

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, April 13, 2018**

**CALL TO ORDER**

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 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 - *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  
Simrun Chhabra, Associated Students President  
Allison Giffen, Faculty Senate President  
Rob Olson, Assistant Attorney General  
Paul Cocke, Director of University Communications  
Paul Dunn, Senior 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

**4. CALL TO ORDER, APPROVAL OF MINUTES**

MOTION 04-01-2018      Trustee Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Special Meeting February 7 & 8, 2018
- Board of Trustees Meeting, February 9, 2018

The motion passed.

## **5. 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.

## **6. BOARD CHAIR REPORT**

Chair Sue Sharpe noted her appreciation for the complementary conversation with the College Promise Coalition and Strategic Planning. She expressed gratitude for the presence of the Strategic Planning Committee and added that it was wonderful to have the opportunity to engage with the committee. She said that their presence allowed the board the ability to sense and appreciate the spirit and commitment of the committee.

Sharpe shared her observations regarding the anti-Semitism vandalism that occurred in the Wilson Library. She emphasized the importance of the response that was delivered and that it truly demonstrates how Western responds to injustice by being united which directly relates to the strategic plan.

## **7. UNIVERSITY PRESIDENT REPORT**

President Randhawa reported that during his recent visit to Washington D.C., he meet with legislators regarding key topics important to Western that include student financial aid, the early childhood arrivals program, and support for federal research.

President Randhawa acknowledged the event that was held in the Wilson Library in response to the acts of anti-Semitism. He noted that over 250 people gathered together in support of being united in Western's reaction to such incidents.

President Randhawa requested that Rich Van Den Hul, Vice President for Business and Financial Affairs provide an update on the recent bond sales that occurred since the last meeting of the Board of Trustees.

Van Den Hul reported that the housing and multi-cultural center bonds were successfully sold for \$33.7 million through a competitive sale on February 21, 2018 with a closing date of March 8, 2018. He noted that Western received twelve bids the final true interest cost was 3.47%. The bonds will mature on April 1, 2043 and were rated A-1 by Moody's.

## **8. FACULTY SENATE REPORT**

Allison Giffen, Faculty Senate President, reported that the Faculty Senate has passed a motion to endorse a new faculty mentoring initiative. Giffen noted that Steve VanderStaay, Vice Provost for Undergraduate Education worked with a group of dedicated faculty members to create the program that will involve a faculty director position. She noted that the position will be posted and the search will begin in the near future. The focus of the program will be for retention of faculty of color and faculty from underrepresented communities.

## 9. ASSOCIATED STUDENTS REPORT

Simrun Chhabra, President, Associated Students, was not present for the report of the Associated Students.

## ACTION ITEMS

### 10. BOARD GOVERNANCE REPORTS & APPROVALS OF CHARTER REVISIONS

Trustee Sharpe provided an overview of the charter revisions. She noted that since President Randhawa's arrival the board has been committed to updating the governance structure so that it aligns with the challenges facing higher education in the state of Washington. Trustee Sharpe said that the revisions brought forward today came from the collective work of the trustees who over the course of the past two years have focused on exploring best practices for public universities, attended national conferences on trusteeship, participated in webinars, and facilitated conversations with other state public university colleagues regarding their governance structures. Trustee Sharpe noted that the board has worked with a nationally recognize university governance consultant, Cathy A. Trower, President Trower & Trower, Inc. Trower has provided briefing and facilitated board discussions at the twice yearly work sessions.

Trustee Sharpe noted the Board of Trustees Governance Committee, as part of its oversight responsibilities, undertook a comprehensive review of the board committee structure. For review and guidance the Governance Committee consulted with President Randhawa, Brent Carbajal, Provost and Vice President for Academic Affairs, and Kerena Higgins, Assistant Attorney General. Following the comprehensive review, the Governance Committee recommends discontinuing the Governance Committee, implementing an Executive Committee, creating a Student Success Committee and also recommends that language be adopted that defines the purpose of the Board of Trustees Committee Charters.

MOTION 04-02-2018: Trustee Franklin moved that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Governance Committee, discontinue the Governance Committee and implement an Executive Committee as defined in the Executive Committee charter that includes responsibilities that were previously assigned to the Governance Committee. Further, that the Board of Trustees Rules of Operation be updated to reflect the Executive Committee Charter and the inclusion of the defining committee charter language.

The motion passed.

