

**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
October 11 & 12, 2018**

**THURSDAY, OCTOBER 11, 2018**

**Location:** Shannon Point Marine Center, Anacortes

**Time:** 3:00 p.m.

**1. CALL TO ORDER, APPROVAL OF MINUTES**

3:00 - 3:05

- Board of Trustees Meeting, August 23, 24, 2018
- Board of Trustees Special Meeting, September 10, 11, 2018

**2. WWU ON THE PENINSULAS FEASIBILITY STUDY PROGRESS REPORT**

3:05 – 3:45

**Presentation:** Brent Carbajal, Provost and Vice President of Academic Affairs  
Ray Thompson, MGT of America

**3. NEW DIRECTIONS IN MARINE SCIENCE AT WESTERN**

3:45 – 4:45

**Presentation:** Brent Carbajal, Provost and Vice President for Academic Affairs  
Brian Bingham, Interim Director, Shannon Point Marine Center  
Brooke Love, Associate Professor, Department of Environmental Sciences

*4:45 – 5:15 p.m. – The Board will adjourn and take a guided tour of the Shannon Point Marine Center.*

**FRIDAY, OCTOBER 12, 2018**

**Location:** The Majestic Hotel Ballroom, Anacortes

**Time:** 8:00 a.m.

*7:30 - 8:00 a.m. - Breakfast for the Trustees and Meeting Attendees in the Majestic Ballroom.*

**4. CALL TO ORDER**

8:00 – 8:01

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

8:01 – 8:30

**6. PUBLIC COMMENT**

8:31 – 8:45

7. **BOARD CHAIR REPORT**  
8:45 – 9:00
  
8. **UNIVERSITY PRESIDENT REPORT**  
9:00 – 9:10
  
9. **FACULTY SENATE REPORT**  
9:10 – 9:15
  
10. **ASSOCIATED STUDENTS REPORT**  
9:15 – 9:20

### ACTION ITEMS

11. **CONSENT AGENDA**  
9:20 – 9:30
  - a. Construction Contract for Multiple Building Access Control, PW 728
  - b. Construction Contract for Multiple Building Replacement of Switchgear, Panels and Motor Controls, PW731
  
12. **APPROVAL OF THE FY18 INTERNAL AUDIT ANNUAL REPORT**  
9:30 – 9:40

**BREAK: 10 MINUTES**

### DISCUSSION ITEMS

13. **TITLE IX INTERNAL AUDIT REPORT**  
9:50 – 10:35      Presentation: Sabah Randhawa, President  
Antonia Allen, Director, Internal Audit  
Melynda Huskey, Vice President for Enrollment and Student Services  
Sue Guenter-Schlesinger, Vice Provost for Equal Opportunity & Employment Diversity
  
14. **STRATEGIC PLANNING WEBSITE AND DASHBOARDS**  
10:35 – 11:05      Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs  
Brian Burton, Assistant Vice President for Academic Affairs
  
15. **OLYMPIA UPDATE**  
11:05 – 11:10      Presentation: Becca Kenna-Schenk, Executive Director, Government Relations
  
16. **FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**  
11:10 – 11:15      Presentation: Trustee John Meyer, Committee Chair

**17. STUDENT SUCCESS COMMITTEE REPORT**

11:15 – 11:25      Presentation:    Trustee Mo West, Committee Chair

**18. INFORMATION ITEMS**

11:25 – 11:30

- a. Academic Affairs Report
- b. Admissions and Enrollment Report
- c. Capital Program Report
- d. University Advancement Report
- e. 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**

11:30 – 12:00

**20. DATE FOR NEXT REGULAR MEETING: December 13, 14, 2018**

**21. ADJOURNMENT**

## **1. CALL TO ORDER**

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

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa  
**DATE:** October 11, 2018  
**SUBJECT:** **Approval of the Minutes**  
**PURPOSE:** Action Items

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**Purpose of Submittal:**

Approval of the Board of Trustees Meeting Minutes.

**Proposed Motion:**

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

- Approval of the Minutes of the Board of Trustees Meeting, August 23 & 24, 2018
- Approval of the Minutes of the Special Board of Trustees Meetings, September 11 & 12, 2018

**Supporting Information:**

Minutes of August 23 & 24, 2018  
Minutes of September 11 & 12, 2018

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Thursday, August 23, 2018**

**CALL TO ORDER**

Board Chair Earl Overstreet called the regular meeting of the Board of Trustees of Western Washington University to order at 3:02 pm in the Pavilion at Maritime Heritage Park, 500 W. Holly Street in Bellingham, WA.

**Board of Trustees**

Earl Overstreet, Chair  
Chase Franklin, Vice Chair - Absent  
John Meyer, Secretary  
Sue Sharpe  
Betti Fujikado  
Citlaly Ramirez  
Mo West  
Karen Lee

**Western Washington University**

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

**1. APPROVAL OF MINUTES**

MOTION 10-01-2018                      Trustee Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting, June 14 & 15, 2018

The motion passed.

### 3. INTRODUCTIONS

Chair Overstreet welcomed new student trustee Citlaly Ramirez and asked her to introduce herself. Trustee Ramirez expressed that it is an honor to serve as a trustee and she looks forward to a productive year of learning and service to Western and the Board of Trustees.

#### **RESOLUTION NO. 2018-02**

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

#### **WELCOMING TRUSTEE *CITLALY RAMIREZ***

**WHEREAS**, on July 1, 2018, Governor Jay Inslee appointed **CITLALY RAMIREZ** of SeaTac, Washington to serve a one-year term ending on June 30, 2019 on the Western Washington University Board of Trustees; and

**WHEREAS, CITLALY RAMIREZ** is a student in good standing at Western Washington University pursuing a degree in Management Information Systems with minors in Marketing and Theater; and

**WHEREAS, CITLALY RAMIREZ** brings to her appointment as a trustee dedication to the campus community through her work with the Western Washington University Foundation as a Student Ambassador and a Student Engagement manager; and

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

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

**WHEREAS, CITLALY RAMIREZ** has declared her commitment to serve as a member of the Western Washington University Board of Trustees;

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees of Western Washington University officially extends a warm welcome to **CITLALY RAMIREZ** as she begins her term on the Board.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on August 23, 2018.

MOTION 10-02-2018: Trustee Sharpe moved that the Board of Trustees approve Resolution 2018-19 Welcoming the Service of Board Member Citlaly Ramirez.

The motion passed.

#### **4. BELLINGHAM PARKS AND RECREATION**

Leslie Bryson, Director, Bellingham Parks and Recreation provided an overview of the City of Bellingham's contribution to the development of the waterfront in the downtown area of Bellingham. Bryson explained that phase one of Waypoint Park is a one and half acre park that is currently open to the public. She noted that the development of the park will continue and will eventually cover over thirty acres of waterfront park space that will connect the downtown area to the waterfront. Bryson noted that a few of the highlights of the completed park will include a beach area, children's play area, green pedestrian corridors and a cycle track for cyclists.

Rob Fix, Executive Director, Port of Bellingham added that the Port of Bellingham has made available building office space lease opportunities to help support Bellingham's need for new small business owners. He added there will also be the addition of apartment buildings and retail spaces.

Kelli Linville, Mayor, City of Bellingham, thanked the Port of Bellingham, City of Bellingham and Western for their partnership to make the redevelopment of the Bellingham waterfront possible. She added that the collaborative work will enhance the Bellingham community and looks forward to the new opportunity for Western's growth.

Leslie Bryson led the Board of Trustees to Way Point Park for a tour of the current waterfront followed by a tour of the Granary Building.



**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, August 24, 2018**

**4. CALL TO ORDER**

Board Chair Earl Overstreet called the regular meeting of the Board of Trustees of Western Washington University to order at 8:05 am in the Board Room, Old Main 340, in Bellingham, WA.

**Board of Trustees**

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

**Western Washington University**

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

**5. PUBLIC COMMENT**

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

**6. INTRODUCTIONS**

Melynda Huskey, Vice President for Enrollment and Student Services introduced L.K. Langley who will serve as the inaugural LGBTQ+ Director at Western. Huskey noted that L.K. Langley has served Western as Manager of Equal Opportunity Programs in the Equal Opportunity

Office. Huskey added that Langley's work strives to collaboratively build connection between individuals, between majority world views and forms of knowledge and lived experience that are often unseen on the margins, and between people in the Western community and networks of care and community engagement beyond the university. Huskey noted that throughout their time at Western, Langley has partnered with passionate and dedicated faculty, staff and students to cultivate learning opportunities and develop initiatives that open Western's culture, administrative systems and built spaces to be more inclusive of diverse LGBTQ+ people.

L.K. Langley expressed that it will be an honor to serve Western's faculty, staff and students in this new role and welcomes opportunities to continue to engage with the trustees with updates on progress made in the position.

President Randhawa added that L.K. Langley will be the recipient of two awards at Opening Convocation: the Carl H. Simpson Bridging Award and the Philip E. Sharpe Jr. Community Engagement Award.

Melynda Huskey, Vice President for Enrollment and Student Services welcomed members of the Associated Students Board of Directors available to attend the meeting. The Associated Students Board of Directors present were:

- Millka Solomon, President, Associated Students
- Levi Eckman, Associated Students Vice President for Academics
- Natasha Hessami, Associated Students Vice President for Governmental Affairs
- Camilla Mejia, Associated Students Vice President for Diversity
- Anne Lee, Associated Students Vice President for Student Life

Trustee Overstreet thanked those present for attending the meeting adding that the board looks forward to a productive academic year.

## **7. BOARD CHAIR REPORT**

Trustee Overstreet shared his observations as he continues in his new role as board chair. He shared that a high bar was set for the position of board chair because of the excellence of Western and the skills of his predecessors, Trustee Sue Sharpe and Trustee Karen Lee. Overstreet noted his appreciation for the opportunity to work with President Randhawa and the executive leadership team, his fellow trustees and the entire Western community. He added that after four years of interacting with the Western community, he has observed a great sense of pride in Western accomplishments, a sense that Western has room for improvement, and an eagerness to build for the future. Overstreet also expressed his excitement about the next steps in the institutional resource planning process building on the excellent framework created by the Western Strategic Plan.

Trustee Overstreet asked Trustee Lee to read the Resolution 2018-03 Thanking Trustee Fujikado.

