

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, April 4, 2019**

CALL TO ORDER

Board Chair Earl Overstreet called the Work Session of the Board of Trustees of Western Washington University to order at 8:03 am in the Hotel Bellwether Compass Room, in Bellingham, WA.

Board of Trustees

Earl Overstreet, Chair
Chase Franklin, Vice Chair
John Meyer, Secretary
Citlaly Ramirez
Faith Pettis
Karen Lee
Mo West – *by phone*
Sue Sharpe – *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
Paul Dunn, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

Steve Shields, Owner, Constructive Endeavors Consulting

1. CALL TO ORDER

2. WELCOME AND OPENING REMARKS

Trustee Earl Overstreet welcomed and thanked everyone for attending the work session. He noted a full agenda and called for the first agenda item.

3. INSTITUTIONAL RESOURCE MODELING

Richard Van Den Hul, Vice President for Business and Financial Affairs introduced Brain Burton, Vice Provost for Academic Affairs and Steve Shields, Owner, Constructive Endeavors Consulting who provided an overview of the charge set forward by President

Randhawa for the President's Advisory Council on Institutional Resource Modeling (PACIRM). Steve Shields explained that the process has been extremely beneficial to Western as it attempts to develop a credible resource gap analysis and determine what resources will be needed for Western to achieve its strategic objectives. He noted that unlike a budgeting process, this process will simply help identify areas where resources will be needed and through the work of the council determine an estimate of resources. He added that the next step in the process will be to identify sources and ways to support the implementation of the strategic plan over the next six years.

Chair Overstreet announced a ten minutes break 10:00am. The board reconvened at 10:16am.

4. WESTERN ON THE PENINSULAS

President Randhawa provided an update on Western's ongoing feasibility analysis of expanding its presence on the peninsulas. He noted that Western submitted a proposal for the current Legislative session that included a request of \$6.5 million per year for two years that would build administrative and student support infrastructure as well as capacity in the academic existing programs. He added that the long term growth goal for Western on the Peninsulas is to have a branch campus that delivers upper division and graduate programs, growth in student population from the current two hundred students to a thousand students enrolled, four to five new programs, and additional campus buildings.

President Randhawa noted his support of Western expansion on the peninsulas, and for Western to pursue dedicated legislative funding so that any potential expansion does not come at the expense of the Bellingham campus.

5. WATERFRONT UPDATE

President Randhawa moved on to the topic of Western's role in the redevelopment of the Bellingham Waterfront, as it is directly related to the expansion of Western outside of the main campus. He reiterated that all growth outside of the main campus requires some form of external funding, and that this limits Western's role at the waterfront at this early point in the redevelopment, particularly with respect to capital construction. He said that Western's primarily undergraduate, liberal arts mission complicates the situation in several ways. Unlike Research 1 institutions such as University of Washington and Washington State University, Western does not receive the kind of federal research grant funding that could support significant economic development on its own (e.g. in the form of basic science or translational research site). Nor is it a technical college, which might participate in the development of an advanced manufacturing facility. After lengthy discussion, it was agreed that Western's role in the near term is to be a catalyst to help attract interest and private partnerships with the Port of Bellingham. Further developing a five to ten year vision that builds upon the groundwork (and initial investment) laid by these more fundamental partnerships, and reiterating a commitment to be at the waterfront when the time is right, are appropriate longer term goals.

Trustee Overstreet noted that the greatest value that Western can bring in the short term would be to create a catalyst to help attract interest and partnerships.

6. CAMPUS MATTERS AND COMMUNICATIONS

President Randhawa and Melynda Huskey, Vice President Enrollment and Student Services provided an update on the progress made in addressing the concerns of diverse students during winter quarter. She noted that many of the concerns were shared by the collective of student groups and that this is a national issue and not one specific to Western. She noted that a web site with a timeline has been created that captures a list of major projects completed, currently underway, and to be addressed in response to the needs put forth by various student groups.

7. EXECUTIVE SESSION

The board went into Executive Session at 11:45am.

8. ADJOURNMENT

The board adjourned at 12:36pm