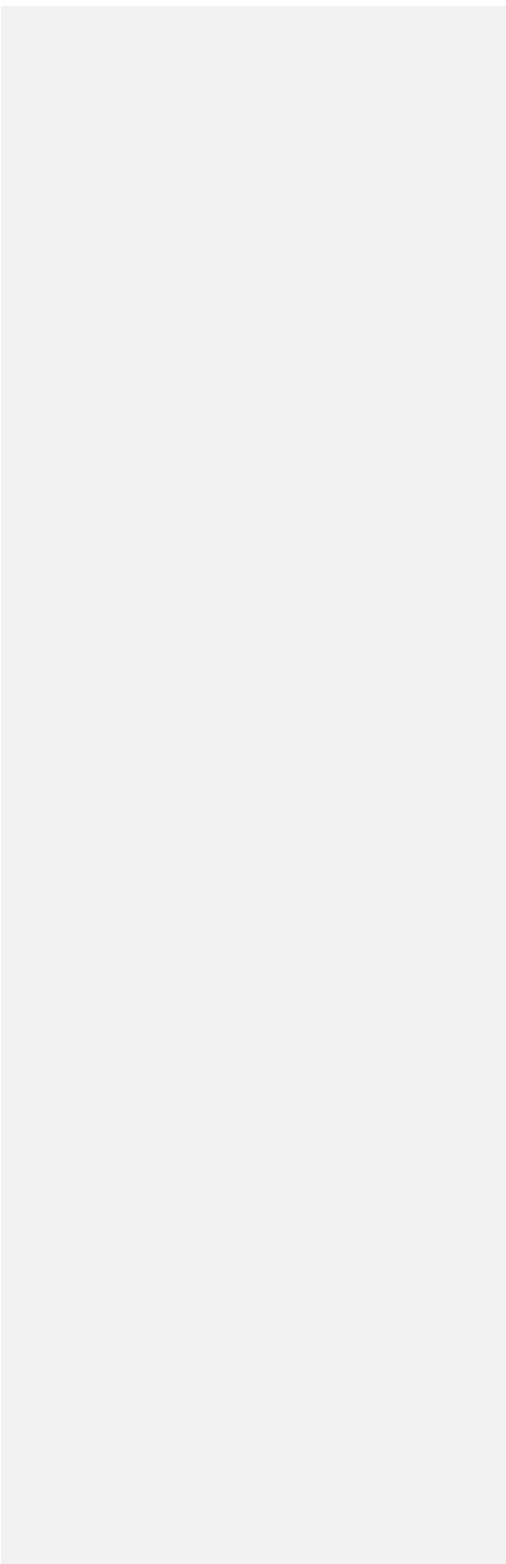


FAFSA/WASFA FACEBOOK AD SET PERFORMANCE: DECEMBER 2022	
Total Impressions	325,880
Total Clicks	998
Total Conversions (FAFSA/WASFA button clicks)	12

Paid Search (PPC)

PPC, or pay-per-click advertising, is a model of digital advertising in which organizations pay a fee each time one of their ads is clicked. Using a set of curated keywords, Western attracts targeted visits to our website landing pages.

Search engine advertising (also known as paid search or search engine marketing) is one of the most popular forms of PPC. It allows Western to bid for ad placement in a search engine's sponsored links when someone performs a search related to our academic offerings.



For example, when a prospective student searches for “transfer to university”, they are served this

Ad · <https://www.wvu.edu/> ⓘ

Apply To Transfer to Western - Western Washington University

WWU Works With You To Help You Turn Your Associate Degree Into a Life-Changing Bachelor's.

ad.

This fall, Western worked with Carnegie to evaluate our callout extensions and align them with majors and programs that generate the most interest among prospective students. Using Google Ads, we're currently running a paid search campaign using approximately 100 action- and program-focused search terms.

PAID SEARCH PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Impressions	71,188
Total Clicks	5641
Total Direct Conversions	197

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

- Bias Response Team
- Career Services Center
- Center for Canadian American Studies
- Community Relations
- Environmental Health and Safety
- Financial Services
- Graduate School
- History Department
- Multicultural Student Services

VISUAL MEDIA PRODUCTION

WWU Honors Ecuador & Galapagos Program

A recent project URM captured in July 2022. Over 23,000 images and video clips were captured through the 19-day program. [This whole program was shared with the public via a feature in Window, an interactive digital version dedicated to the program, and video vignettes.](#) The project continued into the fall with a longer form video about the journey, via interviews with the faculty and students. The project will also be included in [upcoming digital recruitment advertising.](#)

EMMY Award Submissions

We submitted two video projects from 2022 to the Regional Emmy Awards, in three categories. Our [“Court to the Kiln”](#) project was submitted to “Sports Story - Short and Long Form Content” and “Multimedia Journalists” and our Ecuador Program went up for “Video Essayist.” Nominations will be announced in spring of 2023. Only productions that were released in 2022 can be submitted, so many other projects that we are yet to release can be submitted in the next cycle.

