



WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES REGULAR MEETING AGENDA

Thursday, December 11, 2025

Location: Four Points Hotel, 714 Lakeway Drive, Bellingham, WA 98229
Board Room (12:30-3:00, Fairhaven Room (3:00-5:00)
Time: 1:00 p.m.

- 1. CALL TO ORDER**
12:30 – 12:31

- 2. BOARD WORK SESSION**
12:31 – 5:00

- 3. ADJOURN**

Friday, December 12, 2025

Location: Western Washington University, Bellingham, WA,
Old Main 340
Audiocast: <https://wp.wvu.edu/live/>
Time: 8:30 a.m.

- 4. CALL TO ORDER**
8:30 – 8:31

- 5. PUBLIC COMMENT**
8:31-8:40

6. BOARD CHAIR REPORT

8:40 – 8:50

a. RESOLUTION 2025-05, WELCOMING TRUSTEE DAVID FROCKT

7. UNIVERSITY PRESIDENT REPORT

8:50 - 9:00

8. FACULTY SENATE REPORT

9:00 – 9:10

Presentation: Erika McPhee-Shaw, President, Faculty Senate

9. ASSOCIATED STUDENTS OF WESTERN WASHINGTON UNIVERSITY REPORT

9:10 – 9:20

Presentation: John Hardgrove, ASWWU Senate President

10. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

9:20 - 9:30

Presentation: Trustee John Meyer, Chair, Finance, Audit, and Enterprise Risk Management Committee

11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

9:30 - 9:40

Presentation: Trustee Mo West, Chair, Academic Affairs and Student Success Committee

ACTION ITEMS

12. CONSENT AGENDA

9:40 – 9:45

a. Approval of Regular Meeting Minutes from October 16-17, 2025

- b. Approval of Special Meeting Minutes from October 27-28, 2025
- c. Approval of Contract Amendment to Progressive Design-Build Contract for Student Development and Success Center, PW776
- d. Approval of Progressive Design-Build Contract for Heating Conversion Project, PW830

**13. APPROVAL OF ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE
CHARTER REVISIONS**

9:45 – 9:55

Presentation: Trustee Mo West, Committee Chair

14. APPROVAL OF PROPERTY SALE: 333 32ND STREET

9:55 – 10:05

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs

15. APPROVAL OF SERVICES & ACTIVITIES FEE COMMITTEE PROCESS CHANGES

10:05 – 10:15

Presentation: Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President for Business and Financial Affairs
Faye Gallant, Associate Vice President for Strategy, Management and Budget
Sislena Ledbetter, Vice Provost for Student Affairs

16. APPROVAL OF FALL QUARTER DEGREES

10:15 – 10:20

Presentation: Brad Johnson, Provost and Executive Vice President

INFORMATION ITEMS

17. WRITTEN REPORTS

10:20 – 10:25

- a. Academic Affairs Report
- b. Business and Financial Affairs Report
- c. Advancement Report
- d. Office of Equity Report

18. TRUSTEE REMARKS

10:25 – 10:30

19. DATES FOR NEXT REGULAR MEETING: February 12-13, 2026 in Bellingham, WA

20. ADJOURN

01 CALL TO ORDER

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Board Work Session

Purpose of Submittal:

The Board of Trustees will have a work session with the President.

03 ADJOURN

04 CALL TO ORDER

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Faith Pettis, Chair, Board of Trustees

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Public Comment

Purpose of Submittal:

RCW 28B.35.110 requires that the governing boards of regional universities provide for public comment at meetings and follow procedures for open public meetings in the Open Public Meetings Act.

Individuals interested in participating in the public comment period may register by contacting Rebecca Hansen-Zeller, Executive and Liaison to the Board of Trustees, at hanse65@wwu.edu. Alternatively, they may sign up on the morning of the Board meeting between 8:00 AM and 8:20 AM using the signup sheet located outside the meeting room. The signup sheet will be provided to the Board Chair at 8:20 AM.

Public comments may be made in person only, except for individuals requiring a disability accommodation, which must be requested in advance. Each speaker may be allotted up to two minutes, depending on the number of participants, with priority given to those who register in advance.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Faith Li Pettis, Chair, Board of Trustees

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Board Chair Report

Purpose of Submittal:

Board Chair Faith Pettis will report to members of the Board and President Randhawa and his staff on topics related to the Board of Trustees.



RESOLUTION NO. 2025-05

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

WELCOMING TRUSTEE

David Frockt

WHEREAS, on October 27, 2025, Governor Bob Ferguson appointed **DAVID FROCKT** of Seattle, Washington, to serve on the Western Washington University Board of Trustees; and

WHEREAS, **DAVID FROCKT** has had a distinguished career in law and public service, including twelve years in the Washington State Senate from 2011 to 2023, during which he held numerous leadership roles and championed legislation across a wide array of policy areas, including the environment, health care, higher education, and gun violence prevention; and

WHEREAS, during his service as a state legislator, **DAVID FROCKT** was a tireless champion for public higher education in Washington State, consistently advancing policies to expand access, promote college affordability, and strengthen financial aid, including his strong support for maintaining low tuition and improving the Washington College Grant; and

WHEREAS, during his tenure in the Legislature, **DAVID FROCKT** also served in key budget leadership roles, including on the Senate Ways & Means Committee, where he played a pivotal role in shaping the state's operating and capital budgets and advocating for investments in higher education; and

WHEREAS, during this period, **DAVID FROCKT** was a committed and influential advocate for Western Washington University, helping secure funding for several major capital infrastructure projects on campus that have strengthened the university's academic mission and enhanced the student experience; and

WHEREAS, prior to his election to the State Senate, **DAVID FROCKT** served as a Congressional Aide in the U.S. House of Representatives and later practiced law in Seattle. Following his retirement from the Legislature, he founded a public policy consulting practice and currently serves as Deputy Policy Director in Governor Ferguson's administration; and

WHEREAS, **DAVID FROCKT** has expressed his commitment to serve as a member of the Western Washington University Board of Trustees and to continue advancing the mission of public higher education in Washington State.

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University officially extends a warm welcome to **DAVID FROCKT** as he begins his term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on December 12, 2025.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: University President Report

Purpose of Submittal:

President Randhawa will present brief reflections on issues of interest to the Board.

**Western Washington University Board of Trustees
Item Submitted to the
Board of Trustees**

TO: Members of the Board of Trustees
FROM: Erika McPhee-Shaw, Faculty Senate President
DATE: December 12, 2025
PURPOSE: Information
SUBJECT: Faculty Senate Report

Purpose of Submittal

Faculty Senate President Erika McPhee-Shaw will present brief reflections on faculty issues of interest to the Board.

Attachment

Faculty Senate Report

The Faculty Senate and its committees have completed their Fall Quarter meetings, and I am pleased to provide an update on our work. The main focus of this report is a summary of work on the three main themes identified as priorities by the Senate Executive Council.

Shared Governance and the University

- President's Strategic Enrollment Growth Initiative – Guaranteed Admission

In November, the Faculty Senate Executive Council sent a letter to the Provost expressing concerns about the changes to WWU's admissions policy that were made without involving the Senate and Academic Coordinating Commission (ACC), as required by the Faculty Handbook and the CBA. We understand how critically important this initiative is to supporting University revenues and to reducing enrollment barriers. As such, we have proposed a path forward that would ensure faculty participation under established shared governance procedures and use that faculty expertise to build and sustain successful enrollment and retention efforts.

- Direct Admit to Major Catalog Language

The Academic Coordinating Commission, following outreach to college curriculum committees and other stakeholders, has approved [University Catalog language](#) regarding Direct Admission to Major. The Senate is expected to approve the language in early Winter Quarter.

- Partnership with ASWWU Senate

Inspired by [a recent article by historian Jill Lepore](#), I reached out to ASWWU Senate President John Hardgrove to discuss how we might partner to promote student-faculty conversations about hope, meaningful change, and how to imagine the future of Western. We will be working together on this initiative over the coming months to strengthen not just the student-faculty governance relationship but also a shared sense of purpose in supporting the institution and its community.

Ensuring Academic Freedom for Faculty

- Emergency Course Modality Request

WWU guidelines for online and hybrid modality courses provide important oversight, but they do not fully address the need for flexibility during emergencies that disrupt normal teaching and learning. Recent experiences have made clear that faculty and students require a rapid response protocol that allows instruction to continue safely and effectively. We continue to work with Administration and faculty stakeholders to determine the appropriate way to proceed with a workable policy framework with strong institutional buy-in.

- Legal Support for Faculty Impacted by Federal Policies

The Senate's AAUP Support Task Force continues to work with the Provost to identify a mechanism to provide legal assistance to faculty impacted by federal policies, particularly surrounding immigration. We appreciate his efforts to engage with the Foundation on this matter and look forward to further discussions.

AI in Higher Education

- Provost's Task Force on AI

The Senate Executive Council recently discussed with Provost Johnson his work to create an AI Task Force. We will continue to engage in conversations about this initiative, both at Senate Executive Council and the full Faculty Senate, to ensure that the scope of work and Task Force representation addresses the diversity of faculty concerns and perspective on AI and higher ed.

- AI Policy on Faculty-Related Personnel Issues

This Fall, several senators requested that we discuss policy language regarding the use of AI and LLMs for evaluating applications for probationary review, tenure, post-tenure review, promotion, or professional leave. A college-level policy was passed recently by CHSS faculty, and the Senate currently is discussing and seeking constituent feedback on whether there is interest in pursuing an institution-wide policy or if there are existing structures that might be used to create ethical norms and practices on this matter.

- AI and Western Libraries

At the request of the Libraries Dean, the Senate Library Committee (SLC) will be working over the coming months to provide feedback on the Libraries' role in AI literacy and adoption within the university. The committee will play an important role in facilitating coordinated outreach and consultation with faculty as the Libraries moves forward with its internal conversations.

Other Senate Highlights

- In addition to the topics outlined above, the [Faculty Senate has discussed issues](#) including the University budget, the legislative outlook in Olympia, and how to support faculty workload and concerns with respect to federal requirements regarding web accessibility related to course materials.
- Finally, building on the work of the 2024-25 Power, Equity, and Justice (PEJ) Task Force, the ACC and Senate have approved the [charge of the Committee on Undergraduate Education GUR Reform initiative](#). This two-year project will kick off in the Winter Quarter, as CUE and members of a [new PEJ task force](#) begin its work.

Looking Forward

The Faculty Senate stands strong in its commitment to the core academic mission of the university. With budgetary issues and the impact of federal policies, it is not an easy time. Despite our current reality, I am hopeful about how we might work to imagine – and create – a Western that emerges from these challenging times as a resilient, robust university.

The practice of shared governance can be messy and occasionally cumbersome. Even so, it is necessary, not only because shared governance builds mutual trust and contributes to transparency and accountability, but also because the expertise that faculty bring to the table makes for a stronger WWU today and in the future.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Associated Students

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Associated Students Report

Purpose of Submittal:

AS President Aspen Cates-Doglio will brief the Board of Trustees on recent activities of the Associated Students.



Associated Student of Western Washington University Report to WWU Board of Trustees

December 12th, 2025

Presented by John Hardgrove, AS Senate President

Dear Trustees,

Thank you for giving me the opportunity to share a few updates from the Associated Students Government.

Recent Updates:

1. **Filled Five Senate Vacancies:** The AS Senate now has a full seated membership as we appointed students to the five vacant positions which were At Large, College of the Environment, College of Business and Economics, and two Grad School Senators. We received a total of 77 applicants for these positions, and we encouraged those who were not appointed to file for candidacy in the AS spring general election.
2. **Increased Collaboration Between the AS Executive Board and AS Senate:** We are continuing to find opportunities for collaboration across the two AS bodies to best serve the interests of students. We conducted our first joint meeting on December 1st to pass a Resolution opposing the WTA's proposed fare increases and the decision not to sign a new bust contract with WWU. Aspen and I are looking for additional opportunities to hold Joint meetings between the Exec board and Senate, which may start with having joint end of quarter meetings.
3. **Local Elections:** ASWWU, in collaboration with CAP, ran a moderately successful Get Out the Vote campaign this year. We expanded on-campus ballot printing capabilities to make voting more accessible for students, lowering barriers to participation. We also hosted a Bellingham City Council candidate forum on campus. While the event itself went well, attendance was unfortunately limited. In the 2025 General Election, Whatcom County recorded the second-highest voter turnout among counties with at least 50,000 ballots returned (seven counties total), trailing only King County. Among voters aged 18–24, Whatcom County led this same group of counties and ranked just behind Garfield County statewide for youth turnout. While these numbers appear promising, overall turnout in Whatcom County was just over 45%, and turnout among 18–24-year-olds was only 23.6%.

Long Term Goals Update:

1. **Increasing Student Engagement:** As noted in our October Board of Trustees report, a central priority this year is strengthening our outreach and engagement with the student body. One long-standing challenge has been the growing separation between the two ASWWU bodies. We have begun addressing this through several strategies. First, we have leaned into creating and utilizing cross-body workgroups to foster meaningful collaboration. Second, we held our first joint meeting on Monday, December 1, to streamline the passage of the Resolution Opposing the WTA Fare Increase and Encouraging WTA to Continue Their Contract with Western. Additionally, from December 1–3, we tabled in Red Square and the Viking Union to inform students about potential changes to the WTA



Associated Student of Western Washington University Report to WWU Board of Trustees

contract. Finally, we have revived the ASWWU newsletter and will now be sending it out monthly; the first issue was released on November 17.

Student Concerns:

1. **WTA-WWU Contract:** On November 21, Western was informed that WTA was no longer interested in continuing the \$600,000 contract that provides WWU students with universal bus access. This information was quickly shared with ASWWU, and we immediately reached out to student groups likely to be affected or interested in organizing around the issue. On Monday, November 24, we mobilized more than 50 students to attend an online public hearing, and we are now working to ensure a strong student presence at the December 4 in-person public hearing before the WTA Board. We will provide additional updates during the Board of Trustees meeting.

Losing the bus pass that is currently paid for by the Active Transportation Fee would not only be detrimental to students but potentially WTA as well. If the proposed changes are implemented, students will no longer take buses frequently and for convenience, but only when it is absolutely necessary, which will predictably reduce WTA ridership. It is also important to mention that the University of Washington, Central Washington University, Washington State University, and Eastern Washington University all have contracts with local transit authorities to offer student fee-funded transportation. Lastly, I would like to thank BFA for their work in reopening the talks between Western and WTA.

Thank you for your continued support of the ASWWU Student Government.

Sincerely,
John Hardgrove
Senate President, ASWWU Student Government

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: John Meyer, Chair, Board Finance, Audit, and Enterprise Risk Management
Committee

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Board FARM Committee Report

Purpose of Submittal:

Committee Chair Meyer will report to members of the Board of Trustees and the university president, and his staff topics related to the Board FARM Committee.

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: Mo West, Committee Chair, Board Academic Affairs and Student Success Committee

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Board Academic Affairs and Student Success Committee Report

Purpose of Submittal:

Committee Chair West will report to members of the Board of Trustees and the university president, and his staff topics related to the Academic Affairs and Student Success Committee.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: December 12, 2025
PURPOSE: Action Item
SUBJECT: Consent Agenda

Purpose of Submittal:

At each meeting, the Board will review and move to approve items on the Consent Agenda as a group, rather than individually. Trustees can ask for more information or discussion about any item on the Consent Agenda prior to a vote.

Motion:

MOVED, that the Board of Trustees, upon the recommendation of the President, and under the individual motion language proposed in the attachments, approve the following items listed on the Consent Agenda.

- a. Approval of Regular Meeting Minutes from October 16-17, 2025
- b. Approval of Special Meeting Minutes from October 27-28, 2025
- c. Approval of Contract Amendment to Progressive Design-Build Contract for Student Development and Success Center, PW776
- d. Approval of Progressive Design-Build Contract for Heating Conversion Project, PW830

Attachments:

Materials for all Consent Agenda items are attached for Trustee review.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: December 12, 2025
PURPOSE: Action Item on Consent Agenda
SUBJECT: Approval of the Minutes

Purpose of Submittal:

Approval of the Board of Trustees meeting minutes.

Motion Language:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- a. Board of Trustees Regular Meeting, October 16-17, 2025
- b. Board of Trustees Special Meeting, October 27-28, 2025

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES REGULAR MEETING MINUTES

Thursday, October 16, 2025

1. CALL TO ORDER

Chair Faith Pettis called the regular meeting of the Board of Trustees of Western Washington University to order at 3:01pm on Thursday, October 16, 2025, in the Board of Trustees Conference room, Old Main 340, at Western Washington University in Bellingham, Washington.

