

Western Washington University
Board of Trustees
AGENDA
October 10 & 11, 2019

THURSDAY, OCTOBER 10, 2019

Location: OM 340

Time: 3:00 p.m.

1. **CALL TO ORDER, APPROVAL OF MINUTES**
3:00 – 3:05
 - a. Board of Trustees Meeting, August 23, 2019
2. **REFLECTIONS ON STRATEGIC OPPORTUNITIES AND CHALLENGES FOR WESTERN**
3:05 – 4:10
3. **DISCUSSION WITH SENATOR EMILY RANDALL, CHAIR OF THE HIGHER EDUCATION AND WORKFORCE DEVELOPMENT COMMITTEE**
4:10 – 4:30

4:30 – 6:00: The Board will adjourn to attend Grand Opening ceremonies for the Multicultural Center at the Viking Union.

FRIDAY, OCTOBER 11, 2019

Location: OM 340

Time: 8:00 a.m.

4. **CALL TO ORDER**
8:00 – 8:01
5. **PUBLIC COMMENT**
8:01 – 8:05
6. **TRUSTEES VISIT DISABILITY ACCESS CENTER AND VETERANS CENTER IN WILSON LIBRARY**
8:05 – 8:55
7. **INTRODUCTIONS AND RECOGNITIONS**
9:05 – 9:15
 - a. Sislana Ledbetter, Executive Director for Counseling, Health, and Wellness
 - b. Convocation Award Recipients
 - Karen Rohrbauck Stout, Outstanding Faculty Leadership Award
 - Clarissa Mansfield, Outstanding Classified Staff Award
 - Glenn T. Tsunokai, Diversity Achievement Award
 - Catherine Shornick, Professional Staff Award for Excellence
 - Tim McLaughlin, Professional Staff Award for Excellence
 - Jessica S. Cohen, Carl H. Simpson Bridging Award
 - June Fraser Thistle, Philip E. Sharpe, Jr. Community Engagement Award
 - Multimedia Archives Based Electronic Library (MABEL) Team, Team Recognition Award
8. **BOARD CHAIR REPORT**
9:10 – 9:20

9. UNIVERSITY PRESIDENT REPORT

9:20 – 9:30

10. FACULTY SENATE REPORT

9:30 – 9:35

11. ASSOCIATED STUDENTS REPORT

9:35 – 9:40

- a. Associated Students Executive Board Introductions

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

9:40 – 9:45

Presentation: John M. Meyer, Committee Chair

13. BOARD STUDENT SUCCESS COMMITTEE REPORT

9:45 – 9:50

Presentation: Mo West, Committee Chair

ACTION ITEMS

14. APPROVAL OF THE FY19 INTERNAL AUDIT REPORT AND FY20 INTERNAL AUDIT PLAN

9:50 – 10:00

Presentation: Antonia Allen, Director, Office of the Internal Auditor

15. CONSTRUCTION CONTRACT FOR PARKS HALL AND SCIENCE LECTURE ELECTRONIC SAFETY AND SECURITY UPGRADE, PW748

10:05 – 10:10

Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs

DISCUSSION ITEMS

16. PUBLIC-PRIVATE PARTNERSHIP MODEL FOR WATERFRONT DEVELOPMENT

10:10 – 10:40

Presentation: Donna Gibbs, Vice President, University Relations and Marketing
Brent Carbajal, Provost and Vice President for Academic Affairs
Brian Gouran, Director of Environmental and Planning Services, Port of Bellingham

17. STRATEGIC DIRECTIONS FOR WWU FOUNDATION AND ALUMNI ASSOCIATION

10:40 – 11:15

Presentation: Stephanie Bowers, Vice President for University Advancement
Jack Cullen, Chair, WWU Foundation
Shawn Kemp, President, WWU Alumni Board

18. INFORMATION ITEMS

11:15 – 11:20

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

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

20. DATE FOR NEXT REGULAR MEETING: December 12, 13, 2019

21. ADJOURNMENT

4. 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: October 11, 2019

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

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 8:45 – 8:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 9:00 a.m.

**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: October 11, 2019
SUBJECT: Trustees will Tour Disability Access Center and Veterans Center
PURPOSE: Information Item

Purpose of Submittal:

Trustees will take a guided tour of the Disability Access Center and the Veterans Center.

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: October 11, 2019
SUBJECT: **Recognitions and Introductions**
PURPOSE: Information Item

Provost and Vice President Brent Carbajal, Vice President Rich Van Den Hul, and Vice President, Melynda Huskey will recognize the following people at lunch for their outstanding achievements and service to the University.

- Sislena Ledbetter, Executive Director for Health and Wellness
- Karen Rohrbauck Stout, Outstanding Faculty Leadership Award Recipient
- Clarissa Mansfield, Outstanding Classified Staff Award Recipient
- Catherine Shornick, Professional Staff Award for Excellence
- Tim McLaughlin, Professional Staff Award for Excellence
- Glenn T. Tsunokai, Diversity Achievement Award Recipient
- Jessica S. Cohen, Carl H. Simpson Bridging Award Recipient
- June Fraser Thistle, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Multimedia Archives Based Electronic Library (MABEL) Team, Team Award

Sislena Ledbetter, Executive Director for 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.

Karen Rohrbauck Stout, Distinguished Professor of Leadership Studies and Director of the Karen W. Morse Institute for Leadership

Karen Rohrbauck Stout received her BA from the University of Puget Sound, her M.A. from The University of Montana, and her Ph.D. from the University of Utah.

She joined the Communication Studies department at Western in 2000. Through a variety of service, volunteer, and committee positions on campus and off, she has developed a lengthy list of leadership experiences. Most notably, she served as the President of the Northwest Communication Association in 2008 (which is a small regional conference devoted to fostering undergraduate research), two consecutive terms as the President of the Faculty Senate (after many years of service as a Senator and Secretary to the Executive Council), and 6 years on the Executive Board for the United Faculty of Western Washington. In 2014 she became the director of the Karen W. Morse Institute for Leadership and the Bowman Distinguished Professor of Leadership. In this role, she advises students in the Leadership Studies minor, teaches GUR classes on leadership, supervises a small group of adjunct Leadership Studies faculty, and provides leadership related programming for the campus and community. Her most important leadership role at Western is to foster students' personal development so that they can become the leaders they want in order to effect the social change most important to them.

Stout has received a career achievement award for her service to the Northwest Communication Association and teaching awards from the International Communication Association and the National Society of Leadership and Success among other honors.

Clarissa Mansfield – Communications Manager, Western Libraries

Clarissa Mansfield began working at Western Libraries in 2006, and she became the Libraries' Communications Manager in 2013. In this role, she leads, coordinates, and manages the communication and marketing needs of all units of Western Libraries. Her work has elevated the Libraries' communications and publicity efforts to unprecedented levels. Her relationships with her colleagues and the opportunities she has to collaborate with so many dedicated students, staff, and faculty at Western are among her favorite aspects of the work she does.

Clarissa is an advocate for students and cares deeply about their experience at Western. She serves on the Libraries' Social Justice Advisory Team, a group dedicated to advancing social justice in the library for all stakeholders. She has also been a leader among her classified colleagues, pursuing equity in the Libraries, as well as emphasizing the critical role of classified employees university-wide. Clarissa is courageous in pursuit of improving the workplace, and is unafraid to speak up and challenge workplace inequity.

Clarissa is a graduate of Western, receiving her B.A. in 2001 in both Liberal Studies (*now known as "Global Humanities and Religions"*), and in English. She also received her M.Ed. in Environmental Education from Western's Huxley College of the Environment in 2014, with her master's project concentration on exploring the role of academic libraries in environmental education.

Catherine Shornick, Operations Manager, College of Humanities and Social Sciences

Catherine started in the College of Arts and Sciences the day ground was broken for the Communications Building in 2002, and later assisted as CAS split into the College of Humanities and Social Sciences and the College of Sciences and Technology (now Science and Engineering).

Catherine became the CHSS Assistant to the Dean and Operations Manager in 2010 after working closely with her predecessor Esther Harris. During her time in the college Catherine worked with five different deans (four in the last six years); as well, she completed her degree in Creative Writing and Communication Studies as an Outstanding Graduate and Presidential Scholar.

Catherine has served on numerous staff searches and university committees exploring, piloting or implementing new systems. Coming from the largest college, she often encountered situations and complications in advance of other colleges. She effectively helped navigate the college through implementation of the first and subsequent versions of the faculty bargaining agreement, budgetary ups and downs, new fiscal and travel systems, changes in college and university leadership, and shifts in pressures and trends in higher education. Throughout, Catherine has advocated for staff, always vigilant against increased workloads as new policies and procedures were implemented. As a classified staff member, she served on the union bargaining team, and as professional staff she served on the PSO Executive Committee for several years, continuing her efforts toward broad inclusion and equal footing for all Western staff members.

Catherine looks forward to retiring in October and knowing the university remains in the outstanding hands of all of its amazing staff.

Tim McLaughlin, Developer Operations Engineer, Enterprise Infrastructure Services

Tim is an Automation Engineer for Enterprise Infrastructure Services, where he has worked since 2001. Over that time, his responsibilities have ranged from installing and updating hardware and operating systems, to helping WWU enter the world of server virtualization, to working with containerized and cloud applications.

Tim's recent work includes implementing an application stack for monitoring important metrics from a wide variety of systems, applications, and processes. As the use of technology in education continues to get more and more pervasive, the need for better metrics also grows. This project, using standard tools like Grafana and Prometheus, allows trends and issues to be more visible. Better visibility allows the team to address those issues and to prevent future occurrences.

Tim enjoys tackling new challenges and figuring out how to utilize tools and code to enable his small team to do big things. He feels privileged to work with a very intelligent group people and with leadership that allows the team to explore options for solving problems.

Tim earned his Bachelor of Science in Computer Science at Western in 1996. When he's not at work, he enjoys reading, community theatre, and playing table games with his wife and their two sons.

Glenn T. Tsunokai, Professor, Sociology

Glenn Tsunokai joined Western's Sociology Department in 2003 as a specialist in race and ethnic relations and stratification and inequality. Since his arrival, approximately 7,218 undergraduates have taken his introduction level GUR race and ethnicity course. In this class, students are provided with the knowledge and skills to become culturally competent citizens in an increasingly diverse society. Students enrolled in his stratification course can develop meaningful relations with people from

various cultural and socio-economic backgrounds via service learning activities. Glenn encourages his students to develop a deeper understanding of social issues through research. Over the past 16 years, he has sponsored 148 senior theses and independent studies that have focused on such issues as cultural appropriation, prejudice and discrimination, and media (mis)representation. Glenn has also invited many students to work with him on his own research projects that deal with interracial relationships. He has co-published five articles with eight undergraduate students. While at Western, Glenn has created and co-facilitated diversity and equity workshops, has served on various university committees that focus on diversity related issues, and he continues to serve as an (in)formal mentor/advisor to students from underrepresented backgrounds. Glenn received his Ph.D. from the University of California at Riverside.

Jessica S. Cohen, Associate Professor, Mathematics

Jessica Cohen joined Western's Mathematics Department in 2010 as a specialist in mathematics education. She teaches courses for preservice teachers and traditional mathematics courses. Her scholarship focuses on professional development of preservice and inservice teachers and higher education faculty, with an emphasis on incorporating the same research-based effective teaching practices across all grade levels. Jessica strives to connect teacher education, the STEM disciplines, and the regional K-12 community in her work.

During her time at Western, Jessica has had the opportunity to partner with faculty in her own department, the College of Science and Engineering, Woodring College of Education, and with curriculum directors and math coaches in regional public schools on a number of projects. These include the Middle School Math Partnership, professional development for middle school math teachers in Whatcom and Skagit counties; Change at the CORE, professional development for CSE faculty; an AFT Innovation project joining preservice teachers and their mentor teachers for common professional development experiences; and Advancing Equity and Excellence in Science, professional development for CSE faculty with a focus on fostering equitable classrooms. Jessica is grateful for the many opportunities to connect across campus and with the community, and for the growth this inspires in her own practice, both as a teacher and as a facilitator.

Jessica received her PhD in Mathematics from Oregon State University. She and her husband, a middle school teacher, are parents to two boys, ages six and three.

June Fraser Thistle, Office Manager, Residence Life

June Fraser Thistle has worked at Western since emigrating from Canada in 2003 and is currently the Office Manager for Residence Life. She has been an active volunteer as an advocate for survivors at Domestic Violence and Sexual Assault Services (DVSAS) in Bellingham since 2011 and in 2014, she helped sew sock monkeys, here at WWU, for children under the care of Child Protective Services. From that initial project, she founded a non-profit, The Bellingham Sock Monkey Project where volunteers from 8 states and 3 Canadian provinces contribute to make these comforting creatures for children at Skookum Kids, a local non-profit that provides shelter for children entering the foster care system because of abuse or neglect. Her nominator for this award wrote, "June has told many stories of stressed and alienated children who open up to her gentle and thoughtful interaction. Co-volunteers marvel at her ability to quickly find and nurture interests and talents in children and help them see a bright future for themselves. More than one child has promised that they'll never forget her." Additionally, she established – and actively fundraises for – the Western Gap Scholarship to assist WWU students in financial crisis, awarded to a gamut of students ranging from homeless or foster youth to moderate-income students, all of whom have critical financial need that, left unmet, would force them to drop out. She invites all WWU employees to join her in helping struggling students earn their degree.

MABEL Team

The MABEL Team is comprised of representatives from Western Libraries, WebTech, Western Marketing & Communication, and Video Services and is responsible for the creation of the University's new centralized, open source, online repository for digital assets. MABEL, which stands for Multimedia Archives Based Electronic Library, is a database of collections that enable the discovery, sharing, and preservation of Western's digital assets, including photos, videos, oral histories, and much more from a central location. MABEL is the direct result of the work conducted by the members of the MABEL Team, comprising a cross-campus partnership involving content creators, stewards and stakeholders. This new central platform -- the first of its kind at the university - is a transformative step forward in Western's efforts to disseminate and preserve digital content.