University Digital Signage - Increasing URM's Visibility Across Campus

We have begun a program of sharing recent social media videos and visual assets with the larger university community by including our work in the Digital Signage screens across campus. They should be rolling out around campus in the next week.

Video Projects Recently Completed

- [MLK Day 2023 Opening](#)
- [MLK Day 2023 “Western Recap”](#)
- [Ecuador & Galapagos Travel Vlog / Longer version for Honors & other interested organizations](#)
- [WWU Ski Day! “Western Recap”](#)
- [Droning Over Campus “Western Recap”](#)
- [WWU Holiday Greeting](#)
- [Student Spotlight: Dani Iwami - “Court to the Kiln”](#)
- [Indigenous Peoples Day Recap](#)
- [Veteran’s Day](#)
- [International Education Week](#)
- [Audit & Consulting Services Video](#)
- [Honors Program: Ecuador & Galápagos Clips 1](#)
- [Honors Program: Ecuador & Galápagos Clips 2](#)
- [Honors Program: Ecuador & Galápagos Clips 3](#)
- [Honors Program: Ecuador & Galápagos Clips 4](#)
- [Honors Program: Ecuador & Galápagos Clips 5](#)

“Western Recap” a New, Short Social Media Video Series of Recent Events on Campus & Community

- [State of the University “Western Recap”](#)
- [Windy Day “Western Recap”](#)
- [Convocation “Western Recap”](#)
- [Info Fair “Western Recap”](#)
- [Downtown Party “Western Recap”](#)
- [Move In! “Western Recap”](#)
- [WestFest “Western Recap”](#)
- [Family Newsletter Welcome](#)
- [Solar Window Campus Install Vignette](#)

Projects in Post-Production

Title IX: 50 Years Later Interview Retrospective (In association with WWU Athletics)

WEB COMMUNICATION TECHNOLOGIES

Summary

As Western moved into the holiday season and a break for students, WebTech completed software maintenance and wrapped up a team learning exercise. A small number of sites were moved off legacy systems and merged into the primary wwu.edu website over the holidays.

The PHP upgrade to version 8.1.x was successfully executed as well as a subsequent upgrade to Drupal 9.5.x. Staying up to date on the latest versions of these technologies greatly increase security, speed, and ease of use for the 115+ sites managed by WebTech on the Drupal platform.

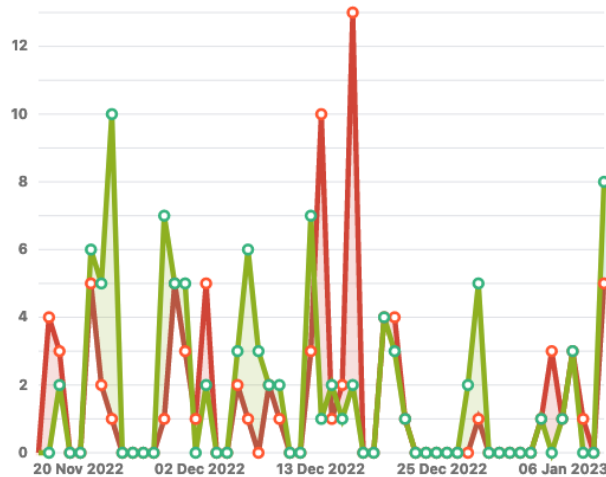
The WebTech team took time during each staff meeting these last several weeks to review chapters of [The Inclusive Language Handbook](#) to discuss how we can be more aware of the language we use in our work. Technology lingo itself can be exclusive which is where we started the book and as a team all learned new information about how language can be used more effectively.

The Government Relations website has been updated. It can still be found at <https://www.wvu.edu/govrelations>. The weather during this time period presented Western with an ice storm and the subsequent weather messaging exposed improvements that WebTech will be making to <https://emergency.wvu.edu> to allow for a more consistent text/email to web experience.

WebTech Workload

Commented [DG2]: Remove excess space.

Created vs. Resolved Chart: Updated within the last ...



Issues in the last 54 days (grouped daily)

View in Issue navigator

Created issues (89)

Resolved issues (99)

We saw a small decrease in requests for support over the holiday season which aligns with historical trends. The faculty and cyclic employees going on break puts a significant damper on requests.

Even the web help email support line dropped to 392 emails following the consistent downward trend observed over the past two reporting periods.