Attendance:

Sabah Randhawa, President

Faith Pettis, Chair

Chris Witherspoon, Vice Chair

John Meyer, Trustee

Mo West, Trustee (on Zoom)

Maria Siguenza, Trustee

Ashlynn Tibbot, Trustee

Brad Johnson, Provost and Executive Vice President

Joyce Lopes, Vice President for Business and Financial Affairs (on Zoom)

Kim Hill, Vice President for Advancement, Executive Director for the Foundation for Western Washington University and Alumni

Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity

Becca Kenna-Schenk, President's Office Chief of Staff

Kerena Higgins, Assistant Attorney General

Rebecca Hansen-Zeller, Executive and Liaison to the Board of Trustees

Elissa Hicks, Government Relations and Board of Trustees Policy Coordinator

2. WWU IN METHOW VALLEY: SUSTAINABILITY PATHWAYS COMMUNITY

Joshua Porter, Director of WWU's Sustainability Pathways Program; Lael Williams, Sustainability Pathways Student; and Antonia Parrish, Sustainability Pathways Alum and Staff, joined the Board meeting to share information about the Sustainability Pathways Program and relay their positive experiences as students.

The program is offered through the College of the Environment. The interdisciplinary program is place-based in the Methow Valley, has strong local community engagement, and operates with a collaborative cohort model. The summer undergraduate fellowship consists of a paid professional practicum, research project management, and housing. So far, six cohorts have completed the program, which totals about 100 students. The capacity

for the program is currently limited by housing availability as the students both live and study near their field education sites. The model fosters a strong sense of community and belonging among students who participate.

Director Porter explained outreach efforts to local high schools and community colleges. The program is currently offering two College in the High Schools courses, a summer Youth Corp for high school students, and has a growing relationship with Wenatchee Valley Community College, all of which strengthen a college-going pipeline in the area. The program is currently self-sustaining: fundraising and grant-writing are ways the program will expand its reach in the future.

Lael Williams shared the academic and personal experiences she had while participating in the program during summer 2025. Her practicum focused on habitat protection and land use policy. She had the opportunity to work with other cohort members to collaborate with municipalities, partner organizations, and the community to design a pocket park in Twisp. She was proud to have formed lasting relationships with supervisors, students and community members.

Antonia Parrish then shared her experience as a student in the 2020 pilot program and how that exposure shaped her education and career path. During her undergraduate practicum, she gathered data on Canada Lynx and coyote scat. Analysis of that data continued after the summer program concluded. The Sustainability Pathways Program inspired her to continue doing field research after graduating from Western through a variety of jobs. She is now in graduate school and continues to study Canada Lynx and the impacts that wildfires have on the species. Antonia is currently working as the Sustainability Pathways Program Coordinator and serves as a near-peer mentor for current students.

Chair Pettis inquired about the recent land gift from Lee Whittaker, a Western alum. Joshua Porter reported that 160 acres were recently gifted and he expressed gratitude for the donor's support for student housing and field research sites that support conservation and land stewardship.

College of the Environment Dean, Teena Gabrielson, offered her thanks to Director Joshua Porter and praised the commitment and passion he brings to the work.

3. EXECUTIVE SESSION

At 3:37pm, Chair Pettis called the Board into Executive Session for 45 minutes, to end at 4:22pm.

The executive session was authorized by RCW 42.30.110(1)(i) and by RCW 41.30.110(1)(g). The purpose is to discuss the status of litigation with the attorney representing the institution, and to review the performance of a public employee.

4. RECONVENE

The Board reconvened at 4:24pm.

5. ADJOURN

The meeting adjourned at 4:24pm.

Friday, October 17, 2025

6. CALL TO ORDER

Chair Faith Pettis called the regular meeting of the Board of Trustees of Western Washington University to order at 8:01am on Friday, October 17, 2025, in the Board of Trustees Conference room, Old Main 340, at Western Washington University in Bellingham, Washington.

Attendance:

Sabah Randhawa, President

Faith Pettis, Chair

Chris Witherspoon, Vice Chair

John Meyer, Trustee

Mo West, Trustee (on Zoom)

Ash Awad, Trustee (on Zoom)

Maria Siguenza, Trustee

Ashlynn Tibbot, Trustee

Brad Johnson, Provost and Executive Vice President

Joyce Lopes, Vice President for Business and Financial Affairs (on Zoom)

Kim Hill, Vice President for Advancement, Executive Director for the Foundation for Western Washington University and Alumni

Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity

Becca Kenna-Schenk, President's Office Chief of Staff

Erika McPhee-Shaw, Faculty Senate President

Aspen Cates-Doglio, ASWWU President

Kerena Higgins, Assistant Attorney General

Rebecca Hansen-Zeller, Executive and Liaison to the Board of Trustees

Elissa Hicks, Government Relations and Board of Trustees Policy Coordinator

7. PUBLIC COMMENT

The Board of Trustees agenda provides for public comment per Amended RCW 28B.35.110, also known as the Open Public Meetings Act. Nobody signed up for public comment for this meeting.

8. BOARD CHAIR REPORT

Board of Trustees Chair Faith Pettis reported that the Trustees had a fun social with members of the Faculty Senate Executive Council the previous evening and enjoyed informally meeting the Faculty leadership.

Chair Pettis thanked Trustees Tibbot and West for attending Fall Quarter kick-off events: Trustee Tibbott spoke at New Student Convocation and Trustee West attended the Convocation, the Academic Affairs Leadership meeting, and was also at President Randhawa's State of the University speech, which Chair Pettis also attended.

The Chair closed by reiterating that the Board is fully engaged in the success of the Presidential Strategic Enrollment Growth Initiative. Both enrollment and retention play critical roles in keeping the university budget on track. The Board is planning a retreat at the end of October and the initiative will be a major topic.

9. UNIVERSITY PRESIDENT REPORT

President Randhawa began by commenting that the academic year is off to a positive start. Events such as Info Fair, Convocation and First Night Out were well-attended. He noted a recent event at the Lummi School to recognize Indigenous People's Day and thanked Chief Diversity Officer, Jacqueline Hughes, for attending. He noted the opening of a new space in the Viking Union for Latinx students.

He was pleased to share that there is a new Electrical and Computer Engineering Department within the College of Science and Engineering. The department is offering a new graduate program: Master of Science in Electrical and Computer Engineering. President Randhawa congratulated the Faculty and Dean for launching that new department and graduate program.

President Randhawa acknowledged that Fall 2025 enrollment fell short of the goal and that the state budget forecast is not positive, which means the enrollment and retention work is urgent. Given the state budget forecast, the Council of Presidents discussed ways to build relationships with Governor Ferguson and amplify higher ed issues. Federal pressure was another topic of discussion among that group.

Provost and Executive Vice President, Brad Johnson, closed the report with an update on the Services & Activities fee allocation process changes. The proposed process changes will be brought to the Board for its consideration in December 2025.

10. FACULTY SENATE REPORT

Erika McPhee-Shaw, Faculty Senate President, shared the three issue areas that were identified by the Executive Council as priorities for this year. Those focal points are: shared governance, academic freedom and free expression, and Artificial Intelligence in higher education.

Discussion has begun and work is currently underway in all three areas. She noted that the new Faculty Handbook will be used as a guide for strengthening shared governance. In the area of academic freedom and free expression, she thanked President Randhawa for expediting approval of a new policy related to recording in classrooms. Faculty appreciated having that policy in place at the beginning of Fall Quarter. And related to Artificial Intelligence, at the first Senate meeting in the fall, each Senator shared their thoughts and

concerns with Artificial Intelligence in academia. The group plans to form a committee to further analyze the issues that were raised.

Another topic of discussion at the Faculty Senate's first meeting was encouragement of collegiality among Faculty Senate members. President McPhee-Shaw shared that support for fellow educators is especially important right now given an external environment that is hostile to higher education. During that discussion, Senators also acknowledged the difficult issues and hard decisions that university administration is facing.

11. ASSOCIATED STUDENTS OF WESTERN WASHINGTON UNIVERSITY REPORT

Aspen Cates-Doglio, President, Associated Students of Western Washington University, began by sharing that the Senate has started the process to fill 5 vacant positions for which they received 77 applications.

President Cates-Doglio described ways the Senate and Executive Board are working together on shared goals which include developing a missions statement for student government, forming workgroups to increase collaboration between the Senate and Executive Board, increasing voter registration and turnout through a partnership with the Civic Action Program and offering ballot printing stations, increasing the visibility of AS through proactive outreach, and refining the student governance structure.

He closed by sharing student concerns about how recent budget cuts and structural changes have impacted students, and raised questions about the heating problem in Miller Hall. He delivered a large number of postcards from students thanking the university for its Socially Responsible Investing Policy and urging the Foundation to divest from fossil fuels.

12. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

Trustee John Meyer, Chair, Finance, Audit, and Enterprise Risk Management Committee, recently assumed the Chair position, which is a leadership role he has previously held during his tenure on the Board.

He reported on the September 25, 2025 meeting where Executive Director of Internal Audit, Priya Sall, reported on ongoing Internal Audit investigations. She also introduced the draft FY26 Audit Plan. The seven priority projects in that plan are: P Cards, Scholarships, Cabinet Expense Review, Career Services Center, Surplus Sales, Bookstore Inventory Count, and I-200 compliance. The committee voted to approve the draft FY25-26 Audit Plan and it is on the Board's consent agenda.

At the meeting, Vice President Lopes provided an update on the new Division structure and how the reorganized functions are working together. She briefed the committee on a change to the enrollment fee which is included in the 2026-27 Tuition & Fee package that is on the Board's agenda for approval.

Committee Chair John Meyer and Trustee Mo West, who chairs the Academic Affairs and Student Success Committee, met recently and discussed ways to increase information

sharing and communication across the two standing committees, especially on issues that have interests that crossover between the two committee's areas of responsibility.

13. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

Trustee Ashlynn Tibbot, who is a member of the Academic Affairs and Student Success Committee, gave the report on behalf of Committee Chair Mo West.

Trustee Tibbot shared that at the September 26, 2025 meeting, Robert Squires, Vice Provost for Outreach and Continuing Education, reported on the expansion of the College in the High School program both geographically and in course offerings. He noted strong partnerships with WWU Faculty and the K-12 teachers who teach CIHS classes. Many of the schools that WWU partners with are Title I schools with a large population of typically underserved groups of students.

Another topic that the committee engaged in was Fall enrollment and plans for strengthening recruitment, enrollment and retention efforts. Provost Johnson shared enrollment projections for Fall 2025 that indicated that we will be down from last year. The final census data was included in the Board's packet for this meeting.

Given our enrollment and budget circumstances, Chief of Staff, Becca Kenna-Schenk, introduced the Presidential Strategic Enrollment Growth Plan. The three pillars of the initiative are: an automatic admission pilot in five counties, guaranteed transfer from Community Colleges, and expanded recruitment, marketing and engagement. More details about the goals of the Presidential Initiative will be presented later in the Board meeting.

DISCUSSION ITEMS

14. FINAL FALL 2025 ENROLLMENT, PRESIDENTIAL STRATEGIC ENROLLMENT GROWTH INITIATIVE

Brad Johnson, Provost and Executive Vice President, began with a historic summary of Western's overall enrollment by headcount, and more recent data that shows a trend of precipitous enrollment decline. He shared that data to illustrate that the university is currently experiencing external and internal events that present a unique moment in time which requires a strategic response from the institution.

Trustee Ash Awad asked about what forces are at play that are causing the decline in enrollment. Provost and Executive Vice President Johnson explained how the nationwide demographic cliff will start to impact the Northwest and the ways WA State's low college-going rate among high school graduates exacerbates that larger trend. Developing a stronger college-going culture is important to building Western's enrollment and impact in the state.

Vice Chair Chris Witherspoon inquired about how Western's enrollment trends compare to other four-year institutions in WA. Provost Johnson shared information on the enrollment trends at the other regional universities, and with the exception of UW, the other state universities have seen an enrollment decline.

Provost and Executive Vice President Johnson presented the Fall 2025 Census Day numbers that showed an overall decline in both first-year and transfer students compared to Fall 2024. College in the High School was one area that grew, and there were gains in enrollment of students of color.

Becca Kenna-Schenk, Chief of Staff, provided a briefing on the Presidential Strategic Enrollment Growth Initiative. The initiative addresses the urgency to respond to the enrollment decline and has clear goals for Fall 2026-2027 enrollment which are: 3,200 new first-year students, 1,200 new transfer students, and increasing our retention rate to 80%. The three big components of the initiative are: Western Guaranteed Admissions Program, Guaranteed Community College Transfer, and Expanded Recruitment, Marketing, and Engagement.

Chief of Staff Kenna-Schenk shared the eligibility criteria for the Western Guaranteed Admission Pilot. Through a data sharing agreement, Western will be able to contact eligible high school seniors to notify them that they are admitted. To smooth the process, no application and no fee will be required to enroll.

Trustee John Meyer asked how the 2.75 GPA requirement was calculated. The Chief of Staff shared that there was analysis of data on student success based on high school GPA that showed fewer students who enrolled with a GPA below 2.75 were successfully completing a degree. While not eligible for guaranteed admissions, students with a GPA below a 2.75 could be admitted to Western, but would go through the regular admission process for evaluation.

Chief of Staff Kenna-Schenk informed the Board of a program similar to what Western is launching called the WA Guaranteed Admission Program. That program is offered at participating high schools statewide and has different GPA and high school course completion requirements. Western's five-county pilot program has a 2.75, instead of 3.0, GPA requirement, and waives College Academic Distribution Requirements.

Chief of Staff Kenna-Schenk shared information on recently executed and pending guaranteed transfer agreements with community colleges. Direct admission to a major is an element of those agreements that smooths a transfer student's pathway to completion of their intended degree.

The presentation closed with a summary of the ways recruitment, marketing, family engagement and scholarships will support the goals of the initiative.

Trustee Ash Awad asked about how student success and completion will be measured among the incoming students and how the university will support students who benefit from expanded access.

Trustee Maria Siguenza asked about how Western will adjust to student demographic shifts and suggested more engagement with community-based organizations that have existing relationships with families of color.

Vice Chair Chris Witherspoon asked how Trustees can provide support for the initiative and track progress. This is a topic that the Board will discuss in greater detail at its upcoming work session.

Trustee Mo West asked how Faculty, students and the executive team will be communicating with each other to address barriers and stay on-track for success. She also asked how the initiative supports regional workforce development. Becca Kenna-Schenk shared the channels of communication that are being used both internally and externally. Feedback from the university and regional communities has been positive.

15. BREAK

16. TUITION AND FEES PACKAGE FOR 2026-2027

Faye Gallant, Associate Vice President for Strategy, Management and Budget, shared key elements of the Tuition & Fees package. She shared how the state calculates allowable tuition rate increases for resident undergraduates, and how the university calculates recommended increases for non-resident undergraduates, resident graduate students and non-resident graduate students. The recommendation before the Board is an across the board 3.3% increase, except for non-resident undergraduate tuition, which would not see an increase for 2026-2027.

In addition to the tuition rate changes, Associate Vice President Gallant provided information on changes to mandatory student fees. Across all fee types, an overall 2.68% increase is what is being recommended for the Board to approve.

She also outlined changes to the New Student Enrollment Fee. The fee will increase and the timing of the fee payment will move to fall quarter, after the student has enrolled, which allows financial aid to apply. This fee supports orientation, advising, tutoring and other support for first-year students.

Leonard Jones, Executive Director for University Residences, continued the presentation by sharing key elements of the changes to Housing & Dining rates. Affordability and belonging are central to decision-making about housing and dining on campus. A 4.1% increase for 2026-2027 is recommended to the Board for its approval.

Trustee Tibbot asked how maintenance and safety are factored in to the fees. Executive Director Jones shared how reserves are used and how bonds and capital investments can be used to address maintenance needs.

ACTION ITEMS

17. CONSENT AGENDA

- a. Approval of Minutes from August 15, 2025
- b. Approval of FY26 Audit Plan

- c. Approval of Expedited Rulemaking, Chapter 516-21 WAC – Student Conduct Code
- d. Approval of Progressive Design-Build Contract Amendment for Student Development and Success Center – PW776

Chair Pettis introduced the consent agenda as a new standing item on board agendas. Items on the consent agenda will be approved as a group, but any Trustee can pull an item for further discussion prior to the Board's vote.

