

Western Washington University  
Board of Trustees  
Agenda  
August 23, 2019

**FRIDAY, August 23, 2019**

Location: OM 340

Time: 8:00 a.m.

1. **CALL TO ORDER**  
8:00 – 8:01
  
2. **PUBLIC COMMENT PERIOD**  
8:01 – 8:05
  
3. **APPROVAL OF MINUTES**  
8:05 – 8:10
  - a. Board of Trustees Meeting, June 13, 14, 2019
  - b. Board of Trustees Special Meeting, July 25, 2019
  
4. **INTRODUCTIONS AND RECOGNITIONS**  
8:10 – 8:20
  - a. Robert Squires, Vice Provost for Outreach and Continuing Education
  - b. Shelli Soto, Associate Vice President for Enrollment Management
  - c. Sislana Ledbetter, Executive Director for Counseling, Health, and Wellness
  
5. **BOARD CHAIR REPORT**  
8:20 – 8:30
  - a. Words from the Chair
  - b. Resolution No. 2019-03 Welcoming Student Trustee Hunter Stuehm
  
6. **UNIVERSITY PRESIDENT REPORT**  
8:30 – 8:40
  
7. **ASSOCIATED STUDENTS REPORT**  
8:40 – 8:45
  
8. **BOARD FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**  
8:45 – 8:50      Presentation: John M. Meyer, Committee Chair
  
9. **BOARD STUDENT SUCCESS COMMITTEE REPORT**  
8:50 – 8:55      Presentation: Mo West, Committee Chair

**DISCUSSION ITEMS**

10. **ENROLLMENT MANAGEMENT AND PLANNING: A PRIMER**  
8:55 – 9:15      Presentation: Melynda Huskey, Vice President for Enrollment and Student Services  
Shelli Soto, Associate Vice President for Enrollment Management  
  
9:15 – 9:30 Discussion

## 11. WATERFRONT UPDATE

9:30 – 9:40

Presentation: Donna Gibbs, Vice President for University Relations and Marketing

## BREAK – 10 MINUTES

## ACTION ITEMS

### 12. APPROVAL OF 2020 SUPPLEMENTAL OPERATING BUDGET REQUEST

9:50 – 10:00

Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs  
Becca Kenna-Schenk, Executive Director, Government Relations  
Ted Castro, Interim Director, Budget Office

10:00 – 10:05

Discussion

### 13. PUBLIC WORKS PROJECTS AND RELATED ITEMS

#### a. Construction Contract for Environmental Studies Classrooms and Labs, PW756

10:05 – 10:10

Presentation: Rick Benner, University Architect/Director, Facilities Development and Capital Budget

10:10 – 10:15

Discussion

#### b. New Residence Hall

##### b1. Resolution No. 2019-04 Delegating Authority for Competitive Sale of Bonds for Residence Hall Project and Housing System Renovations

##### b2. Construction Contract Amendment to Progressive Design-Build Contract and Total Project Budget Adjustment for New Residence Hall Project, PW746

10:15 – 10:35

Presentation: Melynda Huskey, Vice President for Enrollment and Student Services  
Brian Sullivan, Associate Vice President for Business and Financial Affairs  
Rick Benner, University Architect/Director, Facilities Development and Capital Budget

10:35 – 10:45

Discussion

### 14. CONSENT ITEMS

10:45 – 10:50

#### a. Approval of Summer Quarter Degrees

### 15. INFORMATION ITEMS

10:50 – 10:55

- a. Academic Reports
- b. Admissions and Enrollment Report
- c. University Advancement Report
- d. Capital Program Report
- e. University Relations and Marketing Report

16. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110  
10:55 – 11:25

17. DATE FOR NEXT REGULAR MEETING: October 10, 11, 2019

18. ADJOURNMENT

## **1. CALL TO ORDER**

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

**TO:** Members of the Board of Trustees

**FROM:** Sabah Randhawa, President

**DATE:** August 23, 2019

**SUBJECT:** **Public Comment Period**

**PURPOSE:** Information Item

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**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.

Persons wishing to comment will sign in between 7:45 – 7:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa

**DATE:** August 23, 2019

**SUBJECT:** **Approval of the Minutes**

**PURPOSE:** Action Items

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**Purpose of Submittal:**

Approval of the Board of Trustees Meeting Minutes.

**Proposed Motion:**

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

- Approval of the Minutes of the Board of Trustees Meeting, June 13 & 14, 2019
- Approval of the Minutes of the Special Board of Trustees Meeting, July 25, 2019

**Supporting Information:**

Minutes of June 13 & 14, 2019

Minutes of July 25, 2019

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

**1. CALL TO ORDER**

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

**Board of Trustees**

Earl Overstreet, Chair  
Chase Franklin, Vice Chair  
John Meyer, Secretary  
Citlaly Ramirez  
Faith Pettis  
Karen Lee  
Mo West  
Sue Sharpe

**Western Washington University**

Sabah Randhawa, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations and Marketing  
McNeel Jantzen, Faculty Senate President  
Millka Solomon, Associated Students President  
Paul Cocke, Director of University Communications  
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees  
Barbara Sandoval, Senior Executive Assistant to the President  
Rayne Rambo, Assistant Secretary to the Board of Trustees

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

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

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

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

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

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

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

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

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

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

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



**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, June 14, 2019**

**CALL TO ORDER**

Board Chair Earl Overstreet, called the Friday, April 5, 2019 meeting of the Board of Trustees of Western Washington University to order at 8:01 a.m. in the Old Main 340 Board Room in Bellingham, WA.

Earl Overstreet, Chair  
Chase Franklin, Vice Chair  
John Meyer, Secretary  
Citlaly Ramirez  
Faith Pettis  
Karen Lee  
Mo West  
Sue Sharpe

**Western Washington University**

Sabah Randhawa, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations and Marketing  
McNeel Jantzen, Faculty Senate President  
Paul Cocke, Director of University Communications  
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees  
Barbara Sandoval, Senior Executive Assistant to the President  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**3. APPROVAL OF MINUTES**

MOTION 06-01-2019      Trustee Ramirez moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- Board of Trustees Regular Meeting, April 4 & 5, 2019
- Board of Trustees Work Session April 4, 2019

The motion passed.

**5. PUBLIC COMMENT**

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. There were no requests for public comment.

**6. REGONITIONS**

Tom Moore, Director of the Western Washington Fellowship Office, gave a brief introduction of the scholarship and fellowship awards students had received this year, and introduced the student award winners.

**WWU Student Award Recipients**

<b>Fulbright</b>	<b>Hollings (NOAA)</b>	<b>Gilman</b>	<b>Udall</b>	<b>Goldwater First Ever for WWU</b>
<ul style="list-style-type: none"> <li>• Kayla Callanan</li> <li>• Iris Hubbard</li> <li>• Samara Almonte</li> <li>• Natasha Hessami</li> </ul>	<ul style="list-style-type: none"> <li>• Dexter Davis</li> <li>• Spencer Johnson</li> </ul>	<ul style="list-style-type: none"> <li>• Tori Wood</li> <li>• Alicia Prokopenko</li> <li>• Angelica Sanchez</li> <li>• Megan Sokol</li> <li>• Zoe Buchli</li> <li>• Jasmine Medina Perez</li> <li>• Rahwa Hailemariam</li> <li>• Alexa Arminen</li> <li>• Amelita Brown</li> </ul>	<ul style="list-style-type: none"> <li>• Risa Askerooth</li> </ul>	<ul style="list-style-type: none"> <li>• Darby Finnegan</li> </ul>

**7. BOARD CHAIR REPORT**

Board Chair Earl Overstreet provided the following report: “Last year at a reception for the Associated Students board and Trustees one of the AS officers asked me what qualifications the Trustees have to make decisions about Western. It was a great question! I explained how our diverse professional and community expertise fits well with our oversight, stewardship, and foresight responsibilities. I also explained that we take advantage of various opportunities to participate in conferences and seminars to improve our skills and learn new ones in order serve Western as effectively as we can.

This past April a contingent from Western, including a number of trustees attending the Association of Governing Boards (AGB) National Conference on Trusteeship. I would like Trustees Pettis, Sharpe, and West to share their takeaways from the National Conference.”

Trustee Pettis highlighted that she was grateful to attend the AGB National Conference and have the opportunity to interact with trustees from across the nation. She noted that she gained valuable knowledge attending a workshop on best practices for board members and decision making by boards. She noted that the workshop provided practical tips on thinking outside the narrow track that boards typically function within, what to listen for during board meetings, how

to make best make decisions and how to ensure sure the board is listening broadly to all viewpoints.

Trustee Sharpe reported that among her most important takeaways was a reminder that the issues Western faces with diversity, equity, and inclusion are a common theme across the nation at higher education institutions. She noted that as a trustee there is an opportunity to create changes for the greater good and emphasized the need to protect the University of tomorrow from the urgency of today. Another profound takeaway was the reminder that a trustee's role is to protect the students and the integrity of the University, and to introduce new modes of thinking into their oversight and foresight responsibilities. She concluded her report with a quote from the Michael Abrams, Vice President of Innovations at Walt Disney Company, who was a key note speaker at the conference: "Your experience and expertise is your biggest barrier to creativity".

Trustee West reported that she attended sessions addressing student wellbeing, food insecurity, homelessness, and mental health. She said that the purpose of the session was to gain clarity about the legal and ethical responsibility of institutions serving students under these circumstances, which prompted illuminating conversations with other institutions' trustees and regents on their best practices and strategies.

Trustee Overstreet continued, "The Institute for Board Leaders and Chief Executives of Public Universities and Systems was held in conjunction with the National Conference on Trusteeship. I attended the Institute with Sabah. We were one of seven teams representing universities and university systems from all over the United States. We learned from lectures, networking, and team activities. We had time to reflect on the challenges and opportunities identified through the Western Strategic Planning process and how we could improve our teamwork in support of Western's mission.

One of my action items from the Institute was related to Board assessments. We have done assessments in the past, but not as regularly as our Presidential assessments. I am looking forward to our September Work Session which will include a Board assessment, discussion about higher education trends and challenges, and President Randhawa's review. The session will even include homework. We passed out copies of "A Very Human Future" as summer reading material for the trustees.

I've saved the best part of my report for the end, and that's recognizing the service of Trustee Citlaly Ramirez as she finishes her term on the Board. The academic year goes very fast. Just as we get to know the student trustee and integrate their unique skills and perspective into the Board, they move on to another chapter in their lives. When she joined the Board last August, I noticed Citlaly's poise, confidence, and preparedness. Over the course of the year I was further impressed by her thoughtful questions, and the many-sided perspective she brought to our discussions.

Western's student trustees are always a tremendous asset to the Board, and deepen our understanding of the institution, its mission, and what it's like to be here as a student today. Citlaly was particularly skilled in identifying and communicating these things, and we are grateful for her service. And, since you aren't graduating yet, we hope to see you on campus this fall before you graduate and head off to what we are sure is very bright future." Chair Overstreet asked Trustee West to read the resolution and make the motion.

**RESOLUTION NO. 2019-02**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**RECOGNIZING THE SERVICE OF BOARD MEMBER**

***CITLALY RAMIREZ***

**WHEREAS, CITLALY RAMIREZ** of SeaTac, Washington has served as a member of the Western Washington University Board of Trustees from July 1, 2018 – June 30, 2019; and

**WHEREAS, CITLALY RAMIREZ** has the distinction of being the twenty-first student appointed by the Governor to the Board of Trustees of Western Washington University; and

**WHEREAS, CITLALY RAMIREZ** brought to her appointment as a trustee dedication to her community through participation with organizations such as Ready to Rise, and the Newman Center; and as an ambassador for the Washington State Opportunity Scholarship; and

**WHEREAS, CITLALY RAMIREZ** has contributed her time, commitment and valuable insight to the governance of University at considerable personal sacrifice, while pursuing a degree in Management Information Systems with minors in Marketing and Theater; and

**WHEREAS, CITLALY RAMIREZ** contributed to the increased stature and the future potential of Western Washington University through her engagement in numerous policy discussions and decisions affecting the University; and

**WHEREAS, CITLALY RAMIREZ** has served with intelligence, wisdom, compassion and concern for the best interests of the entire Western community, and has been an articulate and thoughtful advocate for shared governance and communication between the Board of Trustees and the student body; and

**NOW, THEREFORE BE IT RESOLVED**, by the Board of Trustees of Western Washington University that **CITLALY RAMIREZ** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on June 14, 2019.

MOTION 06-02-2019

Trustee West moved that the Board of Trustees approve Resolution 2019-02 Recognizing the Service of Board Member Citlaly Ramirez.

The motion passed.

The trustee unanimously thanked Trustee Ramirez for her service and wished her well on her future endeavors.

## **8. UNIVERSITY PRESIDENT REPORT**

President Randhawa thanked Trustee Ramirez for her service as a trustee and her insights over the past year. He also thanked McNeel Jantzen, Faculty Senate President, and Millka Solomon, Associated Students (AS) President for their service over the past year and the opportunity to work with them in their leadership roles.

President Randhawa expressed his thoughts on the close of the academic year and how it inspired him to share a story of human resilience and the message it holds for us today. Noémi Ban was a long time resident of Bellingham who passed away earlier this month at the age of 96. Noémi was a holocaust survivor, she and her family were sent to the Auschwitz concentration camp where she lost family members, but survived. He said that she and her husband immigrated to the United States from Hungary in the 1950's. Over the past twenty-five years, Ban became an educator about the horrors of the Holocaust so we can all learn from history and promoted a message of hope and tolerance. He noted that she earned several Honorary Doctorate degrees including one from Western. Randhawa expressed his appreciation for the time that he and Uzma were able to spend getting to know her and learn from her experiences. He added that he regarded her as a community elder, someone so full of wisdom and compassion no matter when or where you met her. He emphasized that given Ban's dreadful experience during the Holocaust, it could have been easy for her to become bitter and vindictive about humanity, but rather Ban embraced life, love, compassion and understanding. Randhawa reflected that these traits are in short supply these days, whether in our local dialogues or at the national level. He closed by highlighting that Noémi Ban's life is a wonderful reminder to all of us that it does not have to be that way.

## **9. FACULTY SENATE REPORT**

McNeel Jantzen, Faculty Senate President expressed appreciation for the collaborative work of the past year in her role as Faculty Senate President. She noted that the faculty, employees of the state of Washington, are truly at the heart of Western and without them it would be lifeless without, mind, body and soul. She stated that in the Faculty Senate Handbook, Section 11.b.1, it is the policy of Western Washington University that there shall be meaningful participation by the faculty through the Faculty Senate or other recognized faculty bodies in matters relating to university academics, budget, planning and policy at all levels of internal university governance. This is consistent with the university policy of open participation in governance. The Faculty Senate is empowered to speak and act for the faculty with responsibility in areas of curriculum, academic programs, scholarly activities, the education of students, the mission of the university, and institutional and administrative effectiveness. McNeel noted that the Faculty Senate is comprised of the senate, ten senate standing and ad hoc sub-committees, nine college governance committees, and nine college curriculum committees. She thanked the hundreds of dedicated faculty members for their countless hours of service on those committee and in their departments. She added that the Faculty Senate continued to uphold the tenets of faculty governance including shared governance between the administration and faculty of Western. She added that these efforts brought about positive change to leadership and ensured fair and equitable representation of and leadership by, faculty committees.

McNeel reported that in the past academic year the linguistics program transitioned to become a new, independent academic department; that a new academic minor in Holocaust and

Genocide Studies was created; and that a college governance council for the graduate school was created as well. She emphasized that at the root of this tremendous academic growth are the dedicated and tenacious faculty of Western. She said Western must continue to support the faculty so that they continue to endeavor, to think about, develop, create, expand, grow and nurture invaluable opportunities for Western students.

McNeel stated that the university, the union, and the Faculty Senate agree that academic freedom is essential to the mission of the University and that providing an environment of free and honest inquiry is essential to its functioning. Academic freedom as defined by the Collective Bargaining Agreement between UFWW and the University is the freedom to discuss all relevant matters in the classroom, explore all avenues of scholarship, research and creative expression and to speak or write as a public citizen without institutional discipline or restraint on matters of public concern as well as on issues related to professional duties and the functioning of the University. She added that all efforts should be made to be accurate and to show respect for the opinions of others and to make clear that individuals do not speak on behalf of the institution unless specifically designated to do so. She concluded that academic responsibility implies the faithful performance of academic duties and obligation and recognition of the demands of the scholarly enterprise.

## **10. ASSOCIATED STUDENTS REPORT**

Millka Solomon, Associated Students President, thanked everyone for a successful year. She reported that in the fall of 2019 the Associated Students (AS) Constitution was updated to reflect the addition of the new AS Student Senate led by Senate Pro-Tempore, Levi Eckman, who was also in attendance. Solomon noted that changes have been made to the Executive Board in regards to restructuring (e.g., the Senate Pro-Tempore now replaces the AS VP for Academic Affairs position). She added the Multicultural Center has had its soft opening and that it will be in full use at the beginning of the 2019-2020 academic year.

Eckman provided the board with an update on the accomplishments of the newly formed Student Senate. He noted that the Student Senate held its first election of student senators which included sixty students running for positions in nine colleges, and that it passed four resolutions intended to help improve the quality of life for students at Western. Eckman reported that students sat on over forty-five campus committees, including with voting privileges on college curriculum committees. He noted that a new Senate Pro-Tempore has been elected for the upcoming academic year for the first full year of the student senate.

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

Trustee John M. Meyer, Committee Chair, reported that the Finance, Audit and Enterprise Risk Management (FARM) Committee discussed guidelines for institutional reserves that will be presented as a discussion item later in the meeting. He also reported the Minority and Women's Business Enterprises Inclusion Plan is being finalized and will be ready for full board presentation at an upcoming regular meeting. Trustee Meyer noted there was also a presentation on the draft University Compliance program that included an implementation timeline which will be presented to the board at an upcoming regular meeting. He said the Clery

final report will be available in the near future for board review and that progress had been made with the management recommendations. He said that the committee was provided an update on a future bond authorization that will allow for expansion of student housing that will be presented at the August meeting of the Board of Trustees. He concluded his report by noting that the FARM Committee will be conducting a self-assessment to evaluate performance at the sub-committee level.

## **12. STUDENT SUCCESS COMMITTEE REPORT**

Trustee Mo West, Committee Chair, reported that the Student Success Committee was provided a presentation from the Counseling, Health and Wellness Services group on the wellness programs currently in place and how Western is responding to mental health concerns that are on the rise. She also noted that Western will be welcoming a new Executive Director for Counseling, Health and Wellness in July. Trustee West added that there are many opportunities for students who are seeking support within the Counseling, Health and Wellness Center. She reiterated that the trustees are very supportive of the work that is conducted to support the mental health of Western students, and see this as an essential component of achieving the student success goals laid out in the strategic plan.

Trustee Overstreet announced a ten minute break at 10:31 am and the board reconvened at 10:41 am.

## **13. LEGISLATIVE SESSION AND CAPITAL BUDGET REQUEST**

Becca Kenna Schenk, Executive Director of Government Relations provided an overview of the recently concluded Legislative Session, and noted that it could be summarized as simply “historic” for higher education, particularly through H.B. 2158. She noted that H.B. 2158, sponsored by Representative Drew Hansen and co-sponsored by outgoing speaker of the House, Frank Chopp, raises a significant amount of new revenue and creates a new dedicated fund for state expenditures in higher education that includes a budget of over billion dollars over the course of the next four years. She said that the idea was to create recession proof funding for higher education and it will fully fund the state need grant which is now known as Washington College Grant. Kenna-Schenk thanked the trustees for their involvement in advocating for higher education during this past legislative session.

Regarding the Capital Budget appropriation for Western, Richard Van Den Hul, Vice President for Business and Financial Affairs reported the funding for the Interdisciplinary Science building was approved along with the predesign and partial design funding for the Electrical Engineering/Computer Science Building. He noted that remaining funding was appropriated for upgrades, preservation, modernizing and maintain current facilities and infrastructure throughout campus.

#### **14. WATERFRONT UPDATE**

Donna Gibbs, Vice President for University Relations and Marketing provided an update on the collaborative efforts with the Port of Bellingham with regard to redevelopment of the Waterfront. At this stage the vision for the project is a Public/Private Partnership model that will ideally provide a mix of private sector industries and developers, public agencies, and multi-institutional higher education presence, as well as residential, retail, and recreational spaces in other parts of the development. She noted the goal is to have a set of facilities that will expand employer base, provide opportunities for applied learning, integrated research at the graduate and undergraduate level, and create desirable jobs for graduates that stay in the area. She noted that Brad Johnson, Dean, College of Science and Engineering has introduced Port of Bellingham personnel to the senior leadership of a Seattle based naval architecture and marine engineering services firm which may facilitate opportunities in collaborative research and internships for undergraduates, and potentially create post-graduate employment opportunities from Western's electrical engineering program. She added that the company has shown interest in the possibility of locating a fabrication facility on the Bellingham waterfront, further expanding employment potential. She reported the Port of Bellingham leadership has had initial meetings with the company executive leadership and Dean Johnson to explore these possibilities.

Gibbs explained that a Waterfront Working Group, composed of several representatives from the Port and Provost Carbajal, Dean Johnson and herself representing Western, is drafting framework that includes a vision statement, guiding principles, and initial strategies. She added that next steps will be to develop a detailed narrative that will replace the development plan that the university shared in June 2018. She concluded that working group is planning to present the new framework to the Board of Trustees and the Port of Bellingham Commissioners in August.

#### **15. GUIDELINES ON INSTITUTIONAL RESERVES**

Linda Teater, Director, Budget Office, provided the board with a historical review of the relationship between Western's Institutional Reserves and Contingency Funds and the rationale supporting the recommended reserve guidelines. She noted that reserves are held to mitigate risks due to items such as recessions, downturns in enrollment, or major unplanned issues. She explained that unplanned situations may include cost overruns on capital projects, emergent needs without a timely revenue source, or a natural disaster. She reported that it has been Western's practice to hold one-time reserves sufficient to fully cover Western's operating expenses (including payroll, utilities, and other services) for one quarter.

Richard Van Den Hul, Vice President for Business and Financial Affairs, led a discussion on what is an appropriate reserve level for Western from the perspective of the Board of Trustees including how best to balance security against short-term emergency with progress toward long-term strategic goals. He suggested that maintaining the un-expendable (recurring) reserves between 10% and an amount equivalent to one quarter's worth of tuition. This would be calculated on the current year's state/tuition funded budget and will be calculated each year after the approval of the annual operating budget, the issuance of the audited financial statements and included in the regular financial reports to the Board of Trustees. He also noted the the expendable reserves will be maintained on two levels – committee and uncommitted. He said that the expendable (one-time) reserves are intended to provide a source of funding for



situations such as significant non-recurring expenses, asset renewal and replacement, and investment for start-up strategic initiatives that will build long-term financial capacity. It was determined that the President will notify the Board of Trustees when planning to use reserves in excess of the current amount designated as Expendable Reserves. He said that this information will be provided to the Finance, Audit and Enterprise Risk Management (FARM) Committee that will include an explanation of progress to restore the Un-expendable Reserves to the target minimum amount, if required.

## **16. 2019-2020 OPERATING BUDGET AND RELATED MATTERS**

Brent Carbajal, Provost/Vice President for Academic Affairs and Richard Van Den Hul, Vice President for Business and Financial Affairs, provided the board with an overview of the 2019-2020 Operating Budget Framework, and requested their approval of the 2019-2020 Academic Year Tuition Fees. He noted that the tuition fees in the budget include both the tuition operating fee and the capital building fee for each category of student. Carbajal additionally requested that the board approve the recommended mandatory fee increases and revenue distributions of the Service & Activities Fee for academic year 2019-2020 and summer 2019.

### **MOTION 06-02-2019**

Trustee Franklin moved that the Board of Trustees of Western Washington University, upon the recommendation of the President and various constituent review committees, approve the 2019-2020 annual tuition operating fee and capital building fee rates for state-funded students be raised as follows:

- Resident undergraduate students be raised by 2.4%; and
- 2019-2020 annual tuition operating fee and capital building fee rates for non-resident undergraduate students be raised by 5.0%; and
- 2019-2020 annual tuition operating fee and capital building fee rates for resident and non-resident graduate, resident and non-resident MBA, and the resident and non-resident Speech Pathology program be raised by 4.5%; and
- 2019-2020 annual tuition operating fee and capital building fee rates for resident and non-resident Clinical Doctorate of Audiology program be lowered by 17.2% and 20.3% respectively.

*FURTHER MOVED*, that the 2019-2020 mandatory student fee levels and distribution for the S&A Fee be approved as proposed in the attached documents for the following fees:

- Services & Activities Fee (*Proposed increase \$7.38 per quarter; 4.0% on the portion of the fee not pledged to bonds per RCW 28B.15.069*)
- Student Recreation Fee (*Proposed increase \$4.21 per quarter; 4.0%*)
- Student Health Services Fee (*Proposed increase \$4.00 per quarter; 3.5%*)
- Student Technology Fee (*No increase*)
- Non-Academic Building Fee (*Proposed increase \$2.00 per quarter; 4.4%*)
- Sustainable Action Fee (*No increase*)
- Student Transportation Fee (*Proposed increase \$1.25 per quarter; 4.8%*)
- Legislative Action Fee (*No increase*)
- Multicultural Services Fee (*No increase*)

*FURTHER MOVED*, that the 2019-2020 Self-Sustaining Academic Year Tuition Rates be raised to the following rates:

- Undergraduate Course/Workshop \$265 per credit; and
- Graduate Course/Workshop \$338 per credit; and
- Undergraduate Degree Program Courses \$307 per credit; and
- Graduate Degree Program Courses \$366 per credit; and
- Weekend MBA \$757 per credit; and
- Global Pathway Undergraduate Program \$7630 per quarter; and
- Global Pathway MBA Program tuition \$9,800 per quarter

The motion passed.

Richard Van Den Hul, Vice President for Business and Financial Affairs reported that based on the conference committee budget passed by the Legislature on April 27, 2019 and signed by the Governor on May 21, 2019. He requested that the Board approve the 2019-2020 annual state operating budget.