UNIVERSITY RELATIONS

COMMUNITY RELATIONS

Summary

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

Martin Luther King, Jr. Day – “Now is the Time”

For the third year in a row, the Director of Community Relations facilitated a community-wide advisory team in planning an event for Martin Luther King, Jr. Day. This year's community event was hosted on Monday, January 16 at WWU. 150 people from across Whatcom County attended the in-person event and another 100 people watched the livestream remotely. Highlights of the event included:

- A community breakfast provided by WWU's University Dining Services
- Multiple speakers including:
 - Jason McGill, Director of Northwest Youth Services, who spoke on the importance of “Community in Action.”
 - Shu-Ling Zhao, TeeJay Morris, Kristina Michele Martens, and Pamela Wheeler, founding members of the Whatcom Racial Equity Commission who discussed the creation of the Commission and how Whatcom County is recognizing a need for “radical change.”
 - LaTosha Brown, who is a nationally recognized activist, artist, thought leader and co-founder of Black Voters Matter Fund. Her keynote inspired attendees with a message on the power of light, love, and our shared humanity. A summary of her moving keynote can be found in Western Today, [MLK Day: LaTosha Brown on the power of light, love, and our shared humanity](#)
- Photography displayed from students at Bellingham's Squalicum High School featured the theme, “Picturing Justice.” This work is currently on display at the Whatcom County Museum.
- Encouragement to support local Black-owned businesses, including three that were invited to sell their products at the event. Those businesses, Guud Bowls, Mo's Parlor, and Vividly Vexed nearly sold out of all their inventory.
- Three student MCs including two WWU students and one student from Sehome High School.

This event was planned and funded in partnership with the City of Bellingham, Whatcom Community College, Bellingham Technical College, Northwest Indian College, Bellingham Public Schools, and Peace Health as a part of the Community Consortium for Cultural Recognition.

A recording of the event can be found at www.wwu.edu/mlk.

Bellingham City Club's “Start Your Year on a High Note.”

The Director of Community Relations serves on the program committee for Bellingham City Club to amplify WWU faculty, staff and alumni as expert speakers and panelists. Bellingham City Club's most recent event held on January 25 focused on the recent 10-year anniversary of the legalization of cannabis in Washington. The panel of experts included WWU Assistant Professor Dr. Josh Kaplan and WWU alumna and cannabis business leader, Danielle Rosellison. They spoke about how legalization has affected our state, challenges along the way, and whether the predicted

benefits and concerns of legalization have come to fruition. The event can be viewed at www.bellinghamcityclub.org.

Combined Fund Drive

Once again, WWU employees are among Washington's most generous by donating to nonprofits through the Combined Fund Drive. In 2022 more than \$40,000 was donated to nonprofit organizations through employee payroll contributions which puts WWU in the top 25 of hundreds of state-run organizations throughout Washington. WWU's Combined Fund drive was coordinated by Community Relations and will be managed by University Advancement starting in 2023.

Speaking and MC Engagements

The Director of Community Relations remains visible in the community on behalf of WWU including serving as the MC of the annual Chamber Awards Dinner in December and presenting to Bellingham's Sunrise Rotary in January.

TRIBAL LIAISON

Planning

The planning and development for WWU's Coast Salish-style longhouse project continues to make progress with the Longhouse Steering Committee and Elders committees' engagement. Wellman & Zuck, Jones & Jones Architects, and Rolluda Architects are preparing a tentative working model for the longhouse. This group is expected to share the renderings with the Tribal Relations Longhouse Planning and Elders committees to review the progress of the model plans during the February meeting.

Events

Native American Heritage Month for November 2022 inspired several key events throughout the month which included:

- 11/1/22 – Display of several Native and Indigenous authors featured in the Hacheri Research and writing Studio – Haggard Hall.
- 11/2/22 – Multicultural Center Lunch & Learn hosted by Dr. Brandon Joseph with a discussion regarding the use of Native American mascots and imagery in sports.
- 11/8/22 – Discussion led by Dr. Anna Lees on Indigenous community-based research and her book titled, "Unsettling Settler-Colonial Education."
- 11/9/22 – Livestream by Canadian composer Bruce Ruddell on "The Healing Heart of the First People of this Land."
- 11/16/22 – Multicultural Center Lunch & Learn with an educational session on "Matrilineal Tradition & Modern Cherokee Women in Sport" by Dr. Natalie Welch.
- 11/21/22 – Discussion led by Theresa Sheldon, Tulalip tribal member, about Missing and Murdered Indigenous Women.
- 11/22/22 – Zoom conversation with Natasha Singh (Dinyee Hu'tanna), VP of Legal Affairs at the Alaska Native Tribal Health Consortium, who discussed the Indian Child Welfare Act and provided updates on the Brackeen v. Haaland case currently before the Supreme Court.
- 11/29/22 – WWU Athletics Naive American Heritage Night pregame reception.

Training

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

Advisory Functions

The Tribal Liaison has begun the winter quarter as one of several advisors for the Native American Student Union. NASU has begun the winter quarter with its first in-person event held on 1/19/23 with a winter social. This was a very well-attended event with approximately 50 people.

The NASU club is currently in the planning process for the Spring 2023 Pow Wow, which will be the club's first live pow wow event since the pandemic. More information will be shared as the planning process continues throughout the winter and spring quarters.