In alignment with Western's strategic goals, numerous collections housed in MABEL illuminate the history of the university and the Pacific Northwest, and thereby advance a deeper understanding of and engagement with place and regional history. Housed in an open source software system (i.e., software that is freely available to all people for use and innovation), MABEL bypasses the inequities perpetuated by expensive, licensed software systems and related content, which restrict access to those who can afford to pay. Instead, MABEL is an affordable tool for the university, and its content is freely discoverable to users worldwide.

Individual Team Members:

David Bass, Western Libraries; Tamara Belts, Western Libraries; Max Bronsema, WebTech; Derek Bryson, University Communications & Marketing; Chris Casquilho, College of Fine & Performing Arts; Jon Dillon, Western Libraries; Elizabeth Joffrion, Western Libraries; Tony Kurtz, Western Libraries; Clarissa Mansfield, Western Libraries; Rebecca Marrall, Western Libraries; Stephanie Mason, WebTech; Tim McLaughlin, Enterprise Infrastructure Services; Justene Merriman, College of Fine & Performing Arts; Casey Mullin, Western Libraries; Nigel Packer, WebTech; Kris Rex, Western Libraries; Ruth Steele, Western Libraries; Jesse Sturgis, Outreach and Continuing Education

**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: October 11, 2019
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

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.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 11, 2019

SUBJECT: **University President's Report**

PURPOSE: Information Item

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 Faculty Senate

DATE: October 11, 2019

SUBJECT: Faculty Senate

PURPOSE: Faculty Senate Report

Purpose of Submittal:

Jeff Young, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

**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: October 11, 2019

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

AS President, Lani 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 Audit Committee
DATE: October 11, 2019
SUBJECT: **Board FARM Committee Report**
PURPOSE: Information Item

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: October 11, 2019
SUBJECT: **Board Student Success Committee Report**
PURPOSE: Information Item

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: Board Finance, Audit and ERM Committee and President Sabah Randhawa

DATE: October 11, 2019

SUBJECT: **Approval of FY 2019 Internal Audit Report**

PURPOSE: Action Item

Purpose of Submittal:

To obtain the Board of Trustees' approval of the FY 2019 Internal Audit Annual Report. Note that the FY 2019 Internal Audit Annual Report includes the final progress report on the FY 2019 Office of the Internal Auditor Activity, the FY 2020 Internal Audit Plan, and other FY 2019 annual reporting topics.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the Board of Trustees Finance, Audit, and Enterprise Risk Management Committee and President Randhawa, approve the FY 2019 Internal Audit Annual Report.

Documents Attached:

The following document is attached:

- FY 2019 Internal Audit Annual Report.

**Internal Audit Annual Report
for
Fiscal Year Ended June 30, 2019**



**Office of the Internal Auditor
Western Washington University**

October 11, 2019

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**Western Washington University
Office of the Internal Auditor
FY 2019 ANNUAL REPORT**

BACKGROUND

The Finance, Audit, and Enterprise Risk Management (FARM) Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the following:

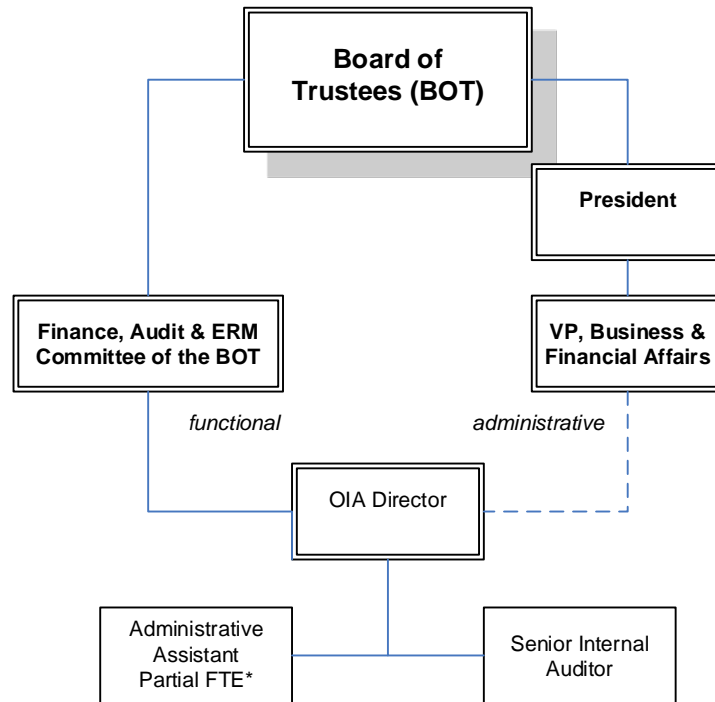
- The integrity of the university's financial operations, physical plant, and financial health;
- The quality and integrity of the accounting, auditing, and reporting practices of the university with a particular focus on effective internal controls, advising the university on business and financial risk as identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements;
- The identification, assessment, monitoring, and response to enterprise risks, in fulfillment of the university's mission and strategic plan.

The FARM Committee Charter identifies the following oversight responsibilities for the Internal Audit Program:

- Annually review the Internal Audit Charter and make recommendations to the Board of Trustees.
- Participate in the annual audit planning risk assessment process. Review and make a recommendation to the Board of Trustees for approval of the risk-based annual audit plan.
- At least four times a year on such dates as specified by the committee chair, receive updates from the Office of the Internal Auditor on the status of the annual audit plan and other matters. Receive and review all reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
- Ensure that the internal audit function has an external quality assurance review at a minimum of every five years or a lesser period of time at the discretion of the committee. Review the results of the independent external quality assurance review and periodic internal assessments and monitor the implementation of the action plans to address recommendations raised.
- Review and concur with the president on the appropriate organizational structure, staffing, and budget for the Office of the Internal Auditor to ensure functional independence and to enable it to effectively carry out the internal audit program's responsibilities.
- Review and make recommendations as appropriate related to the president's appointment, evaluation, replacement, reassignment, remuneration, or dismissal of the Director of the Office of the Internal Auditor.
- Meet with the Director of the Office of the Internal Auditor in private session to discuss any matters the committee or internal audit believes should be discussed privately.

The Office of the Internal Auditor (OIA) organizational structure provides independence in accordance with the *Institute of Internal Auditor's International Professional Practices Framework*.

Western Washington University Office of the Internal Auditor (OIA), Organization Chart



*Also supports Assistant Attorney General's & Risk, Compliance and Policy Services

Two professional audit staff will serve Western Washington University (WWU) during FY 2020.

Antonia Allen, Director

- Bachelor of Science in Accounting, Oregon State University
- Certified Public Accountant (CPA), Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA)
- 2.5 years Internal Audit Director at WWU
- 3.5 years Chief Audit Executive at the State of Oregon, Department of Forestry
- 6 years Audit Supervisor at the Oregon University System
- 17 years of various positions in internal audit (13), budget & accounting (2) and public accounting (2)

Paul Scronen, Senior Internal Auditor

- Bachelor of Arts English WWU
- Certified Internal Auditor designation in process, passed part 1 of 3
- 9.5 years Senior Internal Auditor at WWU
- 4.5 years Internal Audit and 1 year bank branch supervisor at Horizon Bank
- 2 years Director of Funds and Operations, Mutual Fund Accountant at Saturna Capital

The Director of the OIA reports functionally to the FARM Committee, which directs the planning, execution, and results of audit activities. The purpose of Western Washington University's (WWU's) Office of the Internal Auditor (OIA) is to provide independent, objective assurance and consulting services designed to add value and improve WWU's operations. The mission of the OIA is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. The OIA helps WWU accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

The OIA Charter directs that the OIA report to the FARM Committee regarding:

- The OIA's purpose, authority, and responsibility (i.e., Office of the Internal Auditor Charter).
- The OIA's risk-based annual audit plan and performance relative to its plan, interim changes to the plan, and other matters including the results of engagements or other activities.
- Sufficiency of OIA's budget and resources.
- Any interference or unwarranted restrictions on OIA's authorized access and activities.
- The OIA's organizational independence and OIA Internal Auditor's objectivity.
- The results of the Quality Assurance and Improvement Program (QAIP) internal and external assessments.
- The OIA's conformance with State Administrative & Accounting Manual (SAAM) Chapter 22 Internal Auditing and Revised Code of Washington (RCW) 43.88.160.
- Significant risk exposures and control issues, including fraud risks, governance issues and other matters requiring the attention of, or requested by, the committee.
- Whether appropriate actions have been taken on significant OIA findings and/or any response to risk by management that may be unacceptable to WWU.

The OIA reports to the FARM Committee throughout the year to comply with the OIA Charter requirements and to assist the committee with their governance and internal audit oversight responsibilities outlined in the FARM Committee Charter.

The FY 2019 Annual Report provides the FARM Committee, as well as, the Board of Trustees and senior management with an update on the following topics:

- Final Progress Report for the FY 2019 Annual Audit Plan
- FY 2020 Annual Audit Plan
- Other Annual Reporting Topics, including
 - Confirmation of Independence
 - Conformance with SAAM Chapter 22 and RCW 43.88.160
 - Sufficiency of resources

FY 2019 FINAL PROGRESS REPORT

SUMMARY

The FY 2019 Final Progress Report provides an update on the reports resulting from the risk-based audit plan, progress relative to the plan, and interim changes to the plan and OIA's responsibilities.

REPORTS AND MEMORANDUMS – FISCAL YEAR ENDED 06/30/2019

Report or Memorandum <i>Issue Date</i>	Assurance Provided Based Upon Procedures Performed
Title IX Limited Scope Review <i>September 26, 2018</i>	At the request of the president, OIA reviewed the administration of the Title IX complaint process by comparing WWU's Title IX complaint administration practices to the Office of Civil Rights-identified critical complaint administration practices. OIA noted opportunities to improve WWU's practices by ensuring that documented complaint procedures reflect actual practices, complaints are resolved promptly, and that the outcomes of complaint investigations are communicated to both the complainant and the respondent.
President's Expense Review <i>FY 2018, Quarter ended 6/30/18</i>	Reviewed the president's state-funded travel expense reimbursements for the final quarter of FY 2018, expenses appeared appropriate and properly processed.
FY2018 Internal Audit Annual report <i>October 12, 2018</i>	The Annual Report was approved by the Board of Trustees during their October 12, 2018 meeting and provided the final cumulative FY18 Quarterly Progress Report, the FY 2019 Annual Internal Audit Plan as well as other required reporting topics.
Clery Compliance Audit <i>November 15, 2018</i>	The final report provided nine recommendations to help improve WWU's Clery Act compliance program.
Athletics Hawaii Travel Investigation <i>February 6, 2019</i>	This report included five recommendations to address issues related to travel expenses and contracting for an athletic tournament held in Hawaii.
Woodring Internship Irregularities Investigation <i>July 12, 2019</i>	This report summarized the Office of the Internal Auditor's analysis of reported concerns and provided recommendations to address irregularities in the application of credits for student teaching internships in the Elementary Education Department in the Woodring College of Education.

AUDIT PLAN PROGRESS – FISCAL YEAR ENDED 06/30/2019

Service Area: Assurance	
Topic Status	Audit Plan Progress Comments
Clery Act Compliance Complete	Complete. A report was issued on November 15, 2018.
Title IX Limited Scope Review Complete	Complete. A summary memorandum was issued on September 26, 2018.

Service Area: Assurance	
Topic Status	Audit Plan Progress Comments
Research Topic TBD Substitution	Substitution. The Research Topic TBD was substituted with the Woodring Irregularity Investigation. Both Research and the in-process Woodring Irregularity Investigation provide the opportunity to assist the Academic Affairs Division. The Woodring Internship Irregularities Investigation report was issued July 12, 2019.
Enrollment and Student Services (ESS) Topic TBD Substitution	Substitution. The Enrollment and Student Services (ESS) Topic TBD was substituted with two Athletics Department investigations. The Athletics Department is within the Enrollment and Student Services Division. The Athletics Hawaii Travel Investigation report was issued on February 6, 2019. The Athletics Per Diem Investigation was referred to campus police who completed the police investigation report on January 31, 2019.
Information Technology Topic TBD Postponed	Postponed. OIA is postponing this engagement to FY 2020 at the request of the vice provost for information technology / chief information officer to allow for participation with the newly hired director of Information security.
Quarterly Review of President's Expenses On-going	On-going. Completed review for the FY18 final quarter ended 6/30/2018. No activity available for review for FY 2019 quarter ended 9/30/18, and 12/31/18. The 3/31/19 and 6/30/19 quarterly reviews will be completed during the quarter ending 9/30/19.

Service Area: Consulting	
Topic Status	Audit Plan Progress Comments
Consulting On-going	On-going. OIA assisted with twenty consulting engagements through 6/30/2019, utilizing an estimated 120 hours of OIA resources.

Service Area: Investigations	
Topic Status	Audit Plan Progress Comments
Athletics Hawaii Travel Complete	Complete. OIA's report includes five recommendations to address issues related to travel expenses and contracting for an athletic tournament held in Hawaii.
Athletics Per Diems Complete	Complete. OIA assisted University Police and others to investigate allegations of forgery and fraud related to an employee obtaining cash advances for student-athlete meal per diems. The University Police Department report was completed January 31, 2019.
Woodring Internship Irregularities Complete	Complete. The Woodring Internship Irregularities Investigation was completed during FY 2019, and the report was issued July 12, 2019.
SAO Whistleblower Work-In-Process	Work-in-process. Assisting the State Auditor's Office (SAO) lead investigator in addressing an ethics law-related complaint received by the SAO office.
EEB facilities complaint Work-In-Process	Work-in-process. Cooperating with Executive Ethics Board (EEB) investigators related to a WWU facilities employee's potential use of university resources for outside business.

Service Area: Follow Up	
Topic Status	Audit Plan Progress Comments
Follow Up On-going	On-going. No significant follow-up activity was initiated or in process during the quarter ended 6/30/19.