MOTION 06-03-2019

Trustee Lee moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2019-2020 annual state operating budget of \$190,289,004 consisting of State Appropriations in the amount of \$90,534,000; WWU net tuition operating fee revenue of \$92,354,362; administrative services assessment revenue of \$4,995,217; and one-time funds of \$2,405,425.

*FURTHER MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2019-2020 intercollegiate athletics operating budget of \$6,419,544 consisting of tuition and fees in the amount of \$3,591,135 and self-sustaining and other revenues of \$2,828,409, and with the intention to fund the operating deficit for

intercollegiate athletics, as defined by Substitute Senate Bill 6493, by continued use of tuition and fee revenues as it has in the past.

The motion passed.

## 17. PUBLIC WORKS PROJECTS

Richard Van Den Hul, Vice President for Business and Financial Affairs, requested the approval of the following public works projects:

MOTION 06-04-2019                      Trustee Sharpe moved that the Board of Trustees of Western Washington University, upon recommendation of the President, award a contract to HB Hansen Lynden, WA, for the amount of \$1,849,000 (base bid, plus alternate #2) for the construction contract to construct the Birnum Wood Roof Replacement Phase 2.

The motion passed.

MOTION 06-05-2019                      Trustee Pettis moved, that the Board of Trustees of Western Washington University, upon recommendation of the President, award a contract to Regency Northwest, Bellevue, WA, for the amount of \$546,900 (base bid) for the construction contract to construct the lag upgrades at Biology.

The motion passed.

MOTION 06-06-2019                      Trustee Meyer moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve a change order for the demolition of Highland Hall and build the new displacement parking area in the south field of SMATE, to the contract with Lydig Construction, Spokane, WA for the amount of \$1,742,000 (and associated sales tax), bringing the contract to a total of \$3,812,000 (excluding sales tax)

The motion passed.

MOTION 06-07-2019                      Trustee Ramirez moved that the Board of Trustees of Western Washington University, upon the recommendation

of the President, approve a revised total project budget of \$22,377,462 for the Multicultural Center Project.

The motion passed.

## 18. CONSENT ITEMS

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

MOTION 06-08-2019

Trustee West moved, that the Board of Trustees, upon the 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 Spring Quarter 2019, effective June 15, 2019.

The motion passed.

## 19. INFORMATION ITEMS

### a. Academic Reports

Provost Carbajal provided a written report with an update on the status of the tenure-track faculty searches undertaken during the 2018-19 academic year and followed by spreadsheets showing the status of the TT faculty searches per college and other interesting information about Western's new faculty members

### b. Annual & Quarterly Grant Report

Provost Carbajal provided a written report with information from the Office of Research and Sponsored Programs concerning the quarterly and current grant awards at Western

### c. Admissions and Enrollment Report

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

### d. University Advancement Report

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

### e. Capital Program Report

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

### f. University Relations and Marketing Report

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

**17. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REALESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110**

Executive session was not held.

**18. DATES FOR NEXT REGULAR MEETING**

August 22 & 23, 2019

**19. ADJOURNMENT**

The meeting adjourned at 12:27 p.m.

**Western Washington University  
Board of Trustees  
Special Meeting Minutes  
Thursday, July 25, 2019**

**1. CALL TO ORDER**

Board Chair Earl Overstreet, called the special meeting of the Board of Trustees of Western Washington University to order at 3:01 p.m. The trustees joined the meeting via Zoom and Western staff joined in the Old Main 340 Board Room in Bellingham, WA.

**Board of Trustees – via Zoom Call**

Earl Overstreet, Chair  
Chase Franklin, Vice Chair  
John Meyer, Secretary  
Faith Pettis  
Mo West  
Sue Sharpe

**Western Washington University – in Old Main 340 Board Room**

Richard Van Den Hul, Vice President for Business and Financial Affairs/Acting President  
Paul Mueller, Director, Risk, Compliance, and Policy Services  
Melissa Nelson, Assistant Attorney General  
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

Suzanne LiaBraaten, Assistant Attorney General, Tort Law Attorney

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

At 3:01 a.m. Chair Overstreet announced that the Board would convene in Executive Session for approximately 30 minutes to discuss a real estate matter a legal matter as authorized in RCW 42.30.110 (1)(i).

The board returned to open session at 3:51 p.m.

MOTION 07-01-2019

Trustee Meyer moved that the Board of Trustees of Western Washington University, hereby authorizes President Randhawa and/or his designee to consider and authorize favorable settlement terms on behalf of the University and the Board of Trustees in a pending legal matter.

The motion was voted on by roll call.

Trustee Franklin – Yes

Trustee Meyer – Yes

Trustee Pettis- Yes

Trustee Sharpe – Yes

Trustee West – Yes

Trustee Overstreet – Yes

The motion passed.

### **3. ADJOURNMENT**

The meeting adjourned at 3:55 p.m.

# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

**TO:** Members of the Board of Trustees  
**FROM:** Sabah Randhawa, President  
**DATE:** August 23, 2019  
**SUBJECT:** Introductions and Recognitions  
**PURPOSE:** Information Item

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Vice President and Provost for Academic Affairs and Vice President for Enrollment and Student Services will introduce the following people who are beginning their service with the University.

- Robert Squires, Vice Provost for Outreach and Continuing Education
- Shelli Soto, Associate Vice President for Enrollment Management
- Sislana Ledbetter, Executive Director for Counseling Health and Wellness

## **Robert Squires, Vice Provost for Outreach and Continuing Education**

Robert Squires is Vice Provost of Outreach and Continuing Education (OCE), leading the team that extends Western's diverse educational opportunities throughout the state and beyond. In collaboration with the Provost's office, campus-based partners, community colleges, and partners in the business community, OCE provides non-credit, online, international, and location-based programming that allow diverse individuals access to high-quality education. Robert joins Western from the University of Montana, where he received his doctorate in Curriculum and Instruction. His research has been focused on providing learning opportunities that serve the needs of diverse individuals as well as supporting faculty in the design and development of rewarding online and web-enhanced programs. Prior to his senior role in the School of Extended and Lifelong Learning and serving as Director of UOnline, Robert served as Director of Instructional Design and Assistant Director for the English Language Institute at the University of Montana. Robert holds Masters degrees in English Literature and Teaching English as a Second Language from the University of Aberdeen and University of Edinburgh, respectively.

## **Shelli Soto, Associate Vice President for Enrollment Management**

Shelli Soto began her career in higher education administration at the University of Texas School of Law in 1994 after completing her B.A. in economics at the University of Texas at Austin and a J.D. at the University of Texas School of Law. With her early work in admissions and recruitment, she became a leader among law school admissions professionals. She became known for innovative recruitment work and then naturally expanded her interests and work into retention, student services, and enrollment management issues more broadly.



Over the course of more than 20 years, she has held a number of leadership positions and been granted ever-increasing responsibilities. She worked on enrollment management issues as Assistant Vice Provost at Arizona State University and served as Executive Associate Dean of Students and Chief of Staff at ASU Sandra Day O'Connor College of Law, as well as Interim Dean. While at ASU, she worked with stakeholders across the university to evaluate and advance graduate enrollment, recruitment, and admissions efforts and processes. In that role, she also worked with committees and leadership, setting policy and designing strategy for undergraduate enrollment, admissions, recruitment, and financial aid and scholarship. She has experience leading in enrollment services, admissions, financial aid and scholarships, retention, marketing, recruitment, student life, advising, transfer student enrollment, career services, alumni relations, events, new student orientation, and centers and programs.

She has been a leader at one of the most entrepreneurial and innovative institutions in the country. At a highly selective institution, she engaged in transformative work to ensure the enrollment of diverse classes during the anti-affirmative action movement of the 90's. She used that energy and innovation on diversity efforts to direct ground-breaking pipeline programs for one of the premier Hispanic Serving Institutions in the country.

Shelli has been honored many times for her work. ASU's Disability Resource Center awarded her the Intergroup Relations Service Award for work with students who are differently abled, and the State Bar of Arizona Committee on Minorities and Women in the Law named her as their 2009 honoree for outstanding achievement in advancing equal opportunity. ASU's Indian Legal Program honored her in a blanket ceremony in 2015, and in 2001, the Texas Senate personally recognized her work in Resolution 231.

### **Sislena Ledbetter, Executive Director for Counseling, Health, and Wellness**

Sislena Grocer Ledbetter, Ph.D. is a social psychologist, researcher, lecturer, author and life coach. She received a Bachelor's degree in psychology from North Carolina Central University, - Magna Cum Laude. She earned with honors, her Master's and Doctoral degrees in psychology from Howard University. Her post-graduate studies include educational leadership training at Georgetown University Graduate School of Professional Studies and Harvard University Graduate School of Education. She has received several fellowships and internships including Intern during the Clinton administration.

Dr. Ledbetter has held higher education leadership roles including Director of Counseling and Student Development and Associate Vice President of Student Development where within four years, she wrote and attracted more than 5 million dollars in grant funds for behavioral health. She is currently teaching in the Psychology Programs at the University of the District of Columbia and George Washington University in Washington DC. Dr. Ledbetter has written and attracted millions of dollars in behavioral health grants to build peer-led programs addressing HIV AIDS, substance abuse, suicide prevention, and domestic violence. Her research interests include exploring wellness, power, and politics for women of color in leadership roles in the workplace, exploring factors that enhance healthy intimate relationships in the Black community. She is the host of the DC Cable Television program "A Healthy Mind," where she interviews guest on topics related to mental health.

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

**TO:** Members of the Board of Trustees  
**FROM:** Earl Overstreet, Chair, Board of Trustees  
**DATE:** August 23, 2019  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

- Resolution 2019-03 Welcoming Trustee Hunter Stuehm



**RESOLUTION NO. 2019-03**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY**

**WELCOMING TRUSTEE**

***Hunter Stuehm***

**WHEREEAS**, on July 1, 2019, Governor Jay Inslee appointed **HUNTER STUEHM** of Vancouver, Washington to serve a one-year term ending on June 30, 2020 on the Western Washington University Board of Trustees; and

**WHEREAS, HUNTER STUEHM** is pursuing a Doctorate in Audiology at Western Washington University, having graduated from Western Washington University in June 2019 with a Bachelor of Arts degree in Communications Sciences and Disorders with a minor in Linguistics; and

**WHEREAS, HUNTER STUEHM** brings to his appointment as a trustee dedication to the campus community, serving as a resident adviser from 2017-2019, and as a member of the Campus Public Safety Advisory Council, RA Advisory Council, University Housing Representation and Advocacy Committee; and

**WHEREAS, HUNTER STUEHM** was nominated by an Associated Students committee to serve as a student member of the Western Washington University's Board of Trustees; and

**WHEREAS, HUNTER STUEHM** has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

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

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on August 23, 2019.

ATTEST:

A handwritten signature in black ink that reads "Earl W. Overstreet II".

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Earl W. Overstreet II, Chair

A handwritten signature in black ink that reads "John M. Meyer".

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John M. Meyer, Secretary

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

**TO:** Members of the Board of Trustees

**FROM:** Sabah Randhawa, President

**DATE:** August 23, 2019

**SUBJECT:** **University President's Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**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:** August 23, 2019

**SUBJECT:** **Associated Students**

**PURPOSE:** Associated Students Report

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**Purpose of Submittal:**

AS President Noelani Defiesta will brief the Board of Trustees on recent activities of the Associated Students.

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

**TO:** Members of the Board of Trustees

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

**DATE:** August 23, 2019

**SUBJECT:** **Board FARM Committee Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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, Chair, Board Student Success Committee  
**DATE:** August 23, 2019  
**SUBJECT:** **Board Student Success Committee Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair West will report to members of the Board of Trustees and the university president and his staff topics related to the Student Success 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 Melynda Huskey, VP for Enrollment and Student Services

**DATE:** **August 23, 2019**

**SUBJECT:** **Enrollment Management & Planning: A Primer**

**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

To provide a general overview of and context for enrollment management and planning as the Division of Enrollment and Student Services begins work on a new enrollment plan for Western.

**Supporting materials:**

PowerPoint Presentation Slides



# Enrollment Management

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# Why Create a Strategic Enrollment Management Plan

- To integrate enrollment efforts with the university's **strategic plan and academic vision**
- To ensure that
  - We are working toward **clearly established goals**
  - Efforts are based on **thoughtful analysis of data**
  - Enrollment efforts connect to **institutional identity**
  - We can **adapt** with changing times
- To define **choices and priorities**
- To provide **structure** as academic programs and degree offerings adapt and change

# Evolution of Enrollment Management



# Goals for Western EM

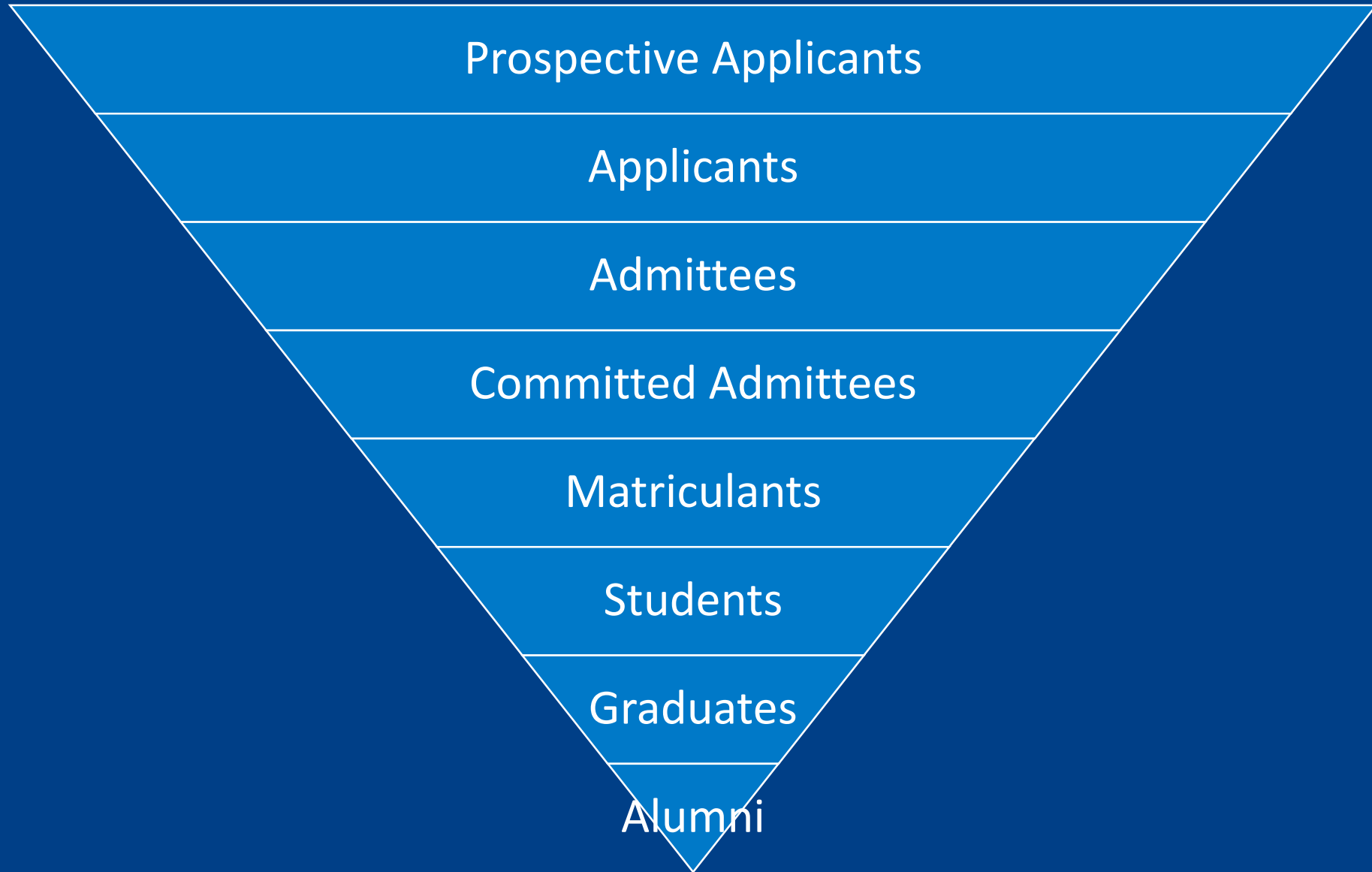
We will

- connect operational strategies with institutional goals and mission
- collaborate with the entire university community
- conduct environmental scans
- create a living plan that is adaptable
- build both long-term and short-term strategies

# Who is involved?

- Enrollment Management teams: Registrar, Financial Aid, Admissions, New Student Services/Family Outreach
- University Leadership
- Faculty and Academic Leaders: Colleges, Faculty Senate, Departments, and Deans
- Business and Financial Affairs
- Student Services partners
- Communications and marketing
- Institutional Effectiveness
- Board of Trustees
- Community partners
- Students and Alumni

The Entire University Community



# Strategic Enrollment Management at Western

## The plan will

- Tie enrollment to institutional goals and vision for the future of Western
- Provide information about long-term and short-term goals
- Set objectives intended to achieve our institutional enrollment goals
- Outline strategies and tactics
- Identify and charge offices and officers of the campus community to achieve each objective
- Set parameters to measure the outcomes

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Thank you.





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

**TO:** Members of the Board of Trustees

**FROM:** Sabah Randhawa, President for Donna Gibbs, Vice President for University Relations and Marketing

**DATE:** August 23, 2019

**SUBJECT:** **Waterfront Update**

**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

Donna Gibbs will give an update on the Waterfront Project.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Becca Kenna-Schenk, Executive Director of Governmental Relations,  
President's Office  
Ted Castro, Interim Director, Budget Office

**DATE:** August 23, 2019

**SUBJECT:** **APPROVAL OF 2020 SUPPLEMENTAL OPERATING BUDGET REQUEST**

**PURPOSE:** Action item

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### **Purpose of Submittal:**

In preparation of the 2020 legislative session, Western must submit its supplemental operating budget request in mid-September. This is a request for Board approval to submit a \$1,925,000 decision package for Transitioning Peninsulas Programs to State Support, a \$347,000 maintenance level decision package for Alignment of Information Technology Salaries, and an \$185,000 maintenance level decision package for Addressing Impacts from Proposed Changes to State of Washington's Overtime Rules.

More details on each of these requests are included in the supporting documentation.

### **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a \$1,925,000 decision package for Transitioning Peninsulas Programs to State Support, a \$347,000 maintenance level decision package for Alignment of Information Technology Salaries, and a \$185,000 maintenance level decision package for Addressing Impacts from Proposed Changes to State of Washington's Overtime Rules. Please note that the supplemental budget request is for a single fiscal year. If approved, the amount will be adjusted in the next biennial budget process to a full two year biennial total. With concurrence of the Board Chair, the President may make adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management, to advance consistency among the submissions of Washington's six public baccalaureate institutions, or other adjustments as appropriate.

### **Supporting Information:**

See attached supporting information.

**WESTERN WASHINGTON UNIVERSITY  
SUPPORTING INFORMATION  
SUBMITTED TO THE BOARD OF TRUSTEES**

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Becca Kenna-Schenk, Executive Director of Governmental Relations,  
President's Office  
Ted Castro, Interim Director, Budget Office

**DATE:** August 23, 2019

**SUBJECT: SUPPORTING INFORMATION FOR BOARD APPROVAL OF THE  
2020 SUPPLEMENTAL OPERATING BUDGET REQUEST**

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**Overview**

The three proposals pending approval by the Board of Trustees to be submitted to the Office of Financial Management (OFM) for the 2020 Supplemental Operating request are:

1. Transitioning Peninsulas Programs to State Support
2. Alignment of Information Technology Salaries
3. Addressing Impacts from Proposed Changes to State of Washington's Overtime Rules

**Proposal #1 – Transitioning Peninsulas Programs to State Support**

Western has a strong commitment to operating programs on the Kitsap and Olympic peninsulas, tailored specifically to those communities. Currently, five colleges operate a total of eight programs on the peninsulas, listed below:

- College of Business and Economics
  - Bachelor of Arts in Business Administration
- College of Humanities and Social Sciences
  - Bachelor of Arts in Multidisciplinary Studies
- College of Science and Technology
  - Bachelor of Science in Cybersecurity
- Huxley College of the Environment
  - Bachelor of Arts in Environmental Policy
  - Bachelor of Science in Environmental Science
- Woodring College of Education
  - Bachelor of Arts in Early Childhood Education
  - Bachelor of Arts in Education with Endorsements in Special and Elementary Education
  - Master of Education in Educational Administration

Two of these programs - Cybersecurity and Early Childhood Education - have been funded by the State. The others are self-sustaining programs.

Western's interest in expanding programming on the peninsulas is well documented, however Western needs support from the State to do so for two reasons: first, the stability offered by state funding allows for hiring of permanent faculty and staff, bringing stability to the programs and making them more attractive to potential students; second, tuition costs are substantially less for students in state-supported programs. The operating fee for such programs (for students enrolled in between 10-18 credits) is \$2,076 per quarter for 2019-20 and \$2,781 including fees. This compares to a quarterly cost of \$4,785 in tuition and fees for a self-sustaining program at 15 credits.

It is important to highlight that expanding programming on the peninsulas fits well with Western's strategic plan. The themes of Washington Impact and Inclusive Success both call for expanding access to the Western education embodied in Academic Excellence, the other theme. The specific goals of Place and Equity and Justice also are met more fully through this expansion of access.

Transitioning all programs away from the self-sustaining model is the first stage in a multi-stage approach to expansion on the peninsulas, and this move cannot be accomplished simply through increased tuition revenues and reallocation of University resources. By lowering tuition costs through State support, Western's programs will be more affordable for place-bound students in the peninsulas, which will support increased enrollment in current programs. This increase will in turn enhance Western's presence and visibility on the peninsulas, leading to increased interest in Western as the university of choice for such students.

The cost to transition all six programs on the peninsulas in a sustainable and robust way is estimated at \$2,425,000 for FY21. This estimate includes salary and benefits for seven tenure-track faculty, approximately seven and a half FTE non-tenure track faculty, and 14 FTE exempt and classified staff (most of whom are currently employed at Western and are funded on self-sustaining sources). It also includes budget for goods and services, travel, and building expenses. Current enrollment in Western's self-sustaining programs on the peninsulas is approximately 120 students, generating approximately \$500,000 in tuition revenue. Therefore, the total amount Western recommends to request is \$1,925,000 in state funding.

### **Proposal #2 – Alignment of Professional/Exempt Information Technology Salaries**

On July 1, 2019, Washington State Human Resources, with approval from the Washington State Legislature, implemented the IT professional structure which impacted 78 Classified employees at Western Washington University.

State HR describes the IT professional structure as "...the general civil service classification and compensation structure specific to the state's information technology workforce. This structure was developed to:

- Ensure enterprise and organizational alignment and equity
- Improve opportunities for career growth
- Keep pace with the rate of information technology industry change
- Improve the state's ability to benchmark work internally and externally"

Western received State appropriations in the 2019-21 operating budget as part of its overall compensation funding to address direct salary changes resulting from this new structure. However, after reviewing all of Western's IT positions to identify internal pay inequities resulting from the reclassification, it is determined that total costs for these needed adjustments exceed appropriations provided by the State. To ensure appropriate salary alignment and equity across all IT positions, and to assist in the retention and recruitment of talented IT staff, Western proposes a funding request in order to comprehensively fund salary adjustments resulting from the State's IT professional structure. While the analysis is not finalized, Western has an initial estimate for the proposal of \$347,000 in recurring funding, comprised of increases in salary and benefit costs.

### **Proposal #3 – Addressing Impacts from Proposed Changes to State of Washington's Overtime Rules**

The Washington State Department of Labor and Industries (L&I) has filed a proposed rule that would update the state's overtime regulations and render more employees eligible for overtime benefits. Currently, Washington employers are using the federal threshold to calculate overtime eligibility. The federal threshold exempts employees making over \$455 a week or about \$24,000 per year from overtime requirements. The proposed changes would require the minimum salary received by exempt workers to increase incrementally to 2.5 times the state minimum wage by 2026. Labor & Industries is updating the rules through a rulemaking process and have offered multiple public hearings across the state with the last hearing occurring August 15, 2019. The Personnel Officers of the Public Colleges and Universities of Washington State (IPOC), in which Western has representation, has sent feedback to L&I on anticipated impacts and, if a rule change moves forward, suggestions for implementation.

Western employs over 400 professional staff, many of which are in positions that have seasonal fluctuations in work level or other factors requiring weekly hours exceeding 40. If this rule change is implemented as currently proposed, Western anticipates incurring prohibitive costs in overtime that cannot be absorbed within existing budget. Using conservative assumptions, the estimated cumulative fiscal impact to Western over the entire six-year implementation timeline is approximately \$3,040,000 for state-funded salaries, with an estimated impact of \$185,000 in the 2021 fiscal year and increased amounts thereafter. This proposal requests funding from the state to ensure the rule can be implemented without significant fiscal impacts.

The total request for this proposal is \$185,000 in recurring funding for increased salary and benefit costs, with increased recurring amounts to be requested through the biennial budget process.

With the Board's approval, Western will move forward on these proposals to the Office of Financial Management in the September 2019 Supplemental budget process.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by Brian Sullivan, Acting Vice President,  
Business and Financial Affairs

**DATE:** August 23, 2019

**SUBJECT:** **Construction Contract for Environmental Studies Classrooms and Labs, PW756**

**PURPOSE:** Action Item

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## **Purpose of Submittal:**

Award a construction contract for the Environmental Studies Classrooms and Labs, PW756. Contract award following Board action. Construction to start September, 2019.

## **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Diverse Contractors & Associates, Shelton, WA for the amount of \$964,150.00 (base bid) (plus associated sales tax) for the construction contract to construct the classrooms and lab upgrades at Environmental Studies.