**RESOLUTION NO. 2018-03**

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

**THANKING TRUSTEE  
*Betti Fujikado***

**WHEREAS**, on May 21, 2009, Governor Christine Gregoire appointed **BETTI FUJIKADO** of Seattle, Washington to fill an unexpired term on the Western Washington University Board of Trustees through September 30, 2012 and reappointed her to a term from October 1, 2012 through September 30, 2018; and

**WHEREAS, BETTI FUJIKADO** brought to her appointment as a trustee a distinguished career and expertise as the co-founder of Copacino+Fujikado, a Seattle advertising agency well known for its client roster including the Seattle Mariners, Seattle Children's Hospital, Ste. Michelle Wine Estates, Holland America Line, Challenge Seattle, Symetra, and Premera Blue Cross; and

**WHEREAS, BETTI FUJIKADO** brought to her appointment as a trustee extensive experience in community affairs from serving on the Pike Place Market Board, as well as active participation through her agency with a number of nonprofits including The Wing Luke Museum, Seattle Aquarium, MOHAI, and Seattle Art Museum; and

**WHEREAS, BETTI FUJIKADO** earned her bachelor's degree from the University of Washington in business administration with an emphasis in accounting; and

**WHEREAS, BETTI FUJIKADO** having served for nine years as trustee on the Board, as Secretary of the Board from June 2012 to June 2014, and chair of the Board Audit Committee from October 2015 to August 2016, contributed her time to the stewardship of the University beyond the usual expectations for board service; and

**WHEREAS, BETTI FUJIKADO** contributed her expertise to the increased stature and aspirational future of Western Washington University through a presidential transition and a rigorous strategic planning process; and

**WHEREAS, BETTI FUJIKADO** has exemplified what community service means as an engaged citizen and trustee with heartfelt generosity, thoughtful engagement, eloquent wisdom, and personal commitment to advancing the best interests of each person in the Western community;

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

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on August 24, 2018.

MOTION 08-02-2018: Trustee Lee moved that the Board of Trustees approve Resolution 2018-03 Thanking the Service of Board Member Betti Fujikado.

The motion passed.

## **8. UNIVERSITY PRESIDENT'S REPORT**

President Randhawa provided an update on work that took place over summer quarter. Randhawa explained the transition of roles within the President's office staff. He acknowledge Barbara Sandoval and her service as the Secretary to the Board of Trustees and Assistant to the President. Randhawa noted that Sandoval has been doing the work of two positions and that the redistribution of work will create longevity within in her positon. He stated that Sandoval will continue her work as the Senior Executive Assistant to the President. Paul Dunn, formerly Senior Executive Assistant to the President will begin to serve as Chief of Staff and Secretary to the Board of Trustees. Randhawa noted that Dunn will support the Student Success Committee and Rayne Rambo will continue to serve as the Assistant Secretary to the Board of Trustees and support the Finance, Audit, and Enterprise Risk Management Committee.

President Randhawa also provided an update on the review of practices related to the administration of Title IX and Western's response to sexual violence and sexual harassment discrimination complaints, compiled by Antonia Allen, Director, Office of the Internal Auditor. He noted that this review is close to completion and the board will be provided with a presentation of the work and outcomes at the October meeting of the Board of Trustees.

President Randhawa asked Donna Gibbs, Vice President for Marketing and Communications to provide a brief overview of the Student-View Report, an online survey presented to Washington state high school seniors regarding their awareness and perception of Western. Gibbs reported that Western is positioned on the "golden zone" of above average-neutral awareness and perception. She added that Western lags the University of Washington and Washington State University, but leads other public and private Institutions in the state. Gibbs listed the highest graded attributes which were; campus appearance, tuition costs, and campus setting and size. She added that Western plans to participate in this study again next year with the addition of focus group data that will measure advertisement recall, ratings of interaction of Western's primary communication and information channels and student recommendations for improving communication from Western to potential students in the state of Washington.

## **9. ASSOCIATED STUDENTS REPORT**

Millka Solomon, Associated Students President reported that the restructuring of the Associated Students started last year will continue this year, including the reincorporation of the Student Senate. The Senate will have representatives from all colleges at Western, allowing for more representation across the academic enterprise.

Solomon also noted that she and Natasha Hessami, Associated Students Vice President for Government Affairs will travel to Central Washington University to attend the Washington Student Association (WSA) meeting to advocate for the state need grant, support for undocumented students and survivors of sexual harassment.

## **10. FACULTY SENATE REPORT**

McNeel Jantzen, Faculty Senate President, expressed that she is honored to serve as Faculty Senate President and is looking forward to working with the Board of Trustees in the upcoming year. Jantzen reported that Dr. Shirin Deylami will serve as the Director of the Faculty Mentoring Initiative and has begun programming for fall quarter. Jantzen also noted that the Faculty Senate will work to restructure two standing committees. The Senate Library and Academic Technology Committee will become a standing committee under the University Resources and Planning Committee (UPRC). The Graduate Counsel will move from being a standing committee within the Academic Coordinating Commission (ACC) of the Faculty Senate, to become the College Governance Committee in support of the Graduate School.

Jantzen also reported that a revised charge was proposed to the Social Justice and Equity Committee acknowledging their important work and providing interested member's opportunity to continue and expand their programmatic work outside the framework of Faculty Senate. She noted that the revised charge will be presented to Faculty Senators for discussion and approval.

Jantzen recognized the record growth of enrollment at Western and added that the Faculty Senate looks forward to updates on the progress of the Global Pathways Program, the addition of new academic programs and departments at the university and also the university's commitment to growing faculty lines and necessary infrastructure to meet the needs of Western's students and enhance academic excellence.

## **11. INTERCOLLEGIATE ATHLETICS AT WESTERN**

Steven Card, Director of Athletics, Bruce Larson, Professor of Education, Interim Associate Dean of Woodring College of Education and Faculty Athletic Representative and Carmen Dolfo, Senior Women's Administrator and Women's Basketball Coach provided an overview of Athletics at Western. Card noted that Western has just completed its twentieth year of National Collegiate Athletic Association (NCAA) competition in Division II. Card noted that the NCAA Division II mission statement acknowledges the importance of balancing students' educational development with their athletic development which makes Division II the perfect match for Western student athletes. He explained that Western Athletics competes within the Great Northwest Athletic Conference (GNAC) which includes eleven other universities spread across the largest geographical footprint of all Division II conferences.

Card shared Western Athletics mission statement which is the committed to shaping the student athlete experience as part of a larger responsibility to inspire, educate and serve. He noted that the top priority for all coaches and athletics department personnel is enhancing the student experience and empowering their success on the field and in their academic pursuits.

Carmen Dolfo, Senior Women's Administrator and Women's Basketball Coach profiled the student population that participates in varsity sports at Western. She noted that the athlete population mirrors the demography of the campus student body which includes 55.6% female athletes, 44.4% male athletes, 30.5% student-athletes of color or multi-racial background 10.5% who identify as partially or fully African American, and 7.5% who identify as Hispanic/Latino. She expressed that Western Athletics is devoted to creating inclusivity and diversity within sports teams.

Bruce Larson, Professor of Education, Interim Associate Dean of Woodring College of Education and Faculty Athletic Representative explained that his role fulfills a NCAA requirement to represent student athletes at Western and that he reports directly to the President regarding issues related to athletics. He noted that Western Athletics supports the success of all student athletes in the classroom and in their arenas of competition. He added that the average GPA for Western student athletes is currently 3.12 which is representative of the support system in place for their success. He added that Western has a 90% overall academic success rate for Western athletes compared to 72% which is the NCAA national average.

Card reiterated Western Athletics considers complete student development to be one on their top priorities, and central to that is sexual assault prevention and response. He said that Western Athletics collaborates with the Equal Opportunity Office and Prevention, Health and Wellness services to create trainings for student athletes, coaches and staff. Western continues to exceed the NCAA's compliance standards on topics such as sexual assault prevention, suicide prevention, and drug and alcohol awareness. Card noted that Western Athletics is also committed to supporting student athlete's success in the area of mental health.

Card concluded the presentation with an overview of Western Intercollegiate Athletics 2018-19 Budgeted Revenue and Expenses. Key budget expenditures include Tuition Waivers, Scholarships, Foundation Funds, Institutional Support, and Team Camps. The largest area of revenue is the student Services & Activities Fee Allocation, and the largest portion of expenditures are coaches' salaries. (ATTACHMENT A)

Trustee Overstreet announced a 10 minute break @ 10:02. The board reconvened @ 10:16 am

## **12. CONSENT ITEMS**

Trustee Overstreet introduced the consent items and a motion to approve them, with the exception of, *Construction Contract for Elevator Preservation and ADA Upgrades, PW729*, which Trustee Lee wished to discuss further.

MOTION 08-03-2018 Trustee Ramirez moved that the Board of Trustees for Western Washington University, upon recommendation of the President, approve the following consent item:

- Approval of Summer Quarter Degrees

The motion passed.

Trustee Lee wished to discuss consent item, *Construction Contract for Elevator Preservation and ADA Upgrades, PW729* because she noted that the University's presumed estimate for the project was significantly greater than the Contractor's bid.

Richard Van Den Hul, Vice President for Business and Financial Affairs replied by confirming that the contractor was one that had provided services for Western in the past and felt confident in their ability to complete the work at the quoted price.

This satisfied Trustee Lee's question and the consent item was introduced for approval.

MOTION 08-04-2018 Trustee Sharpe moved that the Board of Trustees for Western Washington University, upon recommendation of the President approve the following consent item:

- Construction Contract for Elevator Preservation and ADA Upgrades, PW729

The motion passed.

### **13. APPROVAL OF STATE OPERATING BUDGET REQUEST FOR BIENNIUM 2019-21**

President Randhawa noted that this budget request is coming before the board in preparation for the 2019-21 Legislative Session and that the request is due in September to the Governor's Office of Financial Management. He added that this budget request includes compensation increases that will help to attract and retain Western's work force. He noted that the budget also includes upgrades to infrastructure which is critical for Western.

Richard Van Den Hul, Vice President for Business and Financial Affairs noted that this budget request has been an inclusive process that is driven by Western's mission to serve the people of the state of Washington. He added that the proposals were developed in line with the vision to prepare and inspire individuals to explore widely, think critically, communicate clearly and connect ideas creatively to address our most challenging needs, problems, and questions. He said the request includes items that are critical to maintain and enhance Western's strengths, including compensation increases, and operations and maintenance funding necessary to operate the campus facilities and infrastructure.

Van Den Hul added that the request was developed through a budget process designed to be open, transparent and bottom up. He said the detail of the processes for the budget request and strategic plan have been previously shared with the Board.

Chuck Lanham, Vice Provost for Information Technology and Chief Information Officer provided an overview on the IT Infrastructure Replacement request. He explained that the request is to update Western's wired and wireless network and replace Western's outdated 35+ year old telephone systems. He said secure, reliable and up-to-date technology is more essential than

ever in higher education in order to support students, improve learning outcomes, and prepare graduates to join the workforce.

MOTION 08-05-2018            Trustee Meyer moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the attached 2019-2021 biennial operating budget request of \$199,491,656 in state funds and net tuition revenue, in support of academic, administrative and departmental operations. With concurrence of the Board Chair, the President may make adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management, to advance consistency among the submissions of Washington's six public baccalaureate institutions, or other adjustments as appropriate.

The motion passed.

#### **14. FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT REPORT**

Trustee Meyer reported that Finance, Audit and Enterprise Risk Management (FARM) committee will be discussing how to best communicate with the entire board when relevant items come forward for full Board approval. He noted that the committee reviewed an annual Work Plan that will include self-assessment, metrics, university reserves, charter review and the work of the Office of the Internal Auditor, among other Enterprise Risk Management (ERM) topics.