The Tribal Liaison responded to media inquiries regarding a [ProPublica published report and data on the repatriation of Native American ancestral remains](#) that are held by hundreds of institutions nationwide, including WWU. The Tribal Liaison worked with University Communications to provide a [statement from President Randhawa and FAQs](#) which included information regarding the Native American Graves Protection and Repatriation Act (NAGPRA) process. President Randhawa met with Lummi Nation Chairman Tony Hillaire and the meeting was respectful and appreciative of our mutual relationship. We assured Chairman Hillaire of our commitment to move the repatriation process forward in a timely manner.

Relationship-Building

The Tribal Liaison continues to serve as a board member for Northwest Indian College and Northwest Indian College Foundation. The Tribal Liaison continues to serve on the Affiliated Tribes of Northwest Indians Education Committee and will be attending the winter conference in Portland, Oregon.

SMALL BUSINESS DEVELOPMENT CENTER

WWU SBDC Bellingham Q4 Highlights

Businesses Served	Q4 2022	Q4 2021	YTD 2022
Business Counseling Received	141	162	445
SBDC Sponsored Training Participants	7	16	43
Research or Students Projects	0	2	3
Information or Resources Provided	67	23	250

Clients' Economic Impacts	Q4 2022	Q4 2021	YTD 2022
Capital Formation	\$90k	\$2.1M	\$11.3M
Business Starts	1	6	17
Jobs Created or Retained	20	30	643

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

Rolling 12-month Demographics

Top Industries: Accomodation & Food Services, Retail trade, Healthcare & Social Assistance, Educational Services, Construction

Annualized Sales: \$155.6M

Jobs Supported: 2,114

Highlights

Multilingual advising and outreach: Dr. Liliana Deck joined the WWU SBDC in August and has been working towards her WA SBDC certification while engaging in community outreach. Dr. Deck has been connecting with our local Spanish speaking community and has also begun advising multilingual clients. As word is spreading throughout Whatcom County, Dr. Deck's outreach efforts have proven effective and are reflected in the influx of new referrals. The welcome response from the trusted community leaders and the Latino Owned Businesses group emphasizes the critical need for culturally competent Spanish-language advising to go beyond transactional toward more relational connections.

Supporting Employee Ownership: The WWU SBDC is teaming with Project Equity, the Whatcom Community Foundation, Sustainable Connections, and the Washington Department of Commerce to create a statewide Employee Ownership Center in Bellingham. Spearheaded by the Whatcom Community Foundation, the center will assist small businesses owners in succession planning, especially transitioning to an employee-ownership model. As our community faces an upcoming wave of retiring business owners, the Employee Ownership Center will help to retain these businesses and strengthen local economic resilience.

In addition, The WWU SBDC hosted and coordinated the meeting of Cascade Cooperatives (a coalition of co-ops in Whatcom and Skagit counties), as they revised and voted to accept their bylaws. Cascade Cooperatives will serve as a resource for co-ops throughout the region and will work closely with the SBDC to support existing and emerging small businesses.

New Entrepreneurs:

75 - number of Buy/Sell business clients served in 2022

214 - number of Start-up clients served in 2022

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

Legislative Agenda

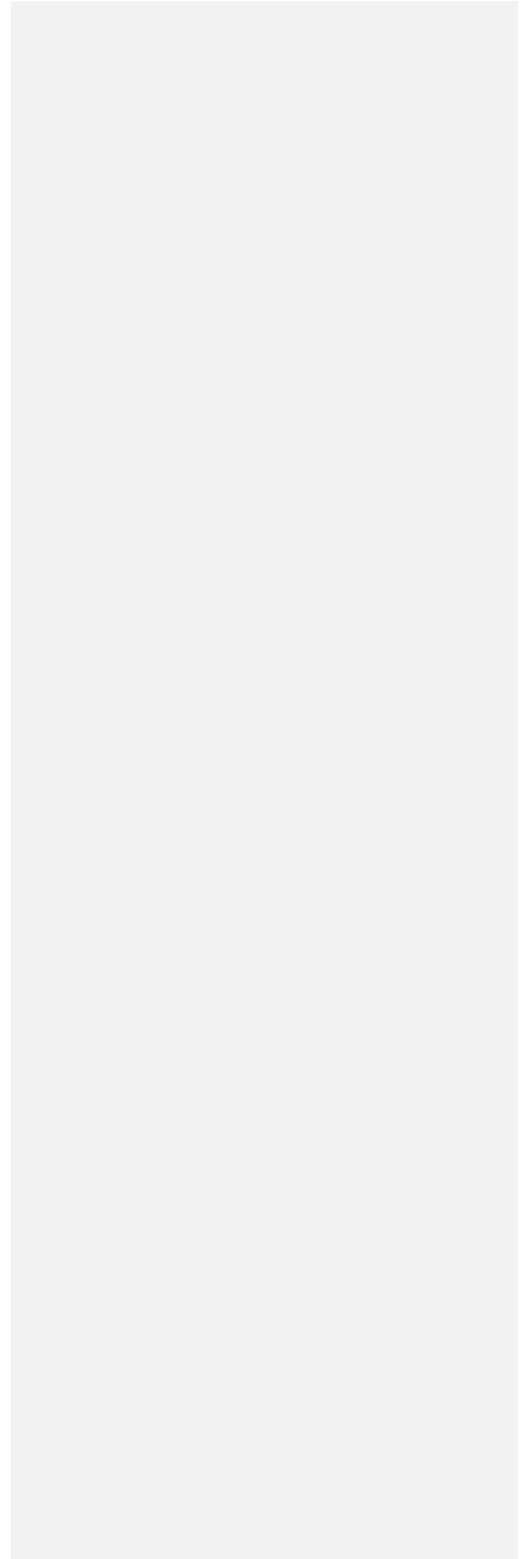
Washington Campus Coalition for the Public Good is pursuing legislative funds during the 2023 legislative session to support the Student Civic Leaders Initiative. WACC received \$500,000 in 2019 to pilot this program.