Service Area: Department Management	
Topic Status	Audit Plan Progress Comments
QAIP Periodic Self-Assessment -Internal Audit Process- Not Started	Not Started. OIA plans on starting an initial self-assessment review of OIA's internal audit work processes and anticipates that this project will be completed during FY 2020.
External Quality Assurance Review (QAR) Not Started	Not Started. OIA anticipates that planning for an external QAR will commence in FY 2020. OIA's goal is to have the QAR complete and available to the Board of Trustees by the end of the fiscal year 2021.
FY 2018 Annual Report, FY 2019 Risk-Based Annual Plan Complete	Complete. During the August 23, 2018 meeting, the FARM committee reviewed and recommended approval of the FY 2018 Annual Report (which included the FY 2019 Risk-based Annual Plan) to the Board of Trustees. The FY 2018 Annual Report was approved by the Board of Trustees during the October 12, 2018 Board of Trustees meeting.
Quarterly Progress Updates On-Going	On-Going. This memorandum represents the FY 2019 - Quarter ended 3/31/19 progress update. During FY 2019, OIA previously presented the 6/30/18, 9/30/18, and 12/31/18 quarterly progress updates.
FY 2019 Annual Report, FY 2020 Risk-Based Annual Plan Work-In-Process	Work-In-Process. OIA had initiated work on both of these projects as of June 30, 2019.

Service Area: Loss Reporting	
Topic Status	Audit Plan Progress Comments
Loss Reporting On-going	On-going. OIA received, investigated (as needed) and reported on 23 loss incidents to university management and the State Auditor's Office for the fiscal year ended June 30, 2019.

Service Area: Ethics Officer Duties	
Topic Status	Audit Plan Progress Comments
Ethics Officer Duties On-going	<p>On-going ethics advisory and consulting services. OIA advised on 69 ethics questions, complaints, and advisory requests requiring over 250 hours of OIA staff resources for the fiscal year ended June 30, 2019.</p> <p>On-going ethics training services. OIA provided "Ethics in the Workplace" quarterly training sessions on 8/16/18, 12/7/18, 1/22/19 and 4/29/19. OIA also provided Ethics Training to the Athletics Department on 3/19/19 and University Residences on 5/15/19.</p>

INTERIM CHANGES TO THE AUDIT PLAN – FISCAL YEAR ENDED 06/30/2019

Topic: Communicating Interim Changes to the Audit Plan	
Interim Change	Audit Plan Progress Comments
<p>Quarter ended 12/31/18 Update – Propose substituting scheduled audit(s) for immediate need investigations</p>	<p>Quarter ended - 12/31/18 Update - Actual need for investigative resources is greater than anticipated, currently planning on postponing the research related scheduled audit topic to enable completion of investigations.</p>
<p>Quarter ended 3/31/19 Update Propose substituting Research and ESS Topics with immediate need investigations. IT Audit Topic will be postponed to early FY 2020.</p>	<p>Quarter ended 3/31/19 Update - Actual need for investigative resources is greater than anticipated, currently planning on substituting the planned Research TBD topic with the in-process Woodring Irregularities Investigation. Also planning on substituting the planned ESS TBD topic with the two Athletics Department Investigations. At the request of the Chief Information Officer, the IT Topic will be postponed until the new Director of Information Security is hired likely early in FY 2020.</p>

FY 2020 ANNUAL INTERNAL AUDIT PLAN

Purpose

The purpose of the Annual Internal Audit Plan (Plan) is to outline internal audits, and other activities the Western Washington University (WWU) Office of the Internal Auditor (OIA) will conduct during the fiscal year 2020, July 1, 2019, through June 30, 2020 (FY 2020).

Background and Responsibilities

The Internal Audit Plan is developed to satisfy responsibilities established by the Board of Trustees, Finance, Audit, and Enterprise Risk Management Committee (“Committee”) Charter, the Office of the Internal Auditor Charter, WWU Policy POL-U1500.01, and the International Standards for the Professional Practice of Internal Auditing (“Internal Audit Standards”).

By definition, internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations in the efficient and effective discharge of their responsibilities. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

In order to meet these internal auditing responsibilities, the OIA develops a risk-based audit plan annually to deploy audit resources in an effective and efficient manner. The committee reviews and recommends the Internal Audit Plan to the WWU Board of Trustees for approval and monitors OIA’s progress compared to the plan and any significant adjustments to the plan.

The Plan includes provisions for the four types of OIA’s audit services:

1. **Assurance Services:** Assurance services are objective reviews of evidence for the purpose of providing an independent assessment. The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.
2. **Consulting Services:** Consulting services are advisory and other service activities include counsel, advice, facilitation, process design, and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives.
3. **Complaints and Investigations:** The OIA is responsible for the receipt, resolution, and reporting of fraud, waste and abuse complaints. The OIA also administers the university’s fraud and ethics hotline. Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine if allegations are substantiated and to prevent future occurrences.

4. **Follow-up Engagements:** Follow-up engagements evaluate plans and actions taken to correct reported conditions.

The Plan also includes provisions for OIA management projects that are required to be completed by Internal Audit Standards:

1. **QAIP Assessments:** The OIA is also responsible for maintaining a quality assurance and improvement program (QAIP) and the Plan includes provisions for periodic internal self-assessments and preparations for an external assessment that will be conducted by an assessment team from outside the university.
2. **Annual Audit Plan:** To comply with internal audit standards the OIA must establish a risk-based plan of engagements at least annually to help determine the priorities of the internal audit activity, consistent with WWU's goals.

Factors considered in setting the FY 2020 audit priorities included WWU's Enterprise Risk Management Enterprise and Division Risks, WWU's management input on desired audit topics/perceived risk areas, the last time the unit was audited, industry trends and topics, WWU's Strategic Goals and Objectives, and compliance with the authoritative guidance promulgated by the Institute of Internal Auditors. The internal audit plan also takes into consideration the effective coordination of audit efforts with external auditors to ensure completeness of coverage, reduction of redundant efforts, and effective use of audit resources.

Our audit plan is flexible by design so that we can make efficient use of our staff time and also to accommodate a department's busy or peak times as needed. A typical audit will consume about 500 hours from start to finish, including planning, fieldwork working paper compilation, report writing and supervisor review. We treat complaints of ethical misconduct and allegations of fraud, waste and abuse as a priority, which may cause delays in our planned schedule. Significant changes in our plan will be communicated to the Committee during quarterly internal audit updates.

RESULTS

See below for the FY 2020 Annual Internal Audit Plan:

Western Washington University (WWU), Office of the Internal Auditor (OIA)	
FY 2020 Annual Internal Audit Plan	
Service Area	Activity
Assurance	<ul style="list-style-type: none"> ➤ Information Technology Audit Risk Assessment ➤ Internal control reviews for areas/programs/departments with high risk for misappropriation of assets ➤ Review of Board of Trustees policies and procedures ➤ Quarterly reviews of the president’s expenses
Advisory and Consulting	<ul style="list-style-type: none"> ➤ Serve as a resource and provide advice on the ethics law compliance and other topics. ➤ Serve on various committees in an advisory capacity. ➤ Conduct trainings on ethics, fraud prevention and awareness.
Complaints and Investigations	<ul style="list-style-type: none"> ➤ Receive and resolve ethics and fraud complaints. ➤ Administer the University Ethics and Fraud Hotline. ➤ Complete internal investigations as requested. ➤ Serve as a liaison and resource for external investigations.
Follow-up	<ul style="list-style-type: none"> ➤ Follow up on open audit recommendations.
OIA Management	<ul style="list-style-type: none"> ➤ Complete periodic internal assessments and follow up on previous findings for the OIA Quality Assurance and Improvement Program (QAIP). ➤ Plan and prepare for the external Quality Assurance Review. ➤ Prepare the Internal Audit Annual Report and the Internal Audit Annual Plan

OTHER ANNUAL REPORTING TOPICS

Confirmation of Independence

The Office of the Internal Auditor confirms its organizational independence to the Board of Trustees FARM Committee.

- ✓ The Director of the Office of the Internal Auditor had direct and unrestricted access to senior management.
- ✓ The Director and staff performed their work objectively – no quality compromises were made, and judgment on audit matters was not subordinated to any others in the organization.
- ✓ The Director and staff had no conflict of interest situations and did not perform operational duties or make management decisions external to the OIA.
- ✓ OIA had no impairments to organizational independence such as scope limitations; restrictions on access to records, personnel, properties; or resource limitations.

Please see below for the Institute of Internal Auditors Standards for Independence:

❖ ***1100 – Independence and Objectivity***

The internal audit activity must be independent, and internal auditors must be objective in performing their work.

❖ ***1110 – Organizational Independence***

The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. The chief audit executive must confirm to the board, at least annually, the organizational independence of the internal audit activity.

❖ ***1111 – Direct Interaction with the Board***

The chief audit executive must communicate and interact directly with the board.

❖ ***1120 – Individual Objectivity***

Internal auditors must have an impartial, unbiased attitude and avoid any conflict of interest.

❖ ***1130 – Impairment to Independence or Objectivity***

If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to the appropriate parties. The nature of the disclosure will depend upon the impairment.

Conformance with SAAM Chapter 22 and RCW 43.88.160

The WWU President and the Director of the Office of the Internal Auditor signed and submitted an annual internal audit certification to the State Office of Financial Management by the due date of September 11, 2019. By signing the certification, they certified that they are responsible for establishing and maintaining an internal audit program in accordance with RCW (Revised Code of Washington) 43.88.160(4) and SAAM (State Administrative & Accounting Manual) Chapter 22.

Sufficiency of resources

During FY 2020, the OIA will investigate the use of project staffing resources and/or student interns to augment current staffing resources.

REVIEW AND RECOMMENDATION

The FY 2019 Internal Audit Annual Report and the FY 2020 Annual Internal Audit Plan were reviewed by the Finance, Audit, and Enterprise Risk Management Committee on August 22, 2019, with recommendations for approval by the WWU Board of Trustees on October 11, 2019.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Richard Van Den Hul, Vice President,
Business and Financial Affairs

DATE: October 11, 2019

SUBJECT: **Construction Contract for Parks Hall and Science Lecture Electronic Safety and Security Upgrade, PW748**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Parks Hall and Science Lecture Electronic Safety and Security Upgrade, PW748. Contract award following Board action. Construction to start November, 2019.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dutton Electric, Lynnwood, WA for the amount of \$1,239,983 (base bid) (plus associated sales tax) for the construction contract to construct the Electronic Safety and Security Upgrade at Parks Hall and Science Lecture.

Supporting Information:

Parks Hall and Science Lecture Electronic Safety and Security Upgrade, PW748, is a project involving upgrades to the existing fire detection and alarm, mass notification and access control / security systems in the Science Lecture Building and Parks Hall. Project scope will include full replacement and upgrade of fire alarm and mass notification and implementation of access control / security at Science Lecture and Parks Hall.

This project was advertised for competitive bidding on August 20, 2019, with the bid opening held at 3:00 PM on September 18, 2019. Two (2) bids were received by the University (see attached bid summary).

Hargis Engineers, Seattle, WA, prepared the plans and specifications for this project. Project award of the contract is also contingent on the approval of the contractor's Responsibility Criteria submittal.

During the advertisement phase, Facilities Development and Capital Budget (FDCB) staff had extensive outreach to electrical contracting firms, with the intent of promoting MWBE participation through subcontractors, suppliers and equipment rentals. Reviewing the OMWBE website identified no certified electrical contractors within Whatcom, Skagit and Snohomish counties with the experience to perform this work. 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 did not indicate MWBE 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 \$1,775,000.

Source of Funding: State Appropriations – Bonds

BID SUMMARY

Job: PW748 - Parks Hall & Science Lecture Electronic Safety & Security Upgrade

Date: October 11, 2019

Alternate No.	Description & Bid Item				
		Valley Electric	Dutton Electric		
	Base Bid	\$ 1,394,892.00	\$ 1,239,983.00		
1					
2					
3					
4					
5					
6					
	Compare to MACC: sub total	\$ 1,394,892.00	\$ 1,239,983.00	\$ -	\$ -
	8.70% sales tax	\$ 121,355.60	\$ 107,878.52	\$ -	\$ -
	Grand Total	\$ 1,516,247.60	\$ 1,347,861.52	\$ -	\$ -
	Trench & Safety Provisions (inc. in bid)	\$ -	\$ -	\$ -	
	Base Bid				
	sub total	\$ 1,394,892.00	\$ 1,239,983.00	\$ -	\$ -
8.70%	sales tax	\$ 121,355.60	\$ 107,878.52	\$ -	\$ -
	Grand Total	\$ 1,516,247.60	\$ 1,347,861.52	\$ -	\$ -

**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: October 11, 2019

SUBJECT: P3 MODEL FOR WATERFRONT DEVELOPMENT

PURPOSE: Action Item

Purpose of Submittal:

Donna Gibbs will give a presentation on the waterfront work group recommendation for a public-private partnership model for Bellingham Waterfront development.

SEPTEMBER 30, 2019

WESTERN CROSSING INNOVATION PARK

DEVELOPMENT PLAN



PORT OF BELLINGHAM
Washington State





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BACKGROUND AND COLLABORATIVE EFFORTS TO DATE

For more than a decade, Western Washington University (WWU) has worked with the Port of Bellingham (the Port), community partners, and engaged campus stakeholders in planning to create a presence on the Bellingham waterfront. The university continues to believe that expanding academic programming on Bellingham's revitalized waterfront provides a unique opportunity to expand capacity and visibility, and strengthen partnerships in private industry, and with non-profits, government and education entities.

Timeline

- In 2005 the Port of Bellingham acquired the waterfront properties of Georgia-Pacific.
- Since 2008 the University and the Port have been working together to facilitate the creation of University facilities on approximately six acres of the Waterfront District.
- In October 2009 WWU and the Port created Western Crossing Development as a non-profit corporation that would allow approximately 24 acres of property that the University owns on the southeast corner of Hannegan Rd. and Bakerview Rd. to be sold, with the proceeds going to the purchase of the six acres of land at the waterfront.
- In 2012 the Port and the City of Bellingham completed work on a master plan for the Waterfront District and the city set about completing land use regulatory review and approvals.
- On July 10, 2013, the University, Port of Bellingham and Western Crossing Development entered into a Memorandum of Understanding (MOU) to pursue a strategy to facilitate the University's presence in the Waterfront District.
- In May 2015 the Port entered into a master development agreement with Harcourt Development of Dublin, Ireland to develop 19 acres adjacent to the Western Crossing six-acre parcel.
- In September 2016 Western published a white paper that outlined a three-phase process for Western in the Waterfront District. Phase I was the Technology Development Center, a state- and federally-funded initiative shared with partner Bellingham Technical College, which was dedicated in fall 2009 and served as a research facility for what was then known as Western's College of Sciences and Technology.