Meyer noted that the October meeting items for discussion will be financial metrics, university reserves, ERM updates, quarterly progress updates, and the State Auditor Entrance conference.

Meyer added that the Internal Auditor's Fiscal Year 18 Annual Report will come forward for full Board approval at the October meeting. He said this report includes the FY19 Internal Audit Plan and the final status report Internal Audit Plan.

#### **15. OPEN PUBLIC MEETINGS ACT OVERVIEW**

Rob Olson, Assistant Attorney General provided an overview presentation on the Open Public Meetings Act. Olson stated that RCW 42.30.205 requires every member of the governing body of a public agency to complete such training no later than ninety days after the member takes the oath of office for a public governance position, (if such office requires an oath), or otherwise assumes his or her duties as a public official. He said every member of the governing body of a public agency must complete training at intervals of no more than four years as long as the individual is a member of governing body or public agency.

Olson provided overview training on the following topics of the Open Public Meetings Act: "Do's and Don't's" of public meetings, electronic communications, agency obligations, and executive session, as well as information on the personal responsibility of public officers to enforce the requirements of the Open Public Meetings Act itself.



## 16. INFORMATION ITEMS

a. **Academic Reports**

Provost Carbajal provided a written report with an update on the successful recruitment of a number of very well-qualified new tenure track faculty. The report provides the Board of Trustees with information about tenure track faculty members who were hired last year and who will begin teaching at Western during the 2018-19 academic year.

b. **Annual & Quarterly Grant Report**

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

c. **Admissions and Enrollment Report**

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

d. **University Advancement Report**

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

e. **Capital Program Report**

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

f. **University Relations and Marketing Report**

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

## 17. EXECUTIVE SESSION

At 11:06 a.m. Chair Overstreet announced that the Board would convene in Executive Session for approximately 30 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g)&(i).

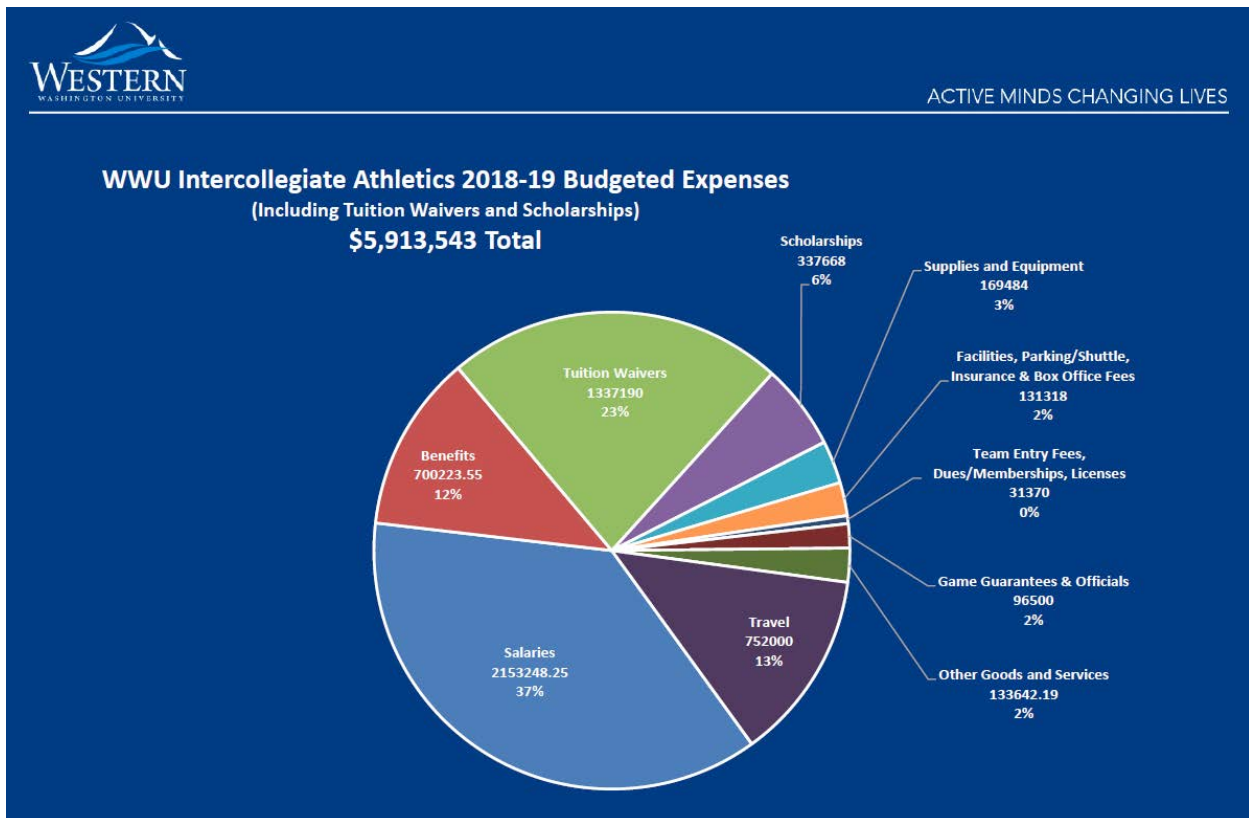
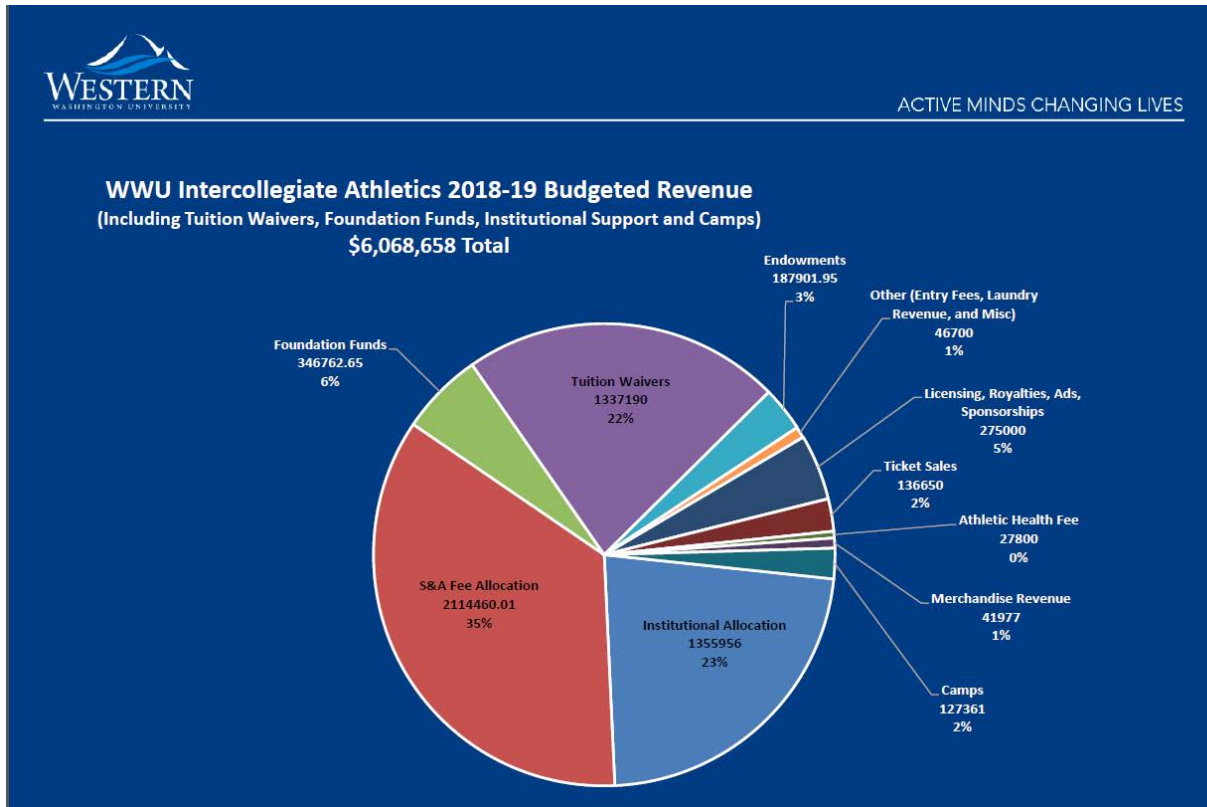
## 18. DATE FOR NEXT REGULAR MEETING

October 11 & 12, 2018

## 19. ADJOURNMENT

The meeting adjourned @ 11:38am.

ATTACHMENT A



**Western Washington University  
Board of Trustees  
Special Meeting Minutes  
Monday, September 11, 2018  
Tuesday, September 12, 2018**

**1. CALL TO ORDER**

Board Chair Earl Overstreet called the work session of the Board of Trustees of Western Washington University to order at 9:06 am at the Washington Athletic Club, in Seattle, WA.

**Board of Trustees**

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

**Western Washington University**

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

Cathy A. Trower, President, Trower & Trower, Inc.

**2. EXECUTIVE SESSION**

At 9:07 a.m. Chair Overstreet announced that the Board would convene in Executive Session for approximately three hours to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g)&(i).

### **3. WELCOME AND OPENING REMARKS**

Chair Overstreet welcomed Cathy Trower, President, Trower & Trower, Inc. to the board's work session, delivered opening remarks and provided an outline of the expectation for the day's meeting.

### **4. STRATEGIC PLAN IMPLEMENTATION AND ALIGNMENT**

Trustee Overstreet introduced the topic for the work session which was centered on several objectives of implementation of the Strategic Plan and the parallel business/resource planning process. The trustees noted the importance of gathering feedback from a wide range of campus groups to formulate and develop a collective of understanding of the strategic plan, implementation and alignment.

The group discussed how to implement the vision of Western's Strategic Plan to create synergy throughout campus. Brent Carbajal, Provost and Vice President for Academic Affairs shared that a web site is being created that will house a public accessible to track progress on the plans goals and objectives. He added that providing a visual representation of the metrics will facilitate alignment and highlight the importance of incremental progress toward the goals and objectives of the plan.

Chair Overstreet announced a break at 2:54 p.m. The board returned and reconvened the meeting at 3:16 p.m.

### **5. STRATEGIC PLAN AND ALIGNMENT (Cont.)**

President Randhawa initiated conversation regarding a Resource Planning model to support the Strategic Plan. He noted that the purpose of the model is to define the funding gaps needed to fully implement the services Western already offers and implement the goals of the Strategic Plan. He added that the resource planning model is distinct from a budget planning model, as it does not involve specific recommendations on expenditures or generating revenues. Rather, it helps to quantify the resources needed to fully fund Western's existing services and advance the goals of the strategic plan.

The development of a resource planning committee was discussed that would evaluate the resources necessary in order to advance the goals of the strategic plan.

