

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, October 9, 2020**

**1. CALL TO ORDER**

Board Chair, Trustee John M. Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m., via Zoom. A quorum was established by roll call.

**Board of Trustees**

John M Meyer, Chair – *via Zoom*  
Chase Franklin, Vice Chair – *via Zoom*  
Earl Overstreet, - *via Zoom*  
Karen Lee – *via Zoom*  
Faith Pettis – *via Zoom*  
Sue Sharpe, Secretary– *via Zoom*  
Hunter Stuehm – *via Zoom*  
Mo West – *via Zoom*

**Western Washington University**

Sabah Randhawa, President  
Brent Carbajal, Provost/Vice President for Academic Affairs  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for Advancement  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations and Marketing  
Becca Kenna-Schenk, Executive Director, Government Relations  
Jeff Young, Faculty Senate President  
Melissa Nelson, Assistant Attorney General  
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees  
Barbara Sandoval, Senior Executive Assistant to the President  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**2. APPROVAL OF MINUTES**

MOTION 10-01-2020                      Trustee West moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Regular Meeting August 21, 2020

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes  
Trustee Karen Lee – Yes  
Trustee Faith Pettis – Yes  
Trustee Mo West – Yes

Trustee Hunter Stuehm - Yes  
Trustee Earl Overstreet– Yes  
Trustee Chase Franklin – Yes  
Trustee John Meyer, Chair - Yes

The motion passed.

### **3. PUBLIC COMMENT**

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. No one signed up for public comment.

### **4. BOARD CHAIR REPORT**

Trustee Meyer reported that over the course of the summer the trustees and executive team were given a copy of “How to Be an Anti-Racist” by Ibram X. Kendi. The book and how to best implement its perspectives into the work of the board and the Western community was discussed at length at the Board’s Work Sessions in September.

Meyer noted that the September Work Sessions of the Board of Trustees were structured conversations on strategic issues, trends, and challenges in higher education and at Western. He reported that the board also had strategic conversation about budget and operations issues and how to best navigate during the continues global pandemic.

Meyer reported that the board is in the process of reviewing its committee structures and their meeting schedules, in addition to a review and update to the Rules of Operation. He noted that potential changes to the Rules of Operation will come before the full board for approval at a future meeting.

Meyer said that he and President Randhawa will be attending the Association of Governing Boards (AGB) Retreat for Board Chairs and Presidents of Public Universities and Systems with twelve other institutions, which promised to provide opportunities to strengthen partnerships, and identify areas for strategic action while navigating through this unprecedented time. He also reported that the first virtual Viking Night auction in support of Western Athletics was a success and the fundraising goal was met.

### **5. UNIVERSITY PRESIDENT’S REPORT**

President Randhawa acknowledged the start of the academic year and noted that Western virtually welcomed back over fifteen thousand students who will be participating in remote education and approximately one thousand three hundred students who will be living on campus in the residence halls. He noted the COVID testing dashboard on Western’s coronavirus website provides continuously updated information to campus community.

President Randhawa noted the work of AS President, Abdul Malik Ford, who attended meetings hosted by the Governor that included other state higher education institution representatives, health, and law enforcement representatives. Randhawa noted that Ford participated in Western’s student COVID In Real Life (IRL) social media campaign to build awareness about safe COVID-related behaviors, and thanked him for his time and leadership during the sessions.

Randhawa reported that the Incident Command Management Team has recommended testing for all students living on campus and in the campus vicinity through the holiday break and again upon their return after the first of the year. He noted that testing was also recommended for faculty and staff that will be working on campus through the break.

Randhawa explained that members of the Great Northwest Athletic Conference (GNAC) have decided to delay the start of competition due to the coronavirus pandemic until January 7, 2021 and that GNAC leadership will meet again after the first of the year to determine the best way forward for team sports within the geographically wide-reaching conference.

Randhawa noted some key takeaways from the Board of Trustees Work Sessions held in September. Western's top priority is to continue navigating safely through the pandemic both in terms of the physical and mental health of Western community members, as well as the institution's financial health. He noted that the key objectives of the upcoming 2021-2023 legislative session will include collaborative work within, across, and beyond public higher education institutions to protect recent state investments in access and affordability with the Washington College Grant, as well as increasing the success of diverse students at Western, including the advancement of an Ethnic Studies Program. He said Western's important state capital projects include the completion of the Electrical Engineering and Computer Science building and design and construction funds for a Coast Salish Longhouse on campus.