The current request is for \$600,000 per biennium of on-going funding. Funds will be used to support student fellows from across the state develop community-based projects that address one or more of the following community issues:

- Food and housing security
- Mental and community health
- K-16 academic support
- Environmental stewardship
- Prison pipeline reduction

Strategic Planning

Washington Campus Coalition for the Public Good will be launching a strategic planning process in late spring of 2023. The process will include regional meetings across the state to solicit input from member-campus and community leaders.



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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Vice President Melynda Huskey

DATE: February 1, 2023

SUBJECT: Mid-Year Housing and Dining Report

PURPOSE: Information Item

Purpose of Submittal:

To provide the annual programmatic and fiscal report to the Board on the University's Housing and Dining System.

Supporting Information:

Mid-Year Housing and Dining Report

WESTERN WASHINGTON UNIVERSITY ENROLLMENT AND STUDENT SERVICES

Mid-Year Housing and Dining Report February 2023



EXECUTIVE SUMMARY

APPENDIX I: Occupancy

APPENDIX II: Housing and Dining System Financials (through December 2022)

APPENDIX III: Residential Facilities

APPENDIX IV: Dining Services

APPENDIX V: Residence Life

EXECUTIVE SUMMARY

Western's Residential Communities — Campus housing, an auxiliary enterprise, provides competitively-priced housing in an affordable, safe, developmentally-appropriate, and educationally-focused environment.

OCCUPANCY (Appendix I)

Note: we use Academic year 2019-2020 as a better comparison year than the 2020-2021 or 2021-2022 years where severe Covid restrictions were in place. Fall 2022 had limited space offline for Covid-19 isolation and quarantine as opposed to 90% occupancy restrictions for Fall 2021 and less than 25% for Fall 2020.

- Opening Numbers: Fall 2022 Peak Report Occupancy was 4,150, an increase of 369 students from Fall 2021 Peak.
 - *Fall 2019 Peak occupancy was 3,953.*
- Academic Year 2022-2023: Fall 2022 occupancy of 4,150 compared to winter 2023 of 4,014 resulted in a fall-to-winter decrease of 136 for this year.
 - *Fall 2019 Peak occupancy of 3,953 compared to winter 2020 Peak of 3,785 making a fall-to-winter decrease of 168.*
- Students residing on campus Fall 2022 included:
 - 86% of all first-year freshmen (5% increase from 2021)
 - 29% of all first-year transfers (5% increase from 2021)
 - 30% of all students of color (4% increase from 2021)
- Housing Insecurity: Fall 2022 two emergency units available for SEHP housing
- Disability Accommodations
 - Fall 2022: 5% of all residents had an accommodation on file from DAC (193 of 4,150).
 - Fall 2021 2% of all residents had an accommodation on file from DAC (91 of 3,781)
Fall 2019: Less than 1% of all residents (0.5%) had an accommodation on file (22 of 3,953).

HOUSING & DINING SYSTEM FINANCIALS (Appendix II)

Although COVID restrictions are easing up, meaningful comparisons between FY23 and FY22 are still difficult. In FY22, occupancy was roughly 15% less than in FY23, there were no bond payments, and maintenance and repairs were minimal. Occupancy levels for FY23 are at a more normal level, although still reduced to allow for a suitable number of quarantine and isolation spaces.

- Year-to-Date Revenues
 - Total system revenue to date (including student fees, commissions, and one-time operating revenues) was \$30.5 million, or 13% higher than the prior year.
 - Room and meal plan revenue through December 2021 was \$26.4 million or 13.6% higher than the prior year due to fewer occupancy restrictions related to the pandemic.
- Year-to-Date Operating Expenses
 - Total system operating expenditures through December 2022 increased by \$6.3 million or 52%.
- Net Operating Revenues
 - Net operating revenue through December 2022 was \$11.8M, which was \$2.7 million less than the prior year.
- Non-Operating Expenses

Year-to-date non-operating expenses increased by \$11.3 million primarily due to the resumption of bond payments and capital improvements.

RESIDENTIAL FACILITIES (Appendix III)

- Projects related to residential security and safety upgrades to existing building access doors converting outdated brass keys to electronic access control with proximity reader & credentials capability.
- Projects replacing exterior building systems.
- Projects to enhance residential network services to current technology.
- Upgrades to residential community amenities (television / media rooms, artwork, bike storage, laundry equipment, furniture).