Board Chair, Earl Overstreet adjourned the meeting for the day at 5:03 pm on Monday, September 11, 2018 and noted that the board will reconvene at 8:00am the following day.

Board Chair, Earl Overstreet called the work session of the Board of Trustees of Western Washington University to order at 8:02 am on Tuesday, September 12, 2018 at the Washington Athletic Club, in Seattle, WA.

## **6. STRATEGIC PLAN IMPLEMENTATION AND ALIGNMENT**

The Board of Trustee and the Vice Presidents continued to discuss the strategic plan and implementation process and define what is next for Western. The group engaged in an imaginative exercise envisioning Western in 2025 that included both opportunities and obstacles.

## **7. NEXT STEPS FOR SUCCESSFUL IMPLEMENTATION**

The group discussed opportunities for communicating key messages to the campus community and external constituents.

## **8. ENHANCING COMMUNICATION**

The Board of Trustees and the Vice Presidents discussed shaping the understanding of the Strategic Plan by the stories Western tells. The group noted that talking about “the Western experience” encourages involvement from different kinds of students and different kinds of learning experience in Bellingham and beyond.

## **9. EXECUTIVE SESSION**

At 1:30 p.m. Chair Overstreet announced that the Board would convene in Executive Session for approximately one hour to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g)&(i).

## **10. ADJOURNMENT**

The meeting adjourned at 2:44 p.m.

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

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

**FROM:** President Sabah Randhawa on behalf of Brent Carbajal, Provost

**DATE:** October 11, 2018

**SUBJECT:** **WWU on the Peninsulas Feasibility Study Progress Report**

**PURPOSE:** Discussion Item

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## **Purpose of Submittal:**

Ray Thompson, Vice President, Higher Education Services, MGT Consulting Group, will provide a progress report on an ongoing feasibility study of expanding Western Washington University's educational delivery and presence on the Kitsap and Olympic Peninsulas. The presentation will focus on information collected on regional educational and workforce demands collected through meetings and surveys conducted with stakeholders from across the Peninsulas, including educational leaders, workforce and economic development councils, community and tribal leaders, faculty and staff at existing WWU learning sites, and community members.

## **Background:**

Approximately 450,000 people live on the Kitsap and Olympic Peninsulas, with 254,000 living in Kitsap County alone. At 448 square miles, Kitsap County has the fourth greatest population density in Washington State, and is the most densely populated area in the U.S. that lacks a four year institution of higher education. The remainder of the population is distributed across a 5,000 square mile area of snow-capped mountains, dense rainforest, and rocky coastlines served by relatively few roads. Timely, frequent travel to and from population centers is difficult for most of these citizens, and dependable, high quality internet service is not universally available. As such, most in these more remote areas continue to lack access to higher education programs and services.

In response to these regional needs, the Washington State Legislature appropriated one-time funding in 2018 for WWU to study the feasibility of expanding its educational offerings on the Kitsap and Olympic Peninsulas, specifically the feasibility of creating a four-year degree-granting campus. WWU is required to submit a report on the findings to the Governor and appropriate committees of the Legislature by December 2018.

WWU contracted in May 2018 with MGT Consulting Group to assist in conducting a comprehensive feasibility analysis. The primary objectives of the study are:

- Assessment of the four-year higher education needs and demand in the region, taking into account student demand and economic and workforce needs.

- Assessment of the current limitations to physical and online access to higher education in the region, including transportation and commuting challenges, inconsistent availability of high quality internet service, and other impediments to access.
- Assessment and comparison of the feasibility of multiple options for expanding baccalaureate and other higher education services in the region, including but not limited to one or more of the following: the development of a four-year university campus, the expansion of current degree and certificate programs in partnership with local community and technical colleges, and/or online and distance education programs.
- Determine optimal location(s) for providing additional higher education services, if feasible, taking into account population, demand, and access, as well as existing higher education capital resources.

**Strategic Questions:**

1. What do the Trustees believe to be the elements of the analysis that deserve special or prioritized attention by Western?
2. For the Board, are there any big surprises in the study thus far?



Feasibility Study:

# Expansion of Educational Programs on the Kitsap and Olympic Peninsulas

STUDY UPDATE

October 11, 2018



## Study Objectives

### Identification of:

- Market Characteristics
- Population Changes
- Educational Attainment & Enrollment Trends
- Barriers to Program Access
- Workforce Needs
- Program Options
- WWU Opportunities
- Feasibility of WWU Expansion

# MARKET DESCRIPTION

## Study Area

# Kitsap & Olympic Peninsula Counties



Source: <http://choosewashingtonstate.com>



# Current Population & Projected Growth

2017-2030  
+61,904

	CLALLAM	JEFFERSON	KITSAP	MASON
2010	71,404	29,872	251,133	60,699
<b>2017</b>	<b>74,240</b>	<b>31,360</b>	<b>264,300</b>	<b>63,190</b>
2020	74,707	32,646	275,910	67,621
2025	76,847	34,211	290,344	72,339
2030	78,683	36,253	303,528	76,530
2035	80,123	38,609	313,420	80,985
2040	80,928	39,889	322,859	84,976
<b>Growth 2010-2020</b>	<b>3,303</b>	<b>2,774</b>	<b>24,777</b>	<b>6,922</b>
% Growth 2010-2020	5%	9%	10%	11%
<b>Growth 2020-2030</b>	<b>3,976</b>	<b>3,607</b>	<b>27,618</b>	<b>8,909</b>
% Growth 2020-2030	5%	11%	10%	13%
<b>Growth 2030-2040</b>	<b>2,245</b>	<b>3,636</b>	<b>19,331</b>	<b>8,446</b>
% Growth 2030-2040	3%	10%	6%	11%
<b>TOTAL GROWTH 2010-2040</b>	<b>9,524</b>	<b>10,017</b>	<b>71,726</b>	<b>24,277</b>
% Growth 2010-2040	13%	34%	29%	40%



# Baccalaureate and Graduate Degree Pipelines

18 to 24 Year Olds		
	Total in Age Group	% of Region
Clallam	5,200	14%
Jefferson	1,578	4%
Kitsap	27,010	71%
Mason	4,486	12%
<b>Regional Total</b>	<b>38,274</b>	
<b>Washington</b>	<b>664,327</b>	

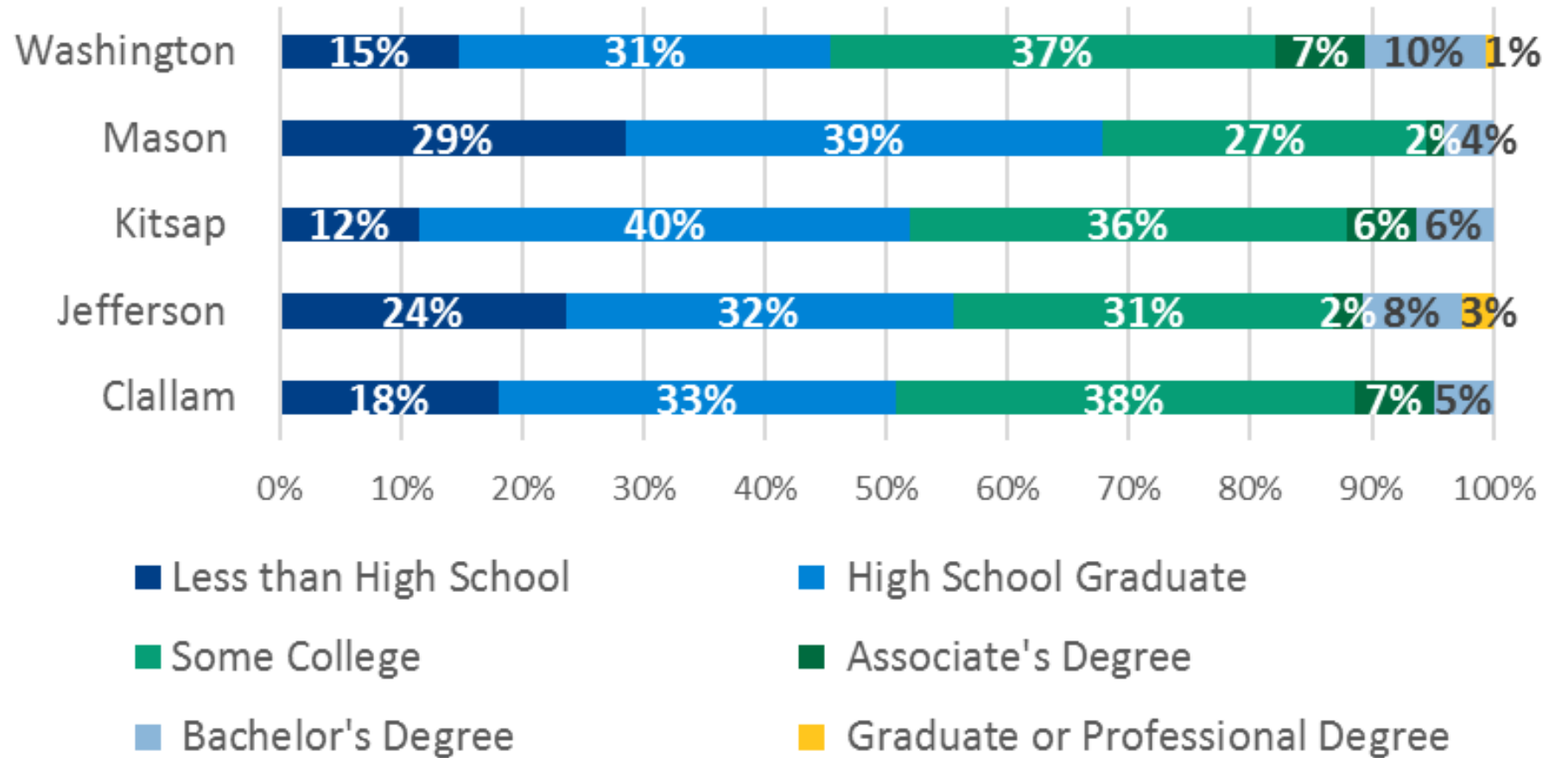
25 to 44 Year Olds		
	Total in Age Group	% of Region
Clallam	14,387	15%
Jefferson	5,055	5%
Kitsap	64,027	66%
Mason	13,563	14%
<b>Regional Total</b>	<b>97,032</b>	
<b>Washington</b>	<b>1,943,172</b>	