Trustee Meyer asked Executive Director of Internal Audit, Priya Sall, to provide more context for the FY26 Internal Audit Plan. She shared the seven priority projects in the plan and noted that, in addition to the planned projects, the department will continue to respond to incoming investigation requests as the year progresses.

MOTION 10-1-2025

Trustee Ashlynn Tibbot **MOVED**, that the Board of Trustees, upon the recommendation of the President, and under the individual motion language proposed in the attachments, approve the items listed on the Consent Agenda.

- a. Approval of Minutes from August 15, 2025
- b. Approval of FY26 Audit Plan
- c. Approval of Expedited Rulemaking, Chapter 516-21 WAC – Student Conduct Code
- d. Approval of Progressive Design-Build Contract Amendment for Student Development and Success Center – PW776

Vice Chair Chris Witherspoon seconded the Motion. The motion passed 7-0.

18. APPROVAL OF PRESIDENT'S CONTRACT EXTENSION

Faith Pettis, Chair of the Board of Trustees, reported that the Board discussed the President's contract in Executive Session and decided to extend the contract for two-years and add an annual professional assignment leave. Chair Pettis thanked Trustee Chase Franklin and Assistant Attorney General Kerena Higgins for their work drafting the contract.

MOTION 10-2-2025

Vice Chair Chris Witherspoon **MOVED**, that the Board of Trustees of Western Washington University, upon recommendation of the Board Chair, approve a two-year extension of the President's contract through July 31, 2028.

Trustee John Meyer seconded the Motion. The motion passed 6-0. With Trustee Tibbot abstaining.

19. APPROVAL OF 2026-2027 TUITION AND FEES

MOTION 10-3-2025

Trustee John Meyer **MOVED**, that the 2026-2027 annual tuition operating fee and capital building fee rates for state-funded resident undergraduate students, resident and non-resident graduate, resident and non-resident MBA, resident and non-resident Clinical Doctorate of Audiology program, resident and non-resident Clinical Mental Health and School Counseling, and the resident and non-resident Speech Pathology program be raised by 3.3%, and non-resident undergraduate students be raised by 0%.

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President and various constituent review committees, approve the 2026-2027 mandatory student fee levels for the following fees:

- Services & Activities Fee (*3.51% or \$9.10 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits*)
- Student Recreation Fee (*4.00% or \$4.93 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits*)
- Student Health Services Fee (*2.21% or \$4.00 per quarter for students taking 6 or more credits*)
- Student Technology Fee (*No increase*)
- Non-Academic Building Fee (*No increase*)
- Sustainability, Equity and Justice Fund Fee (*No increase*)
- Active Transportation Fee (*4.90% or \$1.62 per quarter*)
- Legislative Action Fee (*No increase*)
- Multicultural Services Fee (*No increase*)
- Food Security Fee (*No increase*)
- Enrollment Fee (*Replacing previous "Enrollment and Confirmation Fee," now charged to new first-time and transfer students in their first quarter, \$450 one-time charge*).

Vice Chair Chris Witherspoon seconded the Motion. The motion passed 7-0.

20. APPROVAL OF 2026-2027 HOUSING AND DINING RATES

MOTION 10-4-2025

Trustee Maria Siguenza **MOVED**, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the 2026-2027 Housing and Dining rates as proposed.

The 2026-2027 proposed rates call for:

An aggregate 4.10% increase in base residence hall room and board rates and a 7.5% increase in Birnam Wood apartment rates.

Trustee Mo West Seconded the Motion. The motion passed 7-0.

INFORMATION ITEMS

21. WRITTEN REPORTS

- a. Academic Affairs Report
- b. Business and Financial Affairs Report
- c. Advancement Report
- d. Office of Equity Report

Chair Pettis noted that the written reports are now submitted by Division and asked both Trustees and executive team members for their feedback on the new way of presenting the information.

Trustee Maria Siguenza shared her interest in the marketing work that is being done and was supportive of the plan to hold focus groups that inform ways Western can share its stories.

Chair Pettis thanked Chief Diversity Officer, Jacqueline Hughes, for her work in support of the enrollment initiative, specifically as it relates to retention.

22. TRUSTEE REMARKS

Vice Chair Witherspoon noted that the Board will meet for a work session at the end of October and he looks forward to taking time for in-depth discussion on important issues.

23. DATES FOR NEXT REGULAR MEETING

The next regular meeting is scheduled for December 11-12, 2025 in Bellingham, WA.

24. ADJOURN

The meeting adjourned at 10:47am.

WESTERN WASHINGTON UNIVERSITY BOARD OF TRUSTEES SPECIAL MEETING MINUTES

Monday, October 27, 2025

1. CALL TO ORDER

Chair Faith Pettis called the special meeting of the Board of Trustees of Western Washington University to order at 10:07am on Monday, October 27, 2025, in the offices of the Pacifica Law Group LLP, 401 Union St, Suite 1600, Seattle, WA 98101.

2. BOARD WORK SESSION

The Board met to discuss issues of importance to the university, including the Strategic Enrollment Growth Initiative and planning for auxiliaries.

3. ADJOURNMENT

The meeting adjourned at 4:27pm.

Tuesday, October 28, 2025

Location: The Offices of the Pacifica Law Group LLP, 401 Union St, Suite 1600, Seattle, WA 98101

Time: 10:00am – 4:00pm

4. CALL TO ORDER

Chair Faith Pettis called the special meeting of the Board of Trustees of Western Washington University to order at 8:32am on Tuesday, October 28, 2025, in the offices of the Pacifica Law Group LLP, 401 Union St, Suite 1600, Seattle, WA 98101.

5. BOARD WORK SESSION

The Board met to discuss issues of importance to the university, including the impacts of federal actions on the university, and the state legislative strategy.

6. DATE FOR NEXT REGULAR MEETING: December 11-12 in Bellingham, WA.

7. ADJOURNMENT

The meeting adjourned at 11:40am.

WESTERN WASHINGTON UNIVERSITY

ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Vice President Joyce Lopes, Business and Financial Affairs

DATE: December 12, 2025

PURPOSE: Consent Agenda Item

SUBJECT: Approval of Progressive Design-Build Contract Amendment for the Student Development and Success Center, PW776

Purpose of Submittal:

Approve a contract amendment to the progressive design-build contract for the Student Development and Success Center, PW776. The contract amendment establishes the commercial terms and the Guaranteed Maximum Price (GMP) for all work necessary to complete the project. Award of the contract amendment will follow the Board of Trustees' action.

Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve an amendment to the Progressive Design-Build contract with BNBuilders, Inc., Seattle, WA, in the amount of \$37,362,518 (plus associated sales tax) for the Student Development and Success Center, PW776.

Background:

Project:

The project will create a welcoming beacon at the south end of the academic core of campus with a new 29,000 gross square foot facility that co-locates a new Welcome Center with Admissions, the Academic Advising and Student Achievement Center, Career Services Center, Health Promotion and Resilience, and the Counseling and Wellness Center. It is located north of the Flag Plaza on Western's main campus.

Contract Phases:

The Student Development and Success Center project was procured as a progressive design-build contract, with the Validation Phase commencing in July of 2024. The Validation Phase and Phase 1, which consists of completing 60% drawings, are now complete. Phase 2 consists of the remaining design and construction.

The breakdown of each phase, associated scope, schedule, and budget, is as follows:

Phase	BOT Approval Action Date	Amount (excludes sales tax)	Scope
Validation and Phase 1	May 17, 2024	\$3,133,571	Project validation, site investigations, and basis of design documents
Validation Phase Change Order	N/A	\$325,911	Extended validation phase
Phase 1 Amendment	October 17, 2025	\$1,098,000	Additional services and accelerated permit procurement
Phase 2 Amendment	December 12, 2025	\$37,362,518	Completion of design and construction services
Guaranteed Maximum Price		\$41,920,000	Total design and construction

Schedule:

Following the Board of Trustees' approval of the Phase 2 GMP Amendment, the design-builder will complete design documents and procure long-lead-time materials. On-site mobilization is due to occur during the winter quarter of 2026, with construction slated to commence in March 2026 and conclude in summer 2027.

Funding/Project Budget:

This project is funded by State capital appropriations in the 2021-2023 (\$225,000 for pre-design) and 2023-2025 budgets (\$47.95 million for design and construction). The project also received \$6,057,920 from institutional resources. The total project budget is \$54,232,920. This action does not change the project's total budget.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Vice President Joyce Lopes,
Business and Financial Affairs

DATE: December 12, 2025

PURPOSE: Consent Agenda Item

SUBJECT: Approval of Progressive Design-Build Contract for Heating Conversion
Project, PW830

Purpose of Submittal:

Approve the progressive design-build contract for the Heating Conversion Project, PW830. Award of the contract will follow Board of Trustees' action. This contract is only for the Validation Phase, which will allow the design-builder to match the scope with the budget. Work will commence immediately after execution of the contract.

Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a progressive design-build contract to GLY Construction, Inc., Bellevue, WA, for the amount not to exceed \$668,000 (and associated sales tax), for the Validation Phase for the Heating Conversion Project.

Background:

Project:

This is a multi-phase project that, when complete, will replace Western Washington University's (Western) existing gas-fired central steam plant and associated distribution system. To date, the Feasibility Study analysis and budgeting exercises have explored the option of replacing the current system with several smaller, independent plants that do not rely on fossil fuel combustion. The new system could integrate a mix of geo-exchange, air-source heat pumps, heat-recovery chillers, and air-cooled chillers that will provide low-temperature heating and chilled water to designated areas of campus. Additionally, the project may be designed to provide the flexibility to connect to a regional low-carbon thermal

energy network. When complete, the project will align with the requirements found in the WA Clean Buildings Act (HB1257 & HB1390) and the Revised Code of Washington (RCW) Section 70A.45.020, which mandates reductions in greenhouse gas emissions.

Procurement:

This project followed a Request for Qualifications (RFQ) and a Request for Proposal (RFP) process to select the Progressive Design Builder. The RFQ was issued on June 12, 2025, and eight firms submitted their Statements of Qualifications. Three teams were invited to participate in the RFP process. The selected teams were:

- BNBuilders + McKinstry + ARUP
- Turner + Salas O'Brien + KPFF
- GLY + AEI + NBBJ

Western conducted a series of interactive meetings and carefully evaluated the proposals from the three finalist teams. After reviewing all submissions and discussing with the teams, GLY + AEI + NBBJ was recommended for the project. This recommendation was based on their extensive experience with similar projects in terms of scope, scale, and complexity, as well as their expertise in target value design and in finding cost-effective solutions for complex infrastructure projects with constrained budgets.

Contract Phases/Schedule:

The Heating Conversion project is being procured under a progressive design-build contract, with the Validation Phase commencing immediately after approval of this action and execution of the contract. The contract will be structured in multiple phases and is currently proposing three separate actions by the Board of Trustees. Should Western receive future appropriations from the State Capital Budget, additional phases or amendments will require further Board of Trustees' approval.

The first phase, known as the Validation Phase, will involve the Progressive Design-Build team establishing a target-value scope based on current funding and developing scope options for potential future funding scenarios. This phase will also assess the feasibility of connecting to a regional low-carbon thermal energy network. The Validation Phase is expected to last approximately six months, with design work scheduled to begin after the Board of Trustees approves a contract amendment in June 2026. The Validation Phase is a not-to-exceed amount. Any savings from this phase will be used for other stages in the project.

The following is a breakdown of each phase, including the associated scope, schedule, and estimated budget:

Phase	BOT Approval Action Date*	Amount (excludes sales tax)*	Scope
Validation	December 12, 2025	\$668,000	Establish target value scope
Phase 1 - Design	~June 2026	~\$4,107,000	Up to 60% design
Phase 2 - GMP	~February 2027	~\$34,475,000	Remainder of Design, Construction
TOTAL		\$39,250,000	

**The BOT action date and amount for Phases 1 and 2 are approximates that are subject to change as design and program progress.*

Funding/Project Budget:

This project is funded through the Climate Commitment Account, with \$10 million allocated in the 2023-2025 State Capital Budget and \$41 million in the 2025-2027 State Capital Budget, for a total of \$51 million. The anticipated contract of \$39.25 million (excludes sales tax) with the Progressive Design-Build firm aligns with the available funding for this project.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: Trustee Mo West, Chair of the Academic Affairs and Student Success Committee
DATE: December 12, 2025
PURPOSE: Action Item
SUBJECT: Approval of Revised Academic Affairs and Student Success Committee Charter

Purpose of Submittal:

The Academic Affairs and Student Success Committee Charter was last revised and approved by the Board of Trustees in 2018. New revisions to the Charter are recommended for consideration for approval by the full Board.

Motion Language:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Academic Affairs and Student Success Committee, approve the revised Committee Charter.

Attachments:

- Current AASSC Charter (2018)
- Draft of Revised AASSC Charter (2025)



Student Success Committee Charter

Purpose:

Western Washington University aspires to advance inclusive success, increase its impact in Washington and beyond, and enhance the quality of its education programs and student learning experiences and its research and creative work. 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.

Responsibilities:

The Committee is advisory in nature and assists the Board of Trustees in ensuring that the University makes substantive progress in its mission fulfillment goals.

The Committee will provide strategic oversight of matters related to advancing student success, including undergraduate education, graduate education, and outreach and extended education programs:

- Progress towards the University's academic performance goals, including student persistence and graduation rates, educational quality, and faculty hiring and development.
- Access and affordability of educational programs in serving the education needs of Washington.
- Progress on graduate education goals and the graduate student experience.
- Delivery of outreach and extended education programs.
- Advancing diversity and equity initiatives, climate and culture.

The Board may refer to the Committee other matters related to the general welfare of students, staff and faculty, including, for example, student safety, health and wellness, and policies governing student conduct and student organizations.

Membership:

The Student Success Committee shall consist of three trustees selected by the Board, and the Student Trustee. The Committee's liaison to the Board is the Chair of the Student Success Committee. Additionally, the President in consultation with the Board Chair shall appoint one or more ex-officio members from among the officers of the University, who will serve as staff and primary liaison(s) to the Committee.

Operations:

The Student Success Committee shall meet at least four (4) times annually. Additional meetings may occur as the Committee or its chair deems advisable. Depending on the agenda, the Committee will invite members of the administration, faculty, students or others to attend meetings and provide pertinent information. The Committee will keep adequate meeting notes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Approved by Board of Trustees April 13, 2018

DRAFT



Board of Trustees of Western Washington University Academic Affairs and Student Success Committee Charter

Purpose

The Academic Affairs and Student Success Committee advises the Board of Trustees, which holds the responsibility to ensure that the University makes meaningful progress toward fulfillment of its mission and goals. The Committee regularly reports to the Board of Trustees on its discussions and refers relevant policy matters to the Board for adoption.

The Committee provides strategic oversight of matters related to academic affairs and advancing student success. It engages in inquiry and offers guidance on strategic priorities of the University, as articulated in Western's strategic plan. It provides accountability and supports progress toward the University's goals. It provides a forum for discussion of all aspects of the academic enterprise that may affect fulfillment of mission and attainment of broader goals for the institution.

Scope of Work, Areas of Strategic Oversight

- Regularly review relevant data and metrics and monitor progress toward goals in key areas such as: recruitment, enrollment, persistence, and graduation rates.
- Provide guidance to the Provost and Executive Vice President (Provost/EVP) in setting the long-term direction for academic matters.
- Understand student affairs functions and offer inquiry and dialog about student engagement, conduct trends, physical and mental health and well-being, and support systems for students. Provide guidance on the programs and services for students.
- Work with the Provost/EVP and the Chief Diversity Officer to understand campus culture and assess the climate. Support University leadership in building a more inclusive campus.

DRAFT

- Promote stakeholder engagement and provide mechanisms for understanding broad-based engagement dynamics of Faculty, Staff Students, and the community.
- Examine the strength and relevance of undergraduate and graduate program offerings in the context of institutional mission and workforce needs in the state and the nation.
- Discuss non-financial elements of risk-management, including reputational and operational risk, in key decisions undertaken by the University.
- Stay informed of emerging trends in higher education, and issues relevant to the future of the University, including best practices in shared governance.
- Encourage strategic partnerships and examine their role in mission fulfillment and their impact in Washington State, the broader region, the economy, and the community.
- Develop and review Board policies within the scope of the committee's responsibilities.
- Participate in the Accreditation process, stay knowledgeable about changes in standards, and monitor progress toward recommendations from the accrediting body.
- Establish an Annual Work Plan and Communication Strategy for the committee. The Committee Chair will meet regularly with the Provost/EVP to review and update the plan and will consult as needed with the President on the work of the Committee.
- Regularly report committee activities to the Board of Trustees and provide transparency of committee decisions to the university community.
- Evaluate committee effectiveness and impact annually.