## **Supporting Information:**

ES Classrooms and Labs, PW756, is a project involving the conversion of ES 345 and 341A into (5) single occupant faculty offices; a subdivision of ES 310 into (1) single bay lab and (1) double bay administrative office; a subdivision of ES 410 into (2) single bay labs and (1) workroom; a subdivision of ES 430 into (2) faculty research labs. The scope for all spaces includes new casework / furniture, new carpet / sheet vinyl flooring, emergency shower and eyewash additions and upgrades for code compliance, re-lamping all ceiling fixtures to LED. The required infrastructure changes include modification of the existing HVAC system to accommodate the additional rooms and new fume hoods, and additional telecom / power / switching for additional occupants.

This project was advertised for competitive bidding on June 21, 2019, with the bid opening held at 3:00 PM on July 31, 2019. Three (3) bids were received by the University (see attached bid summary).

Henry Klein Partnership Architects (HKP) of Burlington, WA, prepared the plans and specifications for this project. HKP Architects is a certified WBE firm. Project award of the contract is contingent on the approval of the contractor's Responsibility Criteria submittal.

Facilities Development and Capital Budget (FDCB) included aspirational goals of 10% MBE and 6% WBE participation in the advertisement for bid. Additionally, FDCB included MWBE reporting requirements into the project specifications requiring the contractor to submit utilization percentages, based on payments to subcontractors, and suppliers with every invoice. The apparent responsible low bidder is a certified DBE & MBE firm and indicated 15% participation on their bid. Facilities Development will continue to work with the contractor to enhance MWBE participation during the selection of sub-contractors and suppliers.

The total budget for the project is \$1,272,984.

**Source of Funding:** State Appropriations – Bonds

**BID SUMMARY**

**Job:** PW756 - ES Classrooms & Lab Upgrades

**Date:** August 23, 2019

Alternate No.	Description & Bid Item				
		Dawson Construction	Roosendaal-Honcoop	Diverse Constructors	
	Base Bid	\$ 1,013,800.00	\$ 1,020,400.00	\$ 964,150.00	
1	Lighting	\$ 40,000.00	\$ 41,450.00	\$ 36,360.00	
2					
3					
4					
5					
6					
<b>Compare to MACC:</b>					
	sub total	\$ 1,053,800.00	\$ 1,061,850.00	\$ 1,000,510.00	\$ -
	8.70% sales tax	\$ 91,680.60	\$ 92,380.95	\$ 87,044.37	\$ -
	Grand Total	\$ 1,145,480.60	\$ 1,154,230.95	\$ 1,087,554.37	\$ -
Trench & Safety Provisions (inc. in bid)		\$ -	\$ 100.00	\$ -	
<b>Base Bid</b>					
	sub total	\$ 1,013,800.00	\$ 1,020,400.00	\$ 964,150.00	\$ -
8.70%	sales tax	\$ 88,200.60	\$ 88,774.80	\$ 83,881.05	\$ -
	Grand Total	\$ 1,102,000.60	\$ 1,109,174.80	\$ 1,048,031.05	\$ -



# WESTERN WASHINGTON UNIVERSITY

## ITEM SUBMITTED TO THE BOARD OF TRUSTEES

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Brian Sullivan, Acting Vice President, Business and Financial Affairs  
Melynda Huskey, Vice President, Enrollment and Student Services

**DATE:** August 23, 2019

**SUBJECT:** **Project and financing overview and delegation of authority incorporated within Resolution No. 2019-04 relating to the issuance of bonds to pay or reimburse the costs of demolishing an old residence hall and construction and equipping of a new residence hall and additional Housing System Renovations**

**PURPOSE:** Action Item

### **Purpose of Submittal:**

Authorize the sale of Housing and Dining System Revenue Bonds, Series 2019 to provide funding to pay or reimburse the costs of demolishing an old residence hall and construction and equipping of a new residence hall and additional Housing System Renovations.

### **Supporting Information:**

The issuance and sale of Housing and Dining Revenue Bonds requires the approval of the Board of Trustees.

The proposed Resolution includes authorization for the sale of new money bonds to pay or reimburse the costs of demolishing an old residence hall and construction and equipping of a new residence hall, and additional housing system renovations including upgrades to Buchanan Towers, Ridgeway Commons enhancements and residential facility access control (the "Projects"). The Resolution includes delegation of authority to the President or Vice President for Business and Financial Affairs to determine the method, timing and details of the bond sale. The authority to issue the Bonds under the Bond Resolution expires December 31, 2019.

### **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No. 2019-04 (attached) authorizing the issuance of Housing and Dining Revenue Bonds, which may be issued in one or more series, including delegation of authority as outlined in the Bond Resolution.

Resolution No. 2019-04 will authorize the President or Vice President for Business and Financial Affairs to sign the necessary documents for the execution and delivery of the bonds and make other determinations relative to the bond financing, including the method of sale, whether a debt service reserve will be required, timing and amount as described in the Bond Resolution and summarized in the attachment, all subject to a limitation on maximum amount and maximum interest rate.

### **Supporting Information (attached):**

- Summary of Financing Terms and Schedule
- Series Resolution to Authorize Housing and Dining System Revenue Bonds (Action Requested)
- Overview of Master and Series Bond Resolutions

**WESTERN WASHINGTON UNIVERSITY**  
**Board of Trustees**  
**August 23, 2019**

**Summary of Financing Terms and Schedule**  
**for**  
**HOUSING AND DINING SYSTEM REVENUE BONDS RESOLUTION – No. 2019-04**

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It is proposed that University Housing and Dining System Revenue Bonds be issued, in one or more series, to pay or reimburse costs of demolishing an old residence hall and construction and equipping of new residence hall, additional Housing System renovations and to pay costs of issuance of the bonds.

***New Residence Hall***

The University plans to construct a New Residence Hall to address an identified need for additional student housing to accommodate both new and returning students. The University has selected and is proceeding with design of the New Residence Hall on the Ridgeway Highland Hall site. The total project costs (including design) is currently estimated at \$65,000,000, all of which is expected to be funded with bond proceeds.

The University facilitated a design-build competition to select a contractor/design team to serve as the project manager. The team of Lydig/Mahlum was selected and assisted the University in evaluating the potential sites for building the New Residence Hall. Highland Hall will be demolished in August/September of 2019, reducing overall bed count by 136 beds during construction with a net gain of 264 beds when the new hall opens fall of 2021.

New Residence Hall Project Website: <https://housing.wvu.edu/new-residence-hall>

***Housing System Renovations***

The University is undertaking certain housing system renovations, based upon a housing system renovation plan structured to provide improvements throughout the housing system. Approximately \$7,000,000 of bond proceeds will be used to fund identified Housing System Renovations including upgrades to Buchanan Towers, Ridgeway Commons enhancements and residential facility access control.

In addition, the University has contracted a consultant team from Ayers Saint Gross (ASG) to assess the overall long term demand and gather information on system-wide housing and dining options to assist the University development and planning for future renovations and new construction over a longer period of time. It is expected that additional bonds will be issued for housing system renovations or additions in future years.

***Bond Resolution***

The proposed Bond Resolution delegates authority to the President or Vice President for Business and Financial Affairs to determine the details of the bonds and to conduct the sale of bonds. Delegated actions include the following:

- Establish the manner of sale (competitive or negotiated);
- Determine whether a debt service reserve fund is required and in what amount;
- Approve final interest rates;
- Approve maturity dates and principal maturing each year;
- Approve aggregate principal amount of bonds; and
- Approve redemption rights

The authority for the delegated actions is subject to a maximum average interest rate of 4.50%. Delegated authority for the New Residence Hall and Housing System Renovations will expire December 31, 2019.

The following terms are reflected in the Bond Resolution and apply to the Bonds.

**Security for Bonds:** A lien on the revenue of the Housing and Dining System, and related revenue on Parity with outstanding Housing and Dining System Bonds.

**Size of Bond Issue:** The Series Resolution will include a maximum bond size of \$75,000,000. Items that will affect the issue size to be contained in the Bond Resolution are: (1) final review of actual costs for the construction projects (bids or guaranteed maximum price), (2) interest rates on the bonds, and therefore the amount of bonds that can be supported by the expected revenue available for the improvement purposes, and (3) actual underwriting discount or premium included in the winning interest rate bid at the time of bond sale.

The maximum size of \$75,000,000 in the Bond Resolution was derived based on the following estimates:

Potential proceeds for New Residence Hall	\$65,000,000
Potential proceeds for Housing System Renovations	7,000,000
Estimated Cost of Issuance <sup>(1)</sup>	250,000
Underwriting Fee & Potential Discount of Bonds	<u>2,750,000</u>
Total of Maximum Bond Issue Size	\$75,000,000

<sup>(1)</sup> Cost of Issuance includes legal fees, municipal advisor fees, rating agency fees and other costs incurred in connection with the issuance of the Bonds.

**Term of Bonds:** The final maturity for portion of the bonds used to finance Housing System Renovations will be April 1, 2044, a term of 25 years. The final maturity for the portion used to finance the new Residence Hall will be April 1, 2049, a term of 30 years.

**Interest Rates:** The average interest rate on the proposed bonds is limited to 4.50%, although in the current market it is estimated to be approximately 3.50%.

**Proposed Sale Date:** The Bonds are expected to be sold in mid-September 2019. Timing will be determined based upon market conditions and when funds will be needed for the projects.

**Financial Advisor:** PFM Financial Advisors LLC (Thomas Toepfer and Steven Amano)

**Bond Counsel:** K&L Gates (Cynthia Weed)

### Schedule for Project Financing and Design/Construction

Timing	Key Steps
<b>July-August</b>	Develop Preliminary Official Statement (POS) in preparation for bond sale
<b>Late July - Early August</b>	Prepare presentation for rating agency. Housing & Dining System rating received at the end of August
<b>August</b>	Negotiate New Residence Hall Guaranteed Maximum Price (GMP)
<b>August Board Meeting</b>	Submit New Residence Hall construction contract and 2019 Housing Bond Resolution for Board approval
<b>Mid-September</b>	Planned bond sale date for New Residence Hall and Housing System Improvement Bonds
<b>August 2019 - Summer 2021</b>	Highland Hall demolition and New Residence Hall construction
<b>TBD</b>	Housing Renovation Projects construction (Buchanan Towers, Ridgeway Commons and residential facility access control)

SERIES RESOLUTION

WESTERN WASHINGTON UNIVERSITY

RESOLUTION NO. 2019-04

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY; AUTHORIZING THE ISSUANCE AND SALE OF HOUSING AND DINING SYSTEM REVENUE BONDS OF THE UNIVERSITY IN THE PRINCIPAL AMOUNT OF NOT TO EXCEED \$75,000,000 IN ONE OR MORE SERIES FOR THE PURPOSE OF MAKING CAPITAL IMPROVEMENTS; PROVIDING FOR THE DISPOSITION OF THE BOND PROCEEDS; AUTHORIZING THE SALE OF THE BONDS AND THE PREPARATION OF A PRELIMINARY OFFICIAL STATEMENT; AND AUTHORIZING THE DESIGNATED UNIVERSITY REPRESENTATIVE TO MAKE CERTAIN DETERMINATIONS AND APPOINTMENTS WITH RESPECT TO THE BONDS UNDER THE TERMS AND CONDITIONS SET FORTH HEREIN.

ADOPTED: AUGUST 23, 2019

Prepared by:

K&L GATES LLP  
Seattle, Washington

WESTERN WASHINGTON UNIVERSITY

RESOLUTION NO. 2019-04

TABLE OF CONTENTS\*

	<u>Page</u>
Section 1. Definitions.....	3
Section 2. Compliance with Parity Conditions .....	10
Section 3. Authorization of Projects .....	11
Section 4. Authorization of Series 2019 Bonds; Bond Details.....	11
Section 5. Right of Prior Redemption and Purchase.....	12
Section 6. Place and Medium of Payment .....	17
Section 7. Registration.....	18
Section 8. Series 2019 Bond Fund.....	22
Section 9. Application of Proceeds of Series 2019 Bonds.....	27
Section 10. Defeasance .....	28
Section 11. Tax Covenants .....	28
Section 12. Form of Series 2019 Bonds and Registration Certificate .....	31
Section 13. Execution .....	33
Section 14. Defaults and Remedies .....	34
Section 15. Sale of Series 2019 Bonds .....	35
Section 16. Undertaking to Provide Ongoing Disclosure.....	38
Section 17. Bond Insurance; Surety Bond.....	39
Section 18. Severability .....	40
Section 19. Effective Date .....	40

\* This Table of Contents and the Cover Page are for convenience of reference and are not intended to be a part of this Series Resolution.

SERIES RESOLUTION  
WESTERN WASHINGTON UNIVERSITY

RESOLUTION NO. 2019-04

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY; AUTHORIZING THE ISSUANCE AND SALE OF HOUSING AND DINING SYSTEM REVENUE BONDS OF THE UNIVERSITY IN THE PRINCIPAL AMOUNT OF NOT TO EXCEED \$75,000,000 IN ONE OR MORE SERIES FOR THE PURPOSE OF MAKING CAPITAL IMPROVEMENTS; PROVIDING FOR THE DISPOSITION OF THE BOND PROCEEDS; AUTHORIZING THE SALE OF THE BONDS AND THE PREPARATION OF A PRELIMINARY OFFICIAL STATEMENT; AND AUTHORIZING THE DESIGNATED UNIVERSITY REPRESENTATIVE TO MAKE CERTAIN DETERMINATIONS AND APPOINTMENTS WITH RESPECT TO THE BONDS UNDER THE TERMS AND CONDITIONS SET FORTH HEREIN.

WHEREAS, Western Washington University, a regional university of the State of Washington (the “University”), maintains a housing and dining system (defined in the hereinafter referred to Master Resolution as the “System”) which is in need of expansion, renovation and improvement from time to time; and

WHEREAS, the University has authorized the issuance of housing and dining system revenue bonds in one or more series pursuant to Resolution No. 97-09, adopted on December 5, 1997 (the “Master Resolution”); and

WHEREAS, the bonds authorized under the Master Resolution are payable from Net Revenues (as such term is defined in the Master Resolution); and

WHEREAS, the University has issued and has outstanding bonds secured by a parity lien on the revenues of the University (the “Outstanding Parity Bonds”), as follows:



<u>Resolution Number</u>	<u>Date of Issue</u>	<u>Designation</u>	<u>Original Principal Amount</u>	<u>Currently Outstanding</u>	<u>Final Maturity</u>
97-09 and 98-01	2/01/98	Housing and Dining System Junior Lien Revenue Refunding Bonds, 1998 Series A	\$17,225,000	\$ 4,350,000	10/1/22
97-09 and 2012-03	7/19/12	Housing and Dining System Revenue Refunding Bonds, Series 2012	\$ 9,205,000	\$ 4,395,000	10/1/23
97-09 and 2014-09	3/03/15	Housing and Dining System Revenue Refunding Bonds, Series 2015	\$13,435,000	\$ 9,240,000	4/1/26
97-09 and 2017-10	12/21/17	Housing and Dining System Revenue Refunding Bonds, Series 2018A	\$10,695,000	\$10,695,000	4/1/34
97-09 and 2017-10	3/08/18	Housing and Dining System Revenue Bonds, Series 2018B	\$33,680,000	\$33,265,000	4/1/43

; and

WHEREAS, under the terms of the Master Resolution, the University is authorized to issue additional bonds having a parity of lien on Net Revenues with the Outstanding Parity Bonds; and

WHEREAS, it appears to the Board of Trustees (the “Board”) that it is in the best interest of the University to issue additional bonds under the Master Resolution in one or more series in the aggregate principal amount of not to exceed \$75,000,000 (together, the “Series 2019 Bonds”) in order to obtain long term financing for additions, renovation and improvements to facilities of the System (as described in Section 3 hereof) (the “Projects”); and

WHEREAS, the Board wishes to delegate authority to the Designated University Representative to determine the manner of sale of the Series 2019 Bonds, the approval of the

final principal amount of each series of the bonds, interest rates, principal maturities and redemption provisions of such series of bonds to be fixed under such terms and conditions as are approved by this Series Resolution;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY, as follows:

Section 1.     Definitions. Unless otherwise defined herein, the terms used in this Series Resolution, including the preamble hereto, which are defined in the Master Resolution shall have the meanings set forth in the Master Resolution. In addition, the following terms shall have the following meanings in this Series Resolution:

***Approved Bid*** means the winning bid submitted for a series of the Series 2019 Bonds if the Series 2019 Bonds are sold by Competitive Sale.

***Beneficial Owner*** means any person that has or shares the power, directly or indirectly, to make investment decisions concerning ownership of any Series 2019 Bonds (including persons holding Series 2019 Bonds through nominees, depositories or other intermediaries).

***Bond Insurance Policy*** means the municipal bond insurance policy issued by the Insurer insuring the payment when due of the principal of and interest on a series of the Series 2019 Bonds as provided therein.

***Bond Purchase Contract*** means, if a series of the Series 2019 Bonds shall be sold by Negotiated Sale, the purchase contract relating to such series of the Series 2019 Bonds between the University and the Underwriter.

***Code*** means the Internal Revenue Code of 1986, as amended, and shall include all applicable regulations and rulings relating thereto.

**Competitive Sale** means the process by which a series of the Series 2019 Bonds are sold through the public solicitation of bids from underwriting firms.

**Designated University Representative** means, for purposes of this Series Resolution, shall also include the Vice President for Business and Financial Affairs of the University or any successor to the functions of such office, and also shall include any designee of the Designated University Representative for the performance of specific functions under this Series Resolution.

**Disclosure Agreement** means the commitment of the University to comply with the ongoing disclosure requirements of the Rule.

**DTC** means The Depository Trust Company, New York, New York, a limited purpose trust company organized under the laws of the State of New York, as depository for the Series 2019 Bonds pursuant to Section 6 hereof.

**Future Parity Bonds** means those revenue bonds or other revenue obligations which may be issued by the University in the future as Parity Bonds.

**Government Obligations** means obligations defined as such in Chapter 39.53 RCW as now or hereafter amended.

**Insurer** means such bond insurance company, if any, from which a Bond Insurance Policy may be acquired for the Series 2019 Bonds, in accordance with this Series Resolution.

**Letter of Representations** means a blanket issuer letter of representations from the University to DTC.

**MSRB** means the Municipal Securities Rulemaking Board or any successor to its functions. Until otherwise designated by the MSRB or the SEC, any information, reports or notices submitted to the MSRB in compliance with the Rule are to be submitted through the

MSRB's Electronic Municipal Market Access system ("EMMA"), currently located at [www.emma.msrb.org](http://www.emma.msrb.org).

***Negotiated Sale*** means the process by which a series of the Series 2019 Bonds are sold by negotiation to one or more underwriting firms selected by the Designated University Representative.

***Net Proceeds*** when used with reference to the Series 2019 Bonds, means the face amount of the Series 2019 Bonds, plus accrued interest and original issue premium, if any, and less original issue discount and proceeds deposited into the Series 2019 Reserve Account, if any.

***Official Notice of Sale*** means, if a series of the Series 2019 Bonds shall be sold by Competitive Sale, the notice of bond sale authorized to be given in Section 15 of this Series Resolution.

***Outstanding Parity Bonds*** means the outstanding parity bonds identified in the recitals of this Series Resolution.

***Parity Bonds*** means any revenue obligations issued by the University pursuant to the Master Resolution, which Parity Bonds have a lien upon the Net Revenues for the payment of the principal thereof and interest thereon equal to the lien created upon Net Revenues for the payment of the principal of and interest on the Series 2019 Bonds, and the term "Parity Bonds" shall mean and include the Outstanding Parity Bonds, the Series 2019 Bonds and any Future Parity Bonds.

***Private Person*** means any natural person engaged in a trade or business or any trust, estate, partnership, association, company or corporation.

***Private Person Use*** means the use of property in a trade or business by a private person if such use is other than as a member of the general public. Private Person Use includes ownership

of the property by the private person as well as other arrangements that transfer to the private person the actual or beneficial use of the property (such as a lease, management or incentive payment contract or other special arrangement) in such a manner as to set the private person apart from the general public. Use of property as a member of the general public includes attendance by the private person at municipal meetings or business rental of property to the private person on a day-to-day basis if the rental paid by such private person is the same as the rental paid by any private person who desires to rent the property. Use of property by nonprofit community groups or community recreational groups is not treated as Private Person Use if such use is incidental to the governmental uses of property, the property is made available for such use by all such community groups on an equal basis and such community groups are charged only a *de minimis* fee to cover custodial and utility expenses.

***Projects*** mean those capital improvements to the System described in Section 3 of this Series Resolution.

***Qualified Insurance*** means any non-cancellable municipal bond insurance policy or surety bond issued by any insurance company licensed to conduct an insurance business in any state of the United States (or by a service corporation acting on behalf of one or more such insurance companies) (A) which insurance company or companies, as of the time of issuance of such policy or surety bond, are rated in one of the two highest Rating Categories by Moody's Investors Service, Inc., S&P Global Ratings, or Fitch Ratings, Inc. or their legal successors for unsecured debt or insurance underwriting or claims paying ability or (B) by issuing its policies causes obligations insured thereby to be rated in one of the two highest Rating Categories.

***Qualified Letter of Credit*** means any irrevocable letter of credit issued by a financial institution, which institution maintains an office, agency or branch in the United States and as of

the time of issuance of such letter of credit, is rated in one of the three highest Rating Categories by Moody's Investors Service, Inc., S&P Global Ratings, and Fitch Ratings, Inc. or their legal successors, if any.

**Rating Agency** means Moody's Investors Service, Inc., S&P Global Ratings, or Fitch Ratings, Inc.

**Rating Category** means the generic rating categories of the Rating Agency, without regard to any refinement or gradation of such rating category by a numerical modifier or otherwise.

**Record Date** means the close of business on the 15th day prior to each day on which a payment of interest on the Bonds is due and payable.

**Registered Owner** means the person named as the registered owner of a Series 2019 Bond in the Bond Register. The Registered Owner shall be deemed to be the owner of all the Series 2019 Bonds, except for the purposes of Section 16 of this Series Resolution.

**Registrar** means, collectively, the fiscal agent of the State of Washington, appointed by this Series Resolution for the purposes of registering and authenticating the Series 2019 Bonds, maintaining the Bond Register, and effecting transfer of ownership of the Series 2019 Bonds.

**Rule** means Rule 15c2-12(b)(5) adopted by the SEC under the Securities Exchange Act of 1934, as the same may be amended from time to time.

**SEC** means the United States Securities and Exchange Commission.

**Series 2019 Bond Fund** means the Western Washington University Housing and Dining System Revenue Bond Fund, Series 2019 created in the office of the Designated University Representative by Section 8 of this Series Resolution.

**Series 2019 Bonds** means the Western Washington University, Housing and Dining System Revenue Bonds, Series 2019[ ] issued in one or more series, authorized to be issued by Section 4 of this Series Resolution.

**Series 2019 Debt Service Account** means the account of that name created in the Series 2019 Bond Fund by Section 8 of this Series Resolution.

**Series 2019 Reserve Account** means the account of that name, if any, created in the Series 2019 Bond Fund by Section 8 of this Series Resolution.

**Series 2019 Reserve Account Requirement** means the amount, if any, specified in the Bond Purchase Contract if the Series 2019 Bonds are sold by Negotiated Sale and/or by the University in the Official Notice of Sale if the Series 2019 Bonds are sold by Competitive Sale.

**Surety Bond** means the surety bond, if any, issued by the Insurer on the date of issuance and delivery of a series of the Series 2019 Bonds for the purpose of satisfying the Series 2019 Reserve Account Requirement.

**Surety Bond Agreement** means the agreement pursuant to which the Surety Bond is issued.

**System** has the meaning given such term in the Master Resolution and in addition, the term “System” shall include all Residence Halls, Birnam Wood Apartments, Dining Commons, Viking Union, Lakewood Recreational Facility, Viqueen Lodge on Sinclair Island, and the Commissary.

**Term Bonds** means any Series 2019 Bonds designated as “Term Bonds” in the Bond Purchase Contract or Approved Bid for such Series 2019 Bonds.

*Underwriter* means the initial purchaser or representative of the purchasers (if more than one firm acts collectively with one or more additional underwriting firms) of a series of the Series 2019 Bonds.

**Rules of Interpretation.** In this Series Resolution, unless the context otherwise requires:

(a) The terms “hereby,” “hereof,” “hereto,” “herein,” “hereunder” and any similar terms, as used in this Series Resolution, refer to this Series Resolution as a whole and not to any particular article, section, subdivision or clause hereof, and the term “hereafter” shall mean after, and the term “heretofore” shall mean before, the date of this Series Resolution;

(b) Words of the masculine gender shall mean and include correlative words of the feminine and neuter genders and words importing the singular number shall mean and include the plural number and vice versa;

(c) Words importing persons shall include firms, associations, partnerships (including limited partnerships), trusts, corporations and other legal entities, including public bodies, as well as natural persons;

(d) Any headings preceding the text of the several articles and Sections of this Series Resolution, and any table of contents or marginal notes appended to copies hereof, shall be solely for convenience of reference and shall not constitute a part of this Series Resolution, nor shall they affect its meaning, construction or effect;

(e) All references herein to “articles,” “sections” and other subdivisions or clauses are to the corresponding articles, sections, subdivisions or clauses hereof.

(f) Words importing the singular number include the plural number and vice versa.

In this Series Resolution, the Designated University Representative is authorized to create a number of “funds” and/or “accounts.” In each case, the Designated University Representative



may designate each such fund or account in his or her discretion as a fund or as an account, regardless of its designation in this Series Resolution.

Section 2.     Compliance with Parity Conditions. The University has reserved the right pursuant to the Master Resolution to issue Future Parity Bonds upon compliance with certain conditions set forth therein. The University hereby finds and determines, as required by Sections 5 and 6 of the Master Resolution as follows:

First, the University has not been in default of its covenant under Section 7(a) of the Master Resolution for the immediately preceding year (year ending June 30, 2019); and

Second, there will be at the time of issuance of each series of the Series 2019 Bonds a certificate (prepared as described in subsection 5(b) of the Master Resolution) demonstrating fulfillment of the Additional Bonds Test, commencing with the first full fiscal year following the later of (1) the Date of Commercial Operation of the System to be financed with the proceeds of the Series 2019 Bonds or (2) the date on which any portion of interest on the series of Series 2019 Bonds then being issued no longer will be paid from the proceeds of such series of Series 2019 Bonds.