# Educational Attainment

## College-Going Age Cohort #1

### 18 to 24 Year Olds

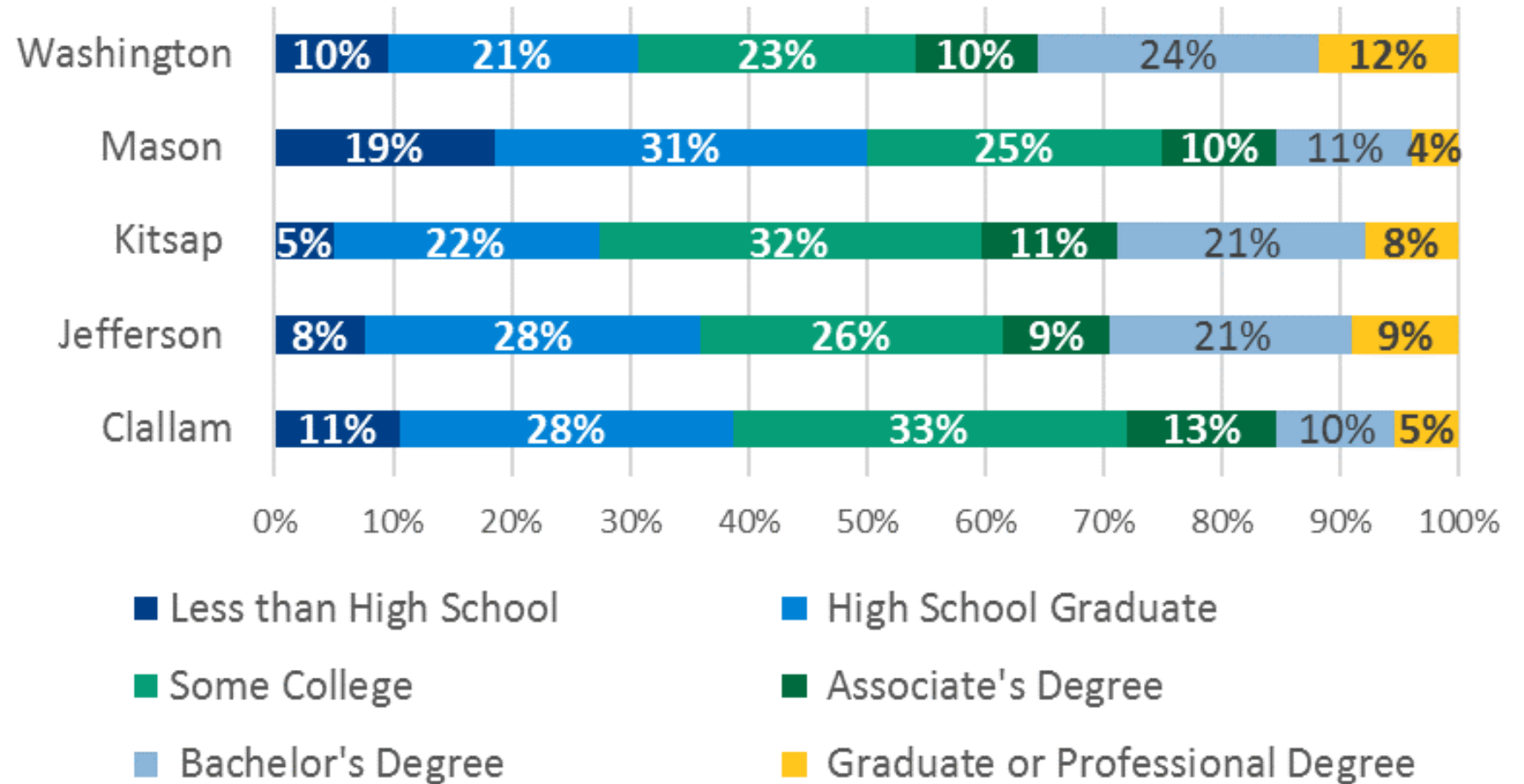




# Educational Attainment

## College-Going Age Cohort #2

### 25 to 44 Year Olds





## High School Graduates & Enrollment in College

	Number of High School Graduates	2016-17 Adjusted 4-Year Cohort Graduation Rate	2015 College Enrollment Rate
Clallam	972	56%	40%
Jefferson	170	78%	58%
Kitsap	2,571	82%	59%
Mason	514	75%	43%

Note: The overall HS graduation rate includes all schools in the county.





# Market Factors

## Impacting Post-Secondary Education Pursuit

Study Area Economic Factors					
Descriptor	Clallam	Jefferson	Kitsap	Mason	Washington
# of Households <sup>1</sup>	31,438	13,561	98,250	22,454	2,696,606
Population Density (per sq mile) <sup>2</sup>	41.1	16.6	653.9	63.3	101.2
Unemployment Rate <sup>3</sup>	6.1	5.8	4.6	6.2	4.4
Per Capita Income 2015	\$39,738	\$47,222	\$47,953	\$36,623	\$51,898
County Gap from State PCI	-\$12,160	-\$4,676	-\$3,945	-\$15,275	na
2010 - Mdn Household Income	\$38,647	\$45,225	\$56,863	\$47,898	\$55,458
2016 - MHI <sup>1</sup>	\$47,180	\$50,928	\$65,017	\$51,764	\$62,848
2016 MHI State Rank	#27	#15	#4	#18	na
MHI Change 2010-2016	\$8,533	\$5,703	\$8,154	\$3,866	\$7,390
MHI % Change	22.1%	12.6%	14.3%	8.1%	13.3%
County Gap from State MHI	-\$15,668	-\$11,920	\$2,169	-\$11,084	na

<sup>1</sup> US Census Bureau, County Quick Facts

<sup>2</sup> Washington Office of Financial Management Databook, County & City Data

<sup>3</sup> Washington Employment Security Department, County Profiles (unless otherwise noted)

# HIGHER EDUCATION PATHWAY



# Undergrad Enrollment in Four-Year Public In-State Institutions

**WWU Regional Share = 868 / 23.0%**

2016-17 Enrollments				
Undergraduate	Clallam	Kitsap	Jefferson	Mason
Central Washington	61	322	35	61
Eastern Washington University	35	110	11	18
Evergreen State College	26	70	21	82
University of Washington	100	827	46	64
Washington State University	114	769	45	84
<b>Western Washington University</b>	<b>160</b>	<b>592</b>	<b>72</b>	<b>44</b>
Grand Total	496	2,690	230	353
<b>WWU Share</b>	<b>32.3%</b>	<b>22.0%</b>	<b>31.3%</b>	<b>12.5%</b>

2016-17 Enrollments				
Undergraduate	Clallam	Kitsap	Jefferson	Mason
Central Washington	13%	67%	7%	13%
Eastern Washington University	20%	63%	6%	10%
Evergreen State College	13%	35%	11%	41%
University of Washington	10%	80%	4%	6%
Washington State University	11%	76%	4%	8%
<b>Western Washington University</b>	<b>18%</b>	<b>68%</b>	<b>8%</b>	<b>5%</b>
Grand Total	13%	71%	6%	9%



Graduate  
Region  
Enrollment in  
Four-Year Public  
In-State  
Institutions

WWU Regional  
Share =  
12 / 3.0%

2016-17 Enrollments				
Graduate	Clallam	Kitsap	Jefferson	Mason
Central Washington	3	10	2	1
Eastern Washington University	2	8	1	
Evergreen State College	3	8	1	10
University of Washington	23	195	19	18
Washington State University	11	71	1	6
<b>Western Washington University</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>1</b>
Grand Total	46	297	26	36
WWU Share	8.7%	1.7%	7.7%	2.8%

2016-17 Enrollments				
Graduate	Clallam	Kitsap	Jefferson	Mason
Central Washington	19%	63%	13%	6%
Eastern Washington University	18%	73%	9%	0%
Evergreen State College	14%	36%	5%	45%
University of Washington	9%	76%	7%	7%
Washington State University	12%	80%	1%	7%
<b>Western Washington University</b>	<b>33%</b>	<b>42%</b>	<b>17%</b>	<b>8%</b>
Grand Total	11%	73%	6%	9%



# Four-Year Public In-State Institution Undergraduate Enrollments by Program and County

CIP	Program Description	Enrollments Across Four-Year Public Institutions					Regional Total	WWU Offering?	WWU Share of Regional Enrollments
		Kitsap	Jefferson	Clallam	Mason				
24	Liberal Arts and Sciences, General Studies	122	22	45	67	256	✓	2%	
52	Business, Management, Marketing, and Related Support Services	196	5	27	18	246	✓	22%	
14	Engineering	132	5	19	13	169	✓	8%	
45	Social Sciences	126	8	23	10	167	✓	25%	
13	Education	99	7	19	3	128	✓	45%	
26	Biological and Biomedical Sciences	99	7	10	10	126	✓	16%	
11	Computer and Information Sciences and Support Services	82	7	8	12	109	✓	17%	
51	Health Professions and Related Programs	79	7	14	8	108	✓	18%	
3	Natural Resources and Conservation	73	4	15	9	101	✓	51%	
42	Psychology	60	6	9	4	79	✓	23%	
9	Communication, Journalism, and Related Programs	57	5	8	2	72	✓	13%	
40	Physical Sciences	46	8	10	7	71	✓	18%	
44	Public Administration and Social Service	47	2	6	4	59	✓	73%	
50	Visual and Performing Arts	51	3	3	1	58	✓	31%	
43	Homeland Security, Law Enforcement,	39	3	10	4	56		0%	
23	English Language and Literature/Letters	34	5	9	3	51	✓	49%	

<b>Total Declared Majors</b>		1,547	124	281	208	2,160	
99	None	939	88	192	97	1316	
<b>Total Enrollment</b>		2,486	212	473	305	3,476	



# Four-Year Public In-State Institution Graduate Enrollments by Program and County

CIP	Program Description	Enrollments Across Four-Year Public Institutions					Regional Total	WWU Offering?	WWU Share of Regional Enrollments
		Kitsap	Jefferson	Clallam	Mason				
51	Health Professions and Related Programs	89	5	15	7	116	✓	4%	
44	Public Administration and Social Service Professions	27	2	3	6	38			
13	Education	24	1	2	9	36	✓	8%	
52	Business, Management, Marketing, and	23	1	1	1	26			
14	Engineering	21	3		1	25			
3	Natural Resources and Conservation	11	1	2	2	16	✓	6%	
22	Legal Professions and Studies	9	1	2	4	16			
11	Computer and Information Sciences and	12	1	2		15			
26	Biological and Biomedical Sciences	3	2	7	1	13	✓	62%	

<b>Total Declared Majors</b>		<b>266</b>	<b>20</b>	<b>46</b>	<b>33</b>	<b>365</b>	
99	None	5				5	
<b>Total Enrollment</b>		<b>271</b>	<b>20</b>	<b>46</b>	<b>33</b>	<b>370</b>	