Committee Membership

DRAFT

The Academic Affairs and Student Success Committee shall consist of four Trustees, including the Student Trustee. One Trustee will serve as Chair and is the liaison to the Board of Trustees. The Provost/EVP shall serve as the staff and resource to the committee.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of:
Joyce Lopes, Vice President for Business and Financial Affairs
DATE: December 12, 2025
PURPOSE: Action Item
SUBJECT: Approval of Sale of Real Property to Whatcom County

Purpose of Submittal:

The Board of Trustees is requested to approve the sale of real property located at 333 32nd Street, Bellingham, WA, to Whatcom County.

Motion Language:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the sale of real property located at 333 32nd Street, Bellingham, WA, to Whatcom County.

Background

In November 2025, President Sabah Randhawa designated the property as surplus.

A formal legal hearing took place on Monday, December 1, 2025, from 9:00 to 10:00 a.m. in Old Main 340 and via Zoom. Email comments were accepted until 10:00 a.m. on December 1, 2025.

Two representatives from Whatcom County government attended the hearing and provided brief statements in support of the sale.

There were no other attendees at the hearing, and no emails were received.

Attachments

None

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of:
Brad Johnson, Provost and Executive Vice President
Sislena Ledbetter, Vice Provost for Student Affairs
Joyce Lopes, Vice President for Business and Financial Affairs
Faye Gallant, Associate Vice President for Strategy, Management, and Budget

DATE: December 12, 2025

PURPOSE: Action Item

SUBJECT: Approval of Services and Activities Fee Committee Guidelines

Purpose of Submittal:

The Board of Trustees is requested to approve updated and revised Services and Activities Fee Committee Guidelines, replacing all prior versions.

Motion Language:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached Services and Activities Fee Committee Guidelines and void all prior versions.

Background

The Services & Activities (S&A) Fee is a mandatory fee charged to all students at Western Washington University in accordance with state law (see RCW 28.B.15). S&A revenues (totaling \$8,555,897 in FY2025) are allocated following a recommendation developed annually by the student S&A Fee Committee and approved by the Board of Trustees. Revenues support a student financial aid fund; bond pledge; music copyright; the Associated Students; Student Engagement; the Centers for Student Access, Community and Intercultural Engagement; WWU Athletics; Campus Recreation Services; and the Department Related Activity Committee (DRAC).

At the direction of the Board of Trustees, WWU proposes changes to the S&A committee and process to improve fiscal oversight and stewardship, align with university

priorities, reflect a broader set of student perspectives, and reduce the contentiousness and burden on student committee members.

Key changes recommended to the Board of Trustees include:

- **Membership:** Increase proportion of at-large student representation, decrease proportion of constituent student representation.
- **Requests:** Standardize all budget requests and presentations to the committee, articulate connection to university priorities, coordinate requests through the budget office, identify any planned use of carryforward, and provide full request packets to the committee with an administration cover letter.
- **Recommendation:** Align the recommendation process more closely with RCW, including the administrative response to the recommendation and the process for addressing any disagreements between the committee and administration.
- **Financial management:** Establish a process for maintaining a central S&A reserve to mitigate annual variances between budgets and actual revenues.
- **Reporting:** Articulate the annual reporting process and ensure accounting practices support reporting needs.

Attachments

Attachment A. WWU Board of Trustees Guidelines for the Services and Activities Fee Committee

Attachment B. Summary of Proposed Changes to the Services and Activities Fee Committee Process

Attachment C. Supplemental Information on the Services and Activities Funding Structure

Attachment D. Services and Activities Fee Guidelines, Approved 2014, to be voided

Attachment E. Services and Activities Fee Procedural Guidelines and Charge Dated 2015, to be voided

Western Washington University Board of Trustees
Procedural Guidelines
for the
Services and Activities Fee Committee

Per RCW 28B.15.041, Services and Activities Fees are defined as “fees, other than tuition fees, charged to all students registering at the....state colleges and universities.” “Services and Activities fees shall be used...for the express purpose of funding student activities and programs.”

The Board of Trustees (“the Board”) approves Services and Activities Fee levels and budgets. The board has a responsibility to ensure legal obligations are met for which Services and such fees have been pledged, including but not limited to, bond covenants and other contractual obligations. The Board also considers the stability of student programs funded with the fee and ensures Services & Activities (S&A) Committee guidelines and procedures are in place that assure students a strong voice in reviewing programs and recommending budget and fee levels through an open, transparent process in which the S&A Committee’s desires are given priority consideration.

The Service and Activities (“S&A”) Fee Committee shall be established under RCW 28B.15.045 with members approved through the Associated Students Government, as the representative body of students at WWU. The Committee shall solicit input from the campus regarding the fee level and distribution to student programs and activities. Procedures shall be consistent with the following provisions:

Committee Charge

The S&A Fee Committee is charged with the responsibility of reviewing S&A fee allocation proposals, including existing programs, proposed programs, and program priorities that are funded by S&A fees. The Committee proposes to the WWU administration and the Board of Trustees the annual S&A fee level and the distribution of S&A fee revenue to student activities and programs. These recommendations cover the academic year S&A fee and the summer session S&A fee.

Committee Reportage

The S&A Fee Committee reports to the Board of Trustees through the University President and their designees, who provide administrative and advisory support to the committee through the appointment of a non-voting designee as well as ensuring clerical support.

Committee Composition

The S&A Fee Committee is comprised of voting student members and non-voting staff support.

Voting Members:

One student from each major function, such as: Athletics, Student Engagement, ASWWU Government, The Centers for Student Access, Community and Intercultural Engagement, Campus Recreation/Sports Clubs, Department Related Activities Committee; major functions are the umbrella structures currently presenting program budget requests to S&A Fee Committee and facilitating funding to programs and activities. These major functional areas may evolve over time.

PLUS:

One student from residence halls AND two to four at-large students (prioritizing those who don't receive direct benefit from currently funded programs/groups and with consideration given to representation across student classes (first-year, sophomore, etc.)).

Total membership: 9-11 students

The at-large student roles that are not paid for their service through an existing and relevant employment role will be compensated for the service hours to the committee from S&A central pool/reserve as established.

Selection Process:

Each constituent area recommends student representatives for their area. Committee membership is confirmed by the Student Government (ASWWU) based on the Board of Trustees guidelines.

Student representative recommendations from each area may be designated by a committee that has a majority of students as voting members or designated by a department director/manager after a selection process that is advertised to students within the department/activity and includes students in the selection process.

At-Large membership recommendations are made for confirmation after a process of campus-wide applications coordinated by the S&A Fee Administrative Support Staff and the ASWWU Student Government.

Non-Voting Members

One Provost's designee will serve as the Staff Facilitator.

One Strategy, Management, and Budget designee will serve as the Budget Coordinator.

The non-voting members of the committee shall serve as advisors to the student representative(s) and assist the committee in completing its responsibilities.

Chairperson

The Staff Facilitator shall serve as the temporary chairperson of the committee until the chairperson is elected.

The chairperson will be elected annually by the committee's voting members. If no voting members stand for election, the Staff Facilitator will serve as chairperson.

The election of the chairperson will be held after the training and orientation for committee members.

The duties of the chairperson will be to:

- Call the meetings of the committee
- Prepare meeting agendas and other necessary documents
- Facilitate meetings, making rules on procedure as necessary, and ensuring that all members have the opportunity to participate
- Represent the S&A Fee Committee to the university community
- Represent the S&A Fee Committee to the administration and Board of Trustees

Vice Chairperson

In years where there is interest, a student on the committee may be elected to serve as Vice Chairperson. In this capacity, the elected student will assist the Chairperson, lead meetings in the Chairperson's absence, and have the opportunity to become more deeply involved in the committee's operations.

Staff Facilitator

The duties of the Staff Facilitator will be to:

- Call the first meeting of the year
- Serve as temporary chairperson
- Organize committee member training/orientation, in partnership with the budget coordinator
- Serve as advisor to the chairperson
- Communicate with university offices to obtain information necessary to conduct committee business
- Ensure meeting notification is communicated, documents and materials are submitted in a timely manner, official minutes are maintained, and relevant information is available to the university community

Budget Coordinator

The duties of the Budget Coordinator will be to:

- Ensure budget proposals and presentations are complete, accurate, and comparable
- Coordinate submission of budget materials to the committee
- Coordinate transmission of the committee's recommendation to the Board of Trustees and University administration
- Organize committee member training/orientation, in partnership with the staff facilitator
- Ensure accurate financial information is reported as part of the S&A process

Rules of Operation and Responsibilities of Membership

The committee operates under the Roberts Rules of Order (small group). The responsibility of developing and maintaining communication within the S&A Fee Committee and with the rest of the campus community is shared by all members. Active participation in the committee's deliberations is expected of all members, as is a willingness to engage in constructive dialogue on any issues under consideration.

Quorum

Decisions will not be made without a quorum of at least six voting members.

Meetings

S&A Fee Committee meetings are subject to the Washington State Open Public Meetings Act and will comply with all current OPMA guidance. Each year's meetings will commence in the fall or winter quarter and conclude in the spring quarter. Meetings may be cancelled if there is no business to conduct.

Dissemination of Information

The S&A Fee Committee will share information with the campus community and the public via its website. Information to be available on the committee website includes meeting schedules/agendas, meeting minutes, proposed fee level, proposed budgets and allocations, BOT-approved budgets, and annual expenditure reports (by September 30 for the previous year).

S&A Fee Allocation Requests

Each constituent group will ensure appropriate student involvement in the development of their program and budget proposals. All constituents will present their budget requests in a standardized format. Budget requests are to include the following:

- The current year's operating budget, including the S&A Fee allocation, other revenue, expenses, and beginning and projected year-end balances
- Budget information from the previous year, including the S&A Fee allocation, other revenue, expenses, and beginning and year-end balances

- Current reserve fund account levels and information on the policies that direct the use of these funds
- Proposed budget for the following year, including the requested S&A Fee allocation, based on projections and forecasts of enrollment and fee revenue provided by the Budget Coordinator, projected revenue, projected expenses, and projected year-end balances.
- Discussion of any service changes reflected in the budget proposal
- A budget narrative that includes a prioritization of requested new dollars and addresses how students are served through the proposed budget, as well as how the proposed budget advances the university's mission and goals

Requests will be submitted through Strategy, Management, and Budget. After ensuring the requests are complete and accurate, the budget coordinator will transmit them to the committee in a proposal packet, accompanied by a cover letter from university administration.

Public Hearings

The committee will hold a preliminary public hearing after the receipt and presentation of all constituent budget proposals, but before the committee develops fee levels and budget recommendations. This can be incorporated into a business meeting with appropriate notifications. Following the preliminary hearing, the committee will develop its recommendations concerning the S&A Fee level and allocation of S&A Fee revenues. The committee shall make its S&A Fee level and budget recommendation accessible to the campus community via its website. Not less than one week later, the committee will hold at least one public hearing to present its recommendations to the campus community. The purpose of this hearing is to provide an opportunity to receive testimony on the committee's recommendations before they are finalized. The committee shall review testimony and change its proposal if the committee supports the suggested changes.

S&A Fee Committee Budget Recommendations

The S&A Fee Committee shall submit its budget proposal and program priorities to the University administration with supporting documents by the end of the first week of May for administrative review and response. These recommendations will include a proposed S&A Fee rate for the year after the next and recommendations for the allocation of academic year and summer S&A Fee revenues to the constituent areas. The committee may submit other recommendations related to the S&A Fee at this time.

Administrative Response/Disputes

The university administration shall provide a timely written response to the S&A Fee Committee, acknowledging receipt of their recommendations and, if applicable, outlining any concerns or differences with the University's proposed budgets. Administrative representatives and the committee will meet in a good-faith effort to resolve any disputes prior to submittal of the final recommendations to the Board of Trustees. Further disputes will follow the resolution process outlined in RCW 28B.15.045.

Board of Trustees Presentation

The S&A Fee Committee will submit its final proposal to the Board of Trustees and the University administration via the budget coordinator, who will present the committee's recommendation, along with any administrative concerns, to the Board of Trustees. The committee chair will ensure that committee members are informed of the date and time for the presentation of the committee's recommendations and ensure that student representatives are informed of their ability to directly address the Board regarding the recommendation. Before adoption of the final S&A Fee budget and program priorities, the Board of Trustees shall address any areas of difference between the administration's and S&A Fee Committee's proposals.

Annual Reporting

Annually, by September 30th, the services and activities fees committee, in coordination with the administration, shall post services and activities fees expenditure information for the prior academic year on the committee website so that the information is clearly visible and easily accessible to students and the public. The committee may delegate responsibility for posting annual reports to the Staff Facilitator and Budget Coordinator, or other support staff, as necessary.

At a minimum, the services and activities fees budget information must include all the major categories of expenditure and the amounts expended in each category.

Annual reporting will be coordinated through Strategy, Management, and Budget to align with reports to the Board of Trustees and ensure financial information is accurate.

Financial Management

It is the intention of the Board that the university establish a central S&A reserve fund. Use of funds in the reserve will be governed by the S&A fee committee and procedures and accounted for in the annual allocation recommendations. The intended purposes of the reserve fund are to provide a funding source for committee work and to buffer annual variances between projected and actual S&A fee revenues.

Monetary Shifts of Allocated Funds and Right to Delegate

With the exception of any funds needed for bond covenant agreements or other contractual obligations, once the budgets for existing services and activities are approved by the Board of Trustees, the administration may not shift funds from the amounts budgeted for the constituent areas unless it has provided written justification to the S&A Fee Committee and the Board of Trustees, and the Board has given its express approval.

The Board of Trustees reserves the right to delegate portions of its authority while meeting the intent of the RCW.

References:

Revised Code of Washington 28.B.15.041, [“Services and activities fees” defined.](#)

Revised Code of Washington 28.B.15.043, [“Services and activities fees”—Allocations from for institutional loan fund.](#)

Revised Code of Washington 28.B.15.044, [Services and activities fees—Legislative declaration on expenditure.](#)

Revised Code of Washington 28.B.15.045, [Services and activities fees—Guidelines governing establishment and funding of programs supported by—Scope—Mandatory provisions—Dispute Resolution.](#)

December 12, 2025

Replaces all prior-dated guidelines

**Board of Trustees
December 12, 2025**

**Executive Summary of Proposed Changes to the
Services & Activities (S&A) Fee Committee and Process**

The Services & Activities (S&A) Fee is a mandatory fee charged to all students at Western Washington University in accordance with state law (see [RCW 28.B.15](#)). S&A revenues (totaling \$8,555,897 in FY2025) are allocated following a recommendation developed annually by the student S&A fee committee and approved by the Board of Trustees. Revenues support a student financial aid fund; bond pledge; music copyright; the Associated Students; Student Engagement; the Centers for Student Access, Community and Intercultural Engagement; WWU Athletics; Campus Recreation; and the Department Related Activity Committee (DRAC).

At the direction of the Board of Trustees, WWU proposes changes to the S&A Fee Committee and process to improve fiscal oversight and stewardship, align with university priorities, reflect a broader set of student perspectives, and reduce the contentiousness and burden on student committee members.

Key changes recommended to the Board of Trustees include:

- **Membership:** Increase proportion of at-large student representation, decrease proportion of constituent student representation.
- **Requests:** Standardize all budget requests and presentations to the committee, articulate connection to university priorities, coordinate requests through the budget office, identify any planned use of carryforward, and provide full request packets to the committee with an administration cover letter.
- **Recommendation:** Align the recommendation process more closely with RCW, including the administrative response to the recommendation and the process for addressing any disagreements between the committee and administration.
- **Financial management:** Establish a process for maintaining a central S&A reserve to mitigate annual variances between budgets and actual revenues.
- **Reporting:** Articulate the annual reporting process and ensure accounting practices support reporting needs.

