

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, October 13, 2017**

1. CALL TO ORDER

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:20 am in the Board Room, Old Main 340, in Bellingham, WA.

Board of Trustees

Sue Sharpe, Chair
Earl Overstreet, Vice Chair
John Meyer, Secretary
Betti Fujikado
Chase Franklin
Karen Lee
Trista Truemper
Mo West

Western Washington University

Sabah Randhawa, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Melynda Huskey, Vice President for Enrollment and Student Services
Donna Gibbs, Vice President for University Relations and Marketing
Allison Giffen, Faculty Senate President
Rob Olson, Assistant Attorney General
Paul Cocke, Director of University Communications
Paul Dunn, Executive Assistant to the President
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Rayne Rambo, Assistant Secretary to the Board of Trustees

2. EXECUTIVE SESSION

At 8:25 a.m. Chair Sharpe announced that the Board would convene in Executive Session for approximately 30 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g)&(i). The meeting returned to open session at x:xx am with no action to report.

3. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. There were no requests for public comment

Chair Sharpe announced that there would be some adjustments to the agenda for the day asked President Randhawa to provide his report.

4. UNIVERSITY PRESIDENT

President Randhawa congratulated Citlaly Ramirez, a junior in Management Information Systems in the College of Business and Economics, on being selected to be a speaker at the Geekwire Summit in Seattle. Randhawa said she had the opportunity to address three hundred people to tell her story, "Immigrant's Journey". Randhawa also noted that students Stephanie Mason and Ted Weber won first and second place respectively at the Association for Computing Machinery's Student Research Competition.

President Randhawa reflected on the previous day's conversation regarding Diversity, Equity, and Inclusion and noted that Western represents a microcosm of society and spoke about the importance of Western's efforts to advance diversity, equity and inclusion on campus.

President Randhawa detailed his visit with a group of local tribal elders who were on campus for a *Western Reads* event centered on the book, 'Tulalip, From My Heart', by Harriette Shelton Dover. Randhawa noted that the conversation was powerful and commented on the importance of both teaching equity, diversity and social justice, and living it in our daily lives. Randhawa said that Western needs more directive resources to contribute to diversity, equity and inclusion initiatives, adding that it is important to have clarity on priorities, how Western aligns itself as an institution, and determine the best way to assess the progress that has been made already.

President Randhawa introduced Melynda Huskey, Vice President for Enrollment and Student Services, who provided a brief synopsis of the entering freshman class. Huskey reported that on census day, the tenth day of enrollment, Western welcomed 3,114 first year students and 1,181 transfer students which represents the largest class in the history of Western. Huskey noted that the incoming collective GPA is 3.4 which indicates that they are highly qualified students. Huskey reported that thirty percent of the first year students and forty-five percent of the incoming transfer students are first-generation students. She added that overall fall enrollment indicates twenty-five percent are students of color, which is an increase from previous years.

5. FACULTY SENATE

Allison Giffin, President, Faculty Senate, reported that the Faculty Senate continues its work on the revision of the General Education Program. She noted that the Faculty Senate has been working alongside United Faculty of Western Washington, to examine issues related credit bearing classes taught by non-faculty. Giffen added that one of her main focuses as Faculty Senate President is to continue to strengthen the faculty voice and faculty participation in the work of the university by making improvements to the committee structure and creating greater representation opportunities.

6. EMERGENCY RULE CHANGES

Melynda Huskey, Vice President for Enrollment and Student Services updated the board on the need for revisions to policies and procedures that are currently in place governing the use of university facilities and additional emergency rules pertaining to weapons and demonstrations. Huskey added that the goal of the policies is to preserve the integrity of Western Washington University's educational mission, to protect the health, safety and welfare of students, faculty and staff, and to preserve University property and scarce state resources while at the same time preserving its strong commitment to freedom of expression. She noted that the emergency rules being presented to the board are an interim measure to allow the university to proceed with the broader public comment periods and facilitate the formal rule making process. Richard Van Den Hul, Vice President for Business and Financial Affairs noted that Darin Rasmussen, Director of Public Safety and Chief of Police and Ted Pratt, Dean of Students, co-chaired a committee that included students, to seek campus input on the proposed changes over the summer of 2017. Van Den Hul noted that the rule making process continues and that the board will be presented with the permanent rule changes within the next six months.