The limitations contained and the conditions provided in the Master Resolution having been complied with or assured, the payments required herein to be made out of the Net Revenues to pay and secure the principal of and interest on the Series 2019 Bonds shall constitute a lien and charge upon such Net Revenues equal in rank to the lien and charge thereon of the Outstanding Parity Bonds.

The University hereby further covenants and agrees that the Series 2019 Bonds will not be issued and delivered to the purchasers thereof as bonds on a parity with the Outstanding Parity

Bonds until the certificate required herein, in form and contents satisfactory to the University and its counsel, has been filed with the University.

Section 3. Authorization of Projects. The System requires additions and certain improvements to its facilities including demolishing an old residence hall and construction and equipping of a new residence hall, and additional housing system renovations including upgrades to Buchanan Towers, Ridgeway Commons enhancements and residential facility access control (the “Projects”). The University hereby authorizes the undertaking of the Projects. To the extent Series 2019 Bond proceeds are available after completion of the Projects, they may be used to fund other projects within the System in accordance with the Housing and Dining System Long Term Capital Plan as approved by the Board of Trustees.

Section 4. Authorization of Series 2019 Bonds; Bond Details.

(a) *Authorization of the Series 2019 Bonds.* For the purpose of paying or reimbursing the costs of the Projects, paying the cost of funding the Series 2019 Reserve Account Requirement, if any, and paying the costs of issuance of the Series 2019 Bonds, the University shall issue and sell its housing and dining system revenue bonds, in one or more series, in the combined aggregate amount of not to exceed \$75,000,000 (the “Series 2019 Bonds”).

(b) *Bond Details.* The Series 2019 Bonds shall be designated as “Western Washington University Housing and Dining System Revenue Bonds, Series 2019[\_\_\_]”, with additional designations as requested, shall be registered as to both principal and interest, shall be in the denomination of \$5,000 each, or any integral multiple thereof, provided that no Series 2019 Bond shall represent more than one series and maturity; shall be numbered separately in the manner and with any additional designation as the Registrar deems necessary for purposes of identification, shall be dated and bear interest at the per annum rates, payable on

the dates and maturing in principal amounts set forth in the Approved Bid or Bond Purchase Contract, pursuant to Section 15 of this Series Resolution. The Series 2019 Bonds of any of the series or maturities may be combined and issued as term bonds (“Term Bonds”), subject to mandatory redemption as provided in the Approved Bid or Bond Purchase Contract.

Section 5. Right of Prior Redemption and Purchase.

(a) *Optional Redemption.* The Series 2019 Bonds of a series may include provision for optional redemption on the dates, at the prices and under the terms set forth in the Bond Purchase Contract or Approved Bid approved by the Designated University Representative pursuant to Section 15.

(b) *Mandatory Redemption.* The Series 2019 Bonds of a series shall be subject to mandatory redemption to the extent, if any, set forth in the Bond Purchase Contract or Approved Bid and as approved by the Designated University Representative pursuant to Section 15.

(c) *Purchase of Series 2019 Bonds.* The Series 2019 Bonds may be purchased at any time, to the extent that such Series 2019 Bonds are offered to the University at any price deemed reasonable by the Designated University Representative but only to the extent of Gross Revenue available after providing for the payments required by paragraphs first through sixth of Section 2(a) of the Master Resolution.

(d) *Selection of Series 2019 Bonds for Redemption.* As long as the Series 2019 Bonds are held in book-entry only form, the maturities to be redeemed, if any, shall be selected by the University and, within a maturity, the selection of Series 2019 Bonds of such series to be redeemed shall be made in accordance with the operational arrangements in effect at DTC. If the Series 2019 Bonds are no longer held in uncertificated form, the selection of such Series 2019 Bonds to be redeemed shall be made as provided in this subsection (d). If the University

redeems at any one time fewer than all of the Series 2019 Bonds within the same series and maturity date, the particular Series 2019 Bonds or portions of Series 2019 Bonds of such series and maturity to be redeemed shall be selected by lot (or in such other manner determined by the Registrar) in increments of \$5,000. In the case of a Series 2019 Bond of a denomination greater than \$5,000, the University and Registrar shall treat each Series 2019 Bond as representing such number of separate Series 2019 Bonds each of the denomination of \$5,000 as is obtained by dividing the actual principal amount of such Series 2019 Bond by \$5,000. In the event that only a portion of the principal sum of a Series 2019 Bond is redeemed, upon surrender of the such Series 2019 Bond at the principal office of the Registrar there shall be issued to the Registered Owner, without charge therefor, for the then unredeemed balance of the principal sum thereof, at the option of the Registered Owner, a Series 2019 Bond or Series 2019 Bonds of like series, maturity and interest rate in any of the denominations herein authorized.

(e) *Notice of Redemption.*

(1) Official Notice. Unless waived by any owner of Series 2019 Bonds to be redeemed, official notice of any such redemption (which notice at the option of the University may be rescinded and, in the case of a conditional redemption, shall state that redemption is conditioned by the Registrar on the receipt of sufficient funds for redemption) shall be given by the Registrar on behalf of the University by mailing a copy of an official redemption notice by first class mail at least 20 days and not more than 60 days prior to the date fixed for redemption to the Registered Owner of the Series 2019 Bond or Series 2019 Bonds to be redeemed at the address shown on the Register or at such other address as is furnished in writing by such Registered Owner to the Registrar.

All official notices of redemption shall be dated and shall state:

(A) the redemption date,  
(B) the redemption price,  
(C) if fewer than all Outstanding Series 2019 Bonds are to be redeemed, the identification by series and maturity (and, in the case of partial redemption, the respective principal amounts) of the Series 2019 Bonds to be redeemed,

(D) if the notice is conditional, the conditions to the redemption of Series 2019 Bonds;

(E) that on the redemption date, provided that in the case of optional redemption, unless the notice of optional redemption has been rescinded or in the case of a conditional redemption, all conditions to such conditional redemption shall have been satisfied, the full amount of the redemption price is on deposit therefor, the redemption price will become due and payable upon each such Series 2019 Bond or portion thereof called for redemption, and that interest thereon shall cease to accrue from and after said date,

(F) if the Series 2019 Bonds are no longer held in fully immobilized form, the place where such Series 2019 Bonds are to be surrendered for payment of the redemption price, and

(G) that the notice of redemption may be rescinded for any reason or withdrawn and the proposed redemption of Series 2019 Bonds cancelled if for any reason funds will not be available on the date fixed for redemption.

Unless the University has revoked the notice of redemption or the conditions for redemption shall not have been in the case of a conditional redemption, on or prior to any redemption date, the Designated University Representative shall deposit with the Registrar an

amount of money sufficient to pay the redemption price of all the Series 2019 Bonds or portions of Series 2019 Bonds which are to be redeemed on that date.

Failure to give notice as to redemption of any Series 2019 Bond or any defect in such notice shall not invalidate redemption of any other Series 2019 Bond.

Notwithstanding the foregoing, if the Series 2019 Bonds are then held in book-entry only form, notice of redemption to any Registered Owner or beneficial owner of Series 2019 Bonds shall be given only in accordance with the operational arrangements then in effect at DTC but not less than twenty (20) days prior to the date of redemption.

(2) Effect of Notice; Series 2019 Bonds Due. Official notice of redemption having been given as aforesaid, the Series 2019 Bonds or portions of Series 2019 Bonds so to be redeemed shall, on the redemption date (unless in the case of conditional redemption the conditions have not been fulfilled, or the notice or redemption has been rescinded or withdrawn), become due and payable at the redemption price therein specified, and from and after such date such Series 2019 Bonds or portions of Series 2019 Bonds shall cease to bear interest. Installments of interest due on or prior to a mandatory redemption date shall be payable as herein provided for payment of interest. Upon surrender for any partial redemption of any Series 2019 Bond, there shall be prepared for the Registered Owner a new Series 2019 Bond or Series 2019 Bonds of the same series and maturity in the aggregate amount of the unpaid principal. All Series 2019 Bonds which have been redeemed shall be canceled and destroyed by the Registrar and shall not be reissued.

(3) Additional Notice. In addition to the foregoing notice, further notice may be given by the University as set out below, but no defect in said further notice nor any failure to give all or any portion of such further notice shall in any manner defeat the effectiveness of a call

for redemption if notice thereof is given as above prescribed. Each further notice of redemption given hereunder shall contain the information required above for an official notice of redemption plus (A) the CUSIP numbers of all Series 2019 Bonds being redeemed; (B) the date of issue of the Series 2019 Bonds as originally issued; (C) the rate of interest borne by each Series 2019 Bond being redeemed; (D) the maturity date of each Series 2019 Bond being redeemed; and (E) any other descriptive information needed to identify accurately the Series 2019 Bonds being redeemed. Each further notice of redemption may be sent at least twenty (20) before the redemption date to the Insurer, if any, and to each party entitled to receive notice pursuant to Section 16 of this Series Resolution, and to the original purchaser of the Series 2019 Bonds or to its business successors, if any, and to such persons (including the MSRB who customarily at the time receive notices of redemption in accordance with rules promulgated by the SEC) and with such additional information as the Registrar deem appropriate, but such mailings shall not be a condition precedent to the redemption of such Series 2019 Bonds.

(4) Use of CUSIP Numbers. Upon the payment of the redemption price of Series 2019 Bonds being redeemed, each check or other transfer of funds issued for such purpose shall bear the CUSIP number identifying, by issue and maturity, the Series 2019 Bonds being redeemed with the proceeds of such check or other transfer, or in the case of a payment to DTC shall be accompanied by an informational communication evidencing the CUSIP and related informational details with respect to each security being paid by wire transfer.

(5) Amendment of Notice Provisions. The foregoing notice provisions of this Section 5, including but not limited to the information to be included in redemption notices and the persons designated to receive notices, may be amended by additions, deletions and changes

in order to maintain compliance with duly promulgated regulations and recommendations regarding notices of redemption of municipal securities.

Section 6. Place and Medium of Payment. The principal of, premium, if any, and interest on the Series 2019 Bonds shall be payable in lawful money of the United States of America. Interest on the Series 2019 Bonds shall be calculated on the basis of a 360-day year consisting of twelve 30-day months. For so long as all Bonds are in fully immobilized form, payments of principal and interest shall be made as provided to the parties entitled to receive payment as of each Record Date in accordance with the operational arrangements of DTC referred to in the Letter of Representations.

In the event that a series of the Series 2019 Bonds are no longer in fully immobilized form, interest on such Series 2019 Bonds shall be paid by check or draft mailed (or by wire transfer to a Registered Owner of such Series 2019 Bonds in aggregate principal amount of \$1,000,000 or more who so requests) to the Registered Owners of that series of the Series 2019 Bonds at the addresses for such Registered Owners appearing on the Bond Register as of the Record Date, and principal of that series of the Series 2019 Bonds shall be payable upon presentation and surrender of such Series 2019 Bonds by the Registered Owners at the principal office of the Registrar; provided, however, that if so requested in writing by the Registered Owner of at least \$100,000 principal amount of that series of the Series 2019 Bonds, interest will be paid by wire transfer on the date due to an account with a bank located within the United States.

If any Series 2019 Bond shall be duly presented for payment and funds have not been duly provided by the University on such applicable date, then interest shall continue to accrue



thereafter on the unpaid principal thereof at the rate stated on such Series 2019 Bond until such Series 2019 Bond is paid.

Section 7.     Registration.

(a)     *Registrar/Bond Register.* The University hereby specifies and adopts the system of registration for the Series 2019 Bonds as approved by the State Finance Committee of the State of Washington from time to time. The University shall cause a bond register to be maintained by the Registrar. So long as any Series 2019 Bonds remain Outstanding, the Registrar shall make all necessary provisions to permit the exchange and registration of transfer of Series 2019 Bonds at its principal corporate trust office. The Registrar may be removed at any time at the option of the Designated University Representative upon prior notice to the Registrar, the Insurer, if any, and a successor Registrar appointed by the Designated University Representative. No resignation or removal of the Registrar shall be effective until a successor shall have been appointed and until the successor Registrar shall have accepted the duties of the Registrar hereunder. The Registrar is authorized, on behalf of the University, to authenticate and deliver Series 2019 Bonds transferred or exchanged in accordance with the provisions of such Series 2019 Bonds and this Series Resolution and to carry out all of the Registrar's powers and duties under this Series Resolution. The Registrar shall be responsible for its representations contained in the Certificate of Authentication on the Series 2019 Bonds.

(b)     *Registered Ownership.* The University and the Registrar, each in its discretion, may deem and treat the Registered Owner of each Series 2019 Bond as the absolute owner thereof for all purposes (except as provided in Section 16 of this Series Resolution), and neither the University nor the Registrar shall be affected by any notice to the contrary. Payment of any such Series 2019 Bond shall be made only as described in Section 6 hereof, but such Series 2019

Bond may be transferred as herein provided. All such payments made as described in Section 6 shall be valid and shall satisfy and discharge the liability of the University upon such Series 2019 Bond to the extent of the amount or amounts so paid.

(c) *DTC Acceptance/Letter of Representations.* To induce DTC to accept the Series 2019 Bonds as eligible for deposit at DTC, the University has executed and delivered a Letter of Representations to DTC.

Neither the University nor the Registrar will have any responsibility or obligation to DTC participants or the persons for whom they act as nominees (or any successor depository) with respect to the Series 2019 Bonds in respect of the accuracy of any records maintained by DTC (or any successor depository) or any DTC participant, the payment by DTC (or any successor depository) or any DTC participant of any amount in respect of the principal of or interest on Series 2019 Bonds, any notice which is permitted or required to be given to Registered Owners under this Series Resolution (except such notices as shall be required to be given by the University to the Registrar or to DTC (or any successor depository)), or any consent given or other action taken by DTC (or any successor depository) as the Registered Owner. For so long as any Series 2019 Bonds are held in fully immobilized form hereunder, DTC or its successor depository shall be deemed to be the Registered Owner for all purposes hereunder, and all references herein to the Registered Owners shall mean DTC (or any successor depository) or its nominee and shall not mean the owners of any beneficial interest in such Series 2019 Bonds.

(d) *Use of Depository.*

(1) The Series 2019 Bonds shall be registered initially in the name of “CEDE & CO.”, as nominee of DTC, with one Series 2019 Bond maturing within a series on each of the maturity dates for the Series 2019 Bonds in a denomination corresponding to the total

principal therein designated to mature on such date. Registered ownership of such immobilized Series 2019 Bonds, or any portions thereof, may not thereafter be transferred except (A) to any successor of DTC or its nominee, provided that any such successor shall be qualified under any applicable laws to provide the service proposed to be provided by it; (B) to any substitute depository appointed by the Board pursuant to subsection (ii) below or such substitute depository's successor; or (C) to any person as provided in subsection (iv) below.

(2) Upon the resignation of DTC or its successor (or any substitute depository or its successor) from its functions as depository or a determination by the Board to discontinue the system of book entry transfers through DTC or its successor (or any substitute depository or its successor), the Board may hereafter appoint a substitute depository. Any such substitute depository shall be qualified under any applicable laws to provide the services proposed to be provided by it.

(3) In the case of any transfer pursuant to clause (A) or (B) of subsection (1) above, the Registrar shall, upon receipt of all Outstanding Series 2019 Bonds of a series, together with a written request on behalf of the Board, issue a single new Series 2019 Bond of that series for each maturity of the Series 2019 Bonds then Outstanding, registered in the name of such successor or such substitute depository, or their nominees, as the case may be, all as specified in such written request of the Board.

(4) In the event that (A) DTC or its successor (or substitute depository or its successor) resigns from its functions as depository, and no substitute depository can be obtained, or (B) the Board determines that it is in the best interest of the beneficial owners of a series of the Series 2019 Bonds that such owners be able to obtain such bonds in the form of Series 2019 Bond certificates, the ownership of such Series 2019 Bonds may then be transferred to any

person or entity as herein provided, and shall no longer be held in fully immobilized form. The Designated University Representative shall deliver a written request to the Registrar, together with a supply of definitive Series 2019 Bonds, to issue Series 2019 Bonds as herein provided in any authorized denomination. Upon receipt by the Registrar of all then Outstanding Series 2019 Bonds together with a written request on behalf of the Board to the Registrar, new Series 2019 Bonds shall be issued in the appropriate denominations and registered in the names of such persons as are requested in such written request.

(e) *Registration of Transfer of Ownership or Exchange; Change in Denominations.*

If the Series 2019 Bonds are no longer held in book-entry only form, the transfer of any Series 2019 Bond may be registered and Series 2019 Bonds may be exchanged, but no transfer of any such Series 2019 Bond shall be valid unless such Series 2019 Bond is surrendered to the Registrar with the assignment form appearing on such Series 2019 Bond duly executed by the Registered Owner or such Registered Owner's duly authorized agent in a manner satisfactory to the Registrar. Upon such surrender, the Registrar shall cancel the surrendered Series 2019 Bond and shall authenticate and deliver, without charge to the Registered Owner or transferee therefor, a new Series 2019 Bond (or Series 2019 Bonds at the option of the new Registered Owner) of the same series, date, maturity and interest rate and for the same aggregate principal amount in any authorized denomination, naming as Registered Owner the person or persons listed as the assignee on the assignment form appearing on the surrendered Series 2019 Bond, in exchange for such surrendered and canceled Series 2019 Bond. If the Series 2019 Bonds are no longer held in book-entry only form, any Series 2019 Bond may be surrendered to the Registrar and exchanged, without charge, for an equal aggregate principal amount of Series 2019 Bonds of the same series, date, maturity and interest rate, in any authorized denomination or denominations.

The Registrar shall not be obligated to register the transfer or to exchange any Series 2019 Bond during the 15 days preceding the date any such Series 2019 Bond is to be redeemed.

(f) *Registrar's Ownership of Series 2019 Bonds.* The Registrar may become the Registered Owner of any Series 2019 Bond with the same rights it would have if it were not the Registrar, and to the extent permitted by law, may act as depository for and permit any of its officers or directors to act as member of, or in any other capacity with respect to, any committee formed to protect the right of the Registered Owners of Series 2019 Bonds.

(g) *Registration Covenant.* The University covenants that, until all Series 2019 Bonds have been surrendered and canceled, it will maintain a system for recording the ownership of each Series 2019 Bond that complies with the provisions of Section 149 of the Code.

(h) *Series 2019 Bonds Payable from Series 2019 Bond Fund.* The Series 2019 Bonds shall be obligations only of the Series 2019 Bond Fund and shall be payable and secured as provided herein and in the Master Resolution. The Series 2019 Bonds are not general obligations of the University or of the State of Washington. The Series 2019 Bonds do not constitute an indebtedness of the University within the meaning of the constitutional provisions and limitations of the State of Washington.

Section 8. Series 2019 Bond Fund. A special fund of the University designated the “Western Washington University Housing and Dining System Revenue Bond Fund, Series 2019” (the “Series 2019 Bond Fund”) is hereby authorized to be created in the office of the Designated University Representative for the purpose of paying and securing the payment of the Series 2019 Bonds. The Series 2019 Bond Fund shall be held separate and apart from all other funds and accounts of the University and shall be a trust fund for the owners, from time to time, of the Series 2019 Bonds.

(a) *Series 2019 Debt Service Account.* If the Bond Purchase Contract or the University specifies an amount to be held as the Series 2019 Reserve Account Requirement in the Series 2019 Reserve Account, a separate account within the Series 2019 Bond Fund, to be designated as the Series 2019 Debt Service Account is hereby authorized to be created in the Series 2019 Bond Fund for the purpose of paying the principal of, premium, if any, and interest on the Series 2019 Bonds.

The University hereby irrevocably obligates and binds itself for as long as any Series 2019 Bonds remain Outstanding to set aside and pay into the Series 2019 Debt Service Account from Net Revenues or moneys in the Revenue Fund, on or prior to the respective dates the same become due:

(1) Such amounts as are required to pay the interest scheduled to become due on Outstanding Series 2019 Bonds; and

(2) Such amounts with respect to Outstanding Series 2019 Bonds as are required (A) to pay maturing principal, (B) to make required sinking fund payments, and (C) to redeem Outstanding Series 2019 Bonds in accordance with any mandatory redemption provisions.

(b) *Series 2019 Reserve Account.* If the Bond Purchase Contract or University specifies an amount to be maintained as the Series 2019 Reserve Account Requirement, a Series 2019 Bond Reserve Account (the “Series 2019 Reserve Account”) shall be created in the Series 2019 Bond Fund for the purpose of securing the payment of the principal of and interest on Series 2019 Bonds.

The University hereby covenants and agrees that on the date of issuance of the Series 2019 Bonds, it will provide for the funding of the Series 2019 Reserve Account in an

amount sufficient to satisfy the Series 2019 Reserve Account Requirement, if any. Such deposit will be made in the form of a surety bond, as Qualified Insurance, or in the form of cash or other securities, as necessary. The Designated University Representative is hereby authorized and directed to determine the method of funding of the Series 2019 Reserve Account Requirement.

The University further covenants and agrees that it will maintain the Series 2019 Reserve Account Requirement throughout the term of the Series 2019 Bonds, except for permitted withdrawals therefrom. The Series 2019 Reserve Account Requirement may be maintained by deposits of cash, a Qualified Letter of Credit or Qualified Insurance, or a combination of the foregoing. In computing the amount on hand in the Series 2019 Reserve Account, Qualified Insurance and/or a Qualified Letter of Credit shall be valued at the face amount thereof, and all other obligations purchased as an investment of moneys therein shall be valued at its market value, and shall be revalued at least once each year. At the time of revaluation of obligations held in the Series 2019 Reserve Account, if it is determined that the balance on hand in the Series 2019 Reserve Account is less than the Series 2019 Reserve Account Requirement, then the University shall transfer sufficient funds to make up this deficiency within one year of the date of such determination.

Whenever there is a sufficient amount in the Series 2019 Bond Fund, including the Series 2019 Reserve Account and the Series 2019 Debt Service Account to pay the principal of, premium, if any, and interest on all outstanding Series 2019 Bonds, the money in the Series 2019 Reserve Account may be used to pay such principal, premium, if any, and interest. Money in the Series 2019 Reserve Account may be withdrawn to redeem and retire, and to pay the interest due to such date of redemption and premium, if any, on any Outstanding Series 2019 Bonds, so long as the moneys left remaining on deposit in the Series 2019 Reserve Account are equal to the

Series 2019 Reserve Account Requirement. The University may also transfer out of the Series 2019 Reserve Account any moneys required in order to prevent any Series 2019 Bonds from becoming “arbitrage bonds” under the Code.

If a deficiency in the Series 2019 Debt Service Account shall occur, such deficiency shall be made up from the Series 2019 Reserve Account by the withdrawal of cash therefrom for that purpose and by the sale or redemption of obligations held in the Series 2019 Reserve Account, if necessary, in such amounts as will provide cash in the Series 2019 Reserve Account sufficient to make up any such deficiency, and if a deficiency still exists immediately prior to an interest payment date and after the withdrawal of cash, the University shall then draw from any Qualified Letter of Credit, Qualified Insurance, or other equivalent credit facility for the Series 2019 Bonds in sufficient amount to make up the deficiency. Such draw shall be made at such times and under such conditions as the agreement for such Qualified Letter of Credit or such Qualified Insurance shall provide. Reimbursement shall be made to the issuer of the Surety Bond in accordance with the terms of the Surety Bond Agreement, and after making necessary provision for the payments required to be made in paragraph First through Third of Section 2(a) of the Master Resolution. Any deficiency created in the Series 2019 Reserve Account by reason of any such withdrawal shall be made up within one year from Qualified Insurance or a Qualified Letter of Credit or out of Net Revenues (or out of any other moneys on hand legally available for such purpose) (in 12 approximately equal installments) after making necessary provision for the payments required to be made into the Series 2019 Debt Service Account within such year.

In making the payments and credits to the Series 2019 Reserve Account required by this Section 8(b), to the extent that the University has obtained Qualified Insurance or a Qualified Letter of Credit for specific amounts required pursuant to this section to be paid out of the



Series 2019 Reserve Account, such amounts so covered by Qualified Insurance or a Qualified Letter of Credit shall be credited against the amounts required to be maintained in the Series 2019 Reserve Account by this Section 8(b) to the extent that such payments and credits to be made are insured by an insurance company, or guaranteed by a letter of credit from a financial institution. Such Qualified Letter of Credit or Qualified Insurance shall not be cancellable on less than one year's notice. In the event of any cancellation of the Qualified Insurance, or Qualified Letter of Credit, for reasons other than insolvency of the issuer of the Qualified Insurance or the Qualified Letter of Credit, the Series 2019 Reserve Account Requirement shall be satisfied within one year of the date of cancellation with Qualified Insurance or another Qualified Letter of Credit, or if the issuer of the Qualified Insurance or the Qualified Letter of Credit shall be insolvent the Series 2019 Reserve Account Requirement shall be satisfied within five years (in 60 approximately equal installments) of the insolvency or cancellation out of Net Revenues (or out of moneys on hand legally available for such purpose) after making necessary provisions for the payments required to be made into the Series 2019 Debt Service Account.

(c) *Pledged Amount.* In Section 7(h) of the Master Resolution, the Board has covenanted and agreed to establish, maintain and collect Services and Activities Fees at least equal to the Pledged Amount. Further, the Master Resolution retains the authority of the Board to increase the "Pledged Amount" to include additional fees specifically pledged to one or more series of Bonds. The Board hereby covenants and agrees that it will allocate such additional portion of the aggregate Services and Activities Fees (imposed by the Board from time to time in the future) and shall utilize voluntary student fees to the extent available that have been approved by the students for the Projects and as are necessary to meet the required payments into the

Series 2019 Debt Service Account to pay the principal of and interest on the Series 2019 Bonds as the same becomes due and payable.