Randhawa acknowledged that ongoing work to support Western's diversity, equity, and inclusion goals this fall has been re-energized by the commitment to respond to specific requests made by black student organizations over summer quarter. More information about those requests and progress toward them is available at [www.wvu.edu/diversity](http://www.wvu.edu/diversity).

## **6. FACULTY SENATE REPORT**

Jeff Young, Faculty Senate President provided the board with an update on the executive board election process within the senate and noted that Shirin Deylami, Professor, Political Science will serve as Vice President/President Elect, Alex Czopp, Professor, Psychology will serve as Secretary, Craig Dunn, Professor, Business and Sustainability, will serve as the Elections and Appointment Officer, Jasmine Goodnow, Professor, Health and Human Development, was elected as the At-Large executive board member, and Allison Giffen, Professor, English, will serve as past Senate President.

Young reported that the Faculty Senate has determined its goals for the upcoming academic year will include seeking faculty governance representation at Western's satellite locations to ensure that all Western faculty have an opportunity to attend and participate in Senate meetings. Young noted the goals of the Senate for the upcoming academic year include a review of the Senate By-Laws, continued planning and support for remote learning, and the continued work of expanding Diversity, Equity and Inclusion efforts and changes to General University Requirements (GUR).

## **7. ASSOCIATED STUDENTS REPORT**

Abdul Malik Ford, AS President, was unable to attend the meeting but provided a report in the meeting materials.

## **8. FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**

Trustee Pettis reported that the FARM Committee received an Entrance Conference from the State Auditor's Office who are conducting the Fiscal Year 2020 Financial Statement Audits that include the annual financial audit, two-year accountability audit, and an audit of the Western Crossing waterfront development partnership between the University and the Port of Bellingham.

Pettis reported that the committee received an update on the financial impacts of COVID-19 and that the full board would receive this update later in the meeting. She noted that the budget process for 2021 is different in years past as Western sees information with other institutions to learn about new ideas to assist with budget cuts and new forms of revenue.

Pettis acknowledged that Western's Public Works Projects are still within budget and measures have been taken to ensure the campus job sites are a safe working environment in compliance with social distancing guidelines from the State Department of Health.

Pettis also commended the work of the Business and Financial Affairs team who worked diligently on a successful Housing and Dining bond sale/refinancing that will shift the debt burden from 2020-2021 over the course of a fourteen-year maturity date.

## **9. STUDENT SUCCESS COMMITTEE REPORT**

Trustee Mo West reported that the Student Success committee's meeting agenda was structured around the continuation and completion of the committee's self-assessment. She noted the goal was to seek consensus on topics for the committee's annual workplan and a potential adjustment in the committee's meeting schedule.

West explained that the committee reviewed a draft template for an annual workplan and possible discussion items that would include items such as accreditation and retention, as well as emergent topics of interest such as the Structural Equity and Bas Response Team (SEBRT). She noted that the focus of the committee is to align with the President's annual agenda related to student success and the core commitments of the Student Success Committee Charter.

## **10. REFLECTION ON ENROLLMENT MANAGEMENT, RECRUITMENT MARKETING, AND FOUNDATION-BASED STUDENT SUPPORT FOR 2020-2021**

Shelli Soto, Associate Vice President for Enrollment Management, Donna Gibbs, Vice President for University Relations and Marketing and Stephanie Bowers, Vice President for University Advancement provided an update on fall 2020 student enrollment, recruitment marketing and private support, and plans for fall 2021.

Soto provided a detailed overview of the data for fall enrollment as Western navigates through the coronavirus global pandemic. Gibbs discussed Western's approach to marketing to prospective resident and non-resident students, the use of varied media platforms, and how that approach is adapting to the unknown duration of the pandemic and remote or hybrid learning. Bowers concluded the presentation by discussing the ways in which private philanthropy at Western has contributed to affordability and access for students during the pandemic.

Trustee Meyer announced a ten-minute break @ 10:17am. The board reconvened at 10:30am.