Recommendation Detail

Current State	Proposed Change Effective AY25-26	Proposed Change Future Years	Reason for Change
Membership			
<p>The voting members are nine students representing Associated Students (2), Athletics (2), Departmentally Related Activities Committee (DRAC) (2), Campus Recreation (1), Centers for Student Access, Community, and Intercultural Engagement (The Centers) (1), and the Residence Hall Association/RHA (1). In this model all of the voting membership except one (RHA rep) received Primary benefit from the S&A Fee.</p>	<p>1 student from each area (6 total): Athletics, Student Engagement, AS Gov, Centers, Rec/Sports Clubs, DRAC - areas currently presenting program budget requests to S&A Fee Committee.</p> <p>PLUS:</p> <p>1 student from residence halls AND 2-4 at-large students (without direct benefit from currently funded programs/groups)</p> <p>Total membership 9-11 students (odd number ideal)</p> <p><i>The at-large student roles that are not paid for their service through an existing and relevant employment role will be added to payroll for the service hours to the committee or paid a stipend for their full-service period paid from S&A central pool/reserve as established.</i></p> <p>Committee membership is confirmed by Student Government (ASWWU) based on Board of Trustees guidelines.</p>		<p>Achieves a greater balance of constituent and student-at-large voices.</p> <p>Adds several voting members with less of a vested interest in the outcome, ideally leading to less territoriality in the discussions.</p> <p>Maintains sustainable structures that allow for initiating new programmatic endeavors through the constituent-level access point rather than sending all ideas for new activities and services to the S&A committee level.</p>
Process			
Committee Preparation			
<p>Committee receives:</p> <ul style="list-style-type: none"> • OPMA training • Institutional budget overview • Presentation by constituents about their programs • Spreadsheet with historical 	<p>Weekly orientation sessions for the committee co-facilitated by Student Affairs and Strategy, Management, and Budget to include:</p> <ul style="list-style-type: none"> • Committee scope • Rules of engagement-regulatory framework • Establishing norms 	<p>Developing a standard rubric/evaluation tool for helping evaluate the fee proposals.</p>	<p>Ensure a foundational knowledge base for all committee members and provide historical and current allocation, budget, and reserve information.</p>

Current State	Proposed Change Effective AY25-26	Proposed Change Future Years	Reason for Change
<p>allocations, enrollment projections, etc.</p>	<ul style="list-style-type: none"> • Basic negotiation/decision-making model • Public service • Budget basics • Strategic budgeting • OPMA training <p>Historical S&A fee allocations and enrollment projections are shared as a resource document for membership.</p>		
<p>Requests/Proposals</p>			
	<p>The request process is coordinated through Strategy, Management, and Budget as a neutral office, rather than directly to the committee.</p>		<p>Provides a buffer between areas receiving funding and the committee, and improved accountability with proposers (for example, validating financial components of the proposal in advance).</p>
<p>Currently, students are expected to present a proposed budget to the committee with technical support from departmental budget staff.</p>	<p>Any defined student support area may make a request, using a standard template developed in conjunction with the committee.</p> <p>Defined student support areas include the current categories, which represent the broad scope of student activities support.</p>	<p>As new/alternative areas and structures emerge, establish a defined process for bringing them into the model.</p> <p>Define what kinds of activities are eligible for S&A funding within the limits of RCW. Include co-curricular v extracurricular.</p> <p>Define what an off-ramp for programs looks like if there is a decision to remove them from the model in the future.</p>	<p>Standard template aids in evaluation of proposals and reporting/analysis.</p> <p>Retaining current categories of support areas while defining opportunities for new areas to be considered balances stability and institutional knowledge with a reflection of changing structures and priorities.</p>
<p>Each constituent presents a proposed budget, however the</p>	<p>Request Template will include:</p>		<p>Support committee's review, discussion and</p>

Current State	Proposed Change Effective AY25-26	Proposed Change Future Years	Reason for Change
<p>format and layout of that budget vary by constituent.</p>	<p>How the S&A fee supports a vibrant and inclusive campus, with criteria, so that direct and indirect/tertiary benefits are clear.</p> <p>Any service changes included in the proposal with metrics and associated costs. In other words, a maintenance level request to continue status quo operations, and then a section identifying changes (increases/decreases).</p> <p>Any planned use of carryforward or fund balance/reserves.</p> <p>An all-funds picture of supported activities. Historical revenue and expense trends.</p> <p>A consistent budget format that includes breakdowns for broad expenditure categories like wages (staff and students), good & services, travel, etc.</p> <p>Tracking and reporting on use of fee and reserve balances, including a standard process for that approach, is incorporated in the annual request process.</p> <p>Budgets presented as annual amounts requested/needed, not percent of projected S&A revenue.</p>		<p>recommendation by providing clear and consistent information across all request areas.</p> <p>Standardized approaches are essential to clearly articulating needs and outcomes.</p>
<p>The committee receives the proposals via a series of presentations from constituent areas.</p>	<p>Strategy, Management, and Budget shares the proposals in a packet with a cover letter from university administration with all committee members.</p>		<p>Provides all information on requests to committee members in an apples-to-apples way in advance of presentations and discussion, to better</p>

Current State	Proposed Change Effective AY25-26	Proposed Change Future Years	Reason for Change
			<p>support the committee's information needs.</p> <p>Cover letter from the administration articulates strategic priorities at the university level.</p> <p>Mitigate impacts of any changing allocations to programs currently relying on support.</p>
<i>Presentations</i>			
<p>Presentations are currently held before budget proposal presentations. The first presentation helps to orient committee members to the constituent area and the work they accomplish.</p>	<p>Student committee members are responsible for program overview (descriptive) presentations, rather than budget presentations. Presentation templates prompt connection to institutional priorities (mission, vision, values, strategic plan etc.).</p> <p>Identified staff (budget/admin) present budget proposals and address questions from committee members, rather than having presentations come from students.</p>	<p>Consider approach where budget questions are fielded through central budget office rather than directly by staff from constituent areas.</p>	<p>Create an environment where the committee is not directly pitted against each other or their units.</p> <p>Improve alignment of funding with needs and priorities across the university.</p>
<i>Recommendation</i>			
<p>There are two public meetings. One after all the proposals are presented, and one after the committee arrives at a recommendation.</p>	<p>Following a public meeting that allows all viewpoints to be heard, the committee determines a recommended allocation.</p> <p>The committee submits budget recommendations for the expenditure of those services and activities fees with supporting documents simultaneously to the college or university governing board and administration through Strategy, Management, and Budget.</p>		<p>Aligns directly with RCW requirements.</p>

Current State	Proposed Change Effective AY25-26	Proposed Change Future Years	Reason for Change
Reviewed by the Vice President for Enrollment and Student Services before transmittal to the Board.	<p>The college or university administration shall review the services and activities fee committee budget recommendations and publish a written response to the services and activities fee committee.</p> <p>This response shall outline potential areas of difference between the committee recommendations and the administration's proposed budget recommendations.</p> <p>This response, with supporting documentation, shall be submitted to the services and activities fee committee in a timely manner to allow adequate consideration.</p>		Aligns directly with RCW requirements.
No disputes have occurred in working memory, however practice would have been to follow the RCW.	In the event of any disputes involving the committee recommendations, the dispute resolution process outlined in the RCW below will be followed.		
Financial Management			
Currently all fee money collected by the university is distributed to constituents.	Establish a process for creating a central S&A reserve fund.	<p>Implement a central S&A reserve fund.</p> <p>Define any specific procedures for managing fund balance/carryforward from S&A allocations.</p>	<p>Insulates allocations from annual variances between projections and actual revenues.</p> <p>Funding source for at-large membership.</p> <p>Ensures revenues are used strategically.</p>
Annual Reporting			
Reports are included in the materials accompanying the Board of Trustees approval of	Annually, by September 30, the services and activities fees committee at each institution of higher education, in coordination with the administration of the	Determine any necessary changes to accounting practices to better support annual reporting process.	<p>Aligns directly with RCW requirements.</p> <p>Uses subject matter experts to review</p>

Current State	Proposed Change Effective AY25-26	Proposed Change Future Years	Reason for Change
<p>mandatory fees each year.</p>	<p>institution of higher education, shall post services and activities fees expenditure information for the prior academic year on the college or university website so that the information is clearly visible and easily accessible to students and the public.</p> <p>At a minimum, the services and activities fees budget information must include all the major categories of expenditure and the amounts expended in each category.</p> <p>Annual reporting will be coordinated through Strategy, Management, and Budget to align with reports to the Board of Trustees and ensure financial information is accurate.</p>		<p>and ensure accuracy of reports.</p>

References:

Revised Code of Washington 28.B.15.041, [“Services and activities fees” defined.](#)

Revised Code of Washington 28.B.15.043, [“Services and activities fees”—Allocations from for institutional loan fund.](#)

Revised Code of Washington 28.B.15.044, [Services and activities fees—Legislative declaration on expenditure.](#)

Revised Code of Washington 28.B.15.045, [Services and activities fees—Guidelines governing establishment and funding of programs supported by—Scope—Mandatory provisions—Dispute Resolution.](#)

Definitions:

Primary Benefit	A student who gains direct, individual benefit from the S&A fee by way of wages, travel expenses, stipends, grants, etc.
Secondary Benefit	A student who gains indirect support from the S&A fee by participating in S&A fee-funded programs and services. Examples include participating in clubs, attending student-targeted events, engaging in volunteer experiences organized by S&A fee-funded departments, etc.
Tertiary Benefit	A student who receives indirect support from the fee by participating in services and activities that are open to the public and not considered exclusively for students. These activities may be partially funded by S&A fee dollars (concerts, competitions, performances, events, etc.).

Roles:

Staff facilitator (leadership position appointed by the Provost) - chairs until student committee members elect a chair and facilitates the process in partnership with Budget support.

Budget coordinator (Associate Vice President for Strategy, Management, and Budget or designee), facilitates the process in partnership with the staff facilitator.

Administrative support.

Supplemental Information: Services and Activities Funding Structure

Because student populations and interests are ever-changing, Services and Activities (S&A) fees fund existing services and activities while also encouraging new ideas and programs. WWU provides staff support for ongoing services and activities through the functional areas represented on the S&A Fee Committee, detailed below. These functional areas provide a pathway to access S&A resources or sunset programs that are no longer meeting student needs. Students with a new idea can access the administrative and financial support necessary through the functional area that most closely aligns with their idea. Each area noted includes student input in decision-making, dependent on the respective programs.

These broad functional areas facilitate funding and operations for programs that meet the definitions provided. As of December 2025, the following areas receive S&A revenues:

For **co-curricular student programs and activities related to an academic department**, DRAC (Department Related Activities Committee) provides an application process to receive administrative and budget support. Current DRAC programs include forensics, music, student publications, theatre and dance, international affairs, and newer programs, WWU Racing (member 2023) and Outback Farm (member 2024).

Students interested in participating in **competitive but non-NCAA sports** can apply through the Recreation Center's sports club program. There are currently 25 active sports clubs. Several recently began as Student Engagement (formerly Associated Students) clubs, including disc golf (2025) and women's baseball (2024), as well as cheer from Athletics (2025). Information about joining and starting a sports club is available online.

Student Engagement (formerly AS) provides support structures and pathways for **all other extra-curricular club activities** (over 200 clubs yearly). The Club Hub provides resources for starting a club and ongoing support for continuing clubs. All student club members can access club resources including requesting designated Club Funding administered by SE staff (with student input and involvement).

Due to the nature and requirements of collegiate Athletics, the **Athletic department** provides leadership on establishing, maintaining, and, when necessary, eliminating athletic teams. The **Centers for Student Access, Community and Intercultural Engagement** is predominantly state funded with S&A fee supporting positions responsible for programming for students. **Associated Students WWU Government** by its nature as an elected body regularly incorporates student feedback into its work.

As noted, occasionally an activity begins in one area and moves to another to access greater resources, support, and better alignment with the program areas of focus. If no program currently exists, students can contact the appointed S&A fee facilitator for assistance.

Western Washington University Board of Trustees Guidelines for the Service and Activities Fee Committee

Ref: RCW 28B.15.045

The Board of Trustees (“the Board”) approves Services and Activities Fee levels and budgets. The board has a responsibility to ensure legal obligations are met for which Services and such fees have been pledged, including but not limited to, bond covenants and other contractual obligations. The Board is also expected to protect the stability of student programs funded with the fee and to ensure Services & Activities (S&A) Committee guidelines and procedures are in place that assure students a strong voice in reviewing programs and recommending budget and fee levels through an open, transparent process in which the S&A Committee’s desires are given priority consideration.

I. The Service and Activities (“S&A”) Fee Committee shall be established under RCW 28B.15.045 with members approved through the Associated Students. The Committee shall solicit input from the campus for the fee level and distribution to student programs and activities. The S&A Committee shall develop procedures consistent with the following provisions:

A. Disclosure of Information

Constituents representing the Associated Students, Housing and Dining, and the broadly defined departmentally related categories shall provide each member of the S&A Fee Committee the following information about individual budgets under their jurisdiction upon presentation of their budget proposal:

- The current year’s budget allotment.
- The beginning and estimated end of the current year fund balances.
- The current reserve fund levels.
- The proposed budget allotment for the following year.

This information shall be in an accessible form and used for informational purposes only.

B. Publicity and Staff Support

The S&A Fee Committee shall publicize its meeting times and timeline in appropriate communication formats to ensure it is easily accessible.

C. Public Hearings

1. The S&A Fee Committee will ensure time in their public meetings for each of the S&A Fee funded areas to discuss its budget proposals.
2. Preliminary Hearing. The S&A Fee Committee shall hold an open public hearing after receipt of budgets from funded areas but before determination of the S&A budget proposal is made. This can be incorporated into their business meeting with appropriate notification.
3. Final Hearing. The S&A Fee Committee shall make its recommendation accessible to the campus via its website and shall hold at least one open public hearing not less than one week after it determines the S&A budget proposal. The Committee shall hear appeals and accept testimony. The Committee shall review testimony and change its proposal if the suggested changes are supported by the committee.

II. The S&A Fee Committee shall submit its budget proposal in a timely manner in the Spring term with enough time to allow public hearings, administrative response, and recommendations to the Board of Trustees for their June meeting:

A. S&A Funded Areas

The S&A Fee Committee shall provide a copy of its budget proposal and program priorities to the appropriate representative groups of S&A Fee funded areas and make it accessible to the campus via its website.

B. The University Administration

The S&A Fee Committee shall provide a copy of its budget proposal and program priorities to the University administration via the Vice President for Enrollment and Student Services, with supporting documentation in sufficient time to comply with RCW requirements for process.

C. Board of Trustees

The S&A Fee Committee shall submit its final budget proposal and program priorities to the Board of Trustees and University administration, with supporting documentation.

III. Response by the Administration

- A. Upon receipt of its copy of the S&A Fee Committee proposal, the administration shall provide an written response to the recommendations accessible via the website. This response will identify any differences with supporting documentation and shall also be submitted to the S&A Fee Committee and included with the Board of Trustees documents.
- B. In the event of a dispute or disputes between the S&A Fee Committee's and the University administration's proposal, the two shall meet in a good-faith effort to resolve any disputes prior to submittal of final recommendations to the Board of Trustees. If not resolved, the dispute resolution procedures outlined in RCW 28B.15.045 shall be followed.
- C. Before adoption of the final S&A Fee budget and program priorities, the Board of Trustees shall address any areas of differences between the various proposals.

IV. Presentation to Board of Trustees

- A. Presentation of the S&A Fee Committee's proposal to the Board of Trustees shall be made by the Vice President for Enrollment and Student Services.
- B. Student representatives of the S&A Fee Committee shall be informed of their ability to directly address the Board of Trustees regarding the recommendation.

V. Monetary Shifts and Right to Delegate

- A. The Board of Trustees reserves the right to delegate portions of its authority while meeting the intent of the RCWs. Such delegation would be approved in writing by the Board of Trustees.
- B. If the University administration requests that funds be shifted from approved budgets, they are required by the RCW to provide written justification to the S&A Fee Committee and the Board of Trustees for final approval of the change.

VI. General Expenditure Rules

Services and Activity Fees are collected from student for the express purpose of funding nonacademic student activities and programs. S&A Fees are considered public monies of the State of Washington. As such, each purchase from an organization's account must be allowable, authorized, recorded and appropriately used. In no case will S&A fee dollars be utilized to pay for core academic or administrative functions that are not related to student activities.

Adopted by Board of Trustees, June 5, 1986
Revised August 21, 2014

Western Washington University

SERVICES AND ACTIVITIES COMMITTEE CHARGE AND PROCEDURAL GUIDELINES

Per RCW 28B.15.041, Services and Activities Fees are defined as “fees, other than tuition fees, charged to all students registering at the....state colleges and universities.” “Services and Activities fees shall be used...for the express purpose of funding student activities and programs.”