(d) *Lien of Deposits into Series 2019 Bond Fund.* Said amounts so pledged to be paid into the Series 2019 Debt Service Account and Series 2019 Reserve Account with respect to the Series 2019 Bonds are hereby declared to be an equal and prior lien and charge upon the Gross Revenue superior to all other charges of any kind or nature whatsoever, except for Operating Expenses and except that the amounts so pledged are of equal lien to the lien and charge of the Outstanding Parity Bonds and to any lien which may hereafter be made to pay and secure the payment of the principal of and interest on any Future Parity Bonds.

(e) *Use of Excess Money.* Money in the Series 2019 Bond Fund not needed to pay the interest or principal and interest next coming due on any Outstanding Series 2019 Bonds or to maintain required reserves therefor may be used to purchase or redeem and retire Series 2019 Bonds. Money in the Revenue Fund, the Series 2019 Debt Service Account and the Series 2019 Reserve Account may be commingled for investment purposes and may be invested in any investments legal for the University; subject to the limitations set forth in Section 11 hereof.

Section 9. Application of Proceeds of Series 2019 Bonds. The Designated University Representative currently maintains funds of the University (together, the “Project Funds”) into which the proceeds of the Series 2019 Bonds shall be deposited, based on allocations to each fund made by the Designated University Representative at the time of closing. Money on hand in the Project Funds shall be used to pay the costs of or reimburse the University for the payments of the costs of the Projects and the costs of funding the Bond Insurance Policy, if any and the Surety Bond, if any and costs of issuance of the Series 2019 Bonds. The Designated University Representative may invest money in the Project Funds in

legal investments for University funds. Earnings on such investments shall accrue to the benefit of the fund earning such interest. Any part of the proceeds of the Series 2019 Bonds remaining in the Project Funds after all costs of the Projects have been paid (including costs of issuance) may be used for any capital purpose of the System or may be transferred to the Series 2019 Debt Service Account.

Section 10. Defeasance. In the event that money and/or noncallable Government Obligations that are direct obligations of the United States or obligations unconditionally guaranteed by the United States maturing at such time or times and bearing interest to be earned thereon in amounts (together with such money, if necessary) sufficient to redeem and retire part or all of the Series 2019 Bonds authorized hereunder in accordance with their terms, are set aside in a special account of the University to effect such redemption and retirement, and such moneys and the principal of and interest on such obligations are irrevocably set aside and pledged for such purpose, then no further payments need be made into the Series 2019 Bond Fund of the University for the payment of the principal of and interest on the Series 2019 Bonds so provided for, and such Series 2019 Bonds shall cease to be entitled to any lien, benefit or security of the Master Resolution and this Series Resolution, except the right to receive the moneys so set aside and pledged, such Series 2019 Bonds shall be deemed not to be outstanding hereunder.

Section 11. Tax Covenants.

(a) *Arbitrage Covenant.* Without limiting the generality of the foregoing, the University covenants that it will not take any action or fail to take any action with respect to the proceeds of sale of the Series 2019 Bonds or any other funds of the University which may be deemed to be proceeds of the Series 2019 Bonds pursuant to Section 148 of the Code and the regulations promulgated thereunder which, if such use had been reasonably expected on the date

of delivery of the Series 2019 Bonds to the initial purchasers thereof, would have caused the Series 2019 Bonds as “arbitrage bonds” within the meaning of such term as used in Section 148 of the Code.

The University represents that it has not been notified of any listing or proposed listing by the Internal Revenue Service to the effect that it is an issuer whose arbitrage certifications may not be relied upon. The University will comply with the requirements of Section 148 of the Code and the applicable regulations thereunder throughout the term of the Series 2019 Bonds.

(b) *Private Person Use Limitation for Series 2019 Bonds.* The University covenants that for as long as the Series 2019 Bonds are Outstanding, it will not permit:

(1) More than 10% of the Net Proceeds of the Series 2019 Bonds to be used for any Private Person Use; and

(2) More than 10% of the principal or interest payments on the Series 2019 Bonds in a Bond Year to be directly or indirectly: (A) secured by any interest in property used or to be used for any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use.

The University further covenants that, if:

(3) More than five percent of the Net Proceeds of the Series 2019 Bonds are to be used for any Private Person Use; and

(4) More than five percent of the principal or interest payments on the Series 2019 Bonds in a Bond Year are (under the terms of this Series Resolution or any underlying arrangement) directly or indirectly: (A) secured by any interest in property used or to be used for

any Private Person Use or secured by payments in respect of property used or to be used for any Private Person Use, or (B) derived from payments (whether or not made to the University) in respect of property, or borrowed money, used or to be used for any Private Person Use, then, (i) any Private Person Use of the Projects described in subsection (3) hereof or Private Person Use payments described in subsection (4) hereof that is in excess of the five percent limitations described in such subsections (3) or (4) will be for a Private Person Use that is related to the state or local governmental use of the Projects, and (ii) any Private Person Use will not exceed the amount of Net Proceeds of the Series 2019 Bonds used for the state or local governmental use portion of the project to which the Private Person Use of such portion of the Projects relates. The University further covenants that it will comply with any limitations on the use of the projects by other than state and local governmental users that are necessary, in the opinion of its bond counsel, to preserve the tax exemption of the interest on the Series 2019 Bonds. The covenants of this section are specified solely to assure the continued exemption from regular income taxation of the interest on the Series 2019 Bonds.

Section 12. Form of Series 2019 Bonds and Registration Certificate. The Series 2019

Bonds shall be in substantially the following form:

[STATEMENT OF INSURANCE, if any]  
[to come from insurer]

NO. \_\_\_\_\_ UNITED STATES OF AMERICA \$ \_\_\_\_\_  
STATE OF WASHINGTON  
WESTERN WASHINGTON UNIVERSITY  
HOUSING AND DINING SYSTEM  
REVENUE BOND, SERIES 2019[ ]

Maturity Date:

CUSIP No.

Interest Rate:

Registered Owner: Cede & Co.

Principal Amount:

WESTERN WASHINGTON UNIVERSITY, a regional university organized and existing under and by virtue of the laws of the State of Washington (the "University"), promises to pay to the Registered Owner identified above, or registered assigns, on the Maturity Date identified above, solely from the special fund of the University known as the "Western Washington University Housing and Dining System Revenue Bond Fund, 2019" (the "Series 2019 Bond Fund") created by Resolution No. 2019-04 of the Board of Trustees (together with Resolution No. 97-09, hereinafter collectively referred to as the "Bond Resolution") the Principal Amount indicated above and to pay interest thereon from the Bond Fund from \_\_\_\_\_, 20\_\_, or the most recent date to which interest has been paid or duly provided for or until payment of this bond at the Interest Rate set forth above, payable on \_\_\_\_\_ 1, 20\_\_, and semiannually thereafter on the first days of each April and October. Both principal of and interest on this bond are payable in lawful money of the United States of America. Interest shall be paid as provided in the Blanket Issuer Letter of Representations (the "Letter of Representations") by the University to The Depository Trust Company ("DTC"). Principal shall be paid as provided in the Letter of Representations to the Registered Owner or assigns upon presentation and surrender of this bond at the principal office of the fiscal agent of the State of Washington (the "Registrar"). Capitalized terms used in this bond which are not specifically defined have the meanings given such terms in the Bond Resolution.

This bond is one of an issue of bonds of the University of like date, tenor and effect, except as number, amount, rate of interest and date of maturity and is issued pursuant to the Bond Resolution to pay for improvements and additions to the University's housing and dining system.

The bonds of this issue are subject to redemption as stated in the Bond Purchase Contract or Approved Bid.

The bonds of this issue are not private activity bonds. The bonds of this issue have not been designated by the University as eligible investments for financial institutions under Section 265 of the Internal Revenue Code of 1986, as amended.

The University hereby covenants and agrees with the owner and holder of this bond that it will keep and perform all the covenants of this bond and the Bond Resolution.

The University does hereby pledge and bind itself to set aside from such Gross Revenue of the System, and to pay into said Series 2019 Bond Fund [and the Series 2019 Reserve Account created therein] the various amounts required by the Bond Resolution to be paid into and maintained in said Fund [and Account], all within the times provided by said Bond Resolution.

Said amounts so pledged to be paid out of Gross Revenue into said Series 2019 Bond Fund [and Series 2019 Bond Reserve Account] are hereby declared to be a first and prior lien and charge upon the Gross Revenue, subject to the Operating Expenses of the System and equal in rank to the lien and charge upon such Gross Revenue of the amounts required to pay and secure the payment of the University's Housing and Dining System Junior Lien Revenue Refunding Bonds, 1998 Series A, Housing and Dining System Revenue Refunding Bonds, Series 2012, Housing and Dining System Revenue Refunding Bonds, Series 2015, Housing and Dining System Revenue Refunding Bonds, Series 2018A, Housing and Dining System Revenue Refunding Bonds, Series 2018B and any revenue bonds of the University hereafter issued on a parity with such bonds and the bonds of this issue.

The University has further bound itself to maintain all of its properties and facilities which contribute in some measure to such Gross Revenue in good repair, working order and condition, to operate the same in an efficient manner and at a reasonable cost, and to establish, maintain and collect rentals, rates and charges in the operation of the System for as long as any bonds of this issue are outstanding that will make available, for the payment of the principal thereof and interest thereon as the same shall become due, Net Revenues (as the same is defined in the Bond Resolution) in an amount equal to or greater than the Rate Covenant.

This bond shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Bond Resolution until the Certificate of Authentication hereon shall have been manually signed by or on behalf of the Registrar.

It is hereby certified and declared that this bond and the bonds of this issue are issued pursuant to and in strict compliance with the Constitution and laws of the State of Washington and resolutions of the University and that all acts, conditions and things required to be done precedent to and in the issuance of this bond have happened, been done and performed.

IN WITNESS WHEREOF, Western Washington University has caused this bond to be executed by the manual or facsimile signatures of the Chair and Secretary of the Board of Trustees, and a facsimile corporate seal of the University to be imprinted hereon as of the \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

WESTERN WASHINGTON UNIVERSITY

By /s/ \_\_\_\_\_  
Chair, Board of Trustees

ATTEST:

/s/ \_\_\_\_\_  
Secretary, Board of Trustees

CERTIFICATE OF AUTHENTICATION

Date of Authentication: \_\_\_\_\_

This bond is one of the bonds described in the within mentioned Bond Resolution and is one of the Housing and Dining System Revenue Bonds, Series 2019[\_\_\_] of Western Washington University, dated \_\_\_\_\_, 2019.

WASHINGTON STATE FISCAL AGENT,  
Registrar

By \_\_\_\_\_  
Authorized Signer

Section 13. Execution. The Series 2019 Bonds shall be executed on behalf of the University with the manual or facsimile signature of the Chair of its Board, shall be attested by the manual or facsimile signature of the Secretary of the Board and shall have the seal of the University impressed or a facsimile thereof imprinted thereon.

Only such Series 2019 Bonds as shall bear thereon a Certificate of Authentication in the form hereinbefore recited, manually executed by the Registrar, shall be valid or obligatory for any purpose or entitled to the benefits of this Series Resolution. Such Certificate of Authentication shall be conclusive evidence that the Series 2019 Bonds so authenticated have



been duly executed, authenticated and delivered hereunder and are entitled to the benefits of this Series Resolution.

In case either of the officers of the University who shall have executed the Series 2019 Bonds shall cease to be such officer or officers of the University before the Series 2019 Bonds so signed shall have been authenticated or delivered by the Registrar, or issued by the University, such Series 2019 Bonds may nevertheless be authenticated, delivered and issued and upon such authentication, delivery and issuance, shall be as binding upon the University as though those who signed the same had continued to be such officers of the University. Any Series 2019 Bond may also be signed and attested on behalf of the University by such persons as at the actual date of execution of such Series 2019 Bond shall be the proper officers of the University although at the original date of such Series 2019 Bond any such person shall not have been such officer.

Section 14. Defaults and Remedies. The University hereby finds and determines that the failure or refusal of the University or any of its officers to perform the covenants and obligations of this Series Resolution will endanger the operation of the System and the application of Gross Revenue and such other moneys, funds and securities to the purposes herein set forth. Any one or more of the following shall constitute a Default under this Series Resolution:

(a) The University shall fail to make payment of the principal of any Series 2019 Bonds when the same shall become due and payable whether by maturity or scheduled redemption prior to maturity;

(b) The University shall fail to make payments of any installment of interest on any Series 2019 Bonds when the same shall become due and payable; or

(c) The University shall default in the observance or performance of any other covenants, conditions, or agreements on the part of the University contained in this Series Resolution, and such default shall have continued for a period of 90 days.

Upon the occurrence and continuation of any Default, the Registered Owners of the Series 2019 Bonds shall be entitled to exercise the remedies specified in Section 20 of the Master Resolution.

The failure to observe any term of an ongoing disclosure agreement under the Rule shall not constitute a Default hereunder or under the Master Resolution.

Section 15. Sale of Series 2019 Bonds. The Board has determined that it would be in the best interest of the University to delegate to the Designated University Representative the authority to approve the manner of sale of a series of the Series 2019 Bonds, determine whether the Series 2019 Bonds shall be issued and sold in one or more series, approve the final interest rates, maturity dates, aggregate principal amount, principal amounts of each maturity of each series, redemption rights of each series and other terms and conditions of the Series 2019 Bonds. The Designated University Representative is hereby authorized to determine whether the Series 2019 Bonds shall be issued and sold in one or more series, the manner of sale of each series, approve the final interest rates, maturity dates, aggregate principal amount, principal maturities and redemption rights for each series for the Series 2019 Bonds in the manner provided hereafter so long as (i) the aggregate principal amount of the Series 2019 Bonds does not exceed \$75,000,000; and (ii) the true interest cost for a series of the Series 2019 Bonds (in the aggregate) does not exceed 4.50%.

In determining the final interest rates, maturity dates, aggregate principal amount, principal maturities and redemption rights of a series of the Series 2019 Bonds, the Designated

University Representative, in consultation with University staff and the University's financial advisor, shall take into account those factors that, in his/her judgment, will result in the lowest true interest cost of such series of the Series 2019 Bonds to their maturity, including, but not limited to current financial market conditions and current interest rates for obligations comparable in tenor and quality to the Series 2019 Bonds.

Initially, the Designated University Representative is hereby authorized to determine whether a series of the Series 2019 Bonds shall be sold by Negotiated Sale or by a Competitive Sale. If a series of the Series 2019 Bonds are sold by Negotiated Sale, the Designated University Representative shall select one or more underwriting firms to underwrite the Series 2019 Bonds through a process of soliciting proposals for underwriting. Upon the selection of one or more underwriters, the Designated University Representative shall negotiate the terms of sale for the Series 2019 Bonds, including the terms described in this section, in a contract of sale (the "Bond Purchase Contract"). If a series of the Series 2019 Bonds are sold by Competitive Sale, sealed bids will be received by the Designated University Representative or the Competitive Sale will be undertaken by electronic means, in the manner and on such date and time as the Designated University Representative hereafter shall determine. The Designated University Representative will approve the bid offering to purchase the Series 2019 Bonds at the lowest true interest cost to the University at such price as shall be determined at the time of sale by the Designated University Representative, plus accrued interest to the date of delivery, on all the terms and conditions set out in the applicable Official Notice of Sale.

All bids submitted for the purchase of the Series 2019 Bonds shall be as set forth in the applicable Official Notice of Sale or otherwise as established by the Designated University Representative which will be furnished upon request made to the Designated University

Representative. Such bids shall require a good faith deposit to be received by the University promptly and with secured delivery (e.g., cash, surety bond, certified check), in an amount determined by the University's financial advisor. The good faith deposit of the successful bidder shall be security for the performance of its bid and shall be held as liquidated damages in case the successful bidder fails to take up and pay for the Series 2019 Bonds within 45 days if tendered for delivery. All bids submitted shall be opened (but not read publicly) by the University. The University reserves the right to reject any and all bids and to waive any irregularity or informality in any bid.

Subject to the terms and conditions set forth in this Section 15, the Designated University Representative is hereby authorized to accept an Approved Bid in a Competitive Sale and/or execute the final form of a Bond Purchase Contract in a Negotiated Sale, upon his/her approval of the final interest rates, maturity dates, aggregate principal amounts, principal maturities and redemption rights set forth therein. Following the sale of a series of the Series 2019 Bonds, the Designated University Representative shall provide a report to the Board, describing the final terms of such series of the Series 2019 Bonds approved pursuant to the authority delegated in this section.

The authority granted to the Designated University Representative by this Section shall remain in effect until December 31, 2019. If the sale for the Series 2019 Bonds has not been completed by December 31, 2019, the authorization for the issuance of such series of the Series 2019 Bonds shall be rescinded, and such series of the Series 2019 Bonds shall not be issued nor their sale approved unless such Series 2019 Bonds shall have been re-authorized by resolution of the University. The resolution re-authorizing the issuance and sale of such Series 2019 Bonds may be in the form of a new resolution repealing this Series Resolution in whole or

in part or may be in the form of an amendment to this Series Resolution establishing terms and conditions for the authority delegated under this Section.

The Designated University Representative or his/her designee are hereby authorized to review and approve on behalf of the University the preliminary and final Official Statements relative to each series of the Series 2019 Bonds with such additions and changes as may be deemed necessary or advisable to them. The Designated University Representative is hereby further authorized to deem final the Preliminary Official Statement for the Series 2019 Bonds for purposes of compliance with the Rule.

Upon the adoption of this Series Resolution, the proper officials of the University including the Designated University Representative, are authorized and directed to undertake all other actions necessary for the prompt sale, execution and delivery of the Series 2019 Bonds and further to execute all closing certificates and documents required to effect the closing and delivery of the Series 2019 Bonds in accordance with the terms of the Official Notice of Sale, Approved Bid and/or Bond Purchase Contract. In furtherance of the foregoing, the Designated University Representative is authorized to approve and enter into agreements for the payment of costs of issuance, including Underwriter's discount, the fees and expenses specified in the Purchase Contract, including fees and expenses of Underwriter and other retained services, including Bond Counsel, rating agencies, fiscal agent, and other expenses customarily incurred in connection with issuance and sale of bonds.

Section 16. Undertaking to Provide Ongoing Disclosure. The Designated University Representative is authorized to, in his/her discretion, execute and deliver a certificate regarding continuing disclosure in order to assist the Underwriter in complying with Section (b)(5) of the Rule.

Section 17. Bond Insurance; Surety Bond.

(a) *Bond Insurance.* The payments of the principal of and interest on a series of the Series 2019 Bonds may be insured by the issuance of the Bond Insurance Policy. The Designated University Representative, with the assistance of the University's financial advisor, is hereby further authorized to solicit proposals from municipal bond insurance companies for the issuance of a Bond Insurance Policy. In the event that the Designated University Representative receives multiple proposals, the Designated University Representative may select the proposal having the lowest cost and resulting in an overall lower interest cost with respect to the Series 2019 Bonds. The Designated University Representative may execute a commitment received from the Insurer selected by the Designated University Representative. The Board further authorizes and directs all proper officers, agents, attorneys and employees of the University to cooperate with the Insurer in preparing such additional agreements, certificates, and other documentation on behalf of the University as shall be necessary or advisable in providing for the Bond Insurance Policy. To the extent that a series of the Series 2019 Bonds are insured by a Bond Insurance Policy, the Insurer of each maturity of the Series 2019 Bonds so insured shall be deemed to be the Registered Owner of such Series 2019 Bonds for all purposes, including consent, under this Series Resolution and the Master Resolution.

(b) *Surety Bond.* The guaranteeing of certain payments into the Series 2019 Reserve Account, if any, may be secured by a surety bond (the "Surety Bond"). The Designated University Representative, with the assistance of the University's financial advisor, is hereby further authorized to solicit proposals from municipal bond insurance companies for the issuance of a Surety Bond (the "Surety Bond Provider"). In the event that the Designated University Representative receives multiple proposals, the Designated University Representative may select

the proposal having the lowest cost and resulting in an overall lower interest cost with respect to the Series 2019 Bonds. The Designated University Representative may execute a commitment received from the Surety Bond Provider selected by the Designated University Representative. The Board further authorizes and directs all proper officers, agents, attorneys and employees of the University to cooperate with the Surety Bond Provider in preparing such additional agreements, certificates, and other documentation on behalf of the University as shall be necessary or advisable in providing for the Surety Bond.

Section 18. Severability. If any one or more of the covenants or agreements provided in this Series Resolution to be performed on the part of the University shall be declared by any court of competent jurisdiction to be contrary to law, then such covenant or covenants, agreement or agreements, shall be null and void and shall be deemed separable from the remaining covenants and agreements in this Series Resolution and shall in no way affect the validity of the other provisions of this Series Resolution or of any Series 2019 Bonds.

Section 19. Effective Date. This Series Resolution shall be effective immediately upon its adoption.

ADOPTED AND APPROVED by the Board of Trustees of Western Washington University, at a regular meeting held this 23rd day of August, 2019.

WESTERN WASHINGTON UNIVERSITY

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Chair, Board of Trustees

ATTEST:

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Secretary of the Board

**Western Washington University**  
**Proposed Issuance of up to \$75,000,000 of**  
**Housing and Dining System Revenue Bonds, Series 2019**

Overview of Master and Series Bond Resolutions

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The University's Housing and Dining System incurs debt through issuance of revenue bonds, using a structure that includes a **Master Bond Resolution**, in which general terms, covenants and features for borrowing are set forth, including the ability to periodically issue "parity bonds" through a specific **Series Resolution**. So long as "parity conditions" contained in the Master Resolution are met, then additional bonds may be issued through a Series Resolution, which is supplemental to the Master Resolution

In 1997, the University adopted a Master Resolution (No. 97-9), which contains terms and covenants that apply to all bonds subsequently issued on behalf of the housing and dining system. All outstanding bonds of the housing and dining system have been issued under the terms of the 1997 Master Resolution.

As of August 1, 2019, the University has outstanding \$61,945,000 of Housing and Dining System Revenue and Refunding Bonds as shown below:

Series 1998 - \$ 4,350,000 Outstanding Principal  
Series 2012 - \$ 4,395,000 Outstanding Principal  
Series 2015 - \$ 9,240,000 Outstanding Principal  
Series 2018A - \$10,695,000 Outstanding Principal  
Series 2018B - \$33,265,000 Outstanding Principal

**The proposed Series 2019 Bonds will be subject to the terms of the 1997 Master Resolution and the proposed Series Resolution to be presented to the Board for consideration at its regular meeting on August 23, 2019. The terms contained in the Master Resolution were previously established by the Board of Trustees and are currently in place. A copy of the Master Resolution is available upon request.**

In addition to the Bond Covenants, the Housing and Dining System has internal Fiscal Guiding Principles which are more restrictive. The pro forma projections for the System ensure that fiscal plans are in place to meet these Principles.

**Master Resolution**

The following terms are included in the University's Master Resolution for Housing and Dining System bonds:

Additional Bonds Test: In order to issue the Series 2019 Bonds on an equal lien with the outstanding Bonds, the President of the University or his designee must prepare a certificate that demonstrates that Net Revenues at least equal to 1.25 times Average Annual Debt Service will be fulfilled.



Coverage Requirement/Rate Covenant: Net Revenues of the housing and dining system must be equal to or greater than 125% of Aggregate Annual Debt Service. Rates and charges must be set so that Net Revenues in each fiscal year must equal the greater of (i) 125% of the amounts required in such fiscal year to be paid as debt service on the Bonds and outstanding bonds, or (ii) amounts required to be deposited during the fiscal year from Net Revenues into bond funds and reserve funds for the bonds and into the Renewal and Replacement Fund.

Renewal and Replacement Fund: The University will make deposits into a Renewal and Replacement Fund sufficient to maintain a balance therein not less than five percent of the principal balance of the Bonds and outstanding bonds.

Priority of Use of Gross Revenues: (1) Payment of expenses of maintenance and operation of the System, (2) payments to debt service accounts, (3) payments to reserve accounts, (4) payments into junior lien debt service or reserve accounts, (5) payments into the Renewal and Replacement Fund, and (6) retirement of outstanding obligations, improvements to the System, or other lawful purposes.

Authorization of Series of Bonds: The University reserved authority to issue additional bonds secured by Net Revenue of the System, subject to compliance with specific conditions.

Other Specific Covenants:

- (a) to duly and punctually pay debt service and comply with covenants and provisions of each bond resolution;
- (b) to maintain the System in good repair, working order and condition;
- (c) if any portion of the System that contributes to revenue is sold or condemned, the net proceeds of such sale or condemnation will be applied to the System;
- (d) to maintain property insurance deemed necessary to protect the University and bondholders,
- (e) to maintain liability insurance deemed necessary to protect the University and bondholders;
- (f) to keep and maintain proper books and records of the System; and
- (g) maintain and collect Services and Activities Fees at least equal to \$32.00 per academic quarter for each full-time student and at least \$6.40 for each part time student.

**Series Resolution**

The following terms will be included in the Series Resolution for the Housing and Dining System Bonds, Series 2019:

The Project: The Resolution will describe the project to be funded with bond proceeds, which will include demolishing an old residence hall and construction and equipping of a new residence hall, additional Housing System renovations and payment of costs of issuance of the Bonds.

Delegation Provisions: The Series Resolution will provide for delegation of the following items to the President or Vice President for Business and Financial Affairs.

Issue Size: The Series Resolution will include a maximum bond size of \$75,000,000. Items that will affect the issue size to be contained in the Bond Resolution are: (1) final review of actual costs for the construction projects (bids or guaranteed maximum price), (2) interest rates on the bonds, and therefore the amount of bonds that can be supported by the expected revenue available for the improvement purposes; and (3)

actual underwriting discount or premium proposed by the underwriter at the time of bond sale.

The Series Resolution will provide that the issue size will be established by the Vice President for Business and Financial Affairs or any successor to the function or designee, up to a maximum amount to be set forth in the Series Resolution.

*Maturity Schedule:* When the issue size is determined, a maturity schedule will be developed so that the payments on the Bonds will be approximately equal each year for each respective project purpose. The bonds issued for housing system renovations are expected to carry a final term of 25 years; the bonds issued to finance the new residence hall are expected to carry a final term of 30 years.

*Interest Rates:* The Series Resolution will include a maximum interest cost (rate) of 4.50% for the Bonds. At this time, interest rates are estimated at 3.50%, although they are subject to market conditions between now and the date of sale. The maximum interest rate in the Series Resolution of 4.50% can be supported by the housing and dining system, based on the maximum bond size.