- Phase II envisioned the construction of a multi-purpose facility that would focus on bringing people together through conferences and other large gatherings. Since that time, Waterfront District master developer Harcourt Bellingham LLC has put forth a plan for a hotel, convention and meeting center in the Downtown Waterfront.
- Phase III of Western's 2016 white paper proposed the development and construction of new academic facilities on the six-acre plot that would be determined by emerging enrollment growth, academic programming and community needs, and by opportunities with potential private and public partners.

On May 10, 2017, the Port and University amended the MOU and agreed to extend the due date for a university development plan from Dec 2015 to June 2018.

During the 2017-18 academic year the Port articulated a vision for a university presence that would create an "innovation economy." The intent was to create conditions attractive to jobs of the future. In response, WWU created an interdisciplinary group of faculty leaders with expertise in Biology, Chemistry, Computer Science, Business & Sustainability, Energy Studies, Engineering, Entrepreneurship & Innovation Studies, and Environmental Studies to develop a prototype Waterfront presence. The prototype called for an innovation hub devoted in part to energy science and technology, where students, faculty members and industry partners could collaborate on research. The vision also called for a 200-250-seat meeting, arts and performance space that could be used by the University, the community, and regional partners.

The University submitted the draft vision at the June 2018 Board of Trustees meeting and subsequently submitted it to the Port of Bellingham, per the terms of the MOU. At the same time, the vision was also submitted for broad faculty feedback. That feedback focused on the fact that the faculty ideation group working on the vision was too STEM-discipline focused. The University then reformulated the group during the 2018-19 academic year with additional representation from the College of Humanities and Social Sciences, the College of Fine and Performing Arts, Fairhaven College of Interdisciplinary Studies and the Woodring College of Education.

At public Port Commission meetings on February 19 and March 19, 2019, the Commissioners voiced frustration with the pace of development of the University's plan for the Waterfront District and criticized the prototype plan as too far-reaching and not focused enough on economic and workforce development. That frustration was reported in the Bellingham Herald on March 4.

On February 20, 2019 the Port provided WWU with a notice to Meet and Confer in accordance with the terms of the MOU and discuss issues that were of concern to the Port Commission. These included WWU funding for the Waterfront, the status of the Technology Development Center, the Hannegan Road property sale, and WWU's proposed Development Plan.

WWU President Sabah Randhawa and John Meyer, University trustee and Western Crossing board member, met with Port Commissioner Ken Bell and Port Executive Director Rob Fix to discuss how to move forward, and on March 25, 2019 the parties completed a second amendment to the Western Crossing MOU that extends the deadline for a development plan to September 30, 2019.

At that time, the Port and University also agreed to create a small working group of Port and University officials to work in good faith toward a shared vision that takes into account the Port's desire for a presence that supports economic development and job creation.

The working group met bi-weekly between April 17, 2019 and October 2, 2019. The working group process and activities are described below.

WWU agreed to a use feasibility extension to allow the buyer of the Hannegan Rd property more time to determine if the city of Bellingham will approve the proposed use. The University remains optimistic that the sale will close before the end of the 2019 calendar year.

WORKING GROUP PROCESS AND ACTIVITIES

The Working Group includes Port of Bellingham Commissioner Ken Bell, Economic Development Director Don Goldberg, Environmental & Planning Services Director Brian Gouran, and Research & Communications Coordinator Jennifer Noveck. Representatives from WWU include Provost & Vice President for Academic Affairs Brent Carbajal, Vice President for University Relations & Marketing Donna Gibbs, and Dean of the College of Science and Engineering Brad Johnson.

The focus of the collaborative planning efforts has been to define a public-private partnership model that proposes a mix of private sector industries and developers, public agencies and a multi-institutional higher education presence. The goal is a set of facilities that would both expand the employer base and provide potential opportunities for applied learning, integrated research in undergraduate and graduate programs, and desirable jobs for WWU alumni and residents.

The University has leveraged existing partnerships in private and public organizations to facilitate introductions for Port economic development staff in the following sectors:

- Naval architecture and marine engineering services;
- A national laboratory focused on climate research, electric power grid modernization and cybersecurity;
- Companies focused on designing, building, operating and maintaining high-performance, energy-efficient buildings.

Moving forward, WWU is pursuing other introductions within its Electrical Engineering, Plastics & Composites Engineering, Manufacturing Engineering, Manufacturing Supply Chain Management, Computer Science, Cybersecurity, Energy Studies programs and other academic programs that tend to engage industry partners.

In tandem with this, the Port has recently joined Gov. Inslee's **Washington Maritime Blue** initiative. The initiative is committed to developing a comprehensive plan to accelerate decarbonization and clean technology innovation throughout Washington's maritime industry. The Working Group has also studied other regional research parks, technology communities and incubators that provide access to university-based talent pipelines, specialized equipment and research infrastructure.

As a first step, the Working Group developed the following draft framework, vision statement and guiding principles.



FRAMEWORK AND VISION STATEMENT

Vision Statement

The Port of Bellingham and Western Washington University are united in creating a diversified, regionally and globally competitive, sustainable economy manifested in the Waterfront District. We envision a district that provides living-wage jobs for Whatcom County residents by focusing on training for our current industrial base, 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 to do business. We also envision that our residents will use the facilities created to become lifelong learners. 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, apprenticeships and internships, and integrated research in undergraduate and graduate programs leading to highly desirable jobs for graduates and other residents, and opportunities for community engagement.
- Industry partnerships will be a key component of Western's presence in the Waterfront District with a vision of 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.

WWU Contributions to the Goal

- Introduction of existing industry partners who may be motivated to locate (or relocate) operations to the Bellingham Waterfront District 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, graduates and other residents.
- 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.



WHAT WOULD A PUBLIC-PRIVATE PARTNERSHIP INNOVATION PARK LOOK LIKE?

We envision a Waterfront District that includes an innovative community and incubator for new and expanding businesses. The Innovation Park would help startup companies develop their potential and nurture scientific and technological entrepreneurial ventures, as well as established businesses and public laboratories that want to gain access to specialized facilities, expertise, technology and talent recruitment.

Given Whatcom County's history in coal mining, oil & gas production, timber, fishing and other extraction-based industries, we envision a district that brings that history into the 21st century and beyond. The Innovation Park would focus on renewable energy research and development, including electrification of land and marine-based transportation systems, energy grid security, and other research and innovations that feed and protect our modern digital lifestyles.

The Innovation Park itself would be a model for this new future with a built environment that delivers net-zero energy building performance while minimizing, if not eliminating, the carbon emissions associated with powering, heating and cooling buildings at market cost by reusing existing legacy industry infrastructure.

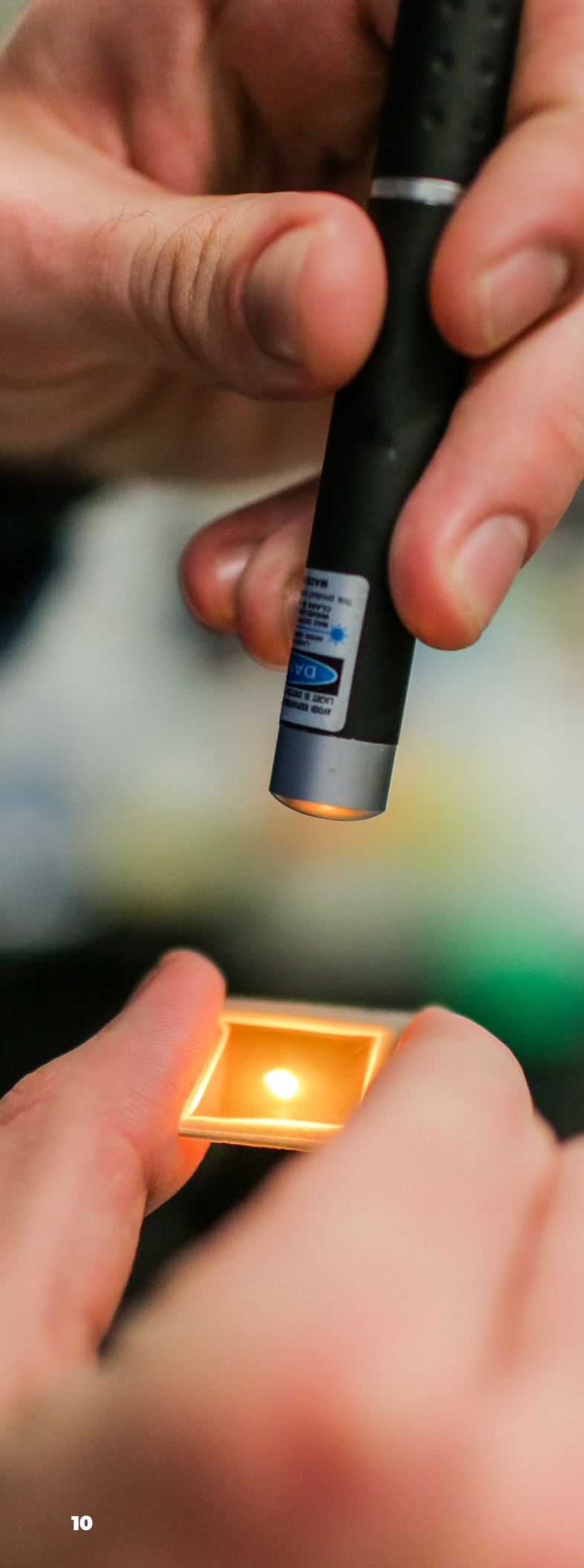
Western Washington University envisions being a collaborative partner in the Innovation Park and a potential tenant especially as new graduate programs, that are not as dependent on foundational general university required courses, are developed in the future.

The Public Private Partnership model envisioned in this Development Plan is not strictly tied to the Western

Crossing six acre parcel contemplated in the MOU between the Port and WWU. Rather, this Innovation Park may include portions, all, or none of the six acres depending on how the development occurs over time. As the Innovation Park advances from concept to reality, the Port, WWU and Western Crossing will jointly determine how the six acres will be utilized. Acquisition of property by WWU and use of funds from the sale of the Hannegan Road property will be addressed in future amendments to the Western Crossing MOU and considered on a project specific basis, which may be part of, or separate from, the Innovation Park Public Private Partnership.

Model examples

Currently, WWU is working to expand and enrich connections within the Northwest region including, but not limited to, partnerships with regional private industry, federal, state, and municipal government agencies, and non-profit organizations. The main purpose is to create interconnections for talent pipeline expansion, research and development partnerships, and other connecting opportunities that bring student and faculty resources together with partners to enhance innovation and learning outcomes. Many programs at WWU are conducive to this multi-component collaborative approach, including Engineering, Computer Science, Business and Economics, Energy Studies, Marine and Coastal Sciences, and the Physical, Materials, and Biological Sciences. Given the wide range of projects and partnerships currently being developed and executed, expansion of the model to include the Port and Waterfront District in creating



broader relationships and possible infrastructure expansion is a natural fit looking forward.

The working model has been initiated, with WWU facilitating introductions between current partners and the Port, and with other potential groups interested in either expansion or initiation of work done directly with WWU for whom working with Port facilities or property could expedite expansion. Specifically, initial operations include industrial associates in marine engineering and federal organizations focused on cybersecurity and embedded systems. In both cases, the long-term strategy is directed toward avenues for expansion of the working partnerships involving talent pipeline, research and development, and enhancement of economic development opportunities. A key feature of the working model is the notion that external partners have interest, and are capable of investing in, capital infrastructure. Thus, utilizing both Port and WWU institutional resources, barriers to expansion, relocation, and collaborative innovation are lowered.

Currently, WWU has working relationships with a number of regional entities that could be brought to bear within the proposed model. Examples include: Boeing, Microsoft, Pacific Northwest National Laboratory, Safran/Zodiac Aerospace, PACCAR, Fluke, Korry Electronics, Alcoa, Dexcom, Solvay, Janicki, and RAM Mounts. Most of the current work involves students and faculty engaged with partner employees on specific projects, and in some cases, the work involves discussion around expansion.

P3 Description and Options

Key Characteristics of Public-Private Partnerships

There is no single definition of a P3. The Government Accountability Office (1999) defines a public-private partnership as:

a contractual arrangement that is formed between public and private-sector partners. These arrangements typically involve a government agency contracting with a private partner to renovate, construct, operate, maintain, and/or manage a facility or system, in whole or in part, that provides a public service. Under these arrangements, the agency may retain ownership of the public facility or system, but the private party generally invests its own capital to design and develop the properties. Typically, each partner shares in income resulting from the partnership. Such a venture, although a contractual arrangement, differs from typical service contracting in that the private-sector partner usually makes a substantial cash, at-risk, equity investment in the project, and the public sector gains access to new revenue or service delivery capacity without having to pay the private-sector partner.

The National Council for Public-Private Partnerships (NCP3P) (n.d.) defines a public-private partnership as:

a contractual agreement between a public agency (federal, state, or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

Types of P3s

P3s come in many different shapes and sizes. They include both existing facilities and new-capacity facilities. One commonality among the different types of P3s is a need for a dedicated revenue stream. Often the private entity will provide all or some of the upfront funding for the building or improvement of a facility, but there must be a method of repayment over the duration of the partnership. The revenue stream can be derived from a number of different sources, including fees, tolls, shadow tolls, availability payments, and local taxation.