UNIVERSITY DINING SERVICES (Appendix IV)

Summary

- Implemented USDA SNAP program at Miller Market in February 2022. Approved for USDA SNAP program at Fairhaven Market in December 2022. Expected implementation January 2023
- All three residential dining halls now certified through the [Green Restaurant Association](#).
- Implemented TRUE BALANCE at Viking and Ridgeway Dining Commons, an allergen friendly station that only features recipes made without the top nine food allergens.
- Ridgeway Community Convenience store opened fall 2022

RESIDENCE LIFE (Appendix V)

- ADEI initiatives this academic year have included the development of Latine Housing, which will open in Higginson Hall in Fall 2023. In addition, Residence Life staff are continuing professional development/ADEI dialogues focused on the Scene on Radio podcast. The student staff selection committee is evaluating the effectiveness and impact of anonymous screening of applications for the Resident Advisor, Apartment Advisor, and Inclusion Assistant positions in efforts to mitigate bias during hiring processes. Lastly, Inclusion Assistants have begun community conversations to outreach to underrepresented students living in residential communities across campus.
- Professional staff began academic intervention meetings with residential students placed on academic warning to address progress and strategies for success. Residence Life staff will provide outreach to over 300 students on academic warning through this initiative.
- Residence Life staff have changed our quarantine and isolation space process and response to COVID positive cases for the Winter 2023 quarter by permitting all residents who test positive for COVID to isolate in place. Information was shared broadly with residential students in the Fall 2022 quarter to prepare for this significant change in Western's COVID response efforts. Cases have significantly decreased (approximately 10 cases have been reported in the Winter 2023 quarter), but this reduction may be attributed to a decrease in the number of reports. Residence Life staff are continuing to monitor and evaluate changes made to COVID isolation and quarantine protocols.

APPENDIX I: OCCUPANCY

*Note: Covid-19 Isolation/Quarantine still in place, but Restrictions eased**

	Operating Beds	Heads	Beds Rented	% Beds Filled
Fall 2022 Peak	4,342	4150	4152	95.62%
Fall 2021 Peak	4,438	3,781	3,831	86.3%
Fall 2020 Peak	1,400	1,051	1,051	75.0%
Fall 2019 Peak*	4,045	3,953	3,953	97.7%
Fall 2018 Peak	4,144	4,015	4,017	96.9%
Winter 2023 Peak	4342	4014	4017	92.5%
Winter 2022 Peak	4,438	3,714	3,764	84.8%
Winter 2021 Peak	1,400	1,072	1,072	77.2%
Winter 2020 Peak*	4,045	3,785	3,787	93.6%
Winter 2019 Peak	4,144	3,851	3,856	93.0%

**Note: we use Academic year 2019-2020 as a better comparison than the 2020-2021 academic year where occupancy was restricted to under 25%, and 2021-2020 restricted to under 90%.*

APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

July – December 2022 vs 2011

	YTD <u>2023</u>	YTD 2022	Var \$	Var %
System Revenue from Operations	\$30,498,843.11	26,915,763.68	\$3,583,079.43	13.3%
System Operating Expenditures	18,613,630.39	12,267,859.28	6,345,771.11	51.7%
Net Operating Revenue	11,885,212.72	14,647,904.40	(2,762,691.68)	
Debt Service Expense	3,164,266.62	0	0	
Major Projects and Renovations (non-debt funded)	2,568,262.35	521,810.32	2,046,452.03	392.2%
SYSTEM NET REVENUE	\$6,352,683.75	\$14,126,094.08	(7,773,410.33)	

Year-to-Date Revenues

- Total system revenue to date (including student fees, commissions, conferences, and one-time revenues) was \$30.5 million (13.3%) higher than the prior year.

- Room and meal plan revenue through December 2022 was \$26.4 million or 13.6% higher than the prior year due to an increase in occupancy. Room and board prices increased by 3.55% over the prior year.
- Mandatory student fee revenue (S&A Fee, Non-Academic Building Fee, Multi-Cultural Center Fee) decreased by \$18,222.43 due to a slight decrease in WWU enrollment.
- Conference and guest housing revenue for FY2023 to date is \$94,801.05 which is a 296.8% increase from the previous year. In the summer of 2022, some conferences returned to the WWU campus after a year break because of the Covid-19 pandemic.
- Commission revenue increased by \$198,482.45 (27.1%) due to an increase in food service activity across all dining sales sectors.

Year-to-Date Operating Expenses

- Total system operating expenditures to date increased \$6.3 million (51.7%)
- Salary and Benefit expenditures increased \$771,262.29 (24.8%) due to an increase in student staffing to align with current housing occupancy, an increase in the minimum wage, and staff compensation.
- Food expenditures were \$4.4 million (86.7%) higher, reflecting higher resident dining invoices due to increased occupancy. Another factor is the timing of when some invoices were paid, compared to the previous year.
- Total utility expenditures increased by \$119,589.92 due primarily to increased building usage and a rise in utility costs.
- Operating maintenance expenditures increased by \$447,247.08 (28.1%), which is consistent with an increase in occupancy.