*Redemption Provisions:* At the time of bond sale both optional and mandatory redemption provisions will be developed. Generally, bonds are not subject to prepayment during the first ten years they are outstanding, then will be subject to prepayment at the option of the University on any date thereafter. Bonds may be subject to mandatory redemption if any bonds are designated as Term Bonds.

**Bond Fund:** The Series Resolution will establish a Series 2019 Bond Fund for payment of debt service on the Bonds.

**Reserve Account:** The Series Resolution delegates whether a series specific debt service reserve account will be funded. At this time, the University does not plan to fund a debt service reserve account for the Series 2019 Bonds, as no market benefit would be provided.

**Continuing Disclosure Undertaking:** The Series Resolution will set forth the University's commitment to provide annual information for the purposes of secondary market disclosure.

**Bond-Related Disclosure and Documentation:** The Series Resolution will delegate the authority to the Vice President for Business and Financial Affairs of the University or any successor to the function or designee to prepare and approve an official statement, and "deem final" the preliminary official statement, and provide additional certificates and other documentation customary for the issuance of bonds.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Brian Sullivan, Acting Vice President, Business and Financial Affairs

**DATE:** August 23, 2019

**SUBJECT:** **Construction Contract Amendment to Progressive Design-Build Contract and Total Project Budget Adjustment for New Residence Hall, PW746**

**PURPOSE:** Action Item

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**Purpose of Submittal:**

Approve a construction contract amendment to the progressive design-build contract and total project budget adjustment for the New Residence Hall, PW746.

**Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a change order and construction contract amendment for the construction of the new residence hall, to Lydig Construction, Spokane, WA, in the amount of \$46,188,000 (excluding associated sales tax), bringing the contract to a total of \$50,000,000 (excluding associated sales tax). Also that, the total project budget be increased by \$1,800,000 to make Ridgeway Commons ADA accessible. The new total project budget shall be \$67,550,000.

**Supporting Information:**

The new residence hall is utilizing the alternative delivery method of Progressive Design-Build to address the urgency of need for additional beds. In Progressive Design-Build there are two phases, Phase 1 which is design and preconstruction services, and Phase 2 which is design and construction services. Phase 1 was presented at the February 2019 Board meeting to award the design and preconstruction services contract to Lydig Construction. A change order for demolition of Highland Hall and construction of replacement parking was approved in June.

The design build team has completed programming and design to meet a maximum Guaranteed Maximum Price (GMP) of \$50,000,000. The GMP reflects the actual cost to design and construct the project after working collaboratively with WWU to identify and mitigate risks in Phase 1.

The history of all Board approvals that make up the \$50,000,000 are illustrated in the following table:

<b>BOT Approval Action</b>	<b>Associated BOT Meeting</b>	<b>Amount (excludes sales tax)</b>
Phase 1	August 2018	\$2,070,000
Change Order to Phase 1	June 2019	\$1,742,000
Phase 2 Amendment (Pending)	August 2019	\$46,188,000
<b>TOTAL GMP</b>		<b>\$50,000,000</b>

Design and construction of the Ridgeway Commons ADA accessibility is additional work being funded by Housing and Dining Funds. The work will renovate the Ridgeway Commons dining facility to include ADA ramps, restrooms and elevator service. A change order and construction contract amendment to the GMP for this portion of the work will be brought to the Board at a future meeting in sufficient time to execute this work during Summer 2020.

**Source of Funding:**

WWU Housing and Dining Funds  
WWU Parking Services Funds

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

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa by Provost Brent Carbajal  
**DATE:** August 23, 2019  
**SUBJECT:** **Approval of Summer Quarter Degrees**  
**PURPOSE:** Consent Item

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**Purpose of Submittal:**

Board of Trustees responsibility to approve awarding of degrees

**Proposed Motion:**

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 Summer Quarter 2019, effective August 24, 2019.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

<b><i>Students</i></b>	<b><i>August 2019</i></b>	<b><i>Comparison: August 2018</i></b>
<i>Undergraduates</i>	412	383
<i>Masters</i>	36	30

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

**TO:** Members of the Board of Trustees  
**FROM:** Provost Brent Carbajal  
**DATE:** August 23, 2019  
**SUBJECT:** **Academic Report: New Tenure Track Faculty**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

During the past academic year, Western Washington University successfully recruited a number of well-qualified new tenure-track faculty. This report provides the Board of Trustees with information about the tenure-track faculty members who were hired last year and who will begin teaching at Western during the 2019-20 academic year.

# New TT Hire AY 2019-20 - Educational Attainment Spreadsheet

Prepared by – Academic Budget and Administration

Date – August 8, 2019

SEQ	Name	Coll.	Department	Specialization	Terminal Degree	University	Year
1	Froylan Sifuentes	AA	Institute for Energy Studies	Energy in the Built Environment	PhD, Energy and Resources	University of California - Berkeley	2018
2	Jared Moore	CBE	Accounting	Accounting	PhD, Business Administration	Arizona State University	2006
3	Akanksha Bedi	CBE	Management	Management	PhD, Human Resources and Organizational Behavior	McMaster University	2010
4	Sasha Petrenko	CFPA	Art & Art History	Sculpture	MFA, Studio Arts	Mills College	2005
5	Angela Broeker	CFPA	Music	Choral/Vocal Music Education	DMA, Choral Conducting	University of Oklahoma	1993
6	James Ray	CFPA	Music	Instrumental Music Education	DMA, Musical Arts	Boston University	2017
7	Felicia Youngblood	CFPA	Music	Musicology/Ethnomusicology	PhD, Musicology	Florida State University	2019
8	Tesla Monson	CHSS	Anthropology	Biological/Physical Anthropology	PhD, Integrative Biology	University of California - Berkeley	2017
9	Heather Moore	CHSS	Communication Sciences and Disorders	Speech-Language Pathology	PhD, Speech and Hearing Sciences	Arizona State University	2005
10	Stephanie Gomez	CHSS	Communication Studies	Critical Media Studies	PhD, Communication	University of Utah	2015
11	Stefania Heim	CHSS	English	Anglophone Modernism	PhD, English	City University of New York	2015

# New TT Hire AY 2019-20 - Educational Attainment Spreadsheet

Prepared by – Academic Budget and Administration

Date – August 8, 2019

SEQ	Name	Coll.	Department	Specialization	Terminal Degree	University	Year
12	Jean Lee	CHSS	English	Black Diasporic Literature	PhD, English	University of Illinois - Urbana-Champaign	2018
13	Annmarie Sheahan	CHSS	English	Young Adult Literature and English Education	PhD, Education	University of New Mexico	2019
14	Kristen Chmielewski	CHSS	Health and Human Development	Recreation	PhD, Schools, Culture, and Society	University of Iowa	2019
15	Mary Hunt	CHSS	Health and Human Development	Community Health Education	PhD, Community Health Promotion	University of Arkansas	2019
16	Dharitri Bhattacharjee	CHSS	History	South Asian History	PhD, Modern South Asian History	University of Texas - Austin	2015
17	Christine Johnston	CHSS	History	History of the Ancient Mediterranean World	PhD, Archaeology	University of California - Los Angeles	2016
18	Sheryl Bernardo-Hinesley	CHSS	Modern and Classical Languages	Spanish	PhD, Hispanic Linguistics	University of Massachusetts - Amherst	2017
19	Lindsey Smith	CHSS	Modern and Classical Languages	French	PhD, French Literature	University of Wisconsin - Madison	2019
20	Rudy Alamillo	CHSS	Political Science	Latinx Politics	PhD, Political Science	University of California - Riverside	2019
21	Cathy Wineinger	CHSS	Political Science	American Politics	PhD, Political Science	Rutgers University	2019
22	Jennifer McCabe	CHSS	Psychology	Psychology - Applied Research Methods	PhD, Clinical Psychology	University of Iowa	2016



# New TT Hire AY 2019-20 - Educational Attainment Spreadsheet

Prepared by – Academic Budget and Administration

Date – August 8, 2019

SEQ	Name	Coll.	Department	Specialization	Terminal Degree	University	Year
23	Melissa Osborne	CHSS	Sociology	Sociology of Organizations	PhD, Sociology	University of Chicago	2019
24	Cameron Whitley	CHSS	Sociology	Sociology/Environmental Sociology	PhD, Sociology	Michigan State University	2017
25	Batool Zaidi	CHSS	Sociology	Sociology/Social Demography	PhD, Sociology	University of North Carolina - Chapel Hill	2019
26	Erin Duffy	CSE	Chemistry	Chemistry Education	PhD, Chemistry	Michigan State University	2017
27	Jay McCarty	CSE	Chemistry	Computational Biochemistry	PhD, Chemistry	University of Oregon	2013
28	Caroline Hardin	CSE	Computer Science	Computer Science/Science Education	PhD, Computer Science Education	University of Wisconsin - Madison	2019
29	Tarek Idriss	CSE	Computer Science	Computer Science	PhD, Computer Engineering	University of Louisiana - Lafayette	2019
30	Rebecca Borowski	CSE	Mathematics	Mathematics Education	PhD, Education	Indiana University	2019
31	Jeffrey Meier	CSE	Mathematics	Geometry /Topology	PhD, Mathematics	University of Texas - Austin	2014
32	Michael Schulze-Oechtering	FAIR	Fairhaven	Comparative Ethnic Studies	PhD, Comparative Ethnic Studies	University of California - Berkeley	2016
33	Kathryn Sobocinski	HUX	Environmental Sciences	Fisheries Oceanographer	PhD	Virginia Institute of Marine Science	2014
34	Angela Strecker	HUX	Environmental Sciences	Watershed Studies and Limnology	PhD, Biology	Queen's University	2007

# New TT Hire AY 2019-20 - Educational Attainment Spreadsheet

Prepared by – Academic Budget and Administration

Date – August 8, 2019

SEQ	Name	Coll.	Department	Specialization	Terminal Degree	University	Year
35	Carolyn Brennan	WCE	Elementary Education	Early Childhood Education	PhD, Educational Psychology	University of Washington	2013
36	Jessica Ferreras-Stone	WCE	Elementary Education	Elementary Education	PhD, Education	University of Tennessee	2016
37	Meilan Jin	WCE	Elementary Education	Early Childhood Education	PhD, Child and Family Studies	University of Tennessee	2018
38	Tasha Laman	WCE	Elementary Education	Early Childhood Education	PhD, Language Education	Indiana University	2004
39	Charlene Nolan	WCE	Elementary Education	Early Childhood Education	PhD, Learning Sciences and Human Development	University of Washington	2019
40	Margarita Ruiz Guerrero	WCE	Elementary Education	Early Childhood Education	PhD, Curriculum and Instruction	New Mexico State University	2019
41	George Zhao	WCE	Elementary Education	Instructional Technology	PhD, Curriculum and Instruction	University of Houston	2019
42	Lindsay Foreman-Murray	WCE	Secondary Education	Special Education	PhD, Special Education	Vanderbilt University	2019
43	A. Longoria	WCE	Secondary Education	Secondary Education	PhD, Curriculum and Instruction	University of Washington	2018
44	Abby Koehler	WL	Western Libraries	Faculty Librarian	MLIS	University of Illinois - Urbana-Champaign	2008
45	Caitlan Maxwell	WL	Western Libraries	Faculty Librarian	MLIS	University of Washington	2014
46	Emily Spracklin	WL	Western Libraries	Faculty Librarian	MLIS	University of Washington	2016

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of Melynda Huskey, VP for Enrollment and Student Services

**DATE:** August 23, 2019

**SUBJECT:** Admissions and Enrollment Report

**PURPOSE:** Discussion Item

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**I. Enrollment**

**First Year Students**

The Admissions team continues to manage last minute applications and late commitments, as we work to bring in the incoming class of new students for Fall 2019.

Despite a decline in the number of applications and several market challenges this year, our admissions team--with the help of many throughout the university--expects to mitigate losses to target enrollment numbers. We anticipate enrolling a class of approximately 3075, thanks to attentive management of the admissions funnel and some pre-emptive steps to increase yield. External factors which contributed to the decline in applications include an overall decline in the number of graduates from the state's high schools, as well as the launch of the Seattle Promise program—offering free community college options to graduates of Seattle public schools. Additionally, there was significant movement by the University of Washington to admit students from their waitlist, putting pressure on our ability to retain some students who had originally confirmed their intent to enroll at Western.

We continue to deploy activities and outreach to help *freeze* this summer melt phenomenon. In close partnership with University Residences, Financial Aid, New Student Services & Family Outreach, Academic Advising, Digital Media Center, and others, we continue to broadcast messages via email, web, text, and Facebook Live to prompt students to take care of important next steps. We are also engaging heavily through our social media channels.

as of July 31

	<b>Fall 2017</b>	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Change (n) Fall 2018-Fall 2019</b>	<b>Change (%) Fall 2018-Fall 2019</b>
<b>Applied</b>	11239	11114	10501	-613	-5.5%
<b>Confirmed (not Withdrawn)</b>	3278	3305	3294	-11	-0.3%
<b>Enrolled*</b>	3111	3145	TBD	TBD	TBD

Additional details about the cohort of confirmed students as of July 31:

	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Difference (n)</b>	<b>Difference (%)</b>
Running Start	1361	1386	25	1.8%
<i>RS as Perc. of Class</i>	<i>41.2%</i>	<i>42.1%</i>	<i>N/A</i>	<i>N/A</i>
Students of Color	961	1028	67	7.0%
<i>SOC as Perc. of Class</i>	<i>29.1%</i>	<i>31.2%</i>	<i>N/A</i>	<i>N/A</i>
First-Generation	968	984	16	1.7%
<i>FG as Perc. of Class</i>	<i>29.3%</i>	<i>29.9%</i>	<i>N/A</i>	<i>N/A</i>
Washington Residents	2808	2803	-5	-0.2%
<i>WA Res as Perc. of Class</i>	<i>85.0%</i>	<i>85.1%</i>	<i>N/A</i>	<i>N/A</i>
International	16	14	-2	-12.5%
<i>Int'l as Perc. of Class</i>	<i>0.5%</i>	<i>0.4%</i>	<i>N/A</i>	<i>N/A</i>

### Transfer Students

Transfer applications and confirmations are down for this fall, but we continue to take aggressive steps to admit late transfer applicants and pursue a variety of yield tactics. Overall, the community and technical college sector in the state continues to experience enrollment declines that are typical during periods of economic growth. That translates directly to our enrollment. We will engage with key stakeholders to identify opportunities to support prospective transfer students and our community college partners and to develop strategies to meet Western's enrollment goals for transfers.

as of July 31

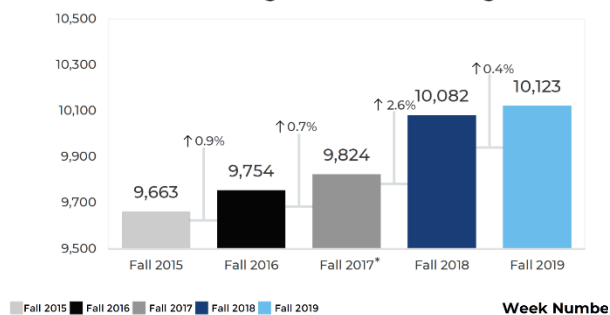
	Fall 2017	Fall 2018	Fall 2019	Change (n) Fall 2018 to Fall 2019	Change (%) Fall 2018 to Fall 2019
<b>Applied</b>	2484	2209	2068	-141	-6.4%
<b>Confirmed (not Withdrawn)</b>	1275	1199	1141	-58	-4.8%
<b>Enrolled*</b>	1039	1045	TBD	TBD	TBD

### Continuing Students and other Enrollments

Strategic efforts to enhance our retention of continuing students and recent banner years of new student enrollment have succeeded in growing that population of students for the coming year, as the graphs below suggest for our undergraduate student population.

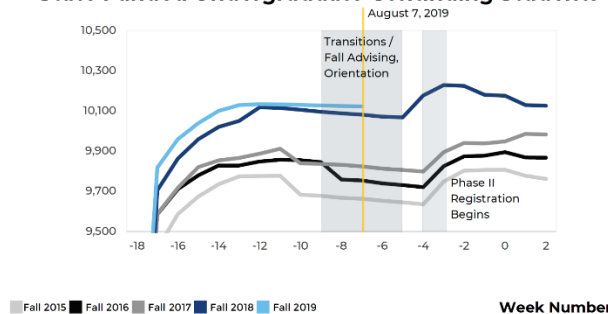
#### FALL WEEKLY ENROLLMENT 2019

##### State Funded Undergraduate Continuing Students



#### FALL WEEKLY ENROLLMENT 2019

##### State Funded Undergraduate Continuing Students



Of course, total enrollment includes not only new first-time freshman, transfers, and continuing students, but graduate students, postbaccalaureate students, and others. Last fall, Western's total enrollment was 16,121. Despite reductions in first-year and transfer applications and the potential impact of other schools going to their first-year wait lists, we are optimistic that we will enroll a student population of approximately 16,000 for the fall of 2019.

### **Recruitment for 2020**

We are continuing our work on the development of the new Constituent Relationship Management (CRM) software, Slate. It will enhance our ability to deliver timely and relevant content to students and other audiences (e.g. parents, school counselors). Our Communications Team is updating content in a wide range of mediums (e.g. web sites, publications, email correspondence), and our Admission Counselors are finalizing travel plans for the fall recruitment season. Western is already scheduled to be represented at numerous high school visits, college fairs, and community college programs in 9 states in the western region of the country (including at nearly every high school in the state).

Additionally, we are expanding outreach across a different number of online lead-generation services, enhancing our brand image and identity. As a result, our inquiry pool for fall 2020 is nearly 20% greater than the 2019 cohort on the same date.

## **II. Student Aid**

### **Washington College Grant Program**

Passage of the State of Washington Workforce Education Investment Act in April 2019 legislatively guaranteed state grant funding for all eligible students beginning with the 2020-21 school year. It increased the range of eligibility and changed the name of the Washington State Need Grant program to the Washington College Grant program. Effective 2020-21, the Washington College Grant program will expand to middle class families, increasing the eligibility threshold from 70% of state MFI (median family income) to 100% of state MFI. Grant eligibility is based on a sliding scale with awards prorated according to income level and family size.

Western disbursed \$18.1 million through the Washington College Grant program in 2018-19. Out of the 4,125 enrolled Washington College Grant-eligible students, there were 883 (21%) who could not be awarded, due to lack of state funding. Our Financial Aid department was very recently notified that Western's Washington College Grant allocation for the upcoming year is just over \$20 million, an increase of nearly \$2 million. We anticipate that there will still be unfunded students for 2019-20, but fewer of them because the Washington Student Achievement Council announced plans to serve an additional 6,000 unserved students statewide for the upcoming year. The full Washington College Grant award for 2019-20 is \$7,180, compared to \$6,771 in 2018-19.

All institutions that participate in the Washington College Grant program will receive benefit of expanded eligibility and increased funding. This will serve as a welcome relief for eligible students and for the institutions who serve them. However, Western will not gain a specific recruiting advantage over other Washington institutions from these programmatic changes, as the rising tide will float all boats: Western students will be funded in a manner proportionate to students attending other institutions across our state that participate in the Washington College Grant program.

### **Financial Literacy Program**

Plans are underway to expand financial literacy efforts on Western's campus. Financial literacy resources are currently provided through a number of areas, including Financial Aid, the Student Business Office, Career Services, and the Center for Economic and Financial Education. However, the need clearly exists to integrate and expand upon financial literacy resources to teach students how to make good financial decisions not only while they are students, but as graduates embarking upon their respective careers.

Financial Aid will reach out to students and to Western's campus to invite input and participation concerning the recommended content and delivery of financial literacy training. Joint financial literacy presentations for transfer and first year orientation sessions are being explored with the College of Business and Economics, as well as the potential for incorporating financial literacy education into FIG (Freshman Interest Group) clusters. In addition, online training options will be reviewed and programming implemented to target students who most need it and would prefer to explore on their own.

## **III. New Student Orientation**

### **Fall Advising and Orientation**

The New Student Services/Family Outreach is currently hosting the recently rebranded Fall Advising & Orientation Programs, and we are experiencing significant gains in the number of students and family members attending. By the end of our orientation sessions, we anticipate that approximately 130 more students and 500 more family members will participate in the programs compared to last year. We are optimistic about the increased level of engagement, undoubtedly spurred in some part by the renaming (formerly SummerStart). Space and human resources are being stretched to manage these larger programs, but the overall feedback is that the students and families are pleased with their experience.

### **Transitions Program**

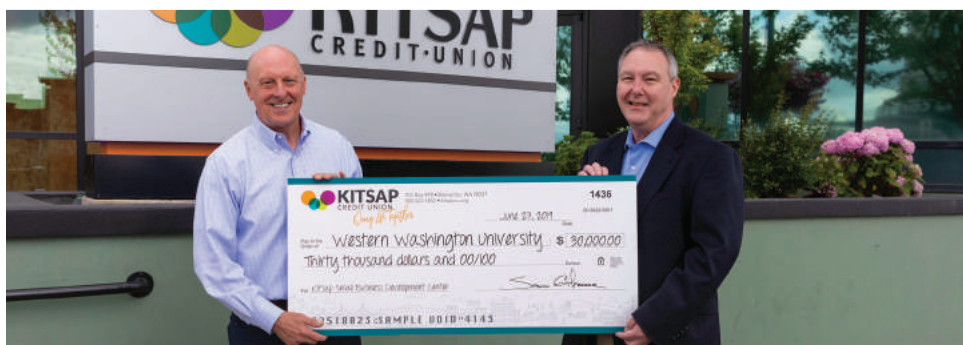
We hosted 887 students and 350 of their family members in July, during our orientation programming for transfer and post-baccalaureate students. Those numbers are up slightly from last year.

# ADVANCING THE UNIVERSITY

AUGUST 2019



## IMPACT STORIES



Associate Vice President for Development Tim Szymanowski receives a check from Kitsap Credit Union Senior Vice President and Chief Lending Officer Tony Bulleri.

### Small Business Development Receives Support

The Small Business Development Center (SBDC) opened July 3, 2019 in Poulsbo, WA with support from the WWU Foundation, the Kitsap Credit Union (KCU), First Federal Bank, and the City of Poulsbo. Patterned after the SBDC in Whatcom County, the Kitsap SBDC will serve as an incubator for small businesses and will create economic opportunity for our area partners. The WWU Foundation has been instrumental in supporting this effort, including board member Tony George ('86), President and CEO of Kitsap Bank. Tony Bulleri of Kitsap Credit Union also offered KCU's support. Western raised enough money to receive federal matching dollars that allowed for establishment of the SBDC. Whatcom SBDC director CJ Seitz hired Kevin Hoult to serve as the inaugural certified business advisor. The Western Washington

University Center at Olympic College in Poulsbo will benefit from the SBDC, and the small businesses of Kitsap will thrive with the support of Western.

### Grateful Student Receives Barbara Ellen Maguire Scholarship

In his own words, Bodi Van Roy says, "I've come a long way from just being a high school graduate from Spokane." A double major in biology and chemistry with minors in computer science, political science, and psychology, Bodi has been dreaming of becoming a doctor since eighth grade. With the support of the Barbara Ellen Maguire Scholarship, he will be closer to attending medical school than he ever dreamed.

Bodi is currently researching how single mutations affect protein with professor Filip Jagodzinski.

He will be working with another professor on a project that integrates computational methods with wet labs. Not only has he been a hardworking student, he also went to Olympia in the winter for Western Lobby Day to advocate for fully funding the State Need grant and to request funding for the new interdisciplinary science building.

Touched by the level of support he received, Bodi plans to give back when he is established in his career. "When I finally become a doctor, I plan on putting a significant portion of my income into education."

### Double Major Scholars

The Double Major: Death Cab for Cutie and ODESZA benefit concert raised \$34,147 for the WWU Alumni Scholarship Fund. Two Double Major scholars will each receive \$2,000. The scholars are:

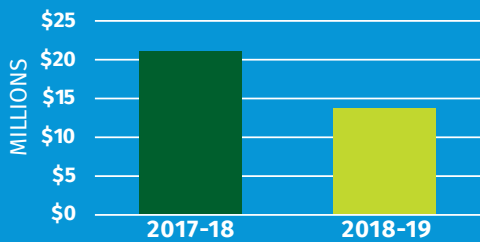
Cosmos Cordova, a fourth-year student from Lopez Island majoring in urban planning and sustainable development. Cordova is also minoring in sustainable design and Spanish.

Avrey Scharwat, a freshman from Coupeville majoring in computer science and music.

We are very grateful to Death Cab for Cutie and ODESZA for this generous gift to support deserving students.

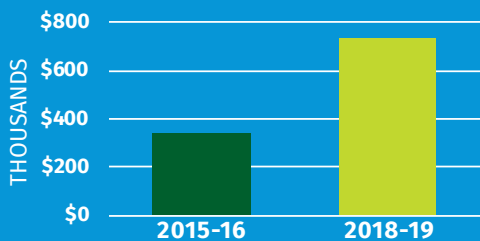
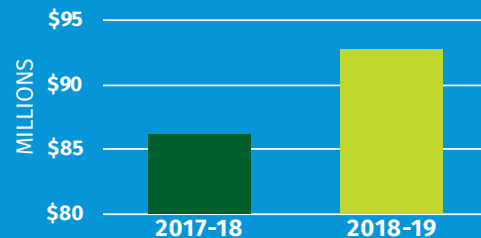


# WWU FOUNDATION HIGHLIGHTS 2018-19



Annual private giving (including cash, net changes to pledges, planned gifts, and gift-in-kind) for 2018-19 totaled **\$13.7 million**, compared to **\$21.0 million** in 2017-18. Recall that last year's number included a **\$12.0 million** gift in kind of art from the Washington Arts Consortium. This equates to being the second-highest fundraising year in our history.

The total endowment managed by the Foundation now stands at **\$92.7 million**, compared to **\$86.2 million** the previous year.