## 11. WATERFRONT UPDATE

Donna Gibbs, Vice President for University Relations and Marketing provided an update of Western's presence on the waterfront. Gibbs noted that in December of 2019, the Port of Bellingham and Western defined a public-private partnership (P3) model for the Western Crossing project that includes a mix of private sector industries, developers, public agencies, and a multi-institutional higher education presence. She said the goal laid out is to build a set of facilities that will expand employer base and provide potential opportunities for applied learning, integrated research in undergraduate and graduate programs, and ultimately jobs for Whatcom County residents. She reported that Western's representation on the Western Crossing board includes herself, Provost/Vice President for Academic Affairs Brent Carbajal, and Brad Johnson, Dean, College of Science and Engineering. The group was making good progress but work has since slowed to give attention to the pandemic crisis. She noted that Western and the Port of Bellingham continue to agree that expanding academic programming on Bellingham's waterfront could provide unique opportunities to both expand capacity and visibility, and strengthen partnerships with industry, non-profits, government, and other education entities. She explained that as the state economy recovers from the recession induced by the pandemic, Western Crossing can explore what can be learned from remote learning and working environments, and migration patterns that can be incorporated into planning a meaningful position for Bellingham and Western.

## 12. APPROVAL OF 2020-2021 STATE OPERATING BUDGET

Richard Van Den Hul, Vice President for Business and Financial Affairs and Faye Gallant, Executive Director, Budget and Financial Planning provided an overview of the 2020-2021 State Operating Budget process. It was noted that due to COVID-19 economic impacts, the 2020-2021 budget reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees, the administrative services assessment and one-time funds. The trustees were also provided an overview of the extensive budget planning process including the guiding principles. (ATTACHMENT A)

MOTION 10-02-2020

Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a recommended operating budget of \$193,173,936 for FY2020-2021, including the following one-time adjustments:

- COVID-19 response activities: \$3,000,000
- Academic Affairs bridge funding: \$2,000,000
- Advancing Diversity, Equity, and Inclusion: \$225,000
- Divisional Budget Reductions of 3 percent: (\$5,341,144)

Vote by Roll Call:

- Trustee Sue Sharpe – Yes
- Trustee Karen Lee – Yes
- Trustee Faith Pettis - Yes
- Trustee Hunter Stuehm – Yes
- Trustee Mo West - Yes

Trustee Earl Overstreet – Yes  
Trustee Chase Franklin- Yes  
Trustee John Meyer, Chair – Yes

The motion passed.

### 13. APPROVAL OF PUBLIC WORKS PROJECTS

Richard Van Den Hul, Vice President for Business and Financial Affairs and Rick Benner, Senior Director, Capital Planning and Development/University Architect provided the board with an overview of the last of six bid packages for the Interdisciplinary Science Building project.

MOTION 10-03-2020

Trustee Pettis moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to BNBuilders Inc., Seattle, WA, in the amount of \$2,219,943 (plus associated sales tax) for Bid Package #6 - Architectural Casework, Landscape & Irrigation and Site Hardscape - for the Interdisciplinary Science Building project. (PW733)

Vote by Roll Call:

Trustee Sue Sharpe – Yes  
Trustee Karen Lee – Yes  
Trustee Faith Pettis - Yes  
Trustee Hunter Stuehm – Yes  
Trustee Mo West - Yes  
Trustee Earl Overstreet – Yes  
Trustee Chase Franklin- Yes  
Trustee John Meyer, Chair – Yes

The motion passed.

### 14. INFORMATION ITEMS

**a. Academic Reports**

Provost Carbajal provided a written report with information about the tenure-track faculty members who were hired last year and will begin teaching during the 2020-21 academic year.

**b. Enrollment Management Summary**

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

**c. University Advancement Report**

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

**d. Capital Program Report**

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

**e. University Relations and Marketing Report**

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

**f. Information Technology Report**

Provost Carbajal provided a report on the Information Security Program and its framework.

**15. TRUSTEE REMARKS**

The trustees thanked everyone in attendance for their participation and the thoroughness of the meeting materials.

**16. EXECUTIVE SESSION**

At 10:28am the board went into Executive Session for approximately one hour to discuss a personnel matter as authorized by RCW 42.30.110. No action was taken in executive session.

Chair Meyer announced the board would go back into open session at 11:06am.

Chair Meyer acknowledged that perhaps the most important responsibility the Board of Trustees have is hiring and evaluating the performance of the President. He stated that President Randhawa has begin his fifth year as president of Western during a time of enormous uncertainty and risk for higher education institutions around the country. His leadership through the crisis has only deepened the trustees' confidence that they made the right choice for Western by selecting President Randhawa, and that his contract should be renewed.

He reported that the Board of Trustees reviewed and discussed President Randhawa's employment contract and, pursuant to WWU Board of Trustees Rules of Operation, Section 2.3 (a) and the Open Public Meetings Act, the board is ready to take action.