P3s change the nature of public works construction. Instead of working for a government agency, contractors find themselves working for a private entity or consortium of private firms. Such an "owner" typically has much more flexibility than a government agency. The private entity is typically free to select or create a project delivery system that fits its particular needs, and, in the process of doing so, may well request the construction contractor to expand its role beyond what the contractor has traditionally played in public works construction. Such an owner may select the Design-Build delivery system, or request a range of individual services that increase the contractor's risk of "professional" liability, including:

- Definition of project goals
- Documentation of existing conditions
- Development of space or site program
- Advice on optimum use of available funds
- Early coordination during the design phase
- Value engineering
- Constructability reviews
- Control over the scope of work
- Optimum use of the design and construction firms' skills and talents

Benefits of P3s

Public-private partnerships help fill the void between typical annual government accounting and capital budgeting. The private markets know the benefits of capital budgeting and are investing heavily in U.S. capital infrastructure. Those who support the advancement of P3s highlight many advantages. In a recent report by Deloitte titled, "Closing America's Infrastructure Gap: The Role of Public-Private Partnerships," it succinctly outlines six perceived benefits to governments utilizing P3s as follows:

1. P3s allow the costs of investment to be spread over the lifetime of the asset and, therefore, allow infrastructure projects to be brought forward in years compared to the pay-as-you-go financing that is typical of many publicly-financed infrastructure projects.
2. P3s have a solid track record of on-time, on-budget delivery.
3. P3s transfer certain risks to the private sector and provide incentives for assets to be properly maintained.
4. P3s can lower the cost of infrastructure to the public entity by reducing both construction costs and overall life-cycle costs.
5. Since satisfaction metrics can be built into the contract, P3s encourage a strong customer service orientation.
6. Because the destination, not the path, becomes the organizing theme around which a project is built, P3s enable the private sector to focus on the outcome-based public value they are trying to create.

The merits of the points may be debatable, but they outline some of the key reasons governmental entities in the United States are interested in P3s.

What could a P3 model look like at the Bellingham Waterfront/Western Crossing site?

As stated above, there are many types and models that are considered a P3. The following is a potential suggested model that can be adapted in a number of configurations as we obtain clarity from the stakeholders.

The current physical configuration of Western Crossing is approximately six acres of mixed-use property. For our modeling exercise, we estimate a value of \$15 per square foot or \$653,400 per acre on the property for a total value of approximately \$4 million (the value can easily be adjusted or appraised for the partnership). It is imperative that all partners in a P3 have some form of equity; the simplest form of equity for the Western Crossing partnership would be to contribute the land.

As for the private side of the P3, the outside developer/ equity partner's role would be to fund, develop, and market the project. Again for the purpose of our modeling exercise, we estimate that approximately 250,000 square feet of mixed-use development can occur at a cost of \$350 per square foot or a total of \$87 million. Assuming the developer will be required to incur debt of approximately 75 percent, or place equity of \$21,875,000, the total equity with land will be \$25,875,000. In the simplest form, Western Crossing would be a 15 percent equity partner in the model.

Under the above scenario, Western Crossing would be an equity partner with the ability to provide limited direction based upon the P3 agreement and details of said agreement.

Let's explore what it might look like to expand on the above model in the following ways:

- WWU to commit to own or lease space in the new facility
- Port of Bellingham to commit to own or lease space in the new facility

If either or both agencies (Port and WWU) were to commit to space in the new facility this can be accomplished through a condo model, PUD (planned urban development), or separate physical structures in a typical fee simple ownership. Western Crossing can choose to move the approximately \$4 million into a non-equity position and direct those funds toward rent or ownership in property, versus an equity position which would accomplish having anchor tenants and commitments for construction financing and seed the Innovation Park, which is highly desirable for its initial success. In addition, Western Crossing or its members would have the opportunity to invest additional equity depending again on the details of the P3 model.

What would the above model accomplish for the Western Crossing partnership and community?

- Committed stakeholders with a clear vision of the intention of the Innovation Park.
- A state of the art net-zero energy Innovation Park using the district energy model.
- The P3 model uses the best of each P (Private, Public Partnership):

Private Partner:

- Developer brings the newest and most up to date building systems and the capacity to move the project along in a timely fashion and at a budget that typically is more affordable than the public can facilitate.
- Developer often has connections with desirable tenants that may either occupy other buildings owned by the company or often work closely with them in some form.
- Specialize in building business and innovation parks as well as promoting the project.
- Specialized staff and subcontractors who have deep-rooted relationships.

Public Partner:

- The public partner is the owner of the property.
- The public entities have the capacity to fund through grants and other mechanisms that are often not available to the private sector.
- Supports the project politically.
- Brings potential tenancy or ownership through some form of occupancy.
- Seeds the project.
- Markets the project as well as the region.
- Key stakeholder for connecting WWU degrees and faculty and student research and creative activity to the tenants' output.
- Creates an open inviting regional asset connecting higher education to the private sector.

The above example is one form of a P3 where the Western Crossing model can remain in place, continue to work toward an exciting Innovation Park of the future emphasizing clean energy, marine engineering, cyber security, and other emerging technologies. By bringing in a private developer, Western Crossing can move more quickly, have direction and have the ability to create an innovation park of the future supporting WWU, the Port and our regional economy for decades to come.



IMPLEMENTATION APPROACH & NEXT STEPS

2019

- Finalize and Adopt Development Plan and Amend Memorandum of Understanding (as needed).

2020

- Establish Port/WWU P3 team
- Determine development commitments that each entity is willing to make to catalyze the project
- Develop and issue RFP for P3 partnership proposals
- Define project area, location, footprint, etc.
- Establish P3 criteria requirements
- Evaluate RFP responses
- Negotiate P3 terms
- Enter P3 agreements
- Other

2021

- Establish development parcels
- Preliminary project design/layout
- Initiate project No. 1 permitting

2022

- Project No. 1 construction

2023

- Project No. 1 occupancy

2024
and Beyond

- Additional development projects per schedule to be established in P3 agreement

Continuous/
Ongoing

- Coordination with potential development and industry partners, focused on industry sectors identified in Development Plan.
- Coordination with Washington state Department of Ecology for additional site cleanup and preparation ahead of, or in conjunction with, development.



Works Cited

- United States Government Accountability Office. 1999.
- Top Ten Facts About PPPs. n.d.
- *The above definition of a P3 was furnished by the Associated General Contractors of America.

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PORT OF BELLINGHAM
Washington State



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

TO: Members of the Board of Trustees

FROM: Stephanie Bowers, Vice President for University Advancement, Jack Cullen, Foundation Board Chair, Shawn Kemp, Alumni Association Board President

DATE: October 11, 2019

SUBJECT: WWU Foundation and WWU Alumni Association Strategic Priorities

PURPOSE: Discussion Item

Purpose of Submittal:

Stephanie Bowers, Jack Cullen and Shawn Kemp will introduce the topic and provide comments regarding the priorities of the Foundation and Alumni Association and how they support Western's strategic plan. All presenters will facilitate the discussion with the board members.

**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
DATE: October 12, 2019
SUBJECT: **Admissions and Enrollment Report**
PURPOSE: Information Item

I. Enrollment

New Students

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—secured a strong class of new students for Western.

In the interest of clarity and transparency, it is worth pointing out that the recent reporting done by the enrollment team to this Board regarding new student applications, offers, confirmations, and enrollments has focused on data related to Western-Bellingham’s state-funded programs only. While this represents the vast majority of Western’s enrollment, at present and by design, the programs housed on the Peninsulas are largely oriented toward transfer enrollment. The official enrollment numbers will not be final until census day (October 4th). After that date, we will be reporting on all Western Washington University enrollments in various formats. For this report, we determined that it would be useful to provide some consistency by reporting on first class day enrollments as to the Western-Bellingham state-supported programs, but we will also provide some first class day data as to overall new enrollments.*

First Year Students

Thanks to attentive management of the admissions funnel and some pre-emptive steps to increase yield, as of the first class day we have enrolled a total of 3126* new first year students in Western-Bellingham’s state-supported programs as compared to 3143 in 2018.

<i>First Year Students (state-funded, Bellingham)</i>	Fall 2017	Fall 2018	Fall 2019	Change (n) Fall 2018-Fall 2019	Change (%) Fall 2018-Fall 2019
Applied	11239	11114	10503	-611	-5.5%
Enrolled*	3111	3143	3126	-17	-0.5%

*All fall quarter enrollments are unofficial until census day on October 4th. Fall quarter enrollment numbers in this report are taken as of the start of the term.

Additional details about the cohort of new first year students at start of Fall quarter compared to start of Fall quarter in 2018:

First-Year Enrolled (as of first class day)	Fall 2018	Fall 2019	Difference (n)	Difference (%)
All Students	3143	3126	-17	-0.5%
Running Start	856	968	112	13.1%
<i>--as percentage of Class</i>	<i>27.2%</i>	<i>31.0%</i>	<i>N/A</i>	<i>N/A</i>
Students of Color	918	960	42	4.6%
<i>--as percentage of Class</i>	<i>29.2%</i>	<i>30.7%</i>	<i>N/A</i>	<i>N/A</i>
First-Generation	905	911	6	0.7%
<i>--as percentage of Class</i>	<i>28.8%</i>	<i>29.1%</i>	<i>N/A</i>	<i>N/A</i>
Washington Residents	2679	2683	4	0.1%
<i>--as percentage of Class</i>	<i>85.2%</i>	<i>85.8%</i>	<i>N/A</i>	<i>N/A</i>

As we have reported throughout the cycle, the enrollment of new students was impacted by the overall decrease in the number of Washington high school graduates, the Seattle Promise program that extends affordable community college options to graduates from Seattle public schools, and UW admitting a significant number of students from its waitlist.

Among the most noteworthy of details about the entering first-year class is that the percentage of students of color has surpassed 30%. The Office of Admissions conducted much more focused outreach to high schools in our four main counties of operation: King, Skagit, Snohomish, and Whatcom. Additionally, we launched a new partnership with the College Success Foundation of Seattle to significantly increase the number of students visiting from their program schools. Early assessments indicate that the enrollment of students of color from these territories increased by nearly 20% over Fall 2018.

Enrollment of New First Year Students of Color by County:

	Fall 2018	Fall 2019	Diff (n)	Diff (%)
King County East	119	132	13	10.9%
King County North	83	96	13	15.7%
King County South	140	134	-6	-4.3%
Skagit County	23	49	26	113.0%
Snohomish County	95	140	45	47.4%
Whatcom County	52	61	9	17.3%
TOTAL	512	612	100	19.5%

Transfer Students

Declining enrollment in the state’s community and technical colleges presented a sizeable challenge to this year’s efforts. As of the first class day, we count 1029 new transfer students in our state-supported student population. New enrollments in Western’s locations on the Peninsulas are largely transfer enrollments. With that, Western reports a total of 1156 new transfer students as of first class day.

Here, again, the most noteworthy takeaway is the increase in the proportion of students of color in relation to the overall cohort. Nearly one-quarter of transfer students identify as members of under-represented groups. Outreach to our five largest feeder community colleges (Whatcom, Bellevue, Skagit, Everett, Cascadia) has contributed to our continuing success in this area.

Transfer applications and enrollments are down for this fall, reflecting in part the enrollment declines being experienced by community and technical colleges in our region. While this is common during times of economic growth, we will engage with key stakeholders and pursue new avenues for the recruitment and enrollment of transfer students.

For Western-Bellingham’s state-supported programs as of first class day:

Transfer	Fall 2017	Fall 2018	Fall 2019	Change (n) Fall 2018 to Fall 2019	Change (%) Fall 2018 to Fall 2019
Applied	2484	2209	2068	-141	-6.4%
Enrolled*	1039	1045	1029	-16	-1.5%

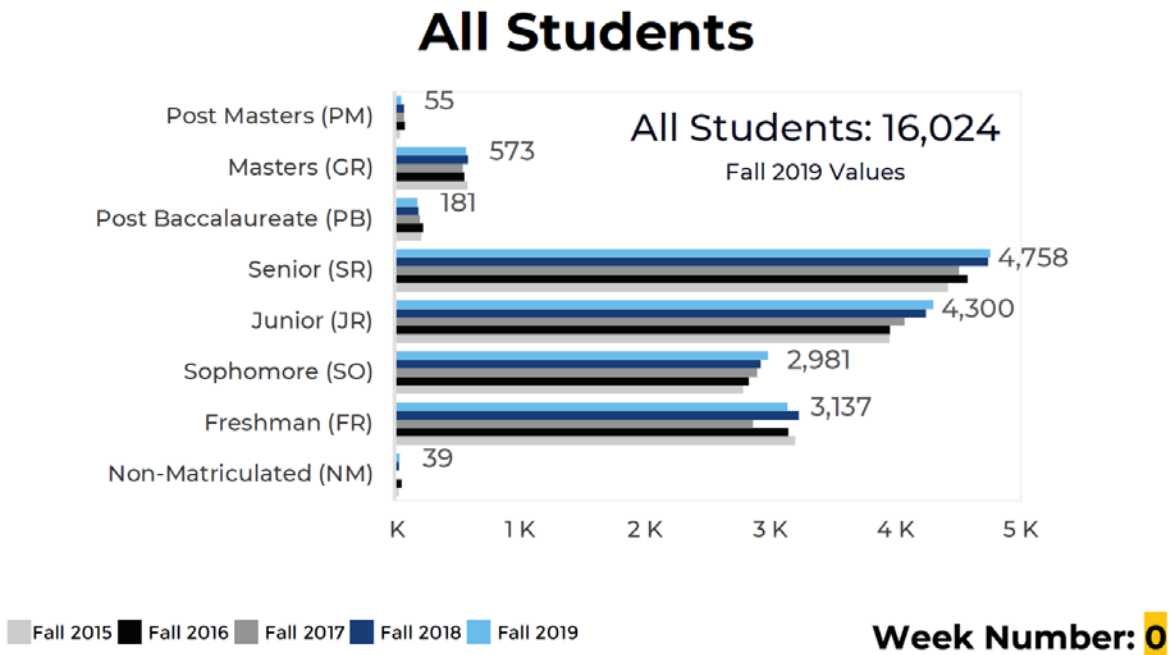
For all Western locations, the following represents transfer enrollment as of first class day.

Transfer Enrolled	Fall 2018	Fall 2019	Difference (n)	Difference (%)
All Students	1167	1156	-11	-0.9%
WA Community Colleges	874	852	-22	-2.5%
<i>--as percentage of class</i>	74.9%	73.7%		
Students of Color	278	287	9	3.2%
<i>--as percentage of class</i>	23.8%	24.8%		
First-Generation	496	488	-8	-1.6%
<i>--as percentage of class</i>	42.5%	42.2%		
Washington Residents	1076	1057	-19	-1.8%
<i>--as percentage of class</i>	92.2%	91.4%		
International	28	29	1	3.6%
<i>--as percentage of class</i>	2.4%	2.50%		

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 the continuing student population for the coming year. The following chart reflects enrollment as of the first class day.

FALL WEEKLY ENROLLMENT 2019



(Continued next page)

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 a variety of challenges to yielding the new student populations, we have enrollment of over 16,000 for the second year in a row.