Trustee Franklin reported that over the past year, the board has challenged itself to look carefully into ways to increase effectiveness as the complexities and challenges that face higher education continue to expand. One of the fundamental aspects of Western's mission is student success which has led to the creation of the Student Success Committee. Trustee Franklin said directed by the Board of Trustees, the purpose of the Student Success Committee is to develop

an understanding of Western's academic affairs and student affairs, with the intention of providing strategic oversight to advance student success at the University.

MOTION 04-03-2018            Trustee Franklin moved that the Board of Trustee of Western Washington University, upon the recommendation of the Board of Trustees Governance Committee, approve the Student Success Committee Charter. Further, that the Board of Trustees Rules of Operation be updated to reflect the Student Success Committee Charter.

The motion passed.

Trustee Overstreet provided an overview of the revisions made of the Audit Committee charter that are both subtle and significant. He noted the Audit Committee and the Board of Trustees have always had the responsibility to provide financial oversight to the university, and that the revisions made to the charter reflect needs for specific areas including finance and enterprise risk management.

Trustee Overstreet highlighted the purpose of the Finance, Audit, and Enterprise Risk Management (FAeRM) Committee charter. He first noted the name change of the committee. He explained the committee's responsibilities for oversight of the following: The integrity of the University's financial operation, physical plant, and financial health; the quality and integrity of the accounting, auditing, and reporting practices of the University; with particular focus on effective internal controls; advising the University on business and financial risk as identified in any audit process; and compliance with significant applicable legal, ethical, and regulatory requirements; and, the identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan.

MOTION 04-04-2018            Trustee Meyer moved that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee, approve revisions to the Audit Committee Charter, henceforth known as the Finance, Audit, and Enterprise Risk Management Committee Charter. Further, that the Board of Trustees Rules of Operation be updated to reflect the revised Finance, Audit, and Enterprise Risk Management Committee Charter.

The motion passed.

## **11. INTERNAL AUDIT CHARTER REVISIONS**

Antonia Allen, Director, Office of the Internal Auditor, provided an overview of the updates to the Internal Audit charter. She noted the revisions as based on the Internal Audit standards and model with slight modification for Western. She added that these changes bring Western up to current standards and defines the purpose and authority of the Office of the Internal Audit.

MOTION 04-05-2018            Trustee Overstreet moved that the Board of Trustee of Western Washington University, upon recommendation of the Board of

Trustees Audit Committee and President Randhawa, approve the revisions to the Office of the Internal Auditor Charter.

The motion passed.

## **12. APPROVAL OF THE WESTERN WASHINGTON UNIVERSITY STRATEGIC PLAN**

President Randhawa thanked the strategic planning committee again for their work over the past eighteen months, he thanked the campus community for their involvement on the strategic plan, and also thanked the Board of Trustees for their input on the process and the final document. He noted that the Strategic Plan document provides a good balance around the strengths, challenges and hopes for the future for Western.

MOTION 04-06-2018            Trustee Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Western Washington University Strategic Plan 2018-2024 as presented to replace the 2010 University Mission, Vision and Strategic Goals.

The motion passed. Trustee Karen Lee cast nay vote.

## **13. PERMANENT RULE CHANGE**

Melynda Huskey, Vice President of Enrollment and Student Services provided an update on the necessary changes to WAC 516-24-130 in order 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 while at the same time preserving its strong commitment to freedom of expression.

MOTION 04-07-2018            Trustee Truemper moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the permanent rule change to WAC 516-24-130, Demonstrations as submitted.

The motion passed.

Darin Rasmussen provided an update on the revisions within WAC 516-52-020, Firearms and Dangerous Weapons. He noted that the WAC preserves the integrity of Western's educational mission and the changes made since the board reviewed the emergency rule have been minor. The changes made include the title, the addition of definitions to better define weapons, arms, and armaments and firearms, and clarification on who can possess weapons on campus, and where weapons can be checked and stored when a person comes to campus.

MOTION 04-08-2018            Trustee Meyer moved, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the permanent rule change to WAC 516-52-020, Firearms and Dangerous Weapons as submitted.

The motion passed.

Trustee Sharpe announced a 10 minute break at 9:17. The board reconvened at 9:31 am.

#### **14. CONSENT ITEMS**

Trustee Sharpe introduced the consent items brought before the board for approval.