Committee Charge

The S&A Fee Committee is charged with the responsibility of evaluating existing programs, proposed programs and program priorities that are funded by S&A fees. The Committee proposes to the WWU administration and the Board of Trustees the annual S&A fee level and the distribution of S&A fee revenue to student activities and programs. These recommendations cover the academic year S&A fee and the summer session S&A fee.

Committee Reportage

The S&A Fee Committee reports to the Board of Trustees through the University President and their designee the Vice President for Enrollment and Student Services, who provides administrative and advisory support to the committee through the appointment of a non-voting designee as well as ensuring clerical support.

Committee Composition

The S&A Fee Committee is comprised of a majority of voting student members, a voting faculty member, a designee of the Vice President for Enrollment and Student Services and non-voting faculty or staff representing the major funded areas.

Voting Members (a total of 7):

- Faculty representative from a non-S&A fee funded department appointed by the Faculty Senate
- Students representing the following constituent areas. Associated Students (2), Athletics (1), Campus Recreation –IMA/Club Sports (1), and Departmental Related Activities (2)

Selection Process:

Each constituent area recommends student representatives subject to approval by the Associated Students Board of Directors.

Student representative recommendations may be designated by a committee that has a majority of students as voting members or designated by a department director/manager after a selection process that is advertised to students within the department/activity and includes students in the selection process.

Non-Voting Members

- Chairperson of the Department Related Activities Committee (DRAC) or a faculty/staff representative selected by DRAC
- Director of Student Activities or their designee
- Director of Campus Recreation or their designee
- Director of Athletics or their designee
- Vice President for Enrollment and Student Services' designee who will serve as the Administrative Coordinator

The non-voting members of the committee shall serve as advisors to the student representative(s) from their constituent area and assist the committee in completing its responsibilities.

Chairperson

The Administrative Coordinator shall serve as temporary chairperson of the committee until an election of the chairperson can be held.

The chairperson will be elected annually by the voting members of the committee. If no voting members stand for election, the Administrative Coordinator will serve as chairperson.

The election of the chairperson will be held after the training/orientation for committee members has taken place but no later than the 4th meeting.

The duties of the chairperson will be to:

- Call the meetings of the committee
- Prepare meeting agendas and other necessary documents
- Facilitate meetings making rules on procedure as necessary and ensuring that all members have the opportunity to participate
- Represent the S&A Fee Committee to the campus community
- Represent the S&A Fee Committee to the administration and Board of Trustees

Vice Chairperson

In years where there is interest, a student on the committee may be elected to serve as Vice Chairperson. In this capacity the elected student will assist the Chairperson, lead meetings in the Chairperson's absence and be afforded the opportunity to be more deeply involved in the operation of the committee.

Administrative Coordinator

The duties of the Administrative Coordinator will be to:

- Call the first meeting of the year
- Serve as temporary chairperson
- Organize committee member training/orientation
- Serve as advisor to the chairperson
- Communicate with university offices including the office of the Vice President for Enrollment and Student Services and the University Budget Office to obtain information necessary to conduct committee business

- Ensure meeting notification is communicated, documents and materials are submitted in a timely manner, official minutes are maintained and relevant information is available to the campus community.

Rules of Operation and Responsibilities of Membership

The committee operates under Roberts Rules of Order (small group). The responsibility of developing and maintaining communication within the S&A Fee Committee and with the rest of the campus community is shared by all members. Active participation in the deliberations of the committee is expected of all members as is a willingness to engage in constructive dialogue on any issues being considered by the committee.

Quorum

Decisions will not be made without a quorum of at least four voting members.

Meetings

S&A Fee Committee meetings are subject to the Washington State Open Public Meetings Act. This requires that a schedule of the committee's regular meetings, including date, time and place of meetings, be filed with the code reviser each year. Notification of regular meetings will be provided to the campus community via the S&A Fee Committee website and other suitable and accessible means. The committee may call special meetings. Notice of such meetings, including a meeting agenda, shall be posted on the committee website and on the main door of Old Main and the building in which the meeting is to take place. Each year's meetings will commence fall quarter and conclude spring quarter. Meetings may be cancelled if there is no business to conduct.

Dissemination of Information

The S&A Fee Committee will share information with the campus community and the public via its website. Information to be available on the committee website includes: meeting schedules/agendas, meeting minutes, proposed fee level, proposed budgets and allocations, BOT approved budgets, and annual expenditure reports (by September 30 for the previous year).

S&A Fee Allocation Requests

Each constituent group will ensure appropriate student involvement in the development of their program and budget proposals. All constituents will present their budget requests in a standardized format on an agreed upon schedule. Budget requests are to include the following:

- The current year's operating budget including the S&A Fee allocation, other revenue, expenses and beginning and projected year-end balances
- Budget information from the previous year including the S&A Fee allocation, other revenue, expenses and beginning and year-end balances
- Current reserve fund account levels and information on the policies that direct the use of these funds
- Proposed budget for the following year including the requested S&A Fee allocation, projected revenue, projected expenses and projected year-end balances.

- A narrative on budget needs, concerns and issues which includes a prioritization of requested new dollars

Public Hearings

The committee will hold a preliminary public hearing after the receipt and presentation of all constituent budget proposals but before the committee develops fee level and budget recommendations. This can be incorporated into a business meeting with appropriate notification.

Following the preliminary hearing, the committee will develop its recommendations concerning the S&A Fee level and allocation of S&A Fee revenues. The committee shall make its S&A Fee level and budget recommendation accessible to the campus community via its website. Not less than one week later, the committee will hold at least one public hearing to present its recommendations to the campus community. The purpose of this hearing is to provide an opportunity to receive testimony on the committee's recommendations before they are finalized. The committee shall review testimony and change its proposal if the suggested changes are supported by the committee.

S&A Fee Committee Budget Recommendations

The S&A Fee Committee shall submit its budget proposal and program priorities to the Vice President for Enrollment and Student Services with supporting documents by the end of the third week of May for administrative review and response. These recommendations will include a proposed S&A Fee level for the upcoming year and recommendations for the allocation of academic year and summer S&A Fee revenues to the constituent areas. The committee may submit other recommendations related to the S&A Fee at this time.

Administrative Response/Disputes

The Vice President for Enrollment and Student Services, on behalf of the university administration, shall provide a timely written response to the S&A Fee Committee, acknowledging receipt of their recommendations and, if applicable, outlining any concerns or differences with the University's proposed budgets. Administrative representatives and the committee will meet in a good faith effort to resolve any disputes prior to submittal of the final recommendations to the Board of Trustees. Further disputes will follow the resolution process outlined in RCW 28B.15.045.

Board of Trustees Presentation

The S&A Fee Committee will submit its final proposal to Board of Trustees and the University administration via the Vice President for Enrollment and Student Services, who will present the committee's recommendation along with any administrative concerns to the Board of Trustees. The committee chair will ensure that committee members are informed of the date and time for the presentation of the committee's recommendations, and ensure that student representatives are informed of their ability to directly address the Board regarding the recommendation. Before adoption of the final S&A Fee budget and program priorities, the Board of Trustees shall address any areas of differences between the administration's and S&A Fee Committee's proposals.

Final Budget Reconciliation

Following the final approval of the S&A Fee level and allocations by the Board of Trustees and prior to September 1st, the funded areas will submit a final budget to the S&A Committee. All areas will highlight any significant changes from the original budget requests that were presented to the committee and a narrative supporting those changes. This information will be available to the campus community and posted on the committee's website.

Monetary Shifts of Allocated Funds and Right to Delegate

With the exception of any funds needed for bond covenant agreements or other contractual obligations, once the budgets for existing services and activities are approved by the Board of Trustees, the administration may not shift funds from the amounts budgeted for the constituent areas unless it has provided written justification to the S&A Fee Committee and the Board of Trustees, and the Board has given its express approval.

The Board of Trustees reserves the right to delegate portions of its authority while meeting the intent of the RCW. Such delegation would be approved in writing, otherwise any transfers of funds follow the process outlines in the RCW.

Western Washington University Item Submitted to the Board of Trustees

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Provost and Executive Vice
President Brad Johnson
DATE: December 12, 2025
PURPOSE: Action Item
SUBJECT: **Approval of Fall Quarter Degrees**

Purpose of Submittal:

Board of Trustees responsibility to approve awarding of degrees.

Motion Language

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Fall Quarter 2025, effective December 13, 2025.

Background

Lists on file with the Registrar and Graduate Dean

Students	December 2025	Comparison: December 2024
Undergraduates	561	585
Masters	55	43

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: December 12, 2025

PURPOSE: Information Item

SUBJECT: Various Written Reports

Purpose of Submittal:

President Randhawa respectfully presents the following written reports for the Board's information from various divisions and offices around campus.

- a. Academic Affairs Report
- b. Business and Financial Affairs Report
- c. Advancement Report
- d. Office of Equity Report

Western Washington University Item Submitted to the Board of Trustees

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Provost and Executive Vice Brad Johnson
DATE: December 12, 2025
PURPOSE: Information Item
SUBJECT: **Academic Affairs Report**

Purpose of Submittal:

The purpose of this report is to provide a brief summary of Fall Quarter 2025 activities from the Division of Academic Affairs. This includes activity from the academic units/colleges, an enrollment report, and student affairs.

Academic Affairs Division Updates:

Academic Advising and Student Achievement Center

New initiatives for 2025-26

- Expanded Navigate 365 Navigation
- Expanding advisor training and resources for departmental advisors
- Advising canvas course for all new confirmed students with extra announcements, resources, direct support
- Caseload Assigned Advising for targeted new students: First Gen or low entering transfer or high school GPA with extra outreach and connection points
- Expanded pop-up advising in key locations like the Multicultural Center, Disability Access Center, Veteran's Services Office, etc.
- Embedded advising in First Generation Navigational Seminar
- Enhanced direct support for undeclared students
- Expanded evening advisor visits in the residence halls
- Closer tracking and outreach to students who have been academically reinstated to WWU

Enrollment Management

Enrollment

Winter 2026 Enrollment Outlook

Enrollment for Winter 2026 will be impacted by new students starting their Western journey in January and the continuation of our current students. Registration for winter is on pace with anticipated levels (currently down slightly by 0.4%).

The tables below show comparative data on applications, admits, and confirmations for new students for winter, as of the week of November 24th across several years. New first-year students continue to be a relatively small portion of our new student population for winter. The majority of our new student population in winter is consistently transfer students. The combined figures (new first-year and new transfer students) show confirmations are in line with last winter's new student counts.

New transfers—Bellingham

	Applied	Admitted	Confirmed
Winter 2026	383	302	231
Winter 2025	392	297	208
Winter 2024	419	325	235
Winter 2023	503	370	286
Winter 2022	566	437	336
Winter 2021	541	463	320
Winter 2020	660	533	411

New transfers—other locations

	Applied	Admitted	Confirmed
Winter 2026	13	7	5
Winter 2025	12	6	6
Winter 2024	13	7	3
Winter 2023	7	2	2
Winter 2022	13	4	4
Winter 2021	21	7	7
Winter 2020	23	6	6

New first-year students—Bellingham

	Applied	Admitted	Confirmed
Winter 2026	89	70	65
Winter 2025	127	108	95
Winter 2024	107	82	65
Winter 2023	149	105	79
Winter 2022	108	77	65
Winter 2021	117	97	62
Winter 2020	69	47	40

Fall 2026 Enrollment Outlook

Though still early in the process, the **first-year applicant** pool is developing. At about two months from the priority application date for first-year applicants (January 31), the increase in total applications is encouraging and allows us to state with some confidence that last year's recruitment and admissions cycle was an anomaly.

Totals as of November 26, 2025 (and compared to totals for the same week in prior cycles):

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2026	7,504	5,620	353
2025	6,406	5,561	188
2024	7,440	6,210	269
2023	7,023	5,970	330
2022	5,334	4,487	228
2021	5,371	4,354	345
2020	5,004	3,552	193

New transfers—Bellingham

	Applied	Admitted	Confirmed
2026	148	28	17
2025	143	13	5
2024	177	14	7
2023	193	13	5
2022	195	34	34
2021	139	31	15
2020	110	9	1

New transfers—other locations

	Applied	Admitted	Confirmed
2026	10	0	0
2025	5	3	2
2024	4	0	0
2023	10	0	0
2022	9	1	1
2021	21	6	6
2020	12	0	0

Recruitment

The section above illustrates the effectiveness of our current recruitment work. Key new initiatives this year include the hosting of On-The-Spot admissions events at high schools in the state, the Direct Admission to Major option for students (which will be reported on later in the cycle), and Western’s new Guaranteed Admission Program (WEGAP) for the 5-counties in our immediate area (Whatcom, Skagit, Island, San Juan, and Snohomish). The latter is part of the more recently launched President’s Enrollment Initiative. We have been busy with the work to build the infrastructure to support WEGAP, since its announcement in September. This is an exciting time, as we will be getting the data this week that will allow us to launch the invitations to the WEGAP-eligible students in the 5-counties.

At this point in the process, before the data for WEGAP is put to use, we can provide some information about the applicants already in our pool. The geographic distribution of our new first-year *applicants* is detailed in the table below, with comparative data for prior years. This table uses data as of December 1, 2025.

	Fall 2023	Fall 2024	Fall 2025	Fall 2026
Washington	4,593	4,938	4,322	5,205
5-County Region	914	939	874	1,221
Other Counties	3,679	3,999	3,448	3,984
Out-of-State	2,693	2,776	2,323	2,494
Western States (Excl. WA)	2,112	2,163	1,872	1,993
Oregon	407	476	444	453
California North	457	472	368	348
Colorado	404	389	372	373
California South	253	266	202	245
Idaho	116	89	69	72
Montana	91	91	70	95
Alaska	80	85	71	89
Arizona	78	61	66	84
Utah	68	64	63	63
Hawaii	68	73	63	48
Nevada	48	49	46	56
New Mexico	27	32	26	50
Wyoming	15	16	12	17
Southern States	203	247	166	243
Midwestern States	258	226	188	167
Northeastern States	86	104	78	71
Military & US Living Abroad	24	30	15	17
US Territories	8	6	4	3
Unclassified	2	-	-	-
International	38	44	45	44
Grand Total	7,324	7,758	6,690	7,743

As of December 1st, the geographic distribution of our *admitted* first-year students is detailed in the table below, with comparative data for prior years.

	Fall 2023	Fall 2024	Fall 2025	Fall 2026
Washington	3,905	4,333	3,713	3,733
5-County Region	757	819	754	923
Other Counties	3,148	3,514	2,959	2,810
Out-of-State	2,368	2,493	2,106	2,044
Western States (Excl. WA)	1,892	1,978	1,714	1,668
Oregon	376	439	414	397
California North	413	435	335	289
Colorado	366	366	343	324
California South	216	242	190	195
Idaho	104	83	63	55
Montana	83	81	64	86
Alaska	70	77	62	71
Arizona	67	49	57	71
Utah	57	58	59	44
Hawaii	62	63	53	39
Nevada	43	39	38	40
New Mexico	23	31	25	43
Wyoming	12	15	11	14
Southern States	158	206	145	182
Midwestern States	225	196	170	125
Northeastern States	68	84	65	54
Military & US Living Abroad	19	23	10	13
US Territories	4	6	2	2
Unclassified	2	-	-	-
International	6	8	13	6
Grand Total	6,279	6,834	5,832	5,783

As of December 1st, the geographic distribution of our *confirmed* first-year students is detailed in the table below, with comparative data for prior years.

	Fall 2023	Fall 2024	Fall 2025	Fall 2026
Washington	277	220	160	328
5-County Region	77	46	41	95
Other Counties	200	174	119	233
Out-of-State	71	71	45	64
Western States (Excl. WA)	58	52	35	47
Oregon	13	9	7	13
California North	11	6	5	3
Colorado	12	10	7	7
California South	5	5	2	3
Idaho	1	4	1	3
Montana	1	1	2	5
Alaska	6	7	5	5
Arizona	3	2	1	2
Utah	-	2	1	-
Hawaii	1	2	2	2
Nevada	3	1	2	3
New Mexico	1	2	-	1
Wyoming	1	1	-	-
Southern States	5	6	6	11
Midwestern States	6	10	2	5
Northeastern States	1	3	2	1
Military & US Living Abroad	-	-	-	-
US Territories	-	-	-	-
Unclassified	1	-	-	-
International	-	-	-	-
Grand Total	348	291	205	392

As the numbers for the current recruitment cycle are more in line with the numbers that we saw in Fall 2023 and Fall 2024, at this stage, we can be somewhat dismissive of comparisons to Fall 2025. In looking at the applicant pool, we can see that our larger gains are in applications from students in the 5-counties, while applications from students in the rest of the state are very comparable to what we had received at this point in the cycle for Fall 2024. Remember that our Fall 2024 final cohort size was impacted by the FAFSA debacle, and the applicant and admit numbers that year indicated that, without that interruption, we would otherwise likely have been closer to the record-breaking cohort sizes of Fall 2022 and Fall 2023. Our out-of-state application numbers are down a bit at this point, and applications from international students are coming in at levels comparable to recent years. With that, we provide some additional detail about the applications that we have been receiving from students in the 5-counties in our immediate vicinity.