MOTION 10-01-2017: Trustee Meyer MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the emergency rule change to Chapter 516036 WAC, Use of University Facilities – Scheduling as submitted.

The motion passed.

MOTION 10-02-2017 Trustee Truemper MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the emergency rule change to Chapter 516-24-130, Demonstrations as submitted.

The motion passed.

MOTION 10-03-2017 Trustee Lee MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the emergency rule change to WAC 516-52-020, Firearms and Dangerous Weapons as submitted.

The motion passed.

7. ASSOCIATED STUDENTS

Simrun Chhabra, President, Associated Students reported on the work of the Associated Students Board of Directors. Chhabra noted that the Board of Directors have been working with Washington State Student Association which allows for greater connection to state level

lobbying needs and knowledge of governmental affairs. Chhabra mentioned that the State Wide Day of Action will be held on October 17, 2017 and will take place on campuses across the state. Chhabra also reported that students currently receiving Supplemental Nutrition Assistance Program (SNAP) benefits will be able to use those benefits to purchase grocery store items on campus. Chhabra explained that the Alternative Transportation Fee Committee is moving forward on a vote to approve a cell phone application that would allow students to see where the Whatcom Transportation Authority shuttles are in real time during late night hours. She also reported that the Ethnic Student Center conference will take place in the Viking Union on October 13 through 15, 2017. She also noted that the Associated Students media and outreach services will be streamlined for publicity requests in order to strengthen the way information is delivered to the student body.

8. RESOLUTION 2017-10 DELEGATING AUTHORITY FOR COMPETITIVE SALE OF VIKING UNION MULTICULTURAL CENTER AND HOUSING RENOVATION BONDS

Brian Sullivan, Associate Vice President for Business and Financial Affairs highlighted the request of the resolution which includes the authorization for the sale of new money bonds to fund the additions and certain improvements to the Viking Union and the construction of the Multicultural Center. The resolution will also fund housing system renovations, including upgrades to Ridgeway Gamma Hall, Birnam Wood Apartments, Buchanan Towers, Mathes Hall, Higginson Hall and Fairhaven Complex as presented to the Board of Trustees at the August meeting. The Resolution includes delegation of authority to the President or Vice President for Business and Financial Affairs to determine the method, timing and details of the bond sale. The authority to issue new money bonds under the Bond Resolution expires June 1, 2018.

Sullivan also noted that the resolution additionally includes authorization for the sale of refunding bonds to refinance the university's outstanding 2009B bonds, which are subject to redemption beginning April 1, 2019. Sullivan detailed key steps in the timeline:

- November/December 2017: Preliminary statement issued in preparation for bond sale
- December Board of Trustees meeting: Capital project update submitted
- January 2018; Presentation for the bond rating agency
- Mid-January 2018: Buchanan Tower construction bids submitted
- January 2018: Multicultural Center will be in negotiation to set the guaranteed maximum price
- Mid-February 2018: Target for the bond sale.

MOTION 10-04-2017 Trustee Overstreet MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No. 2017-10 authorizing the issuance of Housing and Dining Revenue and Refunding Bonds, which may be issued in one or more series, including delegation of authority as outlined in the Bond Resolution.

The motion passed.

Chair Sharpe announced a 10 minute break at 9:45 am. The Board reconvened the meeting at 9:59 am.