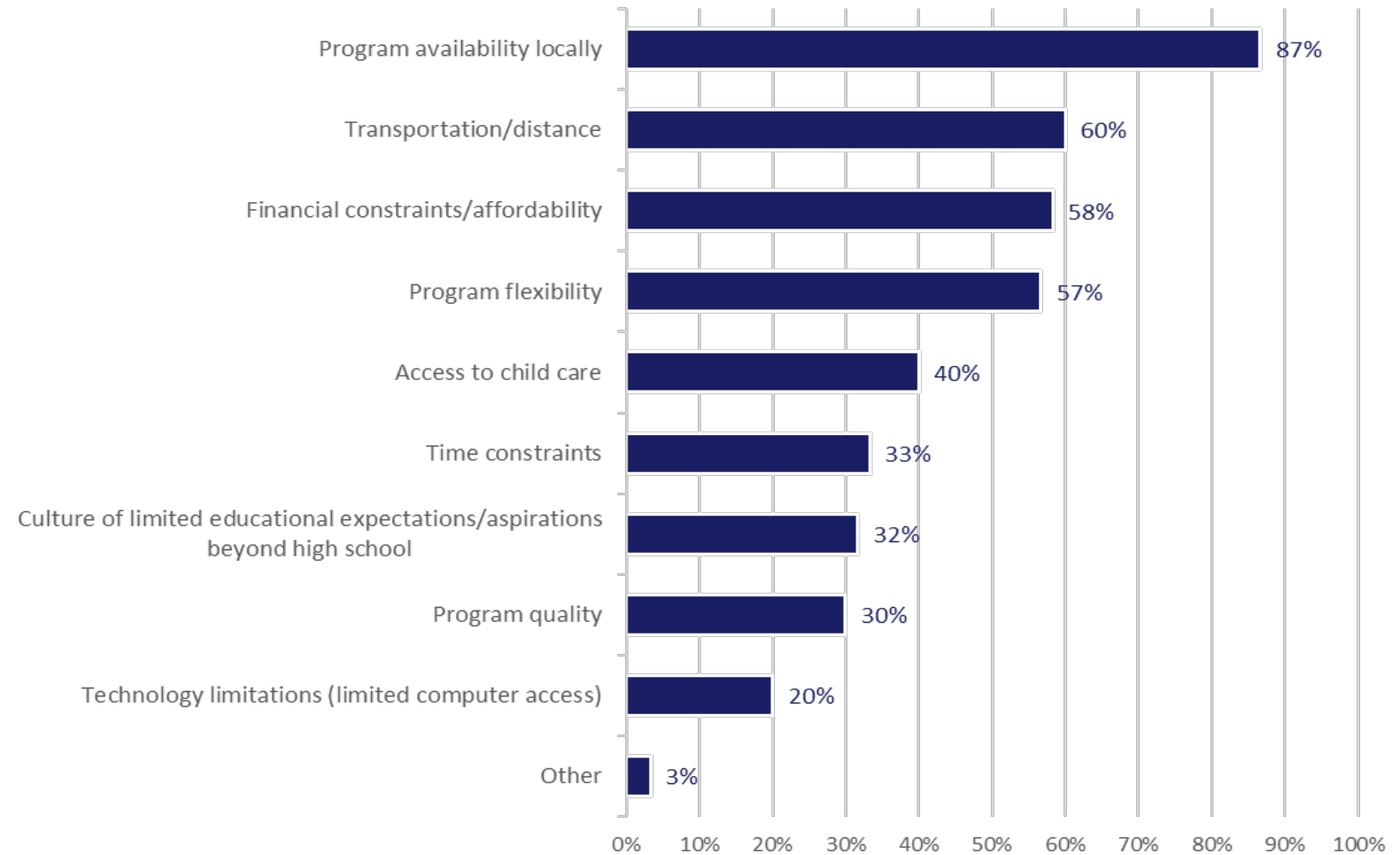
# ACCESS BARRIERS



Stakeholder  
Input:

Barriers to  
College Access

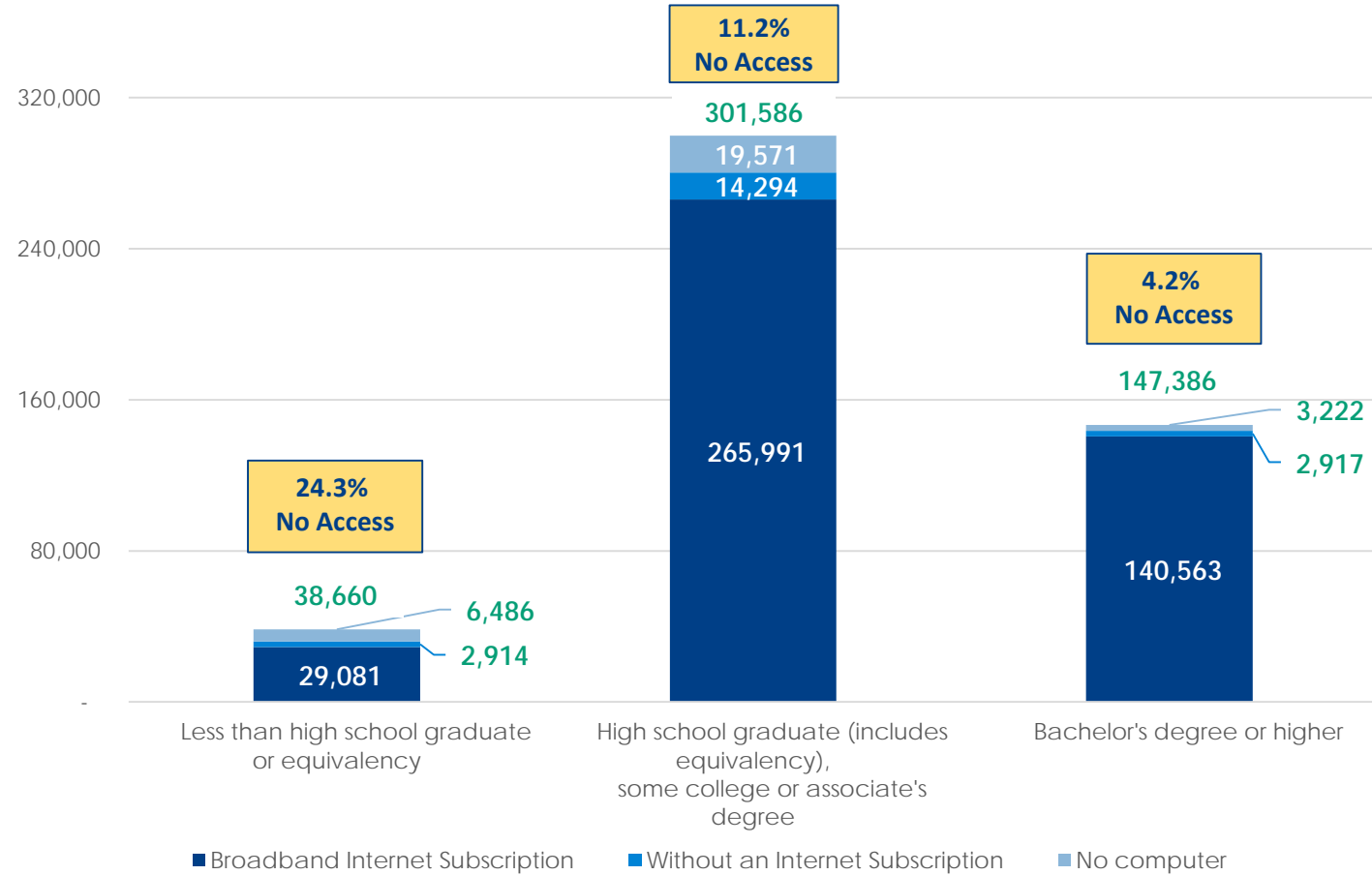
## BARRIERS FACED BY RESIDENTS AND EMPLOYEES SEEKING COLLEGE DEGREES LOCALLY





# Regional Internet Access/Connectivity

**Internet Access by Educational Attainment, 2016**





## Delivery Locations on the Peninsulas

WWU presence on the Kitsap and Olympic Peninsulas through several shared sites:

- Olympic College – Bremerton
- Peninsula College – Port Angeles
- Western Washington University Center at Olympic College – Poulsbo
- SEA Discovery Center – Poulsbo
- Cyber Range – Poulsbo



Average Drive Times Between Educational Sites & Kitsap County Population Centers

**Average Drive Times from WWU Peninsulas Locations to Population Hubs in Kitsap County, 2018**

From WWU Extended Education Locations	City	To Kingston	To Poulsbo	To Silverdale
WWU Center at OC Poulsbo	Poulsbo	22 - 30 min	8 - 14 min	16 - 20 min
Olympic College	Bremerton	35 - 55 min	24 - 35 min	16 - 24 min
WWU at Peninsula College	Port Angeles	1 h 10 min - 1 h 35 min	1 h 10 min - 1 h 35 min	1 h 10 min - 1 h 40 min

From WWU Extended Education Locations	City	To Bremerton	To Port Orchard	To Bainbridge Island
WWU Center at OC Poulsbo	Poulsbo	24 - 35 min	26 - 30 min	24 - 35 min
Olympic College	Bremerton	4 - 8 min	20 - 35 min	45 min - 1 h 15 min
WWU at Peninsula College	Port Angeles	1 h 20 min - 1 h 40 min	1 h 30 min - 1 h 50 min	1 h 25 min - 1 h 50 min

*Source: Western Washington University 2018, Google API 2018, Community Attributes Inc. 2018*  
 Note : Average drive times include peak time and low traffic volume estimates.



Average Drive Times Between Educational Sites & Jefferson County Population Centers

**Average Drive Times from WWU Peninsulas Locations to Population Hubs in Jefferson County, 2018**

From WWU Extended Education Locations	City	To Port Townsend	To Port Hadlock-Irondale	To Port Ludlow
WWU Center at OC Poulsbo	Poulsbo	45 min - 1 h	35 min - 50 min	25 min - 35 min
WWU at Peninsula College	Port Angeles	1 h - 1 h 15 min	50 min - 1 h 10 min	55 min - 1 h 10 min
Olympic College, Bremerton	Bremerton	1 h 10 min - 1 h 25 min	55 min - 1 h 25 min	40 min - 1 h

From WWU Extended Education Locations	City	To Marrowstone	To Brinnon	To Quilcene
WWU Center at OC Poulsbo	Poulsbo	40 min - 55 min	50 min - 62 min	34 min - 45 min
WWU at Peninsula College	Port Angeles	1 h - 1 h 15 min	1 h 10 min - 1 h 25 min	55 min - 65 min
Olympic College, Bremerton	Bremerton	1 h - 1 h 20 min	1 h 10 min - 1 h 35 min	50 min - 1 h 10 min

*Source: Western Washington University 2018, Google API 2018, Community Attributes Inc. 2018*

Note : Average drive times include peak time and low traffic volume estimates.