Fall Quarter	Total enrollment
2019	16,024*
2018	16,121
2017	15,915
2016	15,574
2015	15,332

Recruitment for 2020 and beyond

The application for fall 2020 admission was opened in early September, and the first round of admission offers will be going out in early October. This represents an acceleration of our timeline by approximately three weeks as compared to the 2019 cycle. There is a real competitive advantage to early contact, which we are intentionally pursuing.

As has been previously reported, 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). Western is 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).

II. Student Aid

FAFSA and WASFA

Although Fall Quarter 2019 marks the beginning of the 2019-20 academic year, the financial aid application cycle for 2020-21 began October 1, when students and their families began filing the FAFSA (Free Application for Federal Student Aid) or WASFA (Washington Application for State Financial Aid).

Western's financial aid department works closely with high school counselors and the Northwest Alliance for College Access to provide financial aid presentations and individualized assistance to students and families as they submit aid applications online in high school computer labs. In addition, Financial Aid updated the departmental website and engaged in a Twitter campaign to alert students to filing dates, as well as sent e-mail reminders to all Western students to file their aid applications for 2019-20.

Outreach to Alaskan Students

Financial Aid has reached out to students from the great state of Alaska to let them know we are aware that many Alaskans are experiencing difficult budgetary challenges as a result of recent state budget cuts. Students have been invited to alert Financial Aid of changes in financial circumstances that are

interfering with their or their family's ability to pay their educational costs. Western's Financial Aid Counselors will review student situations on a case-by-case basis and, as warranted, make efforts to connect impacted students to additional sources of aid, facilitating their persistence in their studies.

Default Rate: Lowest Among the Washington Publics at 2.7%

In late September, Western received notification from the U.S. Department of Education of the federal fiscal three-year 2016 cohort default rate of our student borrowers. The percentage of student borrowers who entered repayment on Federal Family Education Loan or William D. Ford Federal Direct Loan program loans between October 1, 2015 and September 30, 2016 and subsequently defaulted prior to September 30, 2018 was 2.7%, the lowest among the 4-year public universities in Washington. The low default rate is a testament to the character of Western students and their families, the effectiveness of our faculty and the ability of our students to land jobs after graduation. For the sake of context, our 2.7% cohort default rate compares to a national cohort default rate of 10.1%; a state default rate of 9.0%; and a public 4 years(+) institution national default rate of 6.8%.

III. New Student Services/Family Outreach

Fall Advising & Orientation

Monday, September 23rd, marked the completion of the Fall Advising & Orientation 2019 programming for first year students. Generally speaking, the programs were quite successful and ran smoothly. We saw 3,168 students during nine sessions (eight in August and one in September).

- The Fall Advising & Orientation program (referred to as "Fall A&O") underwent a name change to rebrand the entire set of sessions under one comprehensive name – Fall Advising & Orientation – as opposed to the less effective naming construct of "summerstart" for the August sessions and Fall Advising and Orientation for the September session only. This decision was based on collaborative evaluation and assessment, particularly between New Student Services/Family Outreach, Office of Admissions, Registrar's Office, and Academic Advising. The comprehensive program name offered greater clarity for incoming new first-year students and their families in determining how to engage with the university for critical onboarding processes.
- Fall A&O saw unique and welcomed attendance patterns compared to years past. The August sessions saw an increase in attendance, with over 160 more students attending in August than in each of the past two years. Conversely, the September session, which had been growing significantly over the past two years, recorded markedly lower attendance. Overall, the total number of students attending stayed relatively comparable to the past two years.
- It is also worth noting that the attendance of family members at the Fall A&O programs was up by over 400 attendees. While it is easy to keep focus on the student experience, it is significant to note that NSSFO served over 3,300 family members at orientation programs during the 2019 season. Family members are attending in larger numbers and are very interested in, and often very anxious to, connect with additional campus services and departments (most notably, the Student Business Office, Financial Aid, Student Health Center, Counseling Center, and Disability Access Center). It is imperative that we continue to develop strong communication and outreach efforts for this vital and valuable constituent group in support of student success.

Out-of-State Student Dinner

NSSFo hosted 311 students and family members for our 26th annual Out-of-State Student Dinner in the Viking Commons on the Saturday prior to the start of the fall quarter. As over 40% of the students attending the Fall A&O – September session are non-resident students (some of whom have never stepped onto campus until that session), this event has continued to provide a wonderful connecting point for welcoming that subset of our new student population. It also provides an important touchpoint for their families.

Fall Family Weekend

On the horizon is our annual Fall Family Weekend on October 18-20. We are expecting 1,500 students and family members to engage in a variety of departmental open houses, presentations, demonstrations, Planetarium shows, tours of the Outdoor Sculpture Collection and Western Gallery, entertainment, excursions, campus dining, sporting events, and more. This year a theme of highlighting “Student Research in Action” will also feature faculty members highlighting their academic research areas and discussing how students can engage with faculty in research within their disciplines.

ADVANCING THE UNIVERSITY

OCTOBER 2019



ADVANCEMENT UPDATE

METRICS JULY 1-AUGUST 30

WWU ADVANCEMENT ENGAGEMENT

Total attendees 784 at 5 events

July Art Walk

Total attendees: 81

August Art Walk

Total attendees: 86

August Graduation Celebration

Total attendees: 202

President's Barbecue in Ferndale

Total attendees: 275

President's Barbecue in Seattle

Total attendees: 140

WWU ANNUAL GIVING

Bequests

3 totaling \$111,237

Cash donations

534 donations totaling \$838,895

Gifts in Kind

21 gifts totaling \$10,034

Total of 558 donors gave \$960,167

MARKETING METRICS

Twitter WWU Alumni Association

3,223 followers

3.4% increase

122 engagements

Twitter WWU Foundation

366 followers

1.3% increase

54 engagements

Facebook WWU Alumni Association

7,032 followers

0% increase

6,375 engagements

Facebook WWU Foundation

727 followers

0.2% increase

1,888 engagements

Website WWU Alumni Association

42,310 visitors

Website WWU Foundation

33,142 visitors

ENGAGEMENT



Guests board the MV Skansonia in Seattle.



Student staff at the President's Barbecue at BarnStar in Ferndale.



Guests gather to hear remarks.



Guests enjoying the ambiance at BarnStar.

Art Walk Brightens the Western City Center

July 5 & August 2, 2019
Western City Center, Bellingham

Ria Harboe's bold and dramatic landscapes in July complemented the lighter, coastal vision of Lorna Libert's portraits in August for our summer art walks. Guests enjoyed meeting the artists and mingling over refreshments.

President's Barbecues

August 20, 2019 - Bellingham
August 27, 2019 - Seattle

President Randhawa celebrated with members of the Western community at BarnStar Events in Ferndale. In Seattle, guests boarded the MV Skansonia and enjoyed dinner with beautiful views of North Lake Union. President Randhawa spoke about his recent travels to Botswana and his commitment to inclusive student success.

NEW STAFF

Shalom Rosado, Program Assistant

Shalom recently became a part of the Advancement Events team. Prior to joining Western, he worked as a Billing Operations Analyst at Vubiquity in Los Angeles and as a Logistics Specialist at Kam-Way Transportation in Blaine. He and his wife were drawn to Bellingham by its wonderful people and Washington's beautiful forest trails. In his free time, he enjoys hiking and going on walks with his wife, Lily and little chihuahua, Pepper.

UPCOMING EVENTS

WWU @ UW Men's Basketball Game
October 31, 2019
Seattle, WA

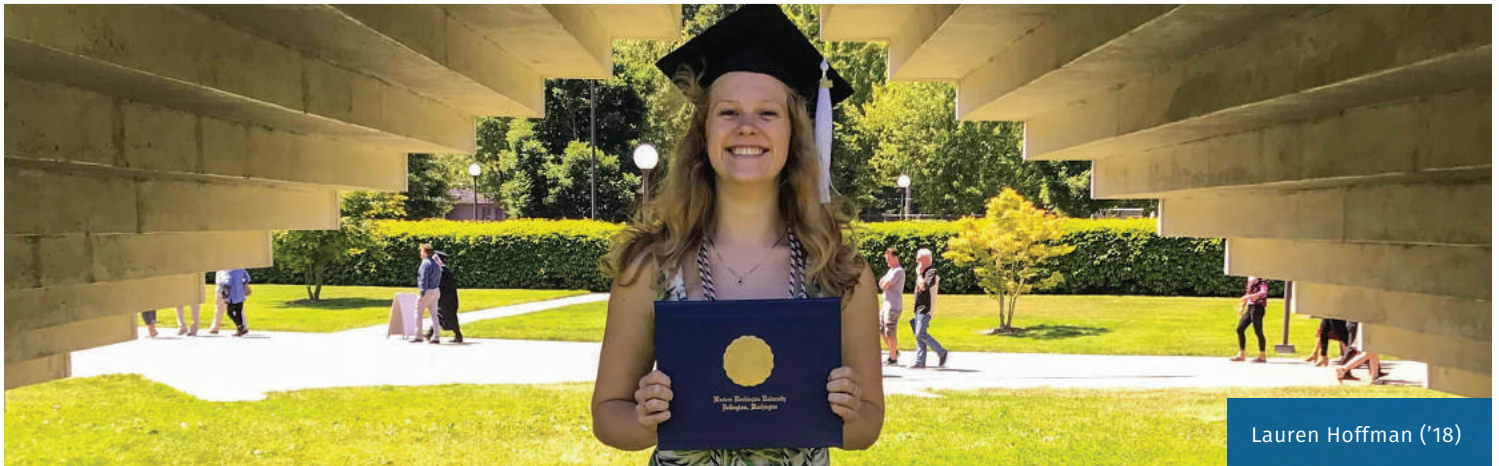
Zoolights
December 7, 2019
Tacoma, WA

Graduation Celebration
December 12, 2019
WWU Campus, Bellingham

Commencement
December 14, 2019
WWU Campus, Bellingham

Reception at the Governor's Mansion
January 23, 2019
Olympia, WA

IMPACT STORIES



Lauren Hoffman ('18)

The Beautiful Mind of Lauren Hoffman ('18)

Hardworking and up for a challenge, WWU alumna Lauren Hoffmann ('18) grew up wanting to become a professional musician, but a knack for science and math and a love of the healthcare field tugged her toward healthcare at an early age. Her mother was a lab director at Sacred Heart Hospital in Spokane, and she enjoyed visiting the lab. For more exposure to the medical field, she joined the ski patrol in high school, and gathered as much EMT experience as she could. From that experience, she learned that she particularly enjoyed working with children.

Lauren visited Western while in high school and attended Dr. Mike Mana's information session on the Behavioral Neuroscience Program (BNS). Lauren made her decision—she was coming to Western. Two years later, Western's was the only college application she sent. "I knew it was a risk, but I didn't want to go anywhere else."

She majored in Behavioral Neuroscience and philosophy, and loved the intersection of those two disciplines. "A lot of people in BNS study philosophy." She credits her ability to apply critical thinking, to write well, and to use a critical eye on her experience studying

philosophy. She also got involved in the philosophy club at Western.

Scholarships helped Lauren as she worked 20-credit quarters and summers. She earned the Northwest Medical Society scholarship and the Downing Montague scholarship. Lauren says, "My scholarships really helped me a lot. For the majority of the time I was in college, I had two other siblings who were also in college. Because of that, my parents couldn't really pay for me to go to school but they made too much money for me to receive any funding from the government. They helped a decent amount, but for the most part paying for school was up to me."

Lauren's emphasis as an undergraduate was in BNS, working with Dr. Janet Finlay in her lab. She gained hands-on experience that wouldn't be possible at most undergraduate schools. The graduate-level research she did in Finlay's lab led her to travel to the Society for Neuroscience conference in Washington, D.C. with Dr. Finlay and a group of fellow students, where they presented their research. Lauren was also active in NERDS, the BNS club, and in her spare time, she worked as a public safety assistant for the WWU police department.

After graduation, Lauren applied for laboratory tech positions in pediatric hospitals. She was accepted into the very competitive program at St. Jude in Memphis, Tennessee, a world renowned medical facility for children. "It's such a cool place. The labs, doctors, and patients are all within the same facility.."

Just a year out of Western, Lauren is working on life-saving drugs that could treat some of the most vexing pediatric cancers. She has seen success in her trials. "I meet the children who are carrying the very cancer I have in a petri dish back in the lab." That kind of hands-on multidimensional approach is very motivating to Lauren, and to her boss—a supportive and beloved mentor—who is giving Lauren as much work as she can handle. Which, as Western knows, is a lot. "I could not have landed a more perfect position—my boss is so supportive of what I want to do, and is a great mentor to me."

Lauren traveled back to campus to speak to Dr. Spencer Anthony-Cahill's class "It was so exciting to tell students that in just a year after graduating, I'm working on breakthroughs in cancer treatment."