Applicants Sorted by their Source (Standard Application, On-the-Spot Event Participant, or WEGAP)*

	Applied	Admitted	Confirmed
Snohomish	752	536	45
Standard Applicant	537	341	41
OTS Attendee	213	195	4
WEGAP*	2	-	-
Whatcom	270	225	24
Standard Applicant	159	119	16
OTS Attendee	110	106	8
WEGAP*	1	-	-
Skagit	80	55	14
Standard Applicant	78	54	14
OTS Attendee	2	1	-
Island	88	79	10
Standard Applicant	43	36	8
OTS Attendee	45	43	2
San Juan	31	28	2
Standard Applicant	15	13	2
OTS Attendee	16	15	-
Grand Total	1,221	923	95

*WEGAP numbers will start to appear as we launch those eligibility notices once we get the data this week, so data will appear in the next report. Where there are WEGAP applicants in the tables above and below, those represent special cases.

	Applied	Admitted	Confirmed
Standard Applicant	832	563	81
Snohomish	537	341	41
Whatcom	159	119	16
Skagit	78	54	14
Island	43	36	8
San Juan	15	13	2
OTS Attendee	386	360	14
Snohomish	213	195	4
Whatcom	110	106	8
Island	45	43	2
San Juan	16	15	-
Skagit	2	1	-
WEGAP*	3	-	-
Snohomish	2	-	-
Whatcom	1	-	-
Grand Total	1,221	923	95

Overview of Events and Visits

On-Campus Events/Visits (September 1 – December 12):

- Campus tours
 - 135 tours
 - 850 students
 - 2,198 total guests
- Group visits (individually scheduled)
 - 14 school & community groups visited (does not include three cancellations)
 - 355 guests (including chaperones)
- Large Premier Events: 4 (3 Fall Preview Day, 1 Local Seniors Day)
 - Fall Preview Days: 318 students, 688 total guests
 - Local Senior Day: 180 students, 10 local high schools (plus about 20 chaperones)
- Overall counts of students and guests who we hosted for campus visits
 - 1,683 students
 - 3,441 total guests

Off-campus (September 1 – December 12)

- Number of fairs—227
- Number of visits to High Schools—272
- Number of On-the-Spot Admissions Events
 - 33 complete by Dec 12 (including many in Skagit County in the first two weeks of December)
 - And more to come into January!

Transfer Outreach, Recruitment, and Admission

As an update on transfer recruitment and admissions, there are still a few months until we will reach the March 1 priority application date for transfer applicants, so it is still very early in the process for transfer applications for Fall 2026. However, we are deep in that work for Winter 2026 and Spring 2026, while launching new efforts to impact transfer enrollment.

One month ago, the Office of Admissions launched the first phase of our Automatic Transcript Evaluator, powered by **DegreeSight**. This tool is an important addition to our work and is anticipated to have a sizable impact on application numbers and ultimately enrollment. To date, over 70 individuals have accessed the tool by either uploading their transcripts or entering course data or test scores to receive a personalized evaluation of their transfer credits. Work continues on the final phase which integrates transfer coursework with our degree audit system to help students understand how their transfer coursework will apply toward degree completion.

The Office of Admissions is engaged in significant outreach to transfer candidates. We have participated in transfer fairs at various college campuses throughout the fall quarter, with a continued focus on strengthening relationships at Skagit Valley College and Whatcom Community College specifically. In addition to on-campus activities, Admissions continues to offer virtual info sessions, one-one-one advising appointments, and in-person information sessions and campus tours. We provide an outline of some key work.

Skagit Valley College

- Monthly on campus and in-person advising and general information sharing
- Attended state-wide transfer fair
- Hosted 30 WWU academic departments for in-person advising Majors Fair
- Met with TRIO students and advisors on SVC campus and WWU campus and connected students with academic departments for on-campus advising

Whatcom Community College

- Monthly on campus and in-person advising and general information sharing
- Rotating WWU academic departments join Admissions to provide in-person advising on monthly basis
- Attended state-wide transfer fair
- Transfer Admissions Advisor attended WCC advisor meeting to provide WWU updates on admissions processes, academic program offerings, and resources

Other activities

- Attended state-wide transfer fairs at locations throughout the state
- Monthly virtual transfer admissions information sessions
- Virtual one-on-one advising sessions are available daily

Student Aid

Financial Aid Disbursements for 2024-25

Financial aid disbursements for 2024-25 totaled \$154,359,646 to 9,941 students.

	2022-23	2023-24	2024-25
Number of Students Receiving Aid	9,850	9,797	9,941
Total Aid Disbursed	\$135,395,458	\$138,812,775	\$154,359,646

FAFSA Simplification expanded Pell Grants and Washington College Grant, contributing greatly to the increase in the amount of aid disbursed. Additionally, student employment wages increased due to higher city minimum wages and the WAWU collective bargaining agreement.

2024-25 Financial Aid Disbursements by Type

Aid Type	Amount	Percent of Total Aid
Grants	\$ 52,110,075	33.76%
Scholarships	\$ 33,360,373	21.61%
Employment	\$ 17,778,641	11.52%
Loans	\$ 50,766,328	32.89%
Miscellaneous	\$ 344,229	0.22%
TOTAL	\$ 154,359,646	100.00%

2024-25 Financial Aid Disbursements by Funding Source

Federal	\$ 63,505,227
State	\$ 29,662,191
Institutional	\$ 46,983,279
Private	\$ 14,208,949
TOTAL	\$ 154,359,646

Although some financial aid pays for expenses due and payable to Western on student accounts, a significant portion of financial aid is disbursed to students to pay other education-related expenses, such as housing and food expenses associated with living off campus, transportation, childcare, etc. Aid is disbursed to students in accordance with prescribed regulatory requirements, which include application of funds to specific charges on student accounts. After allowable expenses have been paid on student accounts, remaining aid is disbursed to students, which they use to pay for education-related expenses that are not due and payable to Western.

Orientation & Transition

In closing the Fall 2025 recruitment and admissions cycle and reviewing work for our prior year, we provide the tables below detailing attendance data and event offerings. Additional survey data from new students and parents/families is being compiled now for the department's annual report.

2025 Advising & Registration Sessions – Event Schedule & Attendance

2025 Attendance for Advising & Registration Sessions					
Winter 2025	Total	Spring 2025	Total	Summer 2025	Total
November 8	52	February 21	45	May 9	22
November 15	29	February 28	33	Summer 2025 Total	22
December 13	101	March 21	31		
January 6	22	March 31	11		
Winter 2025 Total	204	Spring 2025 Total	120		

Fall 2025	Total		Total		Total
July 22	196	August 4	205	August 14	206
July 23	181	August 5	217	August 18	213
July 24	181	August 6	213	August 19	95
July 28	154	August 7	179	August 20	151
July 29	216	August 11	222	September 22	67
July 30	196	August 12	185	Fall 2025 Total	3,451
July 31	159	August 13	215		
2025 Total All Sessions: 3,797					

2025 Orientation Packets – Assembled & Distributed to Confirmed Students

2025 Orientation Packets			
Winter 2025	Total	Spring 2025	Total
Transfers/Postbaccs	228	Transfers/Postbaccs	144
First Year/Running Start	64	First Year/Running Start	24
<i>FY/RS Family</i>	64	<i>FY/RS Family</i>	24
Winter 2025 Total	292	Spring 2025 Total	168
Summer 2025	Total	Fall 2025	Total
Transfers/Postbaccs	33	Transfers/Postbaccs	918
Summer 2025 Total	33	First Year/Running Start	2,884
		<i>FY/RS Family</i>	2,884
		ISSS Students	76
		Fall 2025 Total	3,878
2025 Orientation Packets			4,371
2025 TR/PB Packets			1,323
2025 FY/RS Packets			3,048
2025 FY/RS Packets with Family Info			2,972

2026 Advising & Registration Sessions – Event Schedule & Attendance

2026 Attendance for Advising & Registration Sessions							
Winter 2026		Spring 2026		Summer 2026		Fall 2026	
October 31	43	February 20	TBD	May 8	TBD	TBD	TBD
November 7	46	February 27	TBD	Summer 2026 Total	TBD	Fall 2026 Total	TBD
December 12	TBD	March 20	TBD				
January 5	TBD	March 30	TBD				
Winter 2026 Total	89	Spring 2026 Total	TBD				
2026 (Running) Total All Sessions: 89							

Veterans Services

Enrollment of Military-Connected Students

The total number of military-connected students at Western Washington University as reported to us by the VA is 695, 545 of whom are attending in this current quarter. Nearly 75% of the current quarter population are dependents of veterans. While our benefit-receiving population has continued to grow over the past year (507 total in Fall 2024), our dependent population has grown at a much faster rate. For current total population as

reported by the VA, see this link: [WESTERN WASHINGTON UNIVERSITY: GI Bill® Comparison Tool | Veterans Affairs](#)

Benefits-Receiving Population

Our dependent population has steadily increased over the last 6 years and now makes up the majority of the students we serve. Of our total population over the last year, 488 of 695 are dependents. Our student population has maintained a relatively even split between female and male representation.

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Dependents	267 (58%)	296 (62%)	298 (66%)	359 (71%)	358 (71%)	405 (74%)
Veterans	192 (42%)	179 (38%)	152 (34%)	150 (29%)	149 (29%)	140 (26%)
Total	459	475	450	509	507	545

Since 2020 we have been seeing a shift in our population with a decrease of 27% in our Veteran population and an increase of 52% in our dependent population, for a net gain of a 25% increase in our total VA benefit user population since 2020.

Percent Change—Veterans v. Dependents

	Veterans	Dependents
Fall 2020 to Fall 2021	-7%	11%
Fall 2021 to Fall 2022	-15%	1%
Fall 2022 to Fall 2023	-1%	20%
Fall 2023 to Fall 2024	-1%	0%
Fall 2024 to Fall 2025	-6%	13%
Veterans Change since 2020	-27%	
Dependents Change since 2020	52%	
Total Change since 2020	25%	

The tables below show the following demographic information of our benefits-receiving student population: Gender, Age, Represented status, and First gen status.

Gender Demographics

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Male	225 (49%)	234 (49%)	221 (49%)	261 (51%)	254 (51%)	254 (47%)
Female	234 (51%)	241 (51%)	229 (51%)	248 (49%)	253 (49%)	291 (53%)

Average Age of Dependents—2020-2025

Age	# of Dependents
18-24	307
25-39	17
40 and above	4

Average Age of Veterans—2020-2025

Age	# of Veterans
18-24	37
25-39	110
40 and above	13

Under Represented Students

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Under Rep	165 (36%)	169 (36%)	155 (34%)	174 (34%)	174 (34%)	201 (37%)
All Other	294 (64%)	306 (64%)	295 (66%)	335 (66%)	333 (66%)	344 (63%)

Change since 2020	
Under Rep	22%
Not Under Rep	17%
Total Change	39%

First-Generation College Student v. Non First Generation

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
First Gen	197 (43%)	182 (38%)	138 (31%)	142 (28%)	157 (31%)	173 (32%)
Non First Gen	250 (54%)	265 (56%)	290 (64%)	345 (68%)	332 (65%)	354 (65%)
Not Reported	12 (3%)	28 (6%)	22 (5%)	22 (4%)	18 (4%)	18 (3%)

Change since 2020	
First Gen	-12%
Non First Gen	42%
Total Change	29%

2024-2025 Total Tuition paid through VA Benefits per Benefit Type

As illustrated in the bar chart below, over the last year our total VA benefits user population brought in \$2,717,376.41 of tuition and fees payments. \$2,309,740.88 was from Chapter 33 and 31 benefit types, and \$407,635.53 was from CH35-4 and 1606 benefit types.

2024-2025 Tuition Inflows Per Benefit Type

Since 2020-2021, our total VA benefits user population has brought in \$13,088,070.93 of tuition and fees payments. The table below provides the dollar amount per year.

All Tuition Inflows

2020-21	2021-22	2022-23	2023-24	2024-25
\$2,555,061.78	\$2,550,772.13	\$2,507,363.29	\$2,757,497.32	\$2,717,376.41

Chapter 35 WA State Waiver

Total Tuition Waived

Over the last year, the VSO has handled \$1,732,628.73 in state tuition waiver awards for the dependents of 100% disabled or deceased veterans who are Washington residents. The table below details the dollar amount per quarter.

Quarter	Amount Waived
Fall 2024	\$558,627.78
Winter 2025	\$479,613.97
Spring 2025	\$540,783.70
Summer 2025	\$153,243.28
Total Waived	\$1,732,268.73

Since 2020 our office has handled \$6,456,076.83 in state tuition waiver awards for the dependents of 100% disabled or deceased veterans who are Washington residents. The table below details the dollar amount per year.

Academic Year	Amount Waived
2020-21	\$943,545.82
2021-22	\$1,083,262.48
2022-23	\$1,245,190.76
2023-24	\$1,451,809.04
2024-25	\$1,732,268.73
Total Waived	\$6,456,076.83

Work-Study Support

The U.S. Department of Veterans Affairs (VA) manages a program to hire and pay work study students that are placed in positions on college campuses and in other offices that provide services for veterans. We have a dedicated and hard-working cohort of those student employees throughout the year. While the application for these positions is managed through the VA, students wishing to work with our VSO on that VA funding submit resumes and petition for positions with us in a competitive process. We have adjusted our work study recruitment and selection process to better reflect the students we serve. At present, six of the eleven work study students are military dependents, and five identify as women.

Total Number of Workers, Hours Worked, and Output %

Quarter	Number of Workers	Hours Worked	Output %	Wages Earned
Fall 2024	11	1,364	44%	\$22,724.24
Winter 2025	10	949	36%	\$15,810.34
Spring 2025	10	1,002	38%	\$16,693.32
Summer 2025	3	271	48%	\$4,514.86
Fall 2025	10	948	33%	\$15,793.68
Total or Average	9 (Avg)	4,534	40% (Avg)	\$75,536.44

Student Affairs

Office of Student Life

Whole Food Pantry – Michael Sledge

New Food Security Fee & Expanded Capacity

Fall 2025 marks the first quarter of the student-approved Food Security Fee (\$4.50 per student, per quarter). This funding supports a full-time pantry coordinator who now oversees budgeting, purchasing, and inventory management of the WHOLE Food Pantry in the Viking Union.

As of early November, the pantry is experiencing over 2,000 weekly visits, a dramatic increase from approximately 600 weekly visits in 2024–25, reflecting significant demand and improved operational consistency.

Emergency SNAP Benefits Response

Following the federal interruption of SNAP benefits, the WWU Foundation raised over \$10,000 in one week through an emergency campaign. Basic Needs Hub staff proactively contacted SNAP recipients and distributed support, including priority pantry access and \$100 grocery gift cards to Trader Joe's.

Hunger & Homelessness Awareness Week

In alignment with the Governor's proclamation of Postsecondary Basic Needs Awareness Week (Nov. 16–22), Basic Needs and Western Success Scholars (WSS) hosted educational programming and awareness events. The Washington Student Achievement Council recognized WWU as "a frontrunner" for statewide leadership in organizing this work.

Western Success Scholars (Former Foster Youth & Homeless Students)

Persistent reductions in state support have created urgent challenges:

- Passport to Careers funding decreased 60% over two years (from \$5,000 per student in 2023–24 to \$2,000).
- The WSS student cohort has increased 240% over four years.
- These (approximately 200) students experience the highest rates of basic needs insecurity on campus.

WSS staff are leading statewide advocacy, including letter-writing campaigns to legislators and collaborations with the AS Legislative Affairs Council.

WSDA (Washington State Department of Agriculture) Resiliency Grant & CSA (community supported agriculture) Partnership

Through a partnership with Northwest Indian College, WWU is receiving 140 CSA boxes per week from Viva Farms and Boldly Grown during the 2025–26 academic year. WWU's portion of the boxes supports underfunded WSS participants and Native students affiliated with the Longhouse.