## Average Drive Times from WWU Peninsulas Locations to Population Hubs in Clallam County, 2018

Average Drive Times Between Educational Sites & Clallam County Population Centers

From WWU Extended Education Locations	City	To Port Angeles	To Sequim	To Forks
WWU at Peninsula College	Port Angeles	6 - 10 min	20 - 30 min	1 h 5 min - 1 h 20 min
Olympic College, Bremerton	Bremerton	1 h 28 min - 1 h 35 min	1 h - 1 h 13 min	2 h 43 min - 3 h 15 min
WWU Center at OC Poulsbo	Poulsbo	1 h 10 min - 1 h 25 min	50 min - 1 h	2 h 23 min - 3 h

From WWU Extended Education Locations	City	To Clallam Bay	To Bell Hill	To Neah Bay
WWU at Peninsula College	Port Angeles	1 h 10 min - 1 h 15 min	26 - 35 min	1 h 45 min - 2 h 5 min
Olympic College, Bremerton	Bremerton	2 h 42 min - 2 h 53 min	1 h 15 min - 1 h 25 min	3 h 16 min - 3 h 20 min
WWU Center at OC Poulsbo	Poulsbo	2 h 21 min - 2 h 35 min	50 - 55 min	2 h 56 min - 3 h

Source: Western Washington University 2018, Google API 2018, Community Attributes Inc. 2018

Note : Average drive times include peak time and low traffic volume estimates.



Average Drive Times Between Educational Sites & Mason County Population Centers

Average Drive Times from WWU Peninsulas Locations to Population Hubs in Mason County, 2018

From WWU Extended Education Locations	City	To Shelton	To Belfair	To Allyn
Olympic College, Bremerton	Bremerton	50 min - 1 h 10 min	20 min - 55 min	30 - 1 h 5 min
Tacoma School District Professional Dev. Center	Tacoma	1 h - 1 h 15 min	35 min - 52 min	40 min - 1 h
WWU Center at OC Poulsbo	Poulsbo	1 h - 1 h 20 min	35 min - 55 min	41 - 55 min
WWU at Peninsula College	Port Angeles	2 h - 2 h 35 min	1 h 35 min - 2 h	1 h 45 min - 2 h

From WWU Extended Education Locations	City	To Grapeview	To Skokomish	To Hoodspport
Olympic College, Bremerton	Bremerton	45 min - 1 h 5 min	55 min - 1 h 10 min	1 h 5 min - 1 h 30 min
Tacoma School District Professional Dev. Center	Tacoma	45 min - 1 h 20 min	1 h 10 min - 1 h 25 min	1 h 15 min - 1 h 30 min
WWU Center at OC Poulsbo	Poulsbo	50 min - 1 h 5 min	1 h 5 min - 1 h 15 min	1 h 10 min - 1 h 25 min
WWU at Peninsula College	Port Angeles	1 h 50 min - 2 h 10 min	1 h 49 min - 2 h 15 min	1 h 40 min - 2 h 5 min

Source: Western Washington University 2018, Google API 2018, Community Attributes Inc. 2018

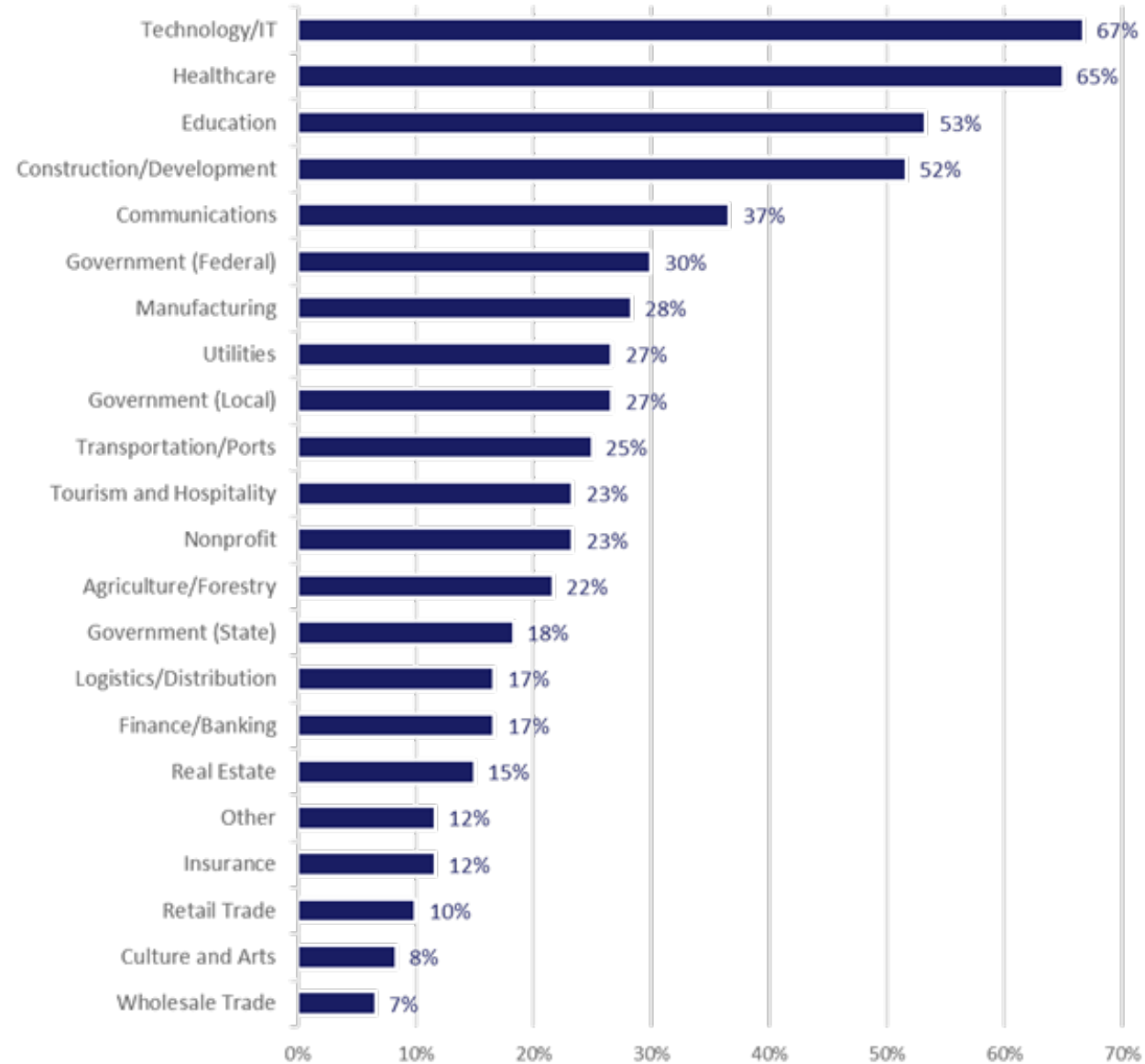
Note : Average drive times include peak time and low traffic volume estimates.

# WORKFORCE NEEDS



# Stakeholder Input: Workforce Needs

## EMPLOYMENT SECTORS WITH SIGNIFICANT NEED FOR WORKERS WITH TRAINING REQUIRED BEYOND A HIGH SCHOOL DIPLOMA







# Key Occupational Projections:

Olympic Consortium  
WDA

Baccalaureate  
Entry Level

The Olympic Consortium WDA consists of Clallam, Kitsap, and Jefferson Counties.

Occupations Requiring a Bachelor's Degree for Entry	Estimated employment 2016	Estimated employment 2026	Total Growth 2016-2026	Growth Rate 2016-2026	Average annual openings 2016-2026 (calculation)
<b>Total, All Occupations</b>	<b>140,976</b>	<b>159,791</b>	<b>18,815</b>	<b>13%</b>	<b>10,519</b>
Registered Nurses	2,269	2,756	487	21%	137
General and Operations Managers	1,929	2,213	284	15%	136
Business Operations Specialists, All Other	1,882	2,037	155	8%	110
Elementary School Teachers, Except Special Education	1,364	1,545	181	13%	63
Managers, All Other	850	955	105	12%	57
Construction Managers	613	729	116	19%	57
Accountants and Auditors	831	958	127	15%	56
Management Analysts	790	854	64	8%	49
Computer Occupations, All Other	628	701	73	12%	47
Human Resources Specialists	631	710	79	13%	46
Teachers and Instructors, All Other	921	1,030	109	12%	44
Nuclear Engineers	825	851	26	3%	43
Secondary School Teachers, Except Special and	758	855	97	13%	35
Software Developers, Applications	382	628	246	64%	32
Mechanical Engineers	579	603	24	4%	27
Writers and Authors	434	388	-46	-11%	25
Engineers, All Other	394	410	16	4%	24
Buyers and Purchasing Agents	432	458	26	6%	23
Market Research Analysts and Marketing Specialists	260	353	93	36%	21
Child, Family, and School Social Workers	356	397	41	12%	19
Middle School Teachers, Except Special and Career/Technical	374	423	49	13%	17
Civil Engineers	311	326	15	5%	16
Financial Managers	257	303	46	18%	16



# Key Occupational Projections:

Olympic Consortium  
WDA

Master's Level

Occupations Requiring a Master's Degree for Entry	Estimated employment 2016	Estimated employment 2026	Total Growth 2016-2026	Growth Rate 2016-2026	Average annual openings 2016-2026 (calculation)
<b>Total, All Occupations</b>	<b>140,976</b>	<b>159,791</b>	<b>18,815</b>	<b>13%</b>	<b>2,104</b>
Speech-Language Pathologists	142	165	23	16%	9
Occupational Therapists	91	110	19	21%	7
Librarians	149	165	16	11%	7
Nurse Practitioners	83	101	18	22%	5
Physician Assistants	78	94	16	21%	5
Health Diagnosing and Treating Practitioners, All Other	51	61	10	20%	4

The Olympic Consortium WDA consists of Clallam, Kitsap, and Jefferson Counties.





