

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, April 12, 2018**

CALL TO ORDER

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:08 pm 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 – *by phone*
Trista Truemper
Mo West – *by phone*

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
Simrun Chhabra, Associated Students President
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

1. COLLEGE PROMISE COALITION

Kelly Evans, Partner, Soundview Strategies and Bill Lyne, Professor, English and President, United Faculty Senate of Washington State presented information on the work of the College Promise Coalition (CPC). CPC brings together advocates for Washington state's public and private four- and two- year colleges and universities, students, families, faculty, alumni, education supporters and leaders in business and labor. CPC advocates for affordable, accessible education and training opportunities for our students after they finish high school. Founded in 2011 in response to dramatic state cuts to higher education funding, the coalition works to ensure that access to an affordable, quality education remains an option for all Washingtonians.

Evans reported that the State Need Grant makes education possible for more than 69,000 Washingtonians who are low-income. But there is not enough funding to provide grants to an additional 20,000 students who qualified every year. Evan's explained that the priority for the College Promise Coalition is to fully fund the State Need Grant. She explained that fully funding the State Need Grant will boost enrollment and completion, ensuring students have the opportunity to succeed regardless of income level or background. She added that college and career training are the keys to giving Washington students the opportunities they need to be successful, while also addressing the state's skill and opportunity gaps.

Evans further explained the College Promise Coalition will engage higher education stakeholders in the work of increasing higher education attainment in Washington state. She noted that the coalition is working on identifying the programs and policies that will bring the state to its goal of 70% of adult higher education attainment by 2023. It will then create a broad and sustained advocacy program to advance that goal. She noted that the work will be divided into five categories: 1) Continued Coalition Building 2) Evidence, Analysis and Policy, and Program Creation 3) Communications 4) Public Mobilization 5) Decision Maker Engagement

2. STRATEGIC PLANNING

President Randhawa initiated the topic of strategic planning by thanking the strategic planning committee, the campus community and the trustees for their work on the strategic plan. Provost Carbajal summarized the work of the strategic planning committee since the February 2018 meeting of the Board of Trustees. He noted that the committee completed their charge by collaborating with the executive leadership team to create the "why" within the strategic plan.

Paqui Paredes Méndez, Professor, Modern and Classic Languages, read a statement on behalf of Brian Burton, Vice Provost for Academic Affairs, who was unable to be in attendance. The statement summarized the work of the committee throughout the strategic planning process. He noted the importance of the strategic plan and the trust that was placed on the committee to gather the voices of the campus community. Méndez agreed that the committee listened and channeled the voice of the greater campus community.

President Randhawa shared his observations from the feedback received from the committee and the members of the Board of Trustees. He noted that the document resonated with the committee and was much improved since the February work session of the Board of Trustees. Randhawa added that there had been concern from the Board of Trustees regarding the value proposition for Western, particularly to the external audience, and the targets of the metrics at this stage in the planning process. Randhawa added that the plan provides a good balance of the work of the committee, provides the context of moving forward, and comes with his endorsement. Randhawa emphasized that in his experience, the most effective strategic plans are living documents and that assessing the outcome after implementation is key to evaluating progress.

Trustee Sharpe thanked the committee for the depth of engagement and the commitment of the committee to thoroughly engage the campus community. Trustee Fujikado added that in her time as a trustee she has observed that Western consistently seeks input from as many sources as possible. She noted that it is not always easy, but as a trustee it is very reassuring to know that that amount of rigor, persistence and commitment and the ability to have difficult

conversation and adjust as things move forward. She emphasized that this has become the culture of Western. Trustee Franklin also thanked the committee for their work and dedication to the process. Franklin noted that the articulation of Western's aspirations and values are clear and that the resources plan will become the scaffolding to create the path for the objectives in the strategic planning document. Trustee Overstreet expanded on the conversation by acknowledging that the legacy of this work will live on, that the document is aspirational as a living document and will become the foundation of future planning. Trustee Meyer noted that the committee clearly cares deeply for Western, the community and for each other and that he is proud to be a trustee in this critical moment. Trustee Lee indicated concerns regarding the strategic plan, but that there are elements of the plan that deserve recognition. She acknowledged and thanked the work of the committee and that the emphasis of inclusion and thoughtfulness shows in the current document. She added that it takes a lot of courage for an institution to be willing to uncover its flaws and put them on paper to state that it wants to be better and that the aspiration and values provide a sense of pride in Western. Trustee Lee stated her concerns are centered on whether or not the document is a value statement or a strategy for the future. Trustee Truemper expressed her support for the document and noted that it did an exceptional job of addressing the different perspectives of the campus community. She added that everyone comes from different backgrounds, but the common interest everyone shares are our values and that is the spirit of Western and the strategic plan captures that essence.

President Randhawa concluded the conversation by noting that next steps in the process will be producing a business plan that coincides with the strategic plan adding that brand planning will be important to differentiate ourselves from other universities when addressing the legislature.

The meeting adjourned at 5:13 p.m.