MOTION 04-09-2018                      Trustee Franklin moved that upon that then Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following consent items:

- Construction Contract for Multiple Building Roof Replacement and Fall Protection: Fairhaven Common, Highland Hall Stack 2, and Mathes Hall, PW 723
- Construction Contract for Birnam Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1), PW 724

The motion passed.

#### **15. TUITION FRAMEWORK AND APPROVAL OF THE 2018 SUMMER SESSION TUITION AND FEES**

Richard Van Den Hul, Vice President for Business and Financial Affairs provided an overview of the types of tuitions that need approval, how to review tuition and tuition setting processes, a preliminary discussion on state support tuition rates for FY19 that will be discussed at the June meeting of the Board of Trustees and approval of amended summer 2018 tuition rates. Van Den Hul noted the complexity of tuition at a state supported institution which includes three different types of tuition; state supported, self-sustaining, and summer tuition. He noted that at Western there are twenty two different combination types of tuition based on student enrollment.

President Randhawa highlighted the philosophy and rational of setting tuition rates. He noted that setting the appropriate tuition framework is an important part of implementing the strategic plan. It is important to recognize that setting tuition is not just a revenue generation exercise. He added that tuition should be tied to the cost of education, the aspiration of the university, and to the universities image.

Earl Gibbons, Vice Provost for Extended Education provided an overview of the proposed summer session tuition. He noted that resident undergraduate tuition will remain the same and that there are modest increases in resident graduate tuition, non-resident graduate and undergraduate tuition. He added that there has been a change in procedure, based on input from the board at the February meeting that eliminates the \$45 per credit fee that has been charged to non-resident, undergraduate and graduate students in the past. He noted it will be folded into the tuition rates for summer session.

MOTION 04-10-2018                      Trustee Truemper moved that the Board of Trustees of Western Washington University, on recommendation of the

President, approves the recommended Summer Tuition for 2018: specifically, that resident undergraduate tuition will remain unchanged at \$250.00 per credit; resident graduate tuition will rise to \$309 per credit; and non-resident undergraduate and graduate tuition will increase to \$391 and \$450 per credit, respectively. Tuition rates for programs with unique tuition amounts will match the approved rates from the academic year: \$358 per credit for resident graduate and \$715 for non-resident graduate for the MBA program; \$472 per credit for resident graduate and \$872 for non-resident graduate for the Speech Pathology Program; and \$636 per credit for resident graduate and \$949 for non- resident graduate for the Audiology Program. The \$45 per credit "Non-Resident Fee" applied to both undergraduate and graduate non-residents will be added to the tuition. Student tuition will be charged on a per credit basis for Summer Session.

The motion passed.

## **16. APPROVAL OF HOUSING AND DINING RATES**

Melynda Huskey, Vice President for Enrollment and Student Services, introduced the request for approval of the 2018-19 Housing and Dining Rates which consist of University Residences and the facilities and operations components of the Viking Union. She added that the budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and enables the Housing and Dining System to continue its comprehensive program of facility renewals and expected new residence construction. Huskey explained that with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing and Dining System. The recommended budget meets those standards and ensures the necessary reserve balances, planned major maintenance, debt service coverage and capital planning.

Leonard Jones, Director, University Residences, noted that when the Associated Students voted on the rate increases, they voted to support it by a margin of 5-0-1. He added that there were conversations held within the residences hall to give students an opportunity to provide feedback. The majority of the conversations lead to concerns that students have around safety in the residences halls. Jones introduced two student representatives, Amanda Thomas, President, National Residence Hall Honorary (NRHH) and Saige Wilde, Vice President for Finance, National Residence Hall Honorary. They shared their perspectives on living on campus and their support for the proposed rate increases. Both student stated they live on campus and enjoy the benefits such as the sense of community living and building relationships.

MOTION 04-11-2018

Trustee Overstreet moved that the Board of Trustees of Western Washington, upon the recommendation of the Residence Hall Association and the University President, approve the Housing and Dining rates as proposed. The 2017-2018 proposed rates call for a 4.5% percent increase in

residence hall room and board rates and Birnam Wood apartment rental rates.

The motion passed.