Net Operating Revenues

- Net operating revenue to date is \$11.8 million which is \$2.7 million less than the prior year. For the full 2023 fiscal year, a net operating revenue gain of \$16 million.

Non-Operating Expenses

- Year to date non-bond funded renovation and construction expenditures of \$2,568,262.35 is \$2,046,452.03 (392.2%) more than last year's \$521,810.32 in expenditures from the curtailment of most renovation and major repair work due to the pandemic. Bond proceeds used to date in FY23 for the Buchanan Towers renovation and new residence hall was \$464,020; in FY2022 it was \$7.1 million. The New Residence Hall project came in at \$1.5 million under budget. The excess funds will be used towards access control upgrades in the residence halls.

System Net Revenue

- System net revenue through December 2022 was \$6.3M compared to \$14.1 million for December 2021. Early projections indicate FY2023 finishing with a net gain of \$2 million which is mainly due to resuming bond payments and deferred maintenance.

APPENDIX III: RESIDENTIAL FACILITIES

- Public Works designs **in progress**:
 - Engineering study in works to assess Ridgeway complex external, sub-surface utility distribution systems (hydronic loops supporting building heat, stormwater / sanitary sewer pipes) to ensure that needed repairs are planned to prolong systems until comprehensive building replacement or renovation projects are started avoiding unplanned emergency repairs or catastrophic failures.

- Planning efforts underway to support projects worth \$0.4M to repair / replace roofing systems at Viking Commons and Ridgeway Commons. Work expected to be done in Summer 2023.
 - Project worth \$0.4M in design to convert Viking Commons upper-level public restrooms to gender neutral configuration and to upgrade lower-level public restrooms to accommodate ADA accessibility. Work expected to be done in Summer 2023.
 - Project worth \$0.3M in design to upgrade Ridgeway Commons emergency generator and back-up power distribution capabilities to support sustained operations in the event of an extended power outage or other contingency scenarios. In addition, related projects worth \$0.4M in planning to replace emergency generators at Ridgeway Alpha, Ridgeway Delta, and Edens North. Work expected to start in Spring 2023 and to be completed before Fall 2023.
 - Project worth \$1.1M in design to upgrade existing Birnam Wood Stacks 1 & 2 tubs to showers along with replacing plumbing appurtenance in bathrooms and/or kitchens as appropriate. Work preferred to be done in Summer 2023.
 - Project worth \$0.8M in planning to replace heating convector balancing valve bonnet stem assemblies at Buchanan Towers Classic and all Fairhaven Residential Stacks in Summer 2023. Needed preventative maintenance of student living space heating system supports 1,100 residents.
 - Project worth \$0.6M in planning to replace horizontal building heat hydronic lines originating from the Fairhaven complex underground utility tunnel to point-of-connections at each vertical riser supporting residential spaces at Fairhaven Stacks 1, 3, 6, 7, 8, 9. Work expected to be done in Summer 2023.
- **Public Works construction in progress:**
 - Project worth \$1.7M in progress to upgrade antiquated external building access door capability from brass key to electronic access control system with proximity reader & credentials at 17 buildings located within Fairhaven, Edens-Higginson, Ridgeway SODA (Sigma, Omega, Delta, Alpha) communities in accordance with campus standards. Work is expected to be completed in Spring 2023.
 - Project worth \$0.9M in progress to upgrade residential network IDF/MDF room spaces to facilitate needed power and fiber connectivity requirements. Work is expected to be completed in Spring 2023.
 - Concurrent network upgrade efforts in progress to install roughly \$2.5M in network gear to replace obsolete units along with \$1.7M in vendor & in-house labor efforts that will provide residents with faster, more reliable network services for the foreseeable future. Phase 1 efforts were completed in 2022 at Nash, Higginson, and Edens North. Remaining Phase 2 efforts will be completed before Fall 2023.
 - Phase 1 project worth \$4.7M awarded to replace Birnam Wood Apartments external siding (Stacks 3 & 4 along with the Community Building), windows (Community Building), and deteriorating bridges (Stacks 3 & 4) supports continued renewal efforts of aging infrastructure. Work is expected to start in Spring 2023 and progress through Fall 2023.
 - **Public Works construction completed:**
 - Emergency repair project worth \$750K (\$250K funded by Housing) executed to address sanitary sewer line deficiencies at the Fairhaven complex mitigating environmental concerns. Temporary planned shutdowns to the Fairhaven Academic building and Residential Stacks 1 thru 4 were required to facilitate

repair work done during the winter break period with subsequent repairs completed in January 2023.