Student Health Center – Christine Hancock

Health Insurance Billing Implementation

Beginning Winter 2026, the Student Health Center (SHC) will begin billing health insurance for

medical services. The existing Health Services Fee will continue to fund campus-wide wellness, health promotion, counseling services, and subsidized visit costs, while insurance revenue will help delay future fee increases.

This shift aligns WWU with other Washington institutions and supports expanded capacity to meet student needs. Student survey data (2024–25) shows:

- 95% of SHC users indicated services contributed to their ability to continue their education.
- Students also reported inconsistent access to appointments, indicating capacity challenges.

Strategic Planning & Student Engagement

The SHC is actively developing a five-year strategic plan outlining how new revenues will support student success. This includes:

- Student focus groups
- A comprehensive communications strategy
- Campus-wide educational events on insurance literacy including billing and the open enrollment process
- Financial assistance for uninsured students or those with high-deductible plans

Viking Union and Lakewood – Greg McBride

Lakewood Recreation Operations

The 2025 outdoor recreation season (4/1-10/31) closed with significant growth:

- 10–15% overall increase in enrollment and usage
- 3,200+ unique student boat rentals, with over 3,000 free student rentals
- Students received 9,100 hours of therapeutic recreation at no cost
- Estimated student savings totaled over \$23,000
- 128 new sailors completed the 12-hour Sailing Basics program (105 students, 23 faculty/staff/alumni)

Lakewood also served as a major gathering site, hosting:

- 23 department retreats/trainings
- 14 corporate retreats
- 9 family events

Viking Union Operations

Fall quarter brought notable increases in campus engagement:

- 13% increase in supported events across campus
- 8% increase in events hosted specifically in VU spaces
- Student groups generated two-thirds of the 2,800 reservations processed

Major events included Geese (sold out at 900 attendees), the Munro Institute seminar, the Washington School-Based Health Alliance Conference, Family Weekend, Viking BOOnion, Queerientation, and Trans Day of Remembrance.

Multicultural Student Services & LGBTQ+ Western – Joe Hahn

Overall Trends

Student needs have increased significantly, while staffing reductions continue to strain capacity. Students are expressing heightened fear and uncertainty in response to the federal landscape.

La Plaza

- Successful Latine Heritage Month: 1,040+ participants across 11 events
- Grand opening of the new space drew 240 attendees
- Increased daily utilization of the new cultural space

Academic Units

As the federal research support landscape continues to evolve, WWU has continued to be active in research. No more grants were terminated fall quarter, but some federal programs providing long-term support for Western activities were cancelled or have been called into question, fewer new federal awards were received than usual, and some active grant competitions with WWU proposals were postponed or cancelled without issuing any awards. Overall, grant funding is down about 25% this year.

One example research highlight comes from Professor Jeanine Amacher's lab in Chemistry. This Fall, Jeanine was awarded a Henry Dreyfus Teacher-Scholar awards presented by the Camille and Henry Dreyfus Foundation. This was one of only eight such awards given nationally. Please see the [full story of Jeanine's award](#).

The colleges continued to work through the implementation of the reduction strategies that were identified last spring; the approaches were dominated by the closing of tenure track faculty lines vacated by retirement or resignations. The voluntary retirement incentive program was also rolled out this Fall, resulting in further reductions in tenure track lines for next academic year.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Vice President Joyce Lopes,
Business and Financial Affairs
DATE: December 12, 2025
PURPOSE: Information Item
SUBJECT: Business and Financial Affairs Division Report

Purpose of Submittal:

The Business and Financial Affairs (BFA) Division Report highlights key points for Fall Quarter 2025 and updates from BFA division leadership.

Student Development and Success Center Update

The 29,000-square-foot [Student Development and Success Center](#), will be located at the south entry point to main campus. It will house a new welcome center and bring together key student services in an easily accessible building to create a sense of belonging and improve recruitment, support services, retention, and persistence to degree.



Project schedule and milestones:

- Phase 1, Design: Summer of 2024 through Fall of 2025
 - Design to 60% - June to November 2025
- Phase 2, Construction: Fall 2025 through Summer 2027
 - Phased Permitting: June 2025 through October 2026 – first permit package submitted July 24, 2025
 - Construction Documents: November 2025 through April 2026
 - Construction: March 2026

- Substantial Completion: June 2027
- Occupancy and Move-in: June through September 2027

House of Healing Coast Salish Longhouse Construction Update

The [House of Healing](#) is currently under construction, with mechanical equipment, kitchen equipment and interior finishes being installed. The landscape plantings are complete. The carved cedar panels for the main entry doors are complete and awaiting installation in the spring. Substantial completion is delayed until early December, with occupancy and move-in adjusted to January 2026. The Opening Ceremony is planned for spring 2026.



Heating Conversion Project

The state has allocated \$51 million for this project in the 2025-2027 (\$41 million) and 2023-25 (\$10 million) capital budgets. The selection process for the progressive design-build team is complete, with GLY Construction, Inc. of Bellevue, WA, being the highest-scoring team. Approval of the contract with GLY Construction for the Validation Phase of the project is an action item at the December 2025 BOT meeting. The Validation Phase will allow the design-builder to match the scope with the budget. Work will commence immediately after execution of the contract. We are also considering bringing on an energy asset development firm to assist with a multi-year planning approach for this complex project.

Emergency Project Update – Miller Hall Heating Infrastructure Upgrade

The project has made significant progress within the past month. Key infrastructure on the south end is installed, and one of the largest milestones, the major reinforcement of the main concrete structure, Snakepit 6, is complete. The gas line crossing the south end has been installed. Next steps will include overcoming a key north end obstacle, the crossing of a World War 2 era utilidor. A temporary steam line was installed in October and has been providing heat to Miller Hall. The permanent line is scheduled to be operational by mid-December, and final completion is expected by January 2026. A portion of the project will require excavations into Sehome Arboretum. Coordination has been arranged with the City of Bellingham Parks, the Sehome Hill Arboretum Board of Governors, and the City of Bellingham Permit Center.



Gold Level Bicycle Friendly University

On November 13, 2025, Western was upgraded to the gold level of Bicycle Friendly University from The League of American Bicyclists. Western has been a Bicycle Friendly University since 2021 and must reapply every five years. The initial recognition Western received in 2021 was silver. Since 2021, Transportation Services and campus partners have worked to enhance Western's biking programs, including partnering with Bike Index to offer free nationwide bike registration, creating a cable lock swap program, and offering year-round bicycle education classes. Western is one of only 31 universities nationally to achieve the gold status, and one of only three universities in Washington state to be recognized, alongside the University of Washington (gold) and Gonzaga University (bronze).

Campus Housing Strategic Planning for 2025-2035

Following the Capital Development and Strategic Vision Plan for auxiliary services conducted by NAC Architecture, the President and Board of Trustees established the Campus Housing Strategic Planning Workgroup. The workgroup is co-chaired by Vice President Joyce Lopes and Vice Provost Sislana Ledbetter and charged with providing a 2025-2035 residential life and dining strategic scenario by March 2026. The workgroup, which began meeting in November, will provide an initial summary report that includes a plan to address a recommended housing scenario, financing and phasing strategies, responses to Board of Trustees' key questions, and opportunities for innovation and cross-campus integration.

Whatcom Transportation Authority (WTA) and WWU Contract Changes Effective Fall 2026

An email was sent to all students, faculty, and staff on December 1, 2025, with an update on the status of the Whatcom Transportation Authority's (WTA) plans to raise fares and the potential impact of that decision on the Western community, specifically our students. The full email is posted here: [WWU Statement on Potential Whatcom Transportation \(WTA\) Authority Rate Increases | Transportation Services | Western Washington University](#). The FAQ's are posted here: [WTA Bus | Transportation Services | Western Washington University](#).

On November 21, 2025, in a regular meeting with WTA, Western staff were informed that, like many public-sector agencies, WTA is facing a structural budget deficit that would necessitate cutting services or raising revenues, and that planning was underway to make changes that would increase fares starting in Fall 2026. WWU currently has a contract with WTA that runs through September 15, 2026. A WWU/WTA partnership discussion meeting is scheduled for Friday afternoon, December 12, 2025.

Human Resources Online Supervisor Training

This fiscal year, Human Resources is emphasizing training, especially providing essential tools and resources for supervisory staff. HR recently developed a series of training modules led by the Employee Labor Relations Team that focus on Collective Bargaining Agreement (CBA) administration. These training sessions are intended to equip supervisors of classified staff and student employees with resources on various topics, including Performance Management, CBA fundamentals, onboarding, student employment, and updates on the latest ratified contracts. For 2026-27, HR plans to expand these offerings and deliver high-quality training to further enhance professional development across campus.

UNIVERSITY ADVANCEMENT

REPORT FOR BOARD OF TRUSTEES

DECEMBER 2025

FROM THE VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

University Advancement concludes the fall quarter with meaningful progress across engagement, philanthropy, and institutional visibility, with our work fully aligned with President's Strategic Enrollment Growth Initiative. This season's activity highlights the important role that alumni and donor engagement, scholarship support, and coordinated communications play in strengthening Western's ability to attract and retain students.

Our fall events and outreach efforts reflected the deep sense of connection that unites the Western community and the growing desire for experiences that foster belonging and support student success. At the same time, our fundraising and stewardship work continued to advance scholarship accessibility and long-term philanthropic partnerships. These efforts position Western to meet increasing enrollment needs by expanding opportunity for students who aspire to be part of this community.

DEVELOPMENT UPDATE

FUNDRAISING PROGRESS:

\$8.1M toward goal of \$27.5M (29.45% of the way to goal)

NOTABLE GIFTS:

- The Estate of Betty Constant, 102, WWU Alum and lifelong Bellingham resident, provided a gift of \$1.25M to be used for scholarships at the President's discretion. This endowment will distribute \$50K annually.
- During the recent federal government shutdown, University Advancement worked quickly to support those who were affected. Our rapid-response fundraising for the WHOLE food pantry provided direct assistance to impacted students: nearly \$25,000 was raised from over 160 gifts.

ENGAGEMENT UPDATE

- The Fall Career Fair welcomed 766 students, an 18% increase in attendance from last year. The Winter Fair is scheduled for January 30.
- Fall events have engaged nearly 3,000 alumni, donors, students, and friends of the University, including 1,500 who attended Fall Family Weekend.

- The annual stewardship mailing – including 500 personalized endowment reports, over 600 student thank you letters and impact reports, and the President’s Report – was sent to endowment donors, annual scholarship donors, and members of the President’s Society, Old Main Society and 1893 Society. Three thousand packets were sent in total.
- A new WWU tradition – the holiday lighting of the Edens Hall Tree – will have its inaugural event on Wednesday, December 3.

UNIVERSITY COMMUNICATIONS & MARKETING UPDATE

WWU’s University Communications and Marketing team has delivered a strong run of wins in recent months, pairing creativity with strategic impact.

Achievement Highlights:

- This year’s CASE District VIII awards recognized standout achievements across WWU’s video production, storytelling, and web development, underscoring the team’s ability to execute work that moves both audiences and outcomes.
- The team also earned praise in features from TikTok Business and Gecko Engage, highlighting Western as a leader in student-focused digital engagement and 24/7 recruitment support.
- The University Communications and Marketing team also helped lead the launch of the Presidential Strategic Growth Initiative. Together, we developed communication plans, webpages, and messaging that support the Western Guaranteed Admission Program.

These achievements show a team delivering high-caliber creative work while advancing major institutional efforts, strengthening Western’s reputation, visibility, and connection with its communities.

SMALL BUSINESS DEVELOPMENT CENTER UPDATE

- We continue to provide individualized advising to business owners and aspiring entrepreneurs in Kitsap and Whatcom counties. In 2025 (as of November 19), we have advised more than 650 clients who collectively employ over 1,500 people. Our work this year has supported 40 new business starts, almost 250 newly created jobs, and \$8.5M in capital infusion into the local economy.
- Joyce Oswald retired as Kitsap SBDC Center Director effective November 30. She joined the SBDC in 2022 and assisted over 270 entrepreneurs through business advising. Joyce also delivered more than 50 training events, reaching over 1,000 attendees. Her work has created a strong foundation for continued service to the Kitsap business community.
- The WWU SBDC is navigating a catastrophic reduction in 2026 funding from the Washington SBDC (hosted by Washington State University). These cuts have reduced our capacity and prevented us from hiring a replacement Kitsap Center Director following Joyce Oswald’s retirement. We continue to seek additional funding sources so we may continue providing key services to the Whatcom and Kitsap business communities.

- The government shutdown had a significant impact on local entrepreneurs. Many clients had to halt large purchases or expansions because SBA loans were no longer being distributed. Our advisors fielded numerous questions about how to plan for and navigate the shutdown and continue to support clients in its aftermath.
- In early October, Joyce Oswald served as a judge for the Business Education Support & Training (BE\$T) pitch competition. Entrepreneurs from all over Kitsap County met at Kitsap Community Resources' office to share their business pitches. Joyce was joined by local leaders in the business community to judge the pitches and select the winners.

Western Washington University

Item Submitted to the Board of Trustees

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Jaqueline Hughes, Chief Diversity Officer & Executive Director
DATE: December 12, 2025
PURPOSE: Information Item
SUBJECT: Office of Equity Report

Purpose of Submittal:

This report is intended to give the Board of Trustees an overview of what the Office of Equity has done since the last report in October and what the office is hoping to accomplish and the direction the office is headed in the coming months.

Office of Equity Updates:

Belonging Series

In Winter 2023, the Office of Equity launched a series of workshops and conversations focused on belonging/community building and navigating difficult conversations. This was in response to the listening sessions and the 2022 climate survey. Feedback from both indicated that the majority of the community shared a common interest in increasing their sense of community, psychological safety, and belonging.

In the fall, we completed a series of workshops on Experiencing and Shaping Belonging. These sessions were open to students, faculty, and staff. The series will continue in the Winter quarter with two new levels offered for deeper learning. Level 1 (ongoing): Introduction to Belonging – why it matters, basic concepts, and awareness-building. Level 2 (new series): Belonging in Times of Change and Level 3 (new series): Building Belonging Through Action & Self-Management.

The online Canvas course on Belonging Level 1 will launch in January 2026. Separate workshops for faculty and students will be offered next year.

Feedback from session participants include:

“The group dynamic was a safe space to share observations and concerns. It was a great opportunity to work with colleagues and students from across the university to identify issues and grow in allyship.”

"I appreciate being able to talk openly with other people from campus that I would not normally see or chat with. I also enjoyed receiving the book as a reference to keep using it".

"Thank you all for the invitations to attend and for the time, the unexpected meal and generative conversations of our meeting yesterday. I am glad I attended and I'm heartened to see these intentions move us to reaching community health from such an important lens. I appreciate each of you and the intentions put forward to bring people together".

ADEI Advisory Council

The ADEI Advisory Council was established to improve the effectiveness and impact of our diversity, equity, and inclusion work by bringing together leaders and practitioners from across campus to help the alignment and coordination of efforts toward our institutional goals.

At the fall meeting, the council discussed current strategies for retention and belonging. The following questions were used to guide the conversation.

1. What specific strategies succeed or fail in retaining students in your unit, department, or through your job?
2. What is your sense of the effectiveness of pre-major advising (first and second year advising) and first year experience retention initiatives such as First Year interest Groups (FYE's), Viking Launch New Student Experience Seminars, First-Generation Navigational Seminars.
3. How can we scale up those tools or others for maximum impact and effectiveness?

A summary of the discussion indicates that peer mentoring programs, wrap-around services, and the training and use of Navigate 360 are some tools that are likely to improve retention. Other comments suggest that more resources are needed to support retention efforts.

Student Retention Workgroup

The Student Retention workgroup has met several times this quarter to review current retention strategies (e.g. pre-major advising, first year experience, etc.) and will make a recommendation to the President by the end of the fall quarter. A description of a retention approach that is integrative and frames retention as a partnership between the institution, faculty, and student will be included in the recommendation.

Individuals who are currently participating in this initial convening are: Professor of Spanish, Paqui Paredes Mendez; Associate Vice President for Academic Affairs, Jack Herring;

President's Chief of Staff Becca Kenna-Schenk; Vice Provost, Outreach and Continuing Education, Robert Squires; Vice Provost Student Affairs, Sislana Ledbetter; Dean, College of Business and Economics Deanna Kennedy; and Provost Academic Affairs, Brad Johnson.

Attachments: (NA)

18 Board of Trustees Remarks

19 DATES FOR NEXT REGULAR BOARD MEETING:

- **February 12-13, 2026 in Bellingham, WA**

20 ADJOURNMENT