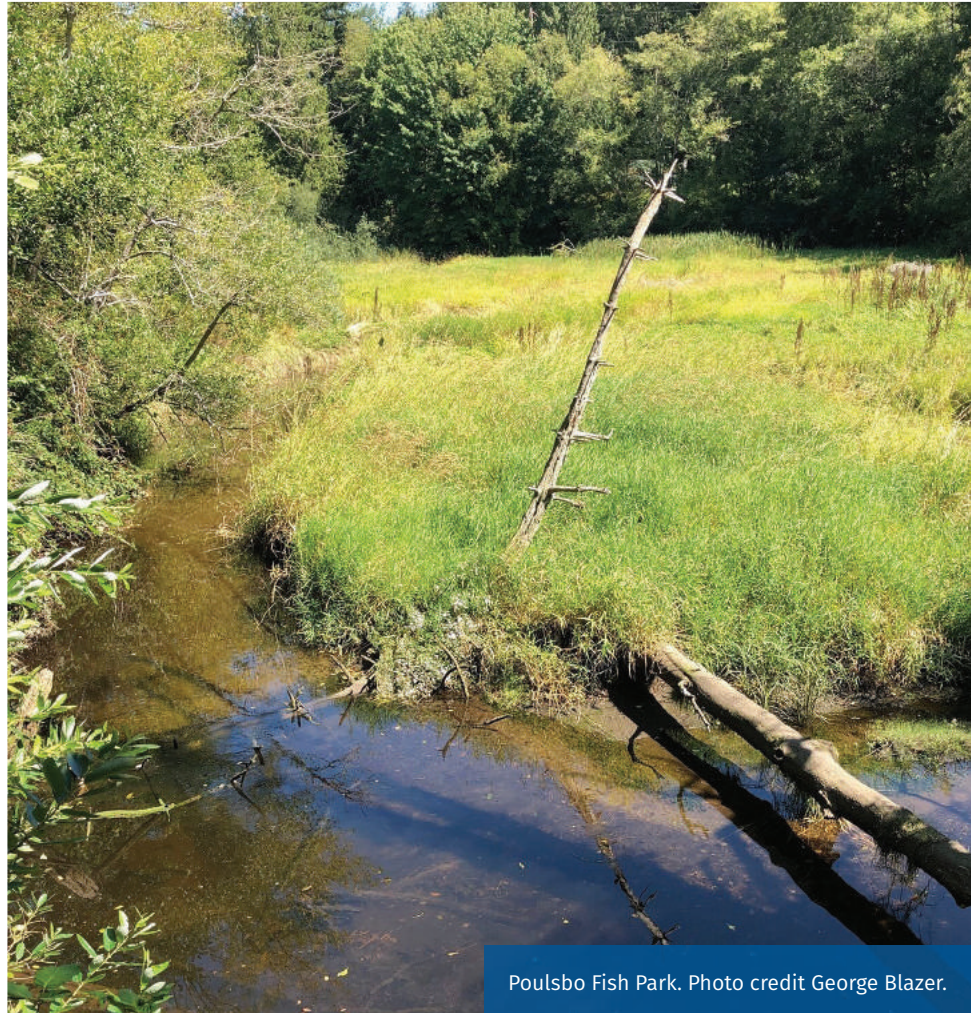
IMPACT STORIES

Ruckleshaus donation

WWU received a \$10,000 donation from William and Jill Ruckelshaus for the Ralph Munro Institute for Civic Education. (In total WWU raised \$14,600 for the Munro Institute this year.) Mr. Ruckelshaus has an incredible legacy of public service and a lifelong commitment to civic education, and to Western in particular—he was a founding advisor and pivotal supporter of the Institute for Energy Studies. This generous donation will greatly help Western continue the important work of promoting civic literacy and engagement among students, educators and the public at large.

Student Outreach Services Receives Grant

Western students who identify as former foster youth or as unaccompanied homeless youth are getting additional support over the next three years through a generous grant from the East Seattle Foundation, received in May 2019. A new staff position in Enrollment and Student Services will serve as the program manager working with these populations—providing continuity and a coordinated approach in guiding these Western Success Scholars to connect with all the ways Western is supporting student success. Coordination of care with key campus partners (e.g. Financial Aid, Counseling Center, Student Outreach Services, Career Services, Admissions, Office of Off-Campus Living, and the Office of Student Life) providing support services is a critical component of this program. The Western Success Scholars program also provides opportunities for the students in the cohort to meet each other and build community with one another. This program will be housed with Multicultural Services in Viking Union.



Poulsbo Fish Park. Photo credit George Blazer.

Rose Foundation Supports Faculty Position

Supported by a \$25,000 grant that the Rose Foundation awarded WWU Foundation in December 2018, Associate Professor Jenise Bauman is making a significant contribution to the removal of blackberries and other invasive species from Poulsbo's Fish Park. She is partnering with the parks and recreation department on a high-priority project for the City of Poulsbo. Through this project, Dr. Bauman is pursuing research into innovative methods for controlling invasive species in the region, her environmental science classes at Huxley on the Peninsulas are gaining field experience removing invasive species, and grant funds

are supporting paid student research opportunities. Fish Park connects Dogfish Creek to the estuary in Liberty Bay. Since 2002, the Poulsbo community has put a great deal of volunteer time, effort and money into restoring the riparian buffers that are needed to improve water quality and quantity of Dogfish Creek—however remaining challenges inspire this project to experimentally design new methods. Dr. Bauman is Academic Program Director of Huxley on the Peninsulas. This two-year grant from the Rose Foundation is funded by regional pollution mitigation settlements managed by the Puget Sound Stewardship & Mitigation Fund.



**Capital Program Report
Board of Trustees
October 11, 2019**

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Multicultural Center (MCC)

The MCC, AS Bookstore and multi-purpose room put back are complete.

Buchanan Towers Renovation

Phase 2 construction is complete and students have moved in.

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

The project has completed the schematic design phase and is in design development. The project is scheduled for substantial completion in fall 2021.

Elevator Preservation and ADA Upgrades

Construction in Morse Hall is nearly complete on the first elevator and, upon inspection work, will be transitioning to the second elevator which is anticipated to be complete in November. Environmental Studies elevator upgrades will begin shortly after Morse Hall completion in November with project substantial completion anticipated February 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. The remaining buildings are the complicated installations and take more coordination for the system conversion. Construction is on track to complete in early January 2020.

New Residence Hall

WWU is working with the progressive design team of Lydig Construction from Spokane, and Mahlum Architects from Seattle. The displacement parking lot and the demolition of Highland Hall are complete. The contractor will be mobilizing construction trailers to the site of the new hall and begin selective clearing in preparation for the main building construction. Occupancy is scheduled for fall quarter 2021. The design has completed design development and is moving into the construction document phase.

Multiple Building Replacement of Switchgear, Panels and Motor Controls

DECO/Dutton Electric has completed construction in Old Main and Fine Arts. During power shutdowns it was determined that the transformer in Fine Arts will require replacement. The replacement scope is being reviewed to determine if the project can accommodate the additional scope within the current budget.

Biology Lab Upgrades

The project is complete and the space is in use.

Birnam Wood Roof Replacement Phase 2

The project is complete and the students have moved in.

Environmental Studies Classrooms and Labs

The project was awarded to Diverse Contractors & Associates and the construction contract is in place. The project is kicking off with submittals and other preconstruction activities, with onsite construction anticipated to begin mid-November.

FY 2019-2021 CAPITAL BUDGET

The Capital Planning Working Group and Vice Presidents are meeting to discuss the 2021-2023 Capital Request and Ten-Year Capital Plan. The Draft 2021-2023 Capital Request and Ten-Year Capital Plan is anticipated to be presented to the Board at the April 2020 meeting.

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: October 11, 2019

SUBJECT: **University Relations and Marketing Report**

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Report Attached

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

Office of University Communications

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 the Associated Press and the Seattle Times – ran a story about Western’s new Holocaust and Genocide Studies minor. See: <https://www.bellinghamherald.com/news/local/article234707842.html>
- The Seattle Times, Everett Herald, Skagit Valley Herald, and Q13 TV ran stories on WWU environmental restoration efforts in wetlands. See: <https://www.seattletimes.com/seattle-news/environment/restoring-wetlands-can-take-tons-of-co2-out-of-the-atmosphere-wwu-study-shows/>
- Technology news outlet Gizmodo quoted Jackie Caplan-Auerbach, professor of Geology at Western, in a story about a gigantic pumice raft from an underwater volcanic eruption in the southwest Pacific Ocean. See: <https://gizmodo.com/gigantic-pumice-raft-from-underwater-eruption-is-on-a-w-1837581054>
- Our office assisted with communications and media coverage following the murder of Western student Stephanie Cresswell near campus. A Western student was arrested and charged in connection with her death. See: <https://komonews.com/news/local/never-saw-this-coming-memorial-held-for-murdered-wws-student>
- Kessa Volland prepared social media training to launch in the new academic year and worked on the Design Conductor program and Design System website with campus designers and marketers.
- Photo and video projects included a video on Western awarding a posthumous honorary bachelor’s degree at spring commencement Saturday, June 15 to James K. Okubo, a Medal of Honor recipient and former Western Washington College of Education student who was unable to finish his degree because his family was incarcerated during World War II along with about 120,000 West Coast residents of Japanese ancestry. See: <https://vimeo.com/345802187>
- Editor Mary Gallagher is gearing up for the fall edition of Window, one of an expected three Window magazine editions this year. Over the summer, we sent a special edition of the Family Connection newsletter to 4,354 incoming families, with an open rate of nearly 41 percent. The September edition went out to 15,532 families and had an open rate of about 37 percent.
- **Gaia on Medium.com:** John Thompson, Western’s chief science writer, worked to unveil Gaia, Western’s new online journal of research, discovery and scholarship, at <https://medium.com/gaia-wwu>. Gaia is a showcase of Western’s research stories, across all seven colleges and the graduate school, in long-form stories with stunning visuals.

Those stories highlight not just STEM research, but scholarly work from all disciplines. The site is hosted on Medium, a hyper-popular publishing platform; joining Medium is free, as is following Gaia.

- **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 Admissions Viewbook; Admissions postcards; updated campus map; and an expansion of the campus “We Value” campaign celebrating core and aspirational values articulated in the university’s strategic plan. Banners on the Old Main lawn, on High Street and physical branding inside the Library also carry on the theme. These join existing banners on the south end of campus, and we hope to add additional physical branding inside Old Main and in other buildings on campus. Other projects include LGBTQ+ Western promotional materials for fall events; fall safety messaging campaign for University Residences; Spanish language versions of the WWU Family Calendar, New Student Handbook and New Family Handbook; and design support to students for the summer edition of Klipsun student magazine.

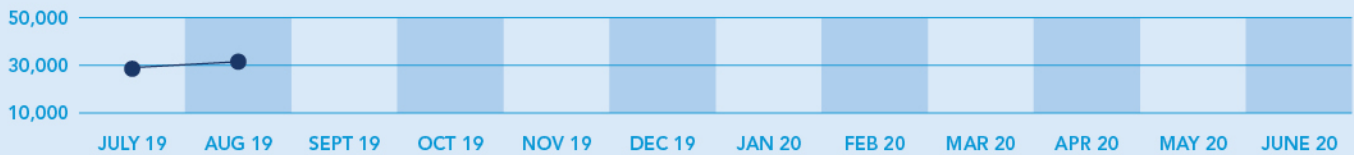
WESTERN TODAY

TOTAL HITS

60,365

TOP STORIES

- Remembering Stephanie Cresswell
- WWU Summer Theatre Explores Gun Violence Survivor Stories with #HereToo
- Work set to begin on new residence hall



SOCIAL MEDIA



TWITTER



FACEBOOK



INSTAGRAM

STATISTICS AT A GLANCE

22,397
Total followers
100
New followers
0.34%
% gained
11
Engagements

49,520
Total followers
317
New followers
0.36%
% gained
6,042
Engagements

22,397
Total followers
351
New followers
1.34%
% gained
15,822
Engagements

FAMILY CONNECTION NEWSLETTER

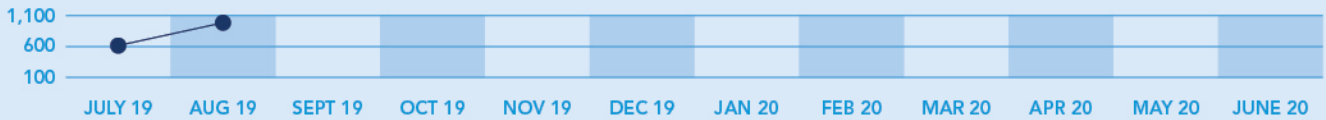
- Special Edition to incoming families:
Sent to 4,354 people
40.8 percent open rate
- Top clicks include:
Fall Family Weekend
Registrar's Academic Calendar
Moving In page for University Residences

MEDIA STORIES

1,608
Total Stories

TOP STORIES

- Officials moved nearly 100 mountain goats from the Olympics last summer. How are they doing now? (Seattle Times)
- Meet the People Risking Their Lives to Study the Death of Earth's Mountain Glaciers (Gizmodo)
- Global warming brings wildfire risk to rainy US Northwest (Washington Post)



CREATIVE SERVICES

GRAPHIC DESIGN



PHOTO & VIDEO

23,808
Impressions

Views

9,754

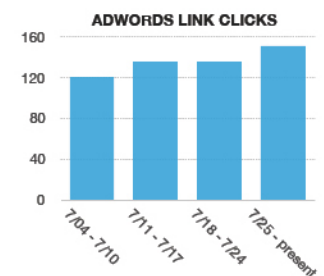
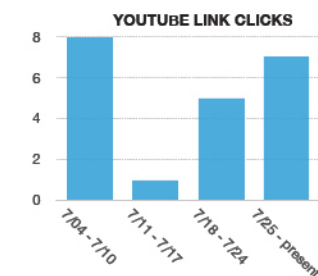
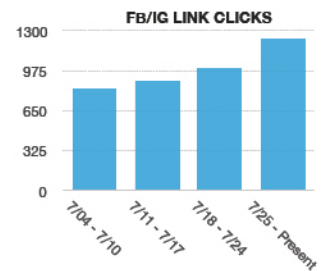
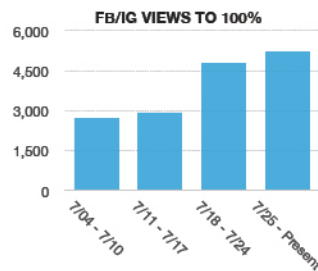
Link Clicks

3,977

96 *Total Projects*

FEATURING

- Admissions - Viewbook
- Special Events - Print materials for Opening Convocation
- University Relations and Marketing - Campus Banners
- Career Services Center - Annual Report



Community Relations

Notable projects and connections that enhance WWU visibility, improve community access, and increase community-to-university partnerships.

City of Arlington Enlisting the Work of WWU Students

Community Relations established a relationship with Arlington Mayor Barb Tolbert and City Administrator Paul Ellis to establish a collaboration with WWU's Sustainable Communities Partnership. Students from five classes will work with the City of Arlington on a variety of growth challenges facing the city. The partnership was recently highlighted in the Everett Herald.

<https://www.heraldnet.com/news/wwu-students-enlisted-to-work-on-a-downtown-arlington-plan/>

WWU at Bellingham Seafest

Western amplified the educational and nonprofit section of the annual Bellingham SeaFeast festival. More than 1,000 community members visited Western's booths that highlighted Huxley College, Salish Sea Institute, and Shannon Point Marine Center. Guests interacted with WWU students and faculty, explored the SPMC Touch Tank and took photos with Western's mascot, Victor E. Viking.