9. BOARD CHAIR REPORT

Chair Sharpe provided an overview of the September Board Work Session that was held in Seattle. She noted that the topics of discussion included a joint conversation with the President's leadership team about the strategic plan, a board self-assessment, and re-evaluation of the board sub-committees. She said that the board discussed the creation of an Academic and Student Affairs Committee. Sharpe also detailed changes of trustee assignment within the sub-committees that include having the student trustee participate in the proposed Academic and Student Affairs Committee. Chair Sharpe noted that the board also participated in an assessment of the president. She thanked President Randhawa for his help in designing the mini assessment that allowed for broader feedback from the campus community and the off campus community.

Trustee Franklin provided the highlights of the president's performance review. He noted that the feedback was very consistent from those that participated in the assessment. Franklin said that President Randhawa is seen as an advocate of student success, is genuinely empathetic and brings a multi-cultural perspective to conversations. Franklin added that President Randhawa is seen as being engaged outside of Western and is building good rapport in Olympia which advances the reputation of Western and its leadership. He also acknowledged his work managing the strategic planning process and the business plan that will follow. Trustee Franklin reported the five goals that President Randhawa has set for the 2017-2018 academic year:

- Complete the strategic plan
- Increase retention and graduation rates, and eliminate achievement gaps for all sub-groups of students
- Increase faculty and student diversity
- Develop a business plan to accompany the strategic plan
- Work with the board of trustees and his administration to advance best practices for leadership governance.

Trustee Franklin concluded that the Board of Trustees is recommending that President Randhawa receive a 2.3% salary increase based on the performance review. Franklin explained that the recent legislative session appropriated funds for this purpose and the amount of that proposed increase maintains parity with Western's executive staff who recently received an increase in the same amount.

MOTION 10-05-2017

Trustee Lee MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the Board Chair, approves a 2.3% increase in the President's salary, including sums consistent with legislative appropriations since July 1, 2017, and authorizes Trustee Chase Franklin to negotiate the terms of a contract addendum and the Chair to execute the contract addendum on behalf of the Board of Trustees.

The motion passed.

10. NEW PEER INSTITUTION LIST

Provost Carbajal introduced Brian Burton, Vice Provost for Academic Affairs and Paqui Paredes Mendez, Professor of Modern and Classic Languages, who co-chair the Strategic Planning Committee. Carbajal explained that President Randhawa charged the committee with establishing a new peer institution list that would help drive establishing stretch goals for the institution.

Burton and Paredes Mendez described the process of selecting the current list of peer institutions. The process included defining aspirational peers, consolidating the list based on criteria that was established by the strategic planning committee as outlined in the submitted materials. Burton explained that the list started at over a thousand schools and was narrowed down to a group of seventeen. He noted that the chosen criteria were in areas in which Western wants to improve and includes graduation rates, freshman retention, value of endowment assets, scholarships/grants per student, graduation rates for minority students, student to faculty ratio, student to staff ratio and percentage of international students. Burton said the final step in the process was identifying aspirational peers which included schools that were performing better than Western on at least seven of the fifteen criteria included in the submitted materials, and were performing better in multiple ways including resources, inclusivity, student success and international students.

Trustee Overstreet inquired as to what the next steps would be in this process. Burton explained that the list would be incorporated into the strategic plan and that the full plan would be presented to the board in December.

Chair Sharpe thanked the panel for their presentation and noted that it was helpful for understanding the next steps in the strategic planning process.

11. INTERNATIONAL STUDENTS INITIATIVE

Provost Carbajal provided an overview for the board on an initiative designed to help Western not only to increase its international student enrollment, but also to broadly benefit the student experience that Western fosters. He said that the benefits of this public-private partnership are far reaching and impactful. Carbajal noted that there has been good progress on this initiative in some areas but not in other areas such as percentage of international student enrollment and the percentage of Western students that study abroad. He expressed the need to continue to expand diversity, culture and a global perspective. Carbajal said that it is important that Western graduates leave university able to participate as a global citizen.