Western's 2019 Annual Give Day raised over **\$730,000** (including **\$181,749** in matching funds) from more than 2,100 donors. This represents a **24%** increase in the number of donors and a **14%** increase in donations over last year's Give Day. Students also participated, giving over **\$16,000** to the areas they wished to support. Over the past 4 years, Give Day giving has increased from **\$341,000** to **\$730,000**.

The RFP for a new outsourced investment manager brought us a change from Commonfund to Russell Investments. Of special note, students were actively engaged in the process, working collaboratively with our staff and committee over the past few years.

The largest gift this past year was **\$1.6 Million** in a realized bequest for the Mongolian Collection in Wilson Library. Dr. John Street was a professor at the University of Wisconsin in Madison, and he was referred by one of our current donors, a retired faculty member at Western. Jack gave us **\$750,000** while he was living, and enjoyed seeing the impact of his gifts through our good stewardship.

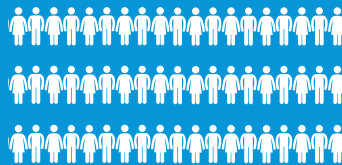
The first few 6-figure gifts came in to kickstart the Student Success Campaign: **\$350,000** from the Horn Foundation in Bellingham as they sunsetted their foundation, **\$250,000** from David Cole to a permanent endowment and **\$200,000** from John Warner for a term endowment. Each of these will support full tuition and a stipend for travel abroad.



Looking ahead, the Foundation will be focused on our **\$10 Million** Student Success Campaign and the **\$20 Million** capital campaign for the Electrical Engineering and Computer Science Building.

# WWU ALUMNI HIGHLIGHTS 2018-19

# 4,600



## ALUMNI ASSOCIATION MEMBERSHIPS

↑ Represents a **5.2%** increase year over year

↑ **137** Sapphire Life Members, a **200%** increase year over year

↑ **8.3%** of members made a gift during the year, a slight increase year over year.

# 8,667 ALUMNI EVENT ATTENDEES

**237** donors made a gift at the time of event registration resulting in **\$8,048** total in gifts, a **76%** increase in dollars raised year over year.



Through Western Engaged (WE), **23** alumni reunions-networking events for five colleges



Alumni Website traffic increase is significant: **70%** over last year



Email open rates are **23.1%** - up **26%**

WWU Alumni Weekend's Concert Parking, Shuttle Service & Tailgate Facebook ad received **8,800** impressions, **207** conversions.



We partnered with UCOMM for WWU Give Day video ads on social media (Facebook and Youtube). Handcrank Films reported **8,038** link clicks, **701** conversions, and **12,278** interactions.



WWU Give Day website had **32,747** visitors (up **56%** from last year) with **2,550** social shares. Average time on the page was **2:14**.



Alumni Facebook Audience Growth **7,032** - up **15%**



Alumni Twitter Audience Growth **3,337** - up **6%**



Of our campaigns, the two largest were for WWU Alumni Weekend & Concert, and WWU Give Day. Our social media campaign with the Seattle Times for WWU Alumni Weekend received **218,383** impressions, **175** clicks and a conversion rate of **0.08%** with **352** engagements. Our WWU Give Day campaign received **202,006** impressions, **65** clicks, and a conversion rate of **0.03%**.



Foundation Facebook Audience Growth **729** - up **3%**



Foundation Twitter Audience Growth **361** - up **8%**

# ENGAGEMENT

## Art Walks Engage Community

May 3, 2019

June 7, 2019

Western City Center, Bellingham

May Art Walk is the annual Downtown Bellingham Children's Art Walk, and the WWU Alumni Association celebrated by showcasing beautiful artwork by the children of Advancement staff. For June Art Walk, Kathy Bastow shared her textured landscapes and semi-abstracts. Kathy draws her inspiration from found objects.



Nick Harmer ('98) (left) and Ben Gibbard ('98) (right) Of Death Cab for Cutie received the Young Alumni of the Year Award. Pictured here with Deborah DeWees (center) Assistant Vice President for Alumni, Annual Giving and Advancement Communications.

## WWU Alumni Awards Celebration & Dinner

May 17, 2019

PAC and Wilson Library, WWU campus

Every year, the WWU Alumni Association recognizes the

considerable influence our Western alumni have in their professional communities and in the world at large. This year's recipients included inventors and scientists, environmental heroes and influencers, and even a couple of rock stars. The honorees spent the day immersed in campus life—they enjoyed lunch with scholarship recipients and President Randhawa, lectured in classes, met with faculty in the departments of their degree or areas of interest, met with student clubs, and reintroduced themselves to the campus community.

## Fourth Annual WWU Give Day Exceeds Goals

May 30, 2019

Online

As told through the eyes of deserving scholarship recipients who were featured in our WWU Give Day videos—Mosiah Wilson, Naia Shedd, and Ethan Duvall—WWU Give Day is an opportunity for alumni and members of the Western community to come together for a single day of support. Generous donors supplied matching funds which helped us exceed our goals. With gifts big and small, we raised more than \$730,000 in the form of 4,538 gifts from 2,126 donors.



Fourth-year student Nathaniel Gaines (fourth from left) with family and friends at WWU Night at the Bellingham Bells.

## Alumni Cheer Bellingham Bells to Victory

June 25, 2019

Joe Martin Field, Bellingham

Bells mascot Dinger, WWU mascot Victor E. Viking, and 339 excited Vikings gathered as the Bellingham Bells defeated the Highline Bears on a beautiful evening. Fans who wore WWU clothing won free blue sunglasses and the first 100 kids through the WWU gate won a free baseball. WWU Health and Human Services major Nathaniel Gaines sang the national anthem.

## UPCOMING EVENTS

### Bellingham President's Salmon Barbecue

August 20, 2019

Barnstar, Ferndale

### Graduation Celebration

August 23 & 24, 2019

WWU campus, Bellingham

### Seattle President's Salmon Barbecue

August 27, 2019

Skanson, Seattle

### September Art Walk

September 6, 2019

Western City Center, Bellingham

### Get Your Blue on Barbecue

September 16, 2019

WWU campus, Bellingham

### Paint B'ham Blue for WWU

September 25, 2019

Bellingham

## NEW STAFF

### Alana Roozen, Administrative Assistant to the Associate Vice President for Alumni, Annual Giving and Advancement Communications

Alana Roozen recently joined our University Advancement team supporting Deborah DeWees, Assistant VP for Alumni, Annual Giving and Advancement Communications; Executive Director of the WWU Alumni Association. Alana comes to us from Amazon.com where she spent 4 years supporting their VP of Public Relations. Alana is a WSU grad and resides in Mount Vernon, WA with her husband, dog, and 8 chickens.





**Capital Program Report  
Board of Trustees  
August 23, 2019**

**MAJOR / INTERMEDIATE CAPITAL PROJECTS**

**Multicultural Center (MCC)**

Move-in has occurred in the MCC and AS Bookstore in July and the contractor moved into the VU Multipurpose Room to restore it back to the previous configuration. Dawson Construction completed the multi-purpose room put back in early August and the project is complete.

**Buchanan Towers Renovation**

Phase 2 construction in the south and east wings is progressing and nearly complete with substantial completion on August 22. Dawson Construction is completing final commissioning of the fire alarm system and mechanical systems, and preparing for final completion. Construction will be complete and open for fall quarter 2019.

**Interdisciplinary Science Building (formerly known as Sciences Building Addition - STEM I)**

The General Contractor/Construction Manager, B N Builders now has the Electrical Contractor/Construction Manager, VECA Electric and Mechanical Contractor/Construction Manager, McKinstry, under contract for preconstruction services. The project has completed a combined Schematic and Design Development package and is transitioning to the Construction Document phase. It is anticipated that construction contract approval will be brought to the December Board for a February 2020 construction start. The project is scheduled for substantial completion in June 2021.

**Elevator Preservation and ADA Upgrades**

Construction in Morse Hall has begun with completion of upgrades to both elevators anticipated to be mid-October. Environmental Studies elevator upgrades will begin shortly after Morse Hall completion in mid-October with project substantial completion anticipated mid-January 2020.

**Multiple Building Access Control**

DECO/Dutton Electric and their subcontractor Convergent Technologies have successfully completed system conversion of the majority of the 26 buildings involved. Door conversions to the new system are occurring weekly as much of the physical cable and equipment has been pre-installed in the field. Construction is on track to complete in early September 2019.

**New Residence Hall**

WWU is working with the progressive design team of Lydig Construction from Spokane, and Mahlum Architects from Seattle. The remaining design and construction contract, and bond financing has been submitted for approval at this Board meeting. Occupancy is scheduled for fall quarter 2021. The construction of displacement parking and the demolition of Highland Hall has begun and is on schedule for completion in mid-September 2019.

### **Multiple Building Replacement of Switchgear, Panels and Motor Controls**

DECO/Dutton Electric has completed construction in Old Main and the contractor has mobilized to Fine Arts. New walls will be created to modify the main electrical room allowing for the new electrical equipment to be installed for a quick and efficient conversion from the antiquated old equipment to the new. Fine Arts building shutdown and formal conversion has been scheduled for early September 2019.

### **Biology Lab Upgrades**

Regency NW is nearing the last portion of construction and is tracking for completion by fall quarter. All demolition is complete, electrical / mechanical / fire alarm and fire sprinkler have all been roughed-in and the gypsum board has been installed on all walls. Painting, installation of the ceiling grid and cabinets and flooring are all outstanding but are scheduled to be installed prior to substantial completion in mid-September 2019.

### **Birnam Wood Roof Replacement Phase 2**

HB Hanson began construction of the roofing system replacement of stacks 3, 4, 6, 7, community building and mailbox kiosks in June. The contractor has completed much of the work and is progressing to be substantially complete in mid-September 2019.

### **2017-2019 Classroom and Lab Upgrades**

This program is composed of multiple public works projects and in-house work. We have completed renovations in Old Main, Morse Hall, and Carver. We are currently in construction and bid award of lab and classroom space in Environmental Studies and Biology Building.

### **FY 2019-2021 CAPITAL BUDGET**

The Capital Planning Working Group and Vice Presidents will begin meeting to discuss the 2021-23 Capital Request and Ten-Year Capital Plan.

For more information about the major projects, the Capital Program, and the Capital Planning Process, please visit the Office of Facilities Development and Capital Budget website:  
<http://www.wvu.edu/wwuarchitect/>.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by Donna Gibbs, V.P. for University Relations and Marketing

**DATE:** August 23, 2019

**SUBJECT:** **University Relations and Marketing Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

A written report is provided on the recent activities of University Relations and Marketing.

**Supporting Information:**

Report Attached

## COMMUNICATIONS AND MARKETING

Our skilled professionals worked on a wide range of online and print, media relations, social media, video and graphic design projects, which included:

- Media and newspapers throughout the nation and region – including ABC News, The New York Times, Washington Post, Seattle Times, The Olympian, Tacoma News Tribune and Seattle TV stations KING 5, KIRO, KOMO and Q13 – ran an Associated Press (AP) story about the dangers of wildfires in the Northwest that quoted Michael Medler, chair of the Environmental Studies Department at Western. See: <https://abcnews.go.com/Technology/wireStory/fire-risks-rise-previously-wet-burn-us-northwest-64790051>.
- National Geographic quoted Jackie Caplan-Auerbach, professor of Geology at Western, in a story about six underwater volcanoes “hiding in plain sight.” See: <https://www.nationalgeographic.com/science/2019/08/six-volcanoes-found-hiding-plain-sight/>.
- Caplan-Auerbach also was quoted by the national news program Vice News on whether it was a good or bad idea to trigger an avalanche for an Apple ad. See: [https://www.vice.com/en\\_us/article/bj9xyz/is-it-good-or-bad-to-trigger-an-avalanche-with-dynamite-for-an-apple-ad-we-asked-scientists](https://www.vice.com/en_us/article/bj9xyz/is-it-good-or-bad-to-trigger-an-avalanche-with-dynamite-for-an-apple-ad-we-asked-scientists)
- The Seattle Times quoted David Wallin, WWU professor of Environmental Sciences, on moving mountain goats from the Olympics to the North Cascades. See: <https://www.seattletimes.com/seattle-news/environment/officials-moved-nearly-100-mountain-goats-from-the-olympics-last-summer-how-are-they-doing-now/>.
- KUOW Public Radio also ran an interview with Wallin. See (and scroll down to “Goat Moving 2.0”): <https://kuow.org/stories/chris-kattan-king-of-physical-comedy>. We will be working with news media and producing our own visual media content for further moves this summer of goats to the North Cascades.
- Our office assisted with communications and media coverage of the death of Holocaust survivor and teacher [Noémi Ban](#), who spoke for many years at Western. See: <https://q13fox.com/2019/06/11/holocaust-survivor-educator-dies-at-96/>
- The Skagit Valley Herald ran a story about the “Dare 2 Dream” Academy, a Woodring College summer program, led by Woodring associate professor Maria Timmons Flores, that brought 100 students from migrant farmworker families to Western’s campus to learn about attending college. See: [https://www.goskagit.com/news/local\\_news/wwu-helps-students-from-migrant-families-see-themselves-in-higher/article\\_037e2c8c-a896-5064-af6f-b4a74a0fa28f.html](https://www.goskagit.com/news/local_news/wwu-helps-students-from-migrant-families-see-themselves-in-higher/article_037e2c8c-a896-5064-af6f-b4a74a0fa28f.html)
- **In marketing and social media**, Kessa Volland worked with a group from Outreach and Continuing Education (formerly known as Extended Education), Admissions and Advancement to create a Make Waves style guide, to load templates into Design Conductor and to refine the new Design System brand asset site. She also worked on: communications for Scholar’s Week; the Double Major Concert; Spark Science; launched the university social media policy; helped coordinate the placement of banners and graphics with the university values on campus; hosted a social media training, and

acted as a guest speaker for three different student groups/classes.

- **In video and photography**, our staff led by Suzanne Blais provided video support for the University's new brand campaign called "Make Waves." Photo and video projects also provided images of many Western stories, including Western's 2019 Year in Review by Western photographer Rhys Logan, which ran in Western Today and also on the Bellingham Herald's website:  
<https://www.bellinghamherald.com/news/local/article232598907.html>
- **In publications**, Our summer edition of Window magazine – and our first-ever third issue – was delivered to readers' homes in July. It can be found online at: [window.wvu.edu](http://window.wvu.edu). Publications Editor Mary Gallagher is planning three editions in the coming year, too, in order to help deepen readers' connections to Western.
- John Thompson, Western's chief science writer, is in the midst of his summer **fieldwork research series**; this year's theme will be stories designed to support the new Coastal and Marine Sciences major and related work that can be used both to tell the stories of the work being done at Shannon Point Marine Center and as a recruitment tool by the Office of Admissions.
- **Senior Graphic Designers** Chris Baker and Derek Bryson worked on a wide range of design projects with offices across campus, including fliers, posters, banners and online and social media design work. Some notable examples included: the Admission Viewbook; President's Report; print materials for Opening Convocation; Annual Report for the Career Services Center; Moving In publications for University Residences; materials for the Employee Recognition event; materials for the Women of Empowerment Dinner; Spring Safety Messaging campaign messages for University Residences; Pride Celebration branding and event promotion materials for LGBTQ+ Western; Make Waves campaign print ads for various publications, Courageous Conversations event promo package for the Karen W. Morse Institute for Leadership, and for New Student Services – WWU Family Calendar, New Student Handbook, New Family Handbook.



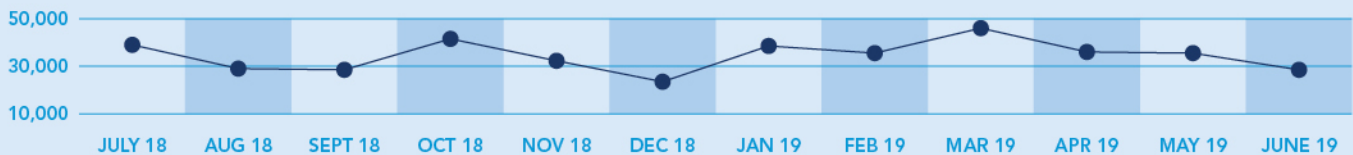
## WESTERN TODAY

### TOTAL SESSIONS

**64,172**

### TOP STORIES

- Seven grads receive presidential scholar honors
- Holocaust survivor Noemi Ban dies
- WWU student James Jespersen to attempt world record



## SOCIAL MEDIA



**TWITTER**



**FACEBOOK**



**INSTAGRAM**

### STATISTICS AT A GLANCE

**22,297**  
Total followers  
**85**  
New followers  
**0.19**  
% gained  
**121**  
Engagements

**49,203**  
Total followers  
**303**  
New followers  
**0.31%**  
% gained  
**11,637**  
Engagements

**19,502**  
Total followers  
**450**  
New followers  
**1.19%**  
% gained  
**35,476**  
Engagements

## FAMILY CONNECTION NEWSLETTER

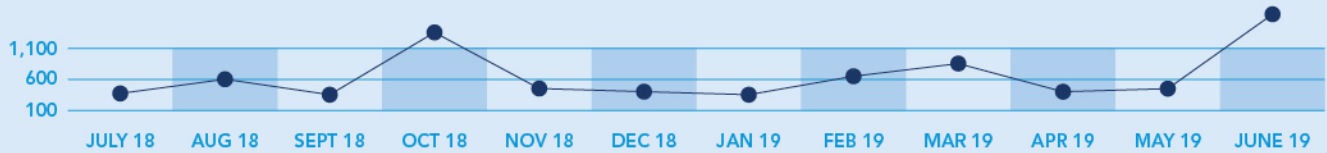
- May Family Connection Newsletter:  
Sent to **11,369** people  
**30** percent open rate
- Top clicks for May include:  
Moving out of off-campus apartments, Scholarship Center information, Double Major Bellingham concert
- June Family Connection Newsletter:  
Sent to **11,346** people  
**23** percent opened
- Top clicks for June include:  
Commencement, moving out of University Residences

## MEDIA STORIES

**2,109**  
*Total Stories*

### TOP STORIES

- Fire risks rise in previously too-wet-to-burn Northwest (ABC News/AP)
- Six underwater volcanoes found hiding in plain sight (National Geographic)
- Officials moved 100 mountain goats. How are they doing? (Seattle Times)



## CREATIVE SERVICES

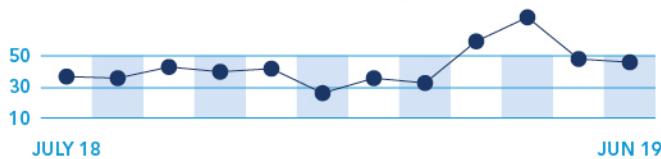
### GRAPHIC DESIGN



**94**  
*Total Projects*

### FEATURING

- Window Magazine - Summer 2019
- The President's Office - The President's Report 2019
- Huxley - 50 Year Anniversary logo
- NSSFO - New Student and Family Handbooks



### PHOTO & VIDEO

**169,800**  
*Total Views*

#### MAY

- Facebook - 95,000
- Instagram - 5,800

#### JUNE

- Facebook - 69,000

### VIMEO STATISTICS

- 28,000 plays in May
- 22,000 plays in June

## COMMUNITY RELATIONS

CONNECTIONS REPORT	May-19	June-19	July-19	AY 18-19
Community-to-University Connections Made	25	69	53	544
Community Outreach Events Attended	10	9	7	107
New WWU & Community Programs and Projects	2	0	2	24

### *Notable Projects and Connections*

#### **Moderator of Bellingham Mayoral Forum**

The Director of Community Relations moderated the City of Bellingham Mayoral Forum hosted by the Downtown Bellingham Partnership. Western is an important non-partisan community partner and the university's participation in encouraging political dialogue and election participation is critical to the social and economic development of the community.

#### **Creation of Guest Experience Team**

Community Relations is leading a team of campus partners to address a variety of guest experience challenges. The first challenge solved is providing complimentary parking for prospective students and their families during Admissions visit days, aligning WWU with most of our peer institutions.

#### **Additional Community Support**

- Facilitated donations from multiple hotels, Mallard Ice Cream, Boundary Bay Brewing, and the NW WA Fair for the Viking Night Athletics auction.
- Responded to local neighborhood concerns about students parking on their street. Collaborated with WWU Housing to educate students about city parking rules in an effort to reduce long-term neighborhood street parking.
- Connected local businesses to student employment where they promoted job opportunities and hired WWU students for summer employment. Businesses included Bellwood Farms, Lopez Islander Resort, and community members seeking part time help.
- Connected Whatcom County Rotary with Western's Marketing department to provide an intern.
- Facilitated the connection from a community nonprofit needing crime data from University Police.
- Paired City Planners with WWU Parking to ensure Western and the City of Bellingham are sharing the same parking app platform.
- Partnered Sustainable Connections and Psychology Professor Kristi Lemm on the Front Porch Factor Grant.
- Helped local nonprofit Sustainable Connections access Admissions and Campus Services as they seek to promote summer farm tours for WWU Visitors. We also connected them with a Journalism senior capstone experience to support the new Whatcom Housing Alliance, a group of local organizations working to increase opportunities for people of all income levels to live in walkable neighborhoods that foster healthy lifestyles.
- Connected WWU Men's Resiliency Specialist Brandon Joseph with the Domestic Violence Commission to present at a future meeting.

**WWU Small Business Development Center: Q2 – 2019 CONTRACT DELIVERABLES**

<b>Q2-2019 Businesses Served</b>	<b>Clients</b>	<b>Non-Clients</b>	<b>Total Served</b>
<b>Business Counseling Received</b>	137		<b>137</b>
<b>Research or Student Project Recipient</b>	11		<b>11</b>
<b>SBDC Sponsored Training Participant</b>	3	106	<b>109</b>
<b>Information or Resources Provided</b>		36	<b>36</b>
<b>Unduplicated Count</b>	<b>138</b>	<b>142</b>	<b>280</b>

<b>2019 YTD Businesses Served</b>	<b>Clients</b>	<b>Non-Clients</b>	<b>Total Served</b>
<b>Business Counseling Received</b>	197		<b>197</b>
<b>Research or Student Project Recipient</b>	28		<b>28</b>
<b>SBDC Sponsored Training Participant</b>	8	164	<b>172</b>
<b>Information or Resources Provided</b>		75	<b>75</b>
<b>Unduplicated Count</b>	<b>199</b>	<b>239</b>	<b>438</b>

<b>Clients' Economic Impacts</b>	<b>Q2 2019</b>	<b>YTD 2019</b>	<b>YTD 2018</b>
<b>Capital Formation</b>	\$1.6M	\$1.7M	\$6.8M
<b>Businesses Starts</b>	2	2	2
<b>Business Buy/ Sells</b>	0	0	1
<b>Jobs Created &amp; Retained</b>	22	22	15

**WWU Small Business Development Center: CURRENT DEMOGRAPHICS**

- **Top Industries:** Service Establishment, Health Care, Accommodation/Food Svc., Manufacturer or Producer
- **Top Areas of Counseling:** Managing a Business, Financing/Capital, Buy/Sell Business, Start-up Assistance
- **Q2 2019 Client's Annualized Sales:** \$107.7M
- **Q2 2019 Jobs Supported:** 1070
- **Rolling 12-Month Client's Annualized Sales:** \$252.0M
- **Rolling 12-Month Jobs Supported:** 2372

**WWU Small Business Development Center: Q2 – 2019 HIGHLIGHTS**

- Presented at WSBDC Spring Conference - "Improve Your Presentation Skills"

- Presented at Automotive Service Assoc , Whatcom County Chapter - “How to Make it as a Small Business”
- Guest Lectured at Bellingham High School, applied mathematics - “How to Start a Business”
- Co-hosted event (with PTAC) - “Meet the Buyer”, over 100 businesses attended

**WWU Small Business Development Center: Q2 – 2019**

**MEDIA**

[Real World Work Experience - WWU MBA Students Share about Working at the SBDC: Video Preparing Your Business for the Tourist Season](#) - The Northern Light

## **TRIBAL LIAISON**

### **RECOGNITION AND RELATIONSHIP BUILDING**

In May the Tribal Liaison and President Randhawa met with Northwest Indian College President Justin Guillory for the purpose of renewing a MOU, which recognizes the working relationship in expanding cooperative educational programs and transfer agreements for students, faculty and staff of both institutions. A draft MOU was developed for President Guillory to review and he is currently vetting this with his administration.

The Tribal Liaison was invited to present at the annual Vine Deloria Jr. Symposium sponsored by Northwest Indian College. The symposium is well attended by Indigenous scholars both national and international. The presentation was an opportunity to address the challenges and encouragement for Native students to continue with their higher educational aspirations. This also included the importance for Native students to recognize their sense of community within the community of higher education institutions. Cultivating this sense of community can assist in their successful completion of a higher educational pathway.

Also, in May the Tribal Liaison hosted a visit with Dr. Wiremu Doherty, chief executive officer of Te Whare Wananga o Awanuiarangi (Maori University). The Maori University is located in Whakatane, New Zealand and Dr. Doherty is attracted to the potential of a future partnership for Indigenous learning opportunities for Western students. Dr. Doherty met with President Randhawa and Provost Brent Carbajal to provide information and history of the Maori University with an invite for WWU to visit their university in New Zealand. They would like to explore the prospect of a working relationship for Indigenous students to a pathway into Ph.D. programs with the Maori University. This will be an ongoing opportunity to explore for the benefit of Western students.

In June the Tribal Liaison was recognized by College for Education, Equity and Diversity for community support of Native students, staff and faculty. This award recognized the support for the position of a tribal liaison within Western’s campus community.

The Tribal Liaison was also featured in the summer issue of Window magazine titled, “A Voice at the Table.” This article will be used as informational content for the new web site for the division of Tribal Relations. The website is a continued project with the assistance from Web Tech.

The Tribal Liaison assisted the WWU Foundation department with the submission of a grant to the Tulalip Charitable Funds. This grant will support Native Student Union (NASU) annual activities. The Tribal Liaison will continue to work with Corporate and Foundation Relations on applying for grant funds in order to support Western's Native students.

The Tribal Liaison continues to build university relationships with staff and students. Recently the liaison met with L.K. Langely, LGBTQ Director and with Brandon Joseph, Men's Resiliency Specialist. Both meetings involved ideas and suggestions of working in supportive collaboration for students and staff.