## **17. LEGISLATIVE UPDATE**

Becca Kenna Schenk, Executive Director of Government Relations provided a brief update on the 2018 Legislative Session which ended on March 8, 2018 with several wins for higher education and Western specifically. Kenna-Schenk noted that \$18.5 million dollars was allotted for the State Need Grant program to serve an additional 4,852 students with a commitment to fully-fund the program by 2022, \$1.3 million was provided to Western to establish a new undergraduate degree program in Marine, Coastal and Watershed Sciences, \$700,000 was awarded to establish a baccalaureate degree program in Early Childhood Education in Kitsap County as part of Western on the Peninsulas program, \$70,000 in one-time funds for Western to conduct a study exploring the feasibility of creating a four-year degree granting campus on the Kitsap or Olympic Peninsula, with a report on the findings due to the Governor and the Legislature by December 2018, and \$1.5 million in state funding was awarded in the 2018 supplemental capital budget to address minor works projects at Western. She added that this funding was previously appropriated from Western's local building account in the 2017-19 capital budget.

Trustee Sharpe announced a 10 minute break @ 11:04. The board reconvened @ 11:16 am

## **18. 2019-2021 DECISION PACKAGE AND CAPITAL PLAN PROPOSALS**

Brent Carbajal, Provost and Vice President for Academic Affairs provided an overview of decision packages proposals requiring board approve that included, expanding access to pre-health care at Western, which is a capacity enhancing opportunity; expansion within the electrical engineering program with a two phase plan to increase the number to electrical engineering graduates and proposes the creation of a computer engineering program; and the development of the new undergraduate degree program in Marine, Coastal and Watershed Sciences which was funded in the legislative supplemental budget. Carbajal added the Institute for Energy Studies requested funding for tenure-track faculty that will split between the Institute for Energy Studies and a home department within the College of Science and Engineering, the College of Business and Economics and Huxley College for the Environment and will provide a Bachelor of Science degree within the program. He also mentioned the proposal that would increase the number of teachers in Washington State. Provost Carbajal noted that all the mentioned decisions packages align with the goals and themes of the strategic plan.

Melynda Huskey, Vice President for Enrollment and Student Services provided an overview of the Enhanced Career Services package that is a joint decision package that is being prepared by Academic Affairs and the only proposal being brought forward by Enrollment and Student Services. Huskey noted that 98% of students and their families identify enhanced career opportunities as a reason for attending Western. The package will provide a holistic approach that mirrors the general approach to care for students that attend Western. First year students will be encouraged to start thinking about what happens at the end of their time at Western and will be provided career service support throughout their time at Western. She added this will

include partnering closely with the Alumni Association to enhance the division of mentorships, internships and job opportunities to Western students.

Richard Van Den Hul, Vice President for Business and Financial Affairs provided the board with an overview of the Capital Plan that will come before the board at the June meeting for approval. He noted that last fall the University started the capital planning process with an evaluation of existing and new major, intermediate, and minor capital projects for consideration in the 2019-2021 Capital Request (Request) and 2019-2029 Capital Plan (Plan). The evaluation included an emphasis on how they fit into the University's strategic plan and mission. The projects considered were presented to the University Planning and Resource Council (UPRC), which was audiocast to the campus, for their review and feedback. Van Den Hul noted that the feedback provided by UPRC was used to prioritize the major and intermediate capital projects, which helped develop the draft Request and Plan.

Van Den Hul explained that with the operating budget, the Board is asked to provide comments and direction on the draft Request and Plan. The Board, UPRC, and the campus community's comments and recommendations will be further analyzed as the Vice Presidents develop their recommendations to the President, who will then bring a final recommendation forward for Board approval. He added that the Office of Financial Management's (OFM) deadline for capital requests is in August so the projects can be analyzed and rated as required by the Legislature. He said the Board's final approval will be requested in June, which will allow time for University staff to develop and complete the project proposals for submission to OFM by their August deadline.

## 19. INFORMATION ITEMS

### a. Professional Leave Report

Provost Carbajal provided a written report with a list of faculty professional leave proposals that have been approved for the 2018/19 academic year and brief summaries of the research projects and scholarly activities.

### b. Tenure and Promotion Report

Provost Carbajal provided a written report listing the faculty granted tenure and/or promotion effective September 2018.

### c. Admissions and Enrollment Report

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

### d. Capital Program Report

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

### e. University Advancement Report

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

### f. University Relations and Marketing Report

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

**20. EXECUTIVE SESSION**

At 12:09 p.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).

**21. DATES FOR NEXT REGULAR MEETING**

June 14 & 15, 2018 in Bellingham, WA

**22. ADJOURNMENT @ 12.48 p.m.**