- Urgent project worth \$0.1M completed in Fall 2022 to replace failed building heat hydronic line system supporting Ridgeway Beta Stack 1 with new electric cover base units with user thermostat controls.
- Project worth \$0.2M completed in Summer 2022 to replace part of the roof system at the Fairhaven Academic building.

APPENDIX IV: UNIVERSITY DINING SERVICES

- **Combating Food Insecurity**
 - Implemented USDA SNAP program at Miller Market in February 2022. Approved for USDA SNAP program at Fairhaven Market in December 2022. Expected implementation January 2023
 - Sponsored two pop-up food pantries March and December 2022
 - Swipe out Hunger: Revised program to front end load meals in each quarter enabling students to receive meal swipes prior to donations from other students. Reallocated 2521 donated meals to students in need.
- **Sustainability**
 - [Green Restaurant Certification](#) – All three residential dining halls now certified through the Green Restaurant Association.
 - Cool Foods – Implemented Cool Foods highlighting low carbon impact meal options in dining halls
 - Engaged in a partnership with the Puget Sound Food Hub Cooperative with a focus on purchasing products from MWBE's (Minority & Women owned business enterprises)
- **Student Health & Well Being**
 - Implemented TRUE BALANCE at Viking and Ridgeway Dining Commons, an allergen friendly station that only features recipes made without the top nine food allergens.
 - Introduced TAKE 15 – a program dedicated to encouraging students to pause and reflect on positive mental health activities.
 - Dietician Programming – Experiential cooking and nutritional education classes.
- **Programming enhancements**
 - Ridgeway Community Convenience store opened fall 2022
 - Refreshed residential station branding in all three dining halls
 - Flavor Trends – Created Chef led cooking demonstrations that introduces students to trending ingredients and culinary techniques.
 - Created comprehensive Marketing and Communications plan.

APPENDIX V: RESIDENCE LIFE

Academic Support

- Professional staff are in process of academic intervention conversations with residential students placed on academic warning. Total number of students identified for outreach in Winter 2023 is 317, an increase from last year. In addition to providing outreach to students on academic warning, Residence Life staff are also connecting with student staff employed in Residence Life who received below a 2.5 GPA for two consecutive quarters while working in

Residence Life. We have also partnered with the Academic Advising Center and Student Outreach Services to provide outreach to these students.

Residential Education/Leadership

- During the Fall 2022 quarter, residential staff completed intentional conversations with 76% of on campus residents. The average duration of all conversations was 30 minutes each and addressed topics such as transition to college, wellness, goals for academic and personal success, and how to get connected at Western. All conversations are focused on the three URISE goals of:
 - Inclusive community building
 - Career preparedness
 - Personal wellness
- Hall Councils were re-designed and are now called Residential Programming Boards. The Residential Programming Boards in each hall community are focused on programming and events for the residential community to foster a welcoming environment that promotes a sense of belonging and engagement for the residential student population.
- The National Residence Hall Association (NRHH) is planning a student leadership conference for February 2023. NRHH has partnered with local community organizations such as Skookum Kids to provide service opportunities to students living in the residence halls. Opportunities to further collaborate on service projects with the Viking Union are in development.
- The Residence Hall Association (RHA) returned to campus with a full board in the Fall 2022 quarter. Highlights include RHA attending the PACURH leadership conference and the implementation of a new model where RHA executive board members provide support and mentorship to Residential Programming Boards.

Accessibility, Diversity, Equity, and Inclusion

- Residence Life is working on several critical initiatives to incorporate the values of ADE&I into daily practice. Initiatives in the Fall 2022 quarter include:
 - The advisory committee for Latine Housing has met throughout the Fall 2022 quarter to develop the Latine Housing program, which will be called La Comunidad. La Comunidad will open in Higginson Hall in the Fall of 2023.
- The Inclusion Assistant (IA) program in its fourth year has expanded to have one Inclusion Assistant in each community. The Inclusion Assistant program continues to provide targeted programming, opportunities to engage in dialogue, and leadership development for residents related to topics of diversity, equity, and inclusion. The number of Inclusion Assistant positions and the structure of the position will be continually evaluated as we grow the Pride Housing and Black Affinity Housing programs, which both increased in student participation this year.
- Implementation of strategic planning initiatives has begun, which includes several strategies focused on ADEI initiatives in Residence Life connected with the strategic plan created by the Division of Enrollment and Student Services.

Health and Residential Environment

- In Fall 2022, Residence Life experienced a moderate increase in the number of alcohol transports and cases where paramedics were called to evaluate students for alcohol toxicity or health related concerns due to the consumption of alcohol. No individuals got to the point this fall of having housing contract termination for non-compliance or repeat violations.
- CARE cases generated by Residence Life increased this year, specifically regarding mental health concerns, however, we also have the highest number of students living on campus this year as well. We outreached to all of these students to follow-up, create action plans, and provide referrals to campus and community resources. A reoccurring concern this year involves impact to roommates who have helped to support other students who are navigating mental health concerns and the impact to both their living and academic experience. In addition, enhanced skill building in conflict management is needed as roommate conflicts have significantly increased this year.