Carbajal explained that Western has entered into a partnership with a company called Study Group, a global leader in international student recruitment and on campus pathways student success programming. He said that through its global recruiting network, *Study Group* will help Western reach well qualified perspective students in more than one hundred and fifty countries worldwide. On campus, *Study Group* will help Western serve the needs of this group of international students by providing a program of student support services built around and

integrated with Western's existing Intensive English Program (IEP.) Carbajal said that this enhanced program will be known as the Western Global Pathway. Students in the program will be Western students and the program itself will be under the university's oversight and control. The Study Group partner will integrate their own programming and student services into Western's existing structures.

Carbajal said that pathway students are regularly admissible students admitted to the university on a conditional basis because their English fluency might be insufficient. Pathway students spend their first year, the Pathway year, in a special program to gain the required proficiency for full admission, participate in classes designed to help them understand the expectations of United States higher education, assimilate into life and culture, and complete some first year course work. Upon completing the first year program successfully, students are fully admitted to the university and transition into the general student population. Carbajal noted that similar pathway partnerships at other major universities have proven to enhance campus diversity, improve international student retention and graduation, and contribute to the universities international presence. He said that Study Group is one of the oldest and largest organizations in this highly specialized field and that the joint venture with Western will be an entirely self-supporting initiative. Western will not be required to make any upfront investments, and Study Group will provide the start up financing. Once operational, the partnership is expected to generate a significant annual surplus that the university will be able to use to invest in needs associated with student success.

President Randhawa added that the intention is to start small to ensure Western has the support structure that is needed. He estimated that the first year would begin with approximately seventy-five students, adding that the targeted success rate for students in the first year is ninety percent. Randhawa also noted that the program provides Western the opportunity to invest in increased student success by adding additional resources. Randhawa also said that Study Group would not enter into a partnership with another institution in the state of Washington, so Western would not be competing with other institutions.

12. AUDIT COMMITTEE REPORT

Trustee Overstreet welcomed Trustee Meyer to the Audit Committee and reported that Trustee Lee will transition from the Audit Committee to the Governance Committee. Overstreet reported that the Audit Committee discussed expanding its responsibilities to include Enterprise Risk Management and Finance and said that those responsibilities would be outlined in the updated charter and work plan which will be presented to the Board of Trustees in December.

Trustee Overstreet said that the Audit Committee met with representatives from the State Auditor's Office for their Entrance Conference and that the office will be preparing the FY2017 financial statement audit. Overstreet said the estimated cost for the FY2017 is \$51,000.00 which reflects a reduction based on efficiencies found in the FY2016 audit. Overstreet thanked Business and Financial Affairs for their work that contributed to the reduction in estimated cost. He also noted that the committee was provided an update on the work of the Enterprise Risk Management committee and expect to have feedback from the committee at the December Audit Committee meeting with the intent to have a presentation ready for the Board of Trustees at the February meeting.

Overstreet said that the Audit Committee was provided an update from the Director of Office of the Internal Auditor, Antonia Allen, which is moving forward with the new Audit Plan and received information regarding a Quality Assurance and Improvement Plan.

13. BOARD GOVERNANCE COMMITTEE REPORT

Trustee Franklin reported that the committee reviewed an early draft of the Academic and Student Affairs Committee Charter. Once completed the committee will meet with Kerena Higgins, Assistant Attorney General to update the Rules of Operation which describe the committees of the Board of Trustees. Franklin noted that the updated charter and Rules of Operation would come before the board at the December meeting.

14. INFORMATION ITEMS

a. Academic Affairs Report

Provost Carbajal provided a written report with to provide a general enrollment management update

b. Admissions and Enrollment Report

Vice President Huskey provided a written report regarding the university's general enrollment and admissions

c. Capital Program Report

Vice President Van Den Hul provided a written report on the University's capital projects.

d. University Advancement Report

Vice President Bowers provided a written report on the University's Alumni Relations and Western Foundation activities

e. University Relations and Marketing Report

Vice President Gibbs provided a written report documenting recent activities of University Relations and Marketing.

15. DATE FOR NEXT REGULAR MEETING

December 14 and 15, 2017.

16. ADJOURNMENT