**MOTION 10-04-2020**

Trustee Franklin moved that the Board of Trustees of Western Washington University approves the extension of the President's employment contract until July 31, 2026, with a continued annual base salary of \$400,134.56, increasing to \$460,000 on August 1, 2021, and authorizes the Chair to execute the contract addendum on behalf of the Board of Trustees.

**Vote by Roll Call:**

- Trustee Sue Sharpe – Yes
- Trustee Karen Lee – Yes
- Trustee Faith Pettis - Yes
- Trustee Hunter Stuehm – Yes
- Trustee Mo West - Yes
- Trustee Earl Overstreet – Yes
- Trustee Chase Franklin- Yes
- Trustee John Meyer, Chair – Yes

The motion passed.

**17. DATE FOR NEXT REGULAR MEETING**

December 11, 2020

**18. ADJOURNMENT**

The meeting adjourned at 1:24 am.

(ATTACHMENT A)

## FY21 Budget Planning Principles

June 3, 2020

The FY21 budget process is occurring amidst new challenges at Western, with impacts of the coronavirus causing new expenditures to safely operate, and potential reductions to our primary sources of operating revenue. Western faces significant reductions to both state appropriations and tuition revenue; on the state side, we have been tasked by the state with planning for a 15 percent reduction in FY21, with an awareness that reductions will continue into the next biennium. Enrollment impacts due to the coronavirus are expected, with a better understanding coming as the summer progresses. As we consider which approaches best serve our University, we are guided by the following principles:

- Our first priorities are protecting the people of Western and fulfilling our mission as a public university, to the greatest extent possible.
- Decisions and process will be guided by [Western's values](#):
  - Commitment to student success, critical thought, creativity, and sustainability
  - Commitment to equity and justice, and respect for the rights and dignity of others
  - Pursuit of excellence, in an environment characterized by principles of shared governance, academic freedom, and effective engagement
  - Integrity, responsibility and accountability in all our work
- Western remains committed to advancing our [strategic plan](#), and budget decisions will reflect that commitment.
  - Within the strategic plan, we would highlight the three themes of:
    - Academic Excellence
    - Inclusive Success
    - Washington Impact
  - It is also important to note the four goals within the plan itself:
    - Academic Excellence, which includes infrastructure to ensure that success;
    - Place, which includes community connections, sustainability, and internationalization;
    - A Caring Environment;
    - Equity and Justice.
  - Finally, we need to remember the [overall metrics](#) within the strategic plan and strategies outlined during the [resource modeling](#) process to achieve those metrics.
- Our ability to fulfill Western's mission depends on maintaining the long term financial sustainability of the University.

Our budget planning **process** will be guided by Western's values and the strategic plan as follows:

- Student, staff, and faculty leadership representatives on the consultation group, with compensation provided for off-contract faculty and student representatives, if applicable
- Engagement plan integrated with process
- Regular University updates
  - Budget messages
  - Budget and Financial Planning [webpage](#)
  - University forums in Spring and Fall
- Recognition that the planning team is accountable to its members and to the Western community included in the President's charge

- Updates to students, faculty, staff, executive leadership, trustees
- Budget options will be evaluated using clearly defined and communicated criteria, to include impact on Western's mission and strategic plan and alignment with our established values. As we operationalize this evaluation and ultimately the decisions that will come from it, we need to be sure that at the University level the decisions are made with the principle of advancing our strategic plan (which guarantees alignment with the values therein) firmly in mind. Therefore, we offer the following guidelines for budget leaders to use in making recommendations:
  - Any recommended reductions will be justified by showing how the advancement of the strategic plan is not harmed by the reduction, or at the least how the harm is comparatively minimized by this reduction.
  - Investments of internal resources can be recommended provided they:
    - Advance the strategic plan; and
    - Either are unavoidable to make at this time to advance the strategic plan or are made to take advantage of an opportunity that may be fleeting; and
    - Are accompanied by recommended reductions of comparable size and deeper than necessary to meet budget targets.
  - Divisions will use these principles in examining their own budgets for reductions and possible investments, in conjunction with their own strategic plans that show how their divisions contribute to advancing the University's strategic plan and fulfilling the University's mission.
    - Colleges will do the same after discussions at the Academic Affairs level.
- Planning for FY21 is important in and of itself as the University adjusts to new operating and budgetary realities, and a FY21 budget draft will be presented for University consideration in September.
  - However, in planning for FY21, budget leaders must consider not only the immediate year but also future years, at least regarding the major reductions and investments that might need to be phased in over several years.