Stakeholder  
Input:

Program  
Preferences

## DEGREE PROGRAMS WHICH WOULD MOST BENEFIT THE LOCAL AREA

	Two-Year Degree/Certificate	Four-Year Degree	Post-Bacc Certificate	Graduate Degree	Continuing Education
Banking/Accounting/Finance	18%	37%	5%	6%	8%
Business/Marketing	14%	46%	12%	8%	12%
Computer Science/Programming/Coding	35%	65%	23%	17%	22%
Cyber Security	35%	51%	17%	15%	20%
Education	14%	60%	25%	32%	25%
Engineering - Mechanical, Electrical, Structural, Nuclear	14%	52%	26%	25%	18%
Environmental Science/Policy	8%	43%	15%	23%	15%
Food Science	29%	17%	8%	2%	11%
Healthcare	38%	58%	28%	26%	23%
Hospitality/Tourism/Recreation	22%	23%	2%	0%	3%
Human Resources	23%	31%	6%	3%	8%
Information Technology	35%	52%	26%	17%	18%
Materials Science	15%	32%	14%	8%	8%
Math	11%	31%	15%	11%	5%
Science - Biology, Chemistry, Physics	14%	48%	20%	17%	20%
Social Services/Human Services	28%	38%	17%	12%	17%



# Top 25 Job Postings Snapshot

August  
2018

## Healthcare Professionals:

- Registered Nurses, 245
- Speech-Language Therapists, 111
- Physical Therapists, 93
- Occupational Therapists, 27
- Medical & Health Services Managers, 10
- Physician Assistants, 8
- Physical Therapist Assistants, 7
- Pharmacy Technicians, 3
- Surgical Technologists, 2

## Other Professionals:

- Computers/Network & Systems Admin, 63
- Industrial Engineers, 31
- Bookkeeping, Accountants, Audit Clerks, 28
- Office Supervisors & Managers, 10
- Social/Community Service Managers, 6
- Senior Admin/Execs, 4
- Administrative Service Managers, 3
- Civil Engineers, 2



# WWU Program Offerings on the Peninsulas

Current Programming					
Discipline	Level	Educational Site			
		Bremerton	Poulsbo	Port Angeles	Online
Teaching English to Speakers of Other Languages	Certificate				X
Education for Inclusive Environments plus Certification	Bachelor's	X			
Business Administration	Bachelor's		X		
Cybersecurity	Bachelor's		X		
Environmental Policy	Bachelor's		X	X	
Environmental Science	Bachelor's		X	X	
Multi-disciplinary Studies	Bachelor's		X	X	
Human Services	Bachelor's				X
Education Administration - Principal or Superintendent Certificate	Master's	X			
Washington State Teaching Certification: Elementary Education	Post-bacc	X			
Washington State Teaching Certification: Secondary Education	Post-bacc	X			
Proposed Programming					
Early Childhood Education	Bachelor's	X	X		
Business and Sustainability	Bachelor's		X		

## Other Programs of Interest

### Stakeholder Input:

- IT/Network/Cyber Security
- Computer Systems & Software Development
- Business Admin/Finance
- Teachers/Educators
- Environmental Science/Aquaculture
- Engineering (Nuclear, Industrial, Mechanical, Electrical)
- Human Resources
- Biology/Chemistry
- Hospitality
- Social Work
- Marine Science
- Law Enforcement/Criminal Justice

## Study Next Steps

### WWU Expansion Feasibility Analysis:

- Identify Key Programs for WWU Consideration
- Set Initials & Buildout Enrollment Targets
- Delivery Options/Locations
- Operational & Instructional Requirements
- Facility Requirements
- Test Feasibility of Delivery Options
- Order of Magnitude Capital Costs
- Issue Final Report



# Questions & Discussion

Dr. Ray Thompson



Vice President of Higher  
Education Services

[rthompson@mgtconsulting.com](mailto:rthompson@mgtconsulting.com)



# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

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

**FROM:** President Sabah Randhawa on behalf of Brent Carbajal, Provost

**DATE:** October 11, 2018

**SUBJECT:** **New undergraduate major in Marine and Coastal Sciences**

**PURPOSE:** Discussion Item

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## **Purpose of Submittal:**

Brian Bingham, Interim Director of the Shannon Point Marine Center, and Brooke Love, Interim Academic Program Coordinator will provide background and a progress report on the new Marine and Coastal Sciences major. The presentation will be supplemented by thoughts from Shawn Arellano, Assistant Professor in the Biology Department, and Laura Anthony, an undergraduate alumna of the WWU Marine Science Scholars Program.

## **Background:**

As part of its 2018 supplemental budget, the Washington State Legislature approved \$1.3 million for development of an undergraduate degree program in marine and coastal sciences at WWU. This program, only the second undergraduate marine science degree program in the state, will help meet a growing demand among incoming students for access to marine science training while addressing the need within the State of Washington to create more STEM graduates who have the necessary interdisciplinary training to tackle the problems that face our local coastal communities, state, and planet. The degree program will pull together expertise and resources from the Department of Environmental Sciences, the Biology Department, the Geology Department, and the Shannon Point Marine Center in a rigorous, interdisciplinary, cohort model. The program will focus on research opportunities for students early in their college career; active, hands-on learning experiences in the laboratory and in the field; and engaged learning communities built around coursework series, programs, and immersive learning experiences.

## **Strategic Questions:**

1. How can we improve transportation between Bellingham and Anacortes to facilitate working and learning in both places?
2. What advice to you have as we develop an advisory board for the marine science program at WWU?
3. Are there areas of training and education we are missing or upon which we should put more emphasis?

**Vision:** Help students develop into confident, thoughtful, ethical, scientists who are ready to meet the growing marine and coastal needs of Washington State.

<b>Broad Program Goals</b> The program will	<b>Learning objectives</b> Students will understand	<b>Student learning outcomes</b> Students will be able to
Core Science 1. Provide students with physical, chemical, and biological concepts that allow them to interpret fundamental observations about ocean systems	The drivers of physical, chemical, geological, and biological processes in the oceans	<ul style="list-style-type: none"> <li>Summarize the forces and principles that govern oceanographic processes such as the formation of ocean basins, the transport of sediments, and the movement of water, heat and dissolved ions through ocean systems</li> <li>Explain how marine systems support and are influenced by life</li> </ul>
	Linkages between ocean, atmosphere, and terrestrial systems	<ul style="list-style-type: none"> <li>Identify important links between ocean, atmospheric and terrestrial systems</li> </ul>
Applied Skills 2. Allow students to develop practical skills needed for applied marine science	Use of the tools commonly found in field and laboratory studies in marine science	<ul style="list-style-type: none"> <li>Use and Interpret data from modern scientific equipment in marine science settings</li> </ul>
Process of Science 3. Enable students to learn scientific research as a process	How questions, hypothesis, and predictions are made	<ul style="list-style-type: none"> <li>Write strong hypotheses</li> </ul>
	Ways in which these questions can be addressed through experiment and observation	<ul style="list-style-type: none"> <li>Identify strengths and weaknesses in the design of an experiment or study.</li> </ul>
	Data analysis, presentation and interpretation	<ul style="list-style-type: none"> <li>Create data sheets and spreadsheets to effectively organize and present data.</li> <li>Carry out and interpret basic statistical tests</li> <li>Create and interpret graphs</li> </ul>
	How results, integrated with existing knowledge, lead to conclusions and to new questions	<ul style="list-style-type: none"> <li>Use quantitative, scientific or logic-based evidence to put together or refute an argument</li> <li>Perform a literature search</li> <li>Appropriately cite specific data and ideas</li> </ul>
	Communication is an integral part of science	<ul style="list-style-type: none"> <li>Communicate scientific findings effectively in oral and written format</li> <li>Communicate with diverse audiences</li> </ul>
	That science is highly collaborative	<ul style="list-style-type: none"> <li>Work well in groups</li> <li>Navigate scientific networks</li> </ul>

Quantitative	4. Develop critical thinking and quantitative reasoning skills	How to break down a problem and address it using mathematical or analytical tools.	<ul style="list-style-type: none"> <li>• Apply programming skills to accomplish a task</li> <li>• Use numeracy skills to make estimates of rates and quantities, including confidence with the metric system and unit conversions.</li> <li>• Solve problems using mathematics and logic.</li> </ul>
Place based	5. Emphasize place-based learning	How engagement with local ecosystems increases understanding, including the NE Pacific coast, the Salish Sea or others.	<ul style="list-style-type: none"> <li>• Explain how physical, and biological systems function differently in estuaries than in other parts of the oceans.</li> <li>• Explain how physical and biological systems on the coasts function relative to other parts of the oceans.</li> </ul>
Human Interactions	6. Create an environment where students realize that the ocean and humans are inextricably connected	The interrelation of human societies with diverse marine systems	<ul style="list-style-type: none"> <li>• Describe the relationship between human activities, climate, coastal, and ocean systems</li> <li>• Explain the importance of coastal and marine systems to human societies and how marine ecosystem services are changing over time.</li> </ul>
Inclusive	7. Provide a diverse and inclusive learning environment	That science benefits from diverse viewpoints and experiences	<ul style="list-style-type: none"> <li>• Work efficiently and communicate with a diverse group of people</li> </ul>
Professional	8. Encourage each student to build an identity as a scientist.	That they are scientists in their own right	<ul style="list-style-type: none"> <li>• Apply for a marine science job or graduate-degree program with confidence</li> <li>• Engage as a scientist through interpersonal skills and professional networks.</li> </ul>

Morning Mix

# 'What extinction looks like': A young orca's presumed death cuts endangered whale population to 74





# Governor's priorities/goals

- Protect and restore marine natural resources
- Increase enrollment and graduates in high-demand STEM fields
- Increase graduation rates for science majors, especially those from underrepresented groups





# Western's strategic goals

- Transformational education in liberal arts and sciences
- Engagement with place





# Marine and Coastal Sciences major

THE BELLINGHAM HERALD



A marine biologist finds an abundance of marine plant life on the beach at Shannon Point Marine Center in Anacortes. Western Washington University in Bellingham will offer a new marine, coastal and watershed sciences major starting in 2019 at Shannon Point Marine Center in Skagit County. The Bellingham Herald file - Staff

LOCAL

## Here's the new science degree WWU will offer in 2019



BY KERA WANIELISTA  
*Skagit Valley Herald*



May 03, 2018 11:08 AM

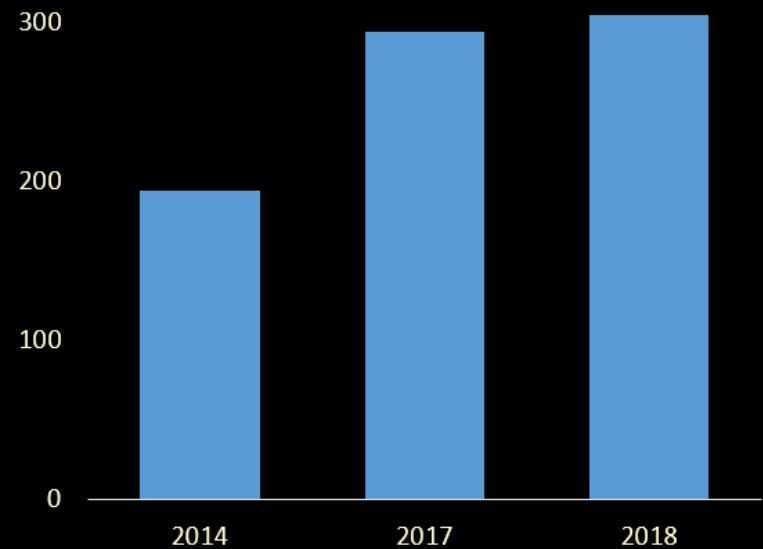


ANACORTES — Western Washington University students will have another degree option available to them at the university's Shannon Point Marine Center.



As part of the state's 2018 supplemental budget, the Legislature approved the university's plan to shift \$1.5 million in local funds to state bond funds, allowing Western to move forward with projects, including investing \$1.3 million in a new marine, coastal and

Freshman and Running Start applicants who chose marine biology as their 1<sup>st</sup> major interest



Huxley College of the Environment

Toxicology  
Marine sediments  
Sustainability & TEK  
**Department of  
Environmental Sciences**  
Physical oceanography  
Marine chemistry  
Estuaries

Protozoology  
Chemical ecology of algae  
**Shannon Point  
Marine Center**  
Environmental genomics  
Symbiosis

Phytoplankton  
Deep-