Responding to WWU's Neighbors

- The Director of Community Relations gave a presentation at a monthly South Hill Neighborhood Association meeting and is working with neighbors to address concerns over campus and road access, parking issues, abandoned furniture and concerns about construction of the new residence hall.
- Community Relations collaborated with WWU's Office for Off Campus Living, York Neighborhood, City of Bellingham, and Bellingham Police to hang 500 flyers on the front doors of York Neighborhood homes informing students and residents of garbage disposal rules.

Overhauling the WWU Campus Map

Community Relations led a multi-departmental effort to improve the WWU campus map. The complete face-lift includes improved graphics that align with Western's brand and a cleaner look that makes the map easier to read. Improving the campus base map has led to the improvement of Western's specialty maps used campus-wide for visitor parking, residence halls, gender-neutral restrooms, permit parking, and accessibility.

https://www.wwu.edu/map/wwu_basemap.pdf

Informing the Campus of Whatcom County Economic Vitality

Community Relations introduced staff from the Port of Bellingham and the Downtown Bellingham Partnership to Western's Community Connect program which will host multiple campus forums during fall quarter that inform staff and faculty about sustainable economic development in Whatcom County.

Additional Community Connections and Engagement

- Secured a mayoral proclamation for the Chemistry Department's event celebrating the 150th birthday of the Periodic Table
- Facilitated a partnership with WWU Athletics and Boundary Bay Bistro, which led to Boundary's first annual sponsorship of Viking Athletics Pre-game parties
- Connected local business, Mallard Ice Cream and sister restaurant Bantam 46 with WWU Alumni Association to sponsor Paint B'ham Blue for WWU

- Renewed annual sponsorship of Bellingham City Club
- Sponsored the seven Seattle City Council Debates held by Seattle City Club
- Annual sponsorship of the Whatcom Housing Alliance
- Master of Ceremonies for WWU's Viking Night Auction and Dinner
- Helped the bookstore and Boundary Bay Brewery collaborate on six WWU Flags that flew over Boundary Bay Brewery for Paint B'ham Blue for WWU
- Working with WWU Retirement Association to enhance their relationship with WWU

Small Business Development Center

*Q3 Center Demographics and Outcomes will be presented at the December meeting

WWU SBDC Kitsap County

After serving Whatcom County for over three decades, Western is expanding this valued service to the Kitsap Peninsula family of communities.

Location:

Kitsap Regional Library – Poulsbo Branch

Funding:

SBA, Kitsap Bank, Kitsap Credit Union, First Federal Bank, City of Poulsbo and private donations.

Staffing:

A temporary certified business advisor was seated August 1st, while we recruit for a permanent replacement. Final interviews are scheduled for October 1st.

Center Activity:

50 small businesses have accessed services in less than three months. Grand Opening Event on August 1st was attended by over 50 community members and elected officials.

Media:

- [WWU brings Small Business Development Center to Poulsbo](#) – Kitsap Daily News
- [Small Business Development Center Opens in Kitsap County](#) – Western Today
- [KEDA is pleased to welcome WWU's new SBDC to Kitsap!](#) – Kitsap EDA Newsletter

WWU SBDC Whatcom County

Continuing Education:

National Small Business Development Conference – Long Beach, CA

- Simplify Your Client's Digital Marketing Experience - 5 Easy Steps
- Small Business Tax & Accounting Strategies Getting It Right the First Time
- Build a Brand, Change Your Client's Futures
- Rural Initiatives: Strategies to Serve Rural Clients
- How BizBuySell's 'Workshop in a Box' Can Help SBDC's Achieve Their Goals
- Getting Your Client to a Successful Loan Closing
- New Experiences in Work: The Gig Economy

- Employee Hiring & Turnover
- Achieving Goals w/a Small Business Internship Initiative

Webinar: How Business Credit Can Help Your Business Grow
 Climate Action for Smart Business
 Washington State Labor and Industries Updates

Outreach/Community Collaboration:

Small Cities Mayor Partnership
 Team Whatcom
 Northwest Workforce Council
 Whatcom Community Foundation – Impact Investing Committee
 Whatcom Community Foundation – Employee Ownership Task Force – Center director is serving on the national task force convened by the Washington, D.C. based Democracy Collaborative.

New Staff:

Madeline Rosenvinge, MBA graduate assistant
 Mariam Kamel, MBA graduate assistant
 Heather Theny, Administrative Coordinator

Tribal Liaison

EVENTS:

The Tribal Relations Department now has a website which can be viewed at:
www.wvu.edu/tribal-relations

The Native American Student Union was awarded the Muckleshoot Tribal grant award of \$5,000 and another award from the Tulalip Tribe for \$8,000. These funds are intended to support NASU in student-led activities as well as the annual NASU Powwow to be held in the spring.

The Tribal Liaison is working with the committee for an Indigenous Peoples Day event to be held at Western on October 14, 2019. This is a collaborative effort with teams from Western, Northwest Indian College and Whatcom Community College.

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 second full day training session was offered on September 10th, 2019 by Gordon James. It was attended by 16 employees made up of VP's, deans, faculty and several key administrative personnel. This continued 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 has been well received by all the attendees. There are future plans to extend this training to faculty, department chairs and other personnel in key student services positions. We are also exploring another level of government-to-government training for those employees who are interested in learning more and this will be provided by the Tribal Liaison.

ADVISORY FUNCTIONS:

The Tribal Liaison met with Brandon Joseph, Men's Resiliency Specialist, in order to support the opportunity for two WWU Native American students to attend the Alaska Federation of Natives in Fairbanks, Alaska.

The Tribal Liaison continues to build relationships with students and was available to meet with Native American students during fall orientation for new students.

RELATIONSHIP-BUILDING:

In August the Tribal Liaison was asked to be the keynote speaker for the Nooksack Indian Tribe Si:wesa:yhem tset graduation ceremony.

The Tribal Liaison also met with 40th Legislative District Representative Debra Lekanoff, President Randhawa, and Government Relations Director Becca Kenna-Schenk in order to strategize a plan to move forward with the development of a Coast Salish longhouse on campus.

Representative Lekanoff introduced the Tribal Liaison to the Washington Indian Gaming Association to support development of the Longhouse.

The Tribal Liaison was also introduced by Representative Lekanoff to the Tribal Leaders Congress on Education in Swinomish on August 21, 2019. This affiliation will aid in building collaboration and support with other tribal education departments within Washington state.

In August the Tribal Liaison attended her first meeting with the Coast Salish Gathering committee. This group is comprised of Indigenous people of the Coast Salish Tribes and First Nations. The purpose for the Tribal Liaison's participation with the group is to build on promoting working relationships with the Coast Salish tribes on behalf of the Native students at WWU.

Washington Campus Compact

In September 2019 Washington Campus Compact launched the **Student Civic Leaders Initiative** with support from state legislature funding. This initiative will provide funding for:

- 1) **Student Stipends**: Students civic leaders from 42 member institutions will receive a stipend for their civic engagement work. Civic engagement work will address one or more of the following critical issues facing campuses and communities: Housing & Food Insecurities, Opioid Epidemic, K-16 Civic Education, Mental Health, and Breaking the Prison Pipeline.
- 2) **Civic Education**: Student civic leaders will receive training and networking opportunities to learn more about local, state, and national policies that impact these issues.
- 3) **Civil Discourse**: Student civic leaders will receive training on civil discourse to learn how to seek out diverse perspectives when solving critical campus and community issues.

President's Student Civic Leader Award: As part of the **Student Civic Leaders Initiative**, President Randhawa will have the opportunity to select two student civic leaders from Western to receive the President's Student Civic Leader Award. He will select one Emerging Student Civic Leader and one Outstanding Student Civic Leader. Each winner will receive the following:

- \$500 stipend
- Consideration for the Governor's Student Civic Leader Award, and if selected, an additional \$1,000 stipend
- Access to a learning community of student fellows across the state where they can share ideas, discuss policies that impact community issues, and collaborate on solutions
- Training on democratic civil discourse and civic education
- Participation in a year-long fellowship in 2020-21 for returning Emerging Student Civic Leaders

Washington Campus Compact, in collaboration with other University Relations and Marketing staff, will launch the nomination process to identify potential candidates for President Randhawa's consideration for the President's Student Civic Leader Award at Western. This nomination process will help Western tell the story of how civically-engaged student leaders are having an impact at Western and in communities.

Web Communication Technologies (WebTech)

We are pleased to share the new [Study Abroad](#) website which is an example of the consistent design system we are deploying for projects across the university. We also wrapped up work on the new public safety and [police website](#) which has helped automate the posting of the required [60 day Clery crime log](#).

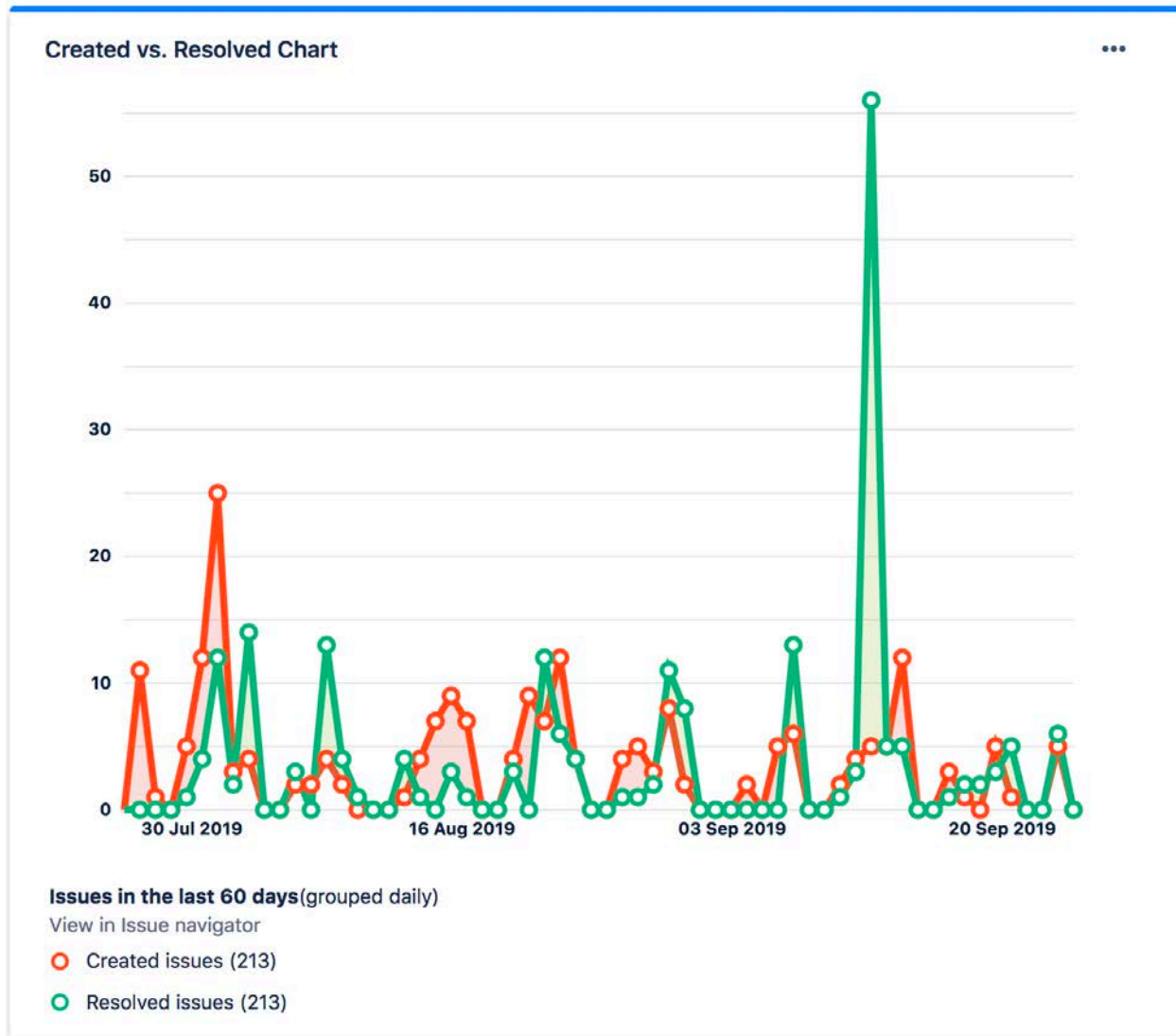
Outreach and Continuing Education and Admissions developed, with WebTech's guidance, a joint recruitment page using the Make Waves theme. <https://www.wvu.edu/makewaves-apply>. It has so far yielded an impressive number of inquiries to their respective offices, with 49% of traffic generated from print fulfillment pieces filling out the online form.

We look forward to scheduling the cutover from http to https for the remaining website platform on campus that is currently not using the newer protocol. The newer protocol is preferred by search engines and mobile devices, and the change is anticipated to increase search engine rankings.

WebTech, in partnership with Outreach and Continuing Education, has migrated the web pages describing locations WWU has a presence at from the OCE website into the main wvu.edu institutional homepage. A focus of this effort has been to increase visibility across search engines for the other locations in Washington where students can enroll for WWU courses. In September we saw our average page ranking increase by eight spots. The search term Peninsula College has shown the most change and appears on page one or two of Google search results. Search terms for Poulsbo WA, Olympic College, and multidisciplinary studies are in striking distance of moving into a page one position.

Finally, we have begun work on a final report to the Office of Civil Rights regarding the Voluntary Resolution Agreement (VRA) on website accessibility. This report will document where we were two years ago, the steps taken over the past two years and the data supporting our vastly improved access. We are working closely with the Equal Opportunity Office to successfully resolve the VRA.

WebTech Issue Queue Workload



The last two months saw a continued increase in volume, now we are averaging over a hundred support requests every month. The end of summer means our valued student employees will be returning to their eight to twelve hour weekly schedules rather than the twenty five to forty hours they were putting in over the summer. We anticipate a large increase in the time it takes to resolve support requests. We continue to have about one hundred open tickets in our backlog month to month.

19. EXECUTIVE SESSION

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

20. DATE FOR NEXT REGULAR MEETING

- **December 12 & 13, 2019**

21. ADJOURNMENT