#### TRAINING:

The Tribal Liaison has been planning and organizing government-to-government training conducted by the Washington State Governor's Office of Indian Affairs. The first full day session was offered on July 9, 2019 by Gordon James. It was attended by 20 employees including VPs, deans, faculty and several key administrative personnel. This effort is intended to improve cultural awareness, explore a variety of legal issues impacting modern relationship building, increase understanding of tribal sovereignty, and examine numerous approaches to working more effectively with tribal governments. The training was well attended and truly appreciated by all attendees. There are future plans to extend this training to faculty, department chairs and other personnel in key student services positions. The government-to-government training was another key item requested by NASU in its letter of urgent needs. The Tribal Relations office is pleased to be able to coordinate the training for WWU administration and staff.

The Tribal Liaison attended MA ki te Ao Indigenous Doctoral Gathering and Native American & Indigenous Studies Association conferences in Hamilton, New Zealand. Both of these conferences were an opportunity for networking with Indigenous scholars and for the presentation of PhD research projects. NAISA is a scholarly organization which engages international issues and communities. It's membership is comprised of international professional academics, students, independent scholars, community-based educators and elders.

#### ADVISORY FUNCTIONS:

The internal advisory committee met for one last time in June before the end of the quarter. The committee continues to help guide the Tribal Relations office in support of Native students, faculty and staff at Western. The Tribal Liaison continues to work on the formation of an external advisory committee, which will include tribal members and administrators along with elected officials including Rep. Debra Lekanoff of Washington's 40<sup>th</sup> district and Port of Bellingham Commissioner Michael Shepard. The focus continues for longer-term key initiatives such as the development of a Coast Salish longhouse on or near the main campus.

The Tribal Liaison regularly attends NASU meetings and serves on the Dean of Students' cultural competency committee. The Tribal Liaison also is advising on tribal sovereignty curriculum and offering consulting on a wide range of issues related to awareness, support and cultural sensitivity for American Indian/Alaska Native and First Nations people.

While attending the Affiliated Tribes of Northwest Indians (ATNI) spring conference in Spokane the Tribal Liaison was able to meet with the Education Committee which included Tribal Liaisons of the University of Washington and Eastern Washington University. The Washington

“cohort” of tribal liaisons recognize the importance of building a commitment to support Native students within higher education. This group plans to meet again during the fall ATNI meeting to be held in October in Suquamish.

During the ATNI meeting the Tribal Liaison also met with Representative Lekanoff and has been recognized and invited to participate in the Coast Salish Gathering committee. This group is comprised of Indigenous people of the Coast Salish Tribes and First Nations. This group gathers to work together and speak as one voice for the preservation, restoration, and protection of the Salish Sea ecosystem for the sustainability of sacred inherent family rights and values.

## **WASHINGTON CAMPUS COMPACT**

1. **College Access Corps** – Washington Campus Compact was awarded an \$850,028 continuation grant to support the multi-state College Access Corps program for FY 2020. College Access Corps is an educational equity initiative leveraging federal and local resources to improve college access of low income 4<sup>th</sup> – 12<sup>th</sup> grade youth in Washington, Oregon, and Idaho.

### **FY 2019 Western Impacts**

*Through Woodring, five AmeriCorps members were placed in Bellingham schools and Sterling Meadows (a low-income apartment complex for farm workers and people with disabilities) to work with economically disadvantaged youth in overcoming barriers to college access.*

- 106 Western students provided college access coaching to 154 low-income youth.

2. **VISTA** – Washington Campus Compact was selected to continue to operate the statewide VISTA Program, an educational equity/social justice initiative leveraging federal and local resources to alleviate poverty in Washington through campus community partnerships.

**FY 2019 Western Impacts:** During 2018-19 the WWU VISTA Program partnered with the Sustainability Office and Whatcom Community College to launch the Feed Western & Whatcom Programs. In the spring of 2019, Western launched the Swipe Out Hunger program that allowed students with meal plans to donate unused meals. The program then distributed those meals to students experiencing food insecurity. This program is a chapter of the national Swipe Out Hunger organization and is the second chapter in the state of Washington. In its first month of operation, Swipe Out Hunger Western received over 4,500 donations from 220 student donors and distributed more than 1,000 meals to food insecure students.

## WEB COMMUNICATION TECHNOLOGIES (WebTech)

In our continuing effort to improve digital accessibility, we released a revamped version of the business services website and removed several other websites from use as the information on the sites were out of date and relevant information was moved into other existing pages with wwu.edu.

Another big step forward for accessibility was to fix an inherent issue with menus across a large number of older websites at WWU. An accessibility notice now appears when a user is navigating a website using only a keyboard. It allows ease of access to all pages just as a user with a mouse can expect. This change underwent significant testing with website users using a variety of assistive technologies.

The two month period also saw WebTech handle security and platform upgrades for sites across campus. This was significant as our new process was tested with all versions of web software we support, and we are happy to report the upgrades went smoothly.

For the remainder of August, WebTech has nine website upgrade/new builds underway and eight more queued for the transition to Drupal 8. The roadmap shown here lists the in progress Drupal sites, with the goal of releasing most of these prior to September 1<sup>st</sup>.

[† Accessibility Notice](#)

The following expandable menu may be inaccessible to some users.

Users can disable the expandable menu and display all menu links if preferred.

[Learn more about this notice.](#)

Disable expandable menu

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Humanities +

Social & Behavioral Sciences +

Programs +

Degrees Offered

Epic	AUG	SEP
<ul style="list-style-type: none"> <li>➤ Migrate admissions to D8</li> <li>➤ Migrate Library to D8</li> <li>➤ Migrate CFPA to D8</li> <li>➤ Migrate Transportation to D8</li> <li>➤ Migrate non-WWU official sites to W...</li> <li>➤ Migrate Police into D8</li> <li>➤ Migrate CII to D8</li> <li>➤ Migrate WWU Architect to D8</li> </ul>		
+		

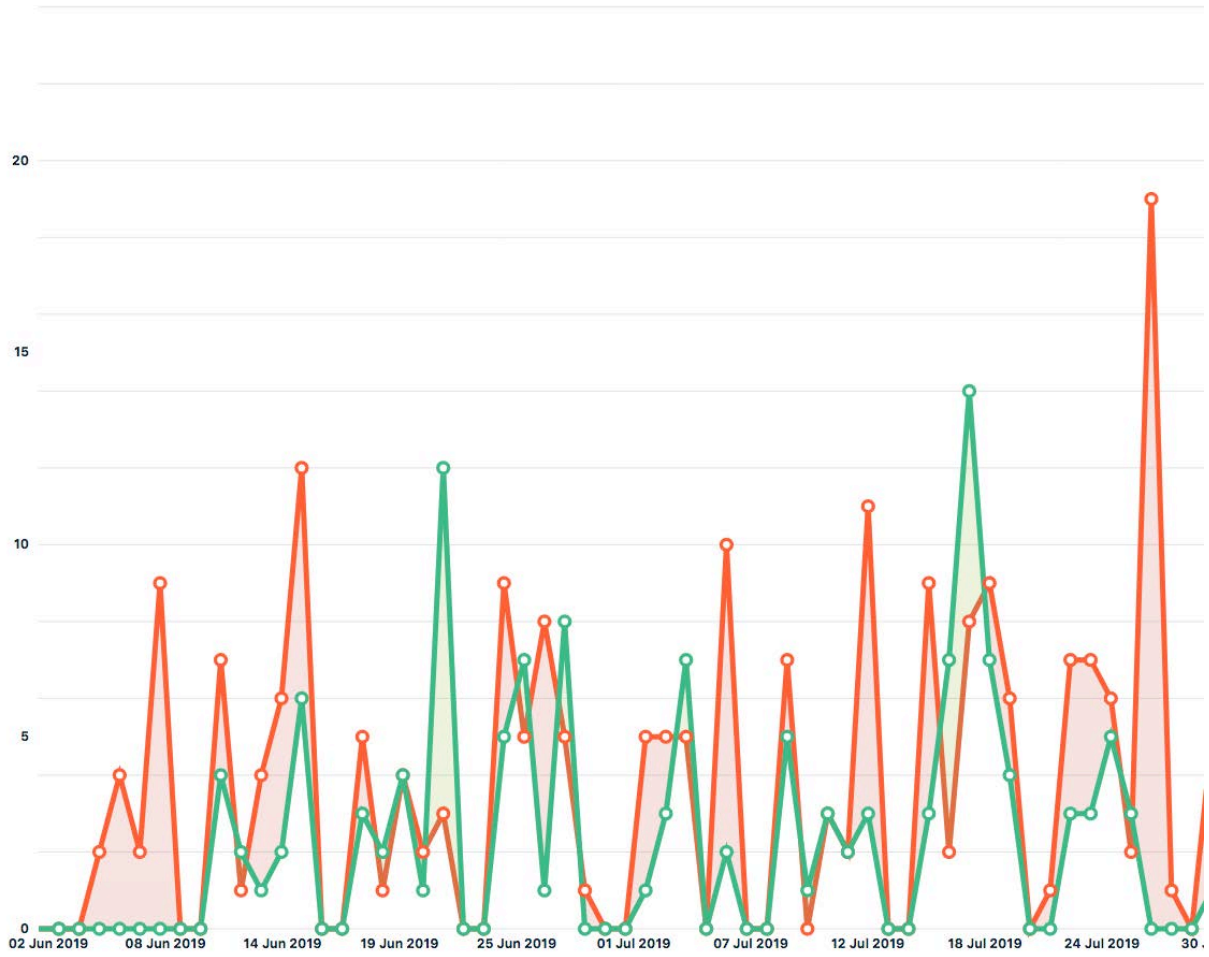
WebTech assisted Extended Education with their name change to Outreach and Continuing Education (OCE), by converting URLs, helping comb content for old references, and ensuring existing website aliases continue to work.

Finally, we are excited to share the release of an email signature generator. <https://designsystem.wwu.edu/email-signature> This was a staff project to address the wide variety of signatures on campus that often are off brand.



### Created vs. Resolved Chart

25  
Created vs. Resolved Chart



June and July have been incredibly active. Within the two months 257 tickets were created and 155 have been resolved. The creation rate is roughly 75% above average for summer months. This reflects the aggressive work being done on accessibility remediation and the large number of sites that are being queued for upgrades.

**WESTERN WASHINGTON UNIVERSITY  
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND  
MARKETING**

The following is a briefing on a wide range of marketing, community development, media relations, content production, web development and graphic design initiatives produced since the last Trustees report. In addition, following are a few updates on key projects.

**WESTERN ON THE WATERFRONT**

On Tuesday, August 13, Port of Bellingham staff presented an update to the Port Commission on the proceedings of our working group. Following are slides from that presentation and a joint framework we developed to guide our ongoing planning and implementation. In short, Western continues to make good progress in facilitating introductions and leveraging existing partnerships in engineering and design, technology, energy and the maritime industries. We are on track to produce a final development plan that we look forward to sharing with the Commission and the Board of Trustees in October.

**Hannegan Road Property Update**

As previously reported, the Western Crossing Development board of directors met for a teleconference on May 16 to approve an offer on the Hannegan Road property. The buyer accepted our counter offer of \$1,800,000 with a 90-day feasibility contingency.

Recently we signed an extension while the buyer works with the city of Bellingham to get a “director’s exemption” for the lower portion of the lot. We have been in touch with the COB Director of Planning and Community Development, and we do not see this as a hinderance to the deal but rather a two- to three-week delay while the buyer’s lawyer works through assurance issues.

**“MAKE WAVES” CAMPAIGN UPDATE**

We launched the “Make Waves” campaign in late January, and since that time it has appeared on a dozen billboards concentrated in the Seattle downtown core from January through the end of June; in two-page spreads and full page placements in four issues of *Seattle Magazine*, five issues of *425 Magazine*, four issues of *Alaska Beyond* and five issues of *Puget Sound Business Journal*. In addition we have created [seven companion college impact videos](#) that have been activated through digital campaigns on Facebook, Instagram, YouTube and Google Adwords. A few highlights over the lifetime of the campaign:

**Out-of-home billboards:**

- Total cost: \$230,450
- Contracted impressions: 12,704,364
- Actual impressions: 13,270,817
- Bonus impressions: 566,453
- Bonus value: \$13,434

**Facebook/Instagram:**

- 2,709,692 cumulative impressions
- 58,159 full video views
- 13,574 link clicks and 3,546 conversions

**Adwords:**

- 3,262 clicks with CTR of 9.59% (compared to higher ed average of 4.45%)
- 1,275 conversions
- The search term leading to the highest CTR was “Western Washington University application” at 21.95%

**YouTube:**

- 191,234 impressions
- 58,248 full video views with 25% interaction rate (sharing, liking, commenting)
- No conversions

Though there are many factors that contribute to a student’s decision to attend one college over another, I believe that greater awareness from a differentiated ad campaign helped us mitigate several enrollment challenges this year including a temporary structural decline in the college-age population, the impact of the “Seattle Promise” free community college guarantee, and the impact of the UW releasing 200 names from its waitlist.

We also integrated the Make Waves campaign into the Give Day fundraising drive on May 30 and we had our best Give Day ever. I believe the sustained visibility over the four months leading up to Give Day contributed to our 14% increase in year-over-year donations. Make Waves continues to be a rallying cry for all Advancement and Alumni marketing activities, including new Make Waves banners in downtown Bellingham for Paint Bellingham Blue and to welcome the Fall 2019 class. Make Waves has also been integrated into 2019-20 Admissions and Outreach and Continuing Ed recruitment campaigns and materials.

University Relations & Marketing, in partnership with Enrollment Management, is now turning its attention to the launch of a targeted out-of-state recruitment effort starting in September in Colorado, Northern California (Chico-Redding and Sacramento-Stockton-Modesto) and Alaska. Our goal is to recruit a minimum of 100 new students per year through the 19-21 biennium. The theme of the campaign is “**Go Northwest of Ordinary,**” and like Make Waves it will feature quirky, “only-at-Western” stories of student and alumni achievement and faculty mentorship, with an emphasis on bold visuals that look unlike typical college advertising. We look forward to sharing more details on the media plan and creative in December.

**“WE VALUE” INTERNAL CAMPAIGN**

To increase visibility and understanding of our core and aspirational values, we are undertaking a campus-wide “We Value” campaign that includes perimeter and on-campus banners and physical branding in high-traffic locations, including banners on the Old Main lawn, on High Street in front of the Viking Union, and interior branding in Wilson Library and Old Main. These will join existing banners on Bill McDonald Parkway and Campus Drive on the south end of campus. Our hope is that other building occupants will be inspired to request similar treatments in and around other buildings on campus.

**We value:**

Curiosity and Respect  
Creativity and Inquiry  
Equity and Social Justice  
Inclusivity and Success for All

**Core values** are the deeply ingrained principles that guide all of our actions; they serve as our cultural cornerstones. According to James Collins and Jerry Porras, authors of *Built to Last*, core values are defined as being inherent and sacrosanct; they can never be compromised, either for convenience or short-term gain. As an educational institution, it should come as no surprise that we value curiosity, creativity, thoughtful inquiry and respect for one another, and for the communities and natural environments that surround and sustain us.

**Aspirational values** are those that an institution needs to succeed in the future but may currently lack. Institutions that have persevered to the century mark and beyond often take as one of their principle purposes to be stewards of a rich history. That is an important goal, but as societies change and evolve preserving the past is not the only goal. Universities are, after all, subject to the same political, geographic and economic forces as every other institution. Aspirational values, therefore, are part of our envisioned future. They are qualities that we want to stimulate progress toward.

According to our 2025 strategic plan, *“Western sees equity, justice, inclusion, and diversity as fundamental principles calling for authentic engagement. Western acknowledges that, as an institution, it has failed to meet the needs of people of many races, ethnicities, creeds, socioeconomic classes, gender identities, sexual orientations, and disability statuses. WWU will contribute to redressing these inequities by transforming policies, structures, and practices to ensure meaningful inclusion.”*

**How will we know we have succeeded?**

- Our campus community has a better understanding of the need for, and importance of, a common set of values and associated behaviors.
- Faculty and staff are better able to support institutional goals and objectives because our values and expectations are clear.
- Western students, faculty and staff feel a stronger connection to each other and to the Western experience.
- In combination, the university’s values, mission and culture help define us to prospective students and their families, campus visitors and our surrounding communities.

*Revised: June 10, 2019*

## **PORT OF BELLINGHAM AND WESTERN WASHINGTON UNIVERSITY**

### **A Framework for Bellingham Waterfront District Collaboration**

#### **Vision Statement**

The Port of Bellingham and Western Washington University are united in creating a diversified, regionally and globally competitive sustainable economy exemplified in the Waterfront District. We envision a district that provides living-wage jobs for Whatcom County residents, increases per capita and business income, enhances the tax base, protects the environment, improves the quality of life of residents and makes full use of the region's human and financial capital and abundant natural resources.

#### **Guiding Principles**

- The Port and the University are committed to working together over the next several years to guide sound decision-making regarding growth that will enhance Bellingham and Whatcom County as a great place to live, to work and do business, and to be a lifelong learner. We are committed to the continued revitalization and development of the Waterfront District through increased private investment that expands the employer base and provides opportunities for hands-on applied learning, integrated research in undergraduate and graduate programs, highly desirable jobs for graduates, and opportunities for community engagement.
- Industry partnerships will be a key component of Western's presence on the Waterfront with a vision of Waterfront development via a public-private partnership model that provides a mixture of private sector industries and developers, public agencies, and higher education institutions.
- Businesses and educational and research activities at the Waterfront will be a catalyst for attracting high-paying jobs utilizing Western's talent pipelines in fields such as Electrical Engineering, Energy Studies, Cybersecurity and other academic programs that tend to engage industry partners.
- The Waterfront will have innovative state-of-the-art facilities to promote interdisciplinary education and research and multi-institutional collaborations.
- Project partners will use a phased approach with explicitly stated commitments that accelerate and expand over time.

## **Goal**

To pursue an industry partnership model for the Waterfront District that will be financed and operated by private partners and will pair the discovery and dissemination of knowledge with the application of that knowledge to the creation of goods and services, benefiting both the Port's long-term economic development aspirations and the University's teaching and learning mission.

### **University Contributions to the Goal:**

- Introduction of existing industry partners who may be motivated to locate (or relocate) operations to the Bellingham Waterfront to take advantage of ongoing research and talent pipelines within the university, as well as lower business costs and workforce livability.
- Training of future and current industry workforce through undergraduate and advanced degrees.
- Benefit the public by adding to and sharing knowledge broadly.
- Performance of specific research on behalf of industry partners (sponsored research).
- Transfer technology and knowledge to enhance commercialization.
- Provide access, as appropriate, to university-owned equipment, materials, facilities and specialized resources.
- Objectively test, evaluate and report on new technologies that may emerge.

### **Port of Bellingham Contributions to the Goal:**

- Recruit new employers that can provide employment and research opportunities for students and graduates.
- Foster economic development at city, county and state levels that expands markets.
- Enable access to Port-owned equipment, materials, facilities and specialized resources.
- Create conditions that allow industry partners to enhance profitability.
- Locate advancements made by others that solve/answer general and specific problems faced by industry partners.
- Support an educated, well-trained, and competitive workforce.

## Initial Strategies

- Port of Bellingham to pursue opportunities for a fabrication and R&D center with naval architecture and marine engineering services firms.
- WWU to research – and provide introductions to – other industry partners with existing connections to its Electrical Engineering, Plastics & Composites Engineering, Manufacturing Engineering, Manufacturing Supply Chain Management, Computer Science, Cybersecurity and other academic programs that tend to engage industry partners.
- WWU to initiate introductions to private industry and public agency partners that could help expand the university's new Bachelor of Science degree in Energy Science & Technology (launching Fall 2019) which combines rigorous technical skill building with practical business and policy application. This could become a catalyst for a net-zero energy eco-district on the Waterfront.
- Port of Bellingham will become an active member of Gov. Inslee's [Washington Maritime Blue](#) initiative designed to develop a comprehensive plan to accelerate decarbonization and clean technology innovation and best practices throughout Washington's maritime industry.

## ***INTERNAL WORKING GROUP NOTES***

### **Challenges/Constraints**

#### **For WWU:**

- In the current environment, the University cannot immediately take on development or lease risk given all of the competing priorities on its main campus and in WWU site locations in Everett and the Peninsulas.
- The Waterfront District is “so close yet so far,” making it difficult to locate an undergraduate academic program, or part of one, away from the main campus due to the interdisciplinary nature of our programs that requires both students and faculty to be located near labs, equipment and adjacent classrooms. In addition, the distance is such that adequate program support would require the duplication of existing infrastructure including student services, technical support, etc.
- Must operate within changing federal and state rules and regulations, e.g., export regulations and increased regulations on the use of humans, animals and hazardous materials in research.
- Must manage potential and actual conflicts of interest and commitments with multiple partners and sponsors.
- Must be consistent with all industry sponsors.
- Federal and state funding that is limited.
- Lack of match between industry segmentation of research and university segmentation.

#### **For Port of Bellingham:**

- Constraints around the core mission of the Port?
- Must establish agreements in a timely manner for commercial markets.
- Must establish agreements to ensure the ability for industry partners to commercialize with appropriate returns.
- Others?





# WESTERN CROSSING UPDATE

PORT OF BELLINGHAM COMMISSION MEETING

AUGUST 13, 2019



# WESTERN CROSSING WORK GROUP

- Western Crossing Background
- 2018 Development Plan and MOU Amendment
- Workgroup Efforts
- Revised Approach
- Next Steps

# WESTERN CROSSING BACKGROUND

- Port and WWU working on Waterfront ideas since 2008
- Western Crossing Development formed in 2009
- 2013 Memorandum of Understanding
  - Hannegan Property & Port Property
  - Strategy for Development
  - University Development Plan
  - Capital Accounts
  - Process for Termination



# DEVELOPMENT PLAN & MOU AMENDMENT

- WWU Development Plan – June 2018
  - Ideation Process – Broad Input from University Stakeholders
  - Consensus Driven Approach Resulted in a Wide-ranging Vision
- Port Commission Feedback
- MOU Amendment No. 2

# WORKGROUP EFFORTS

- Focused Workgroup
  - Port and WWU Representatives
  - Meet Every Other Week
  - Framework for Collaboration
    - Vision Statement
    - Guiding Principles
    - Initial Strategies
- Revised Development Plan



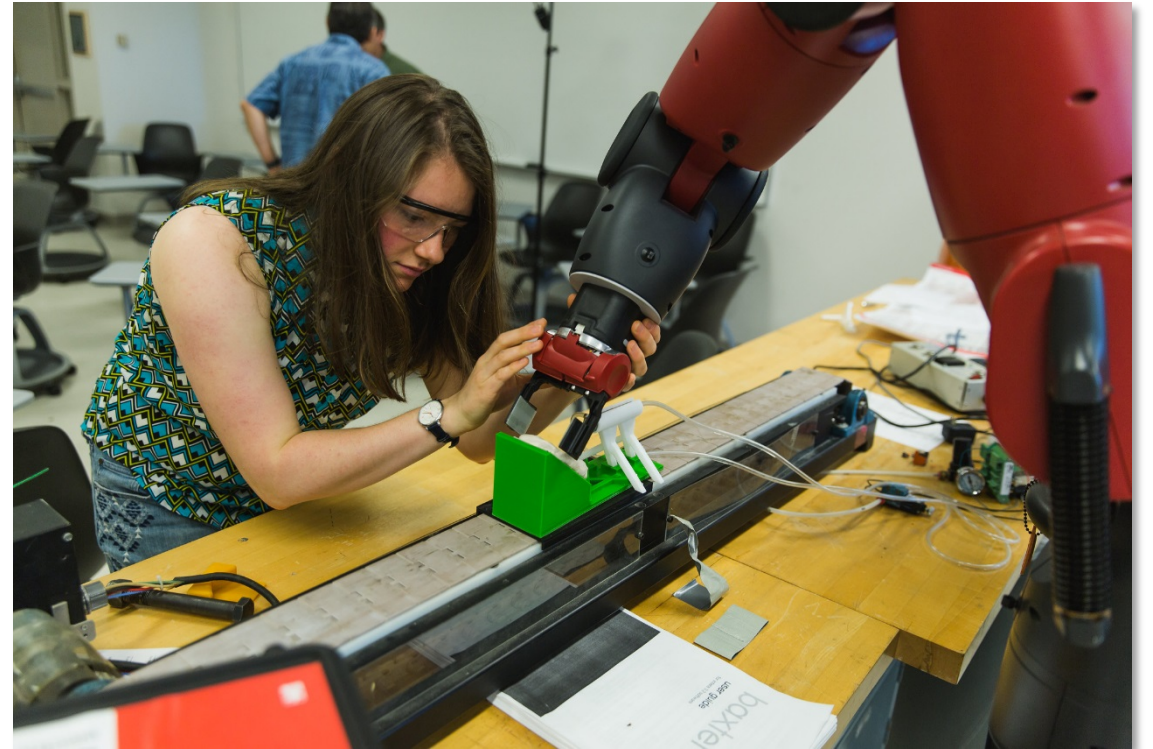
# REVISED APPROACH

- Focus on Industry Sectors and Public Private Partnerships
  - Technology
  - Energy
  - Engineering & Design
  - Research & Development
  - Maritime
- Leverage Existing WWU Partnerships
- Explore Research Park Models & Examples



# REVISED APPROACH

- Potential WWU Programs
  - Electrical Engineering
  - Plastics & Composites Engineering
  - Manufacturing Engineering
  - Manufacturing Supply Chain Management
  - Energy Studies & Science
  - Industrial Design
  - Cyber Security



## NEXT STEPS

- Commission and Board of Trustees Briefings
- Coordination with Private Sector Partners
- Revised Development Plan
- Conceptual Plan Layout  
(Industry Cluster/Research Park)
- MOU Amendment No. 3





**16. EXECUTIVE SESSION**

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.

**17. DATE FOR NEXT REGULAR MEETING**

- **October 10 & 11, 2019**

## **18. ADJOURNMENT**