

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, June 13, 2019**

1. CALL TO ORDER

Board Chair Earl Overstreet, called the regular meeting of the Board of Trustees of Western Washington University to order at 3:21 p.m. in the Old Main 340 Board 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
Sue Sharpe

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
McNeel Jantzen, Faculty Senate President
Millka Solomon, Associated Students President
Paul Cocke, Director of University Communications
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

**2. PRESIDENT'S ADVISORY COMMITTEE ON INSTITUTIONAL RESOURCE MODELING:
REPORT AND NEXT STEPS**

Steve Shields, Consultant, Constructive Endeavors Consulting, Richard Van Den Hul, Vice President for Business and Financial Affairs, and Brian Burton, Associate Vice Provost for Academic Affairs provided the board an overview and update on the final report from the President's Advisory Committee on Institutional Resource Modeling (PACIRM) a process intended to complement the Strategic Plan. Brian Burton explained that the main priorities identified from the Strategic Plan by the PACIRM Committee for the exercise were increasing retention and graduation rates, degrees awarded, percentage of students and faculty of color, and grant activity and the results of grant activity. Burton explained the process in which the

committee used to determine the drivers and assumptions that created the framework of the final report.

Richard Van Den Hul, Vice President for Business and Financial Affairs provided an overview of the PACIRM report, focusing on areas identified by working groups as representative of programs which, provided incremental investment, will drive progress on the University's strategic goals identified above. He explained that the model is not a budget or specific set of recommendations but a decision assistance tool that answers certain questions regarding possible courses of action, as well as their likely impact on meeting Strategic Plan goals, and associated financial implications in broad terms.

Van Den Hul added that operationally the model can highlight the importance of timing in advancing the University's priorities. He said that the model can also provide increased clarity about the magnitude of need and add urgency for finding new revenue sources to meet key objectives. He reiterated that the model does not provide specific answers, but it does give general guidance that will help in deciding on the optimal timing of investments or the implications of delaying investments if investments must be postponed.

Van Den Hul explained that the model is able to show the relative return on investment of various types of programs at an aggregate level. He noted that the model uses particular programs as proxies for the amount of investment needed to make progress toward the University's goals. He said that the decision team will be able to use the model to predict, based on their own understanding, the areas of investment and the relationships between the drivers and outcomes, and which programs might be most effective.

Steve Shields facilitated a conversation with the Trustees about the next steps in the resource process that would help Western meet its strategic goals while also meeting expectations from the Legislature. At the conclusion of the conversation it was determined the next step is to move forward with developing a more specific and action-oriented business plan using the decision making tools in the PACIRM report. Shields concluded that facility space, which was not included in the initial resource modeling, will be considered in the next step.

Trustee Overstreet and President Randhawa thanked the committee for their time and energy spent on formulating the model and the campus community for their input

3. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110

At 4:35 a.m. Chair Overstreet announced that the Board would convene in Executive Session for approximately 30 minutes to discuss a real estate matter and receive a briefing on a legal matter as authorized in RCW 42.30.110 (1)(c)&(i).

The board returned to open session with no business to report at 6:08 p.m., and shortly thereafter adjourned the meeting until the following morning at 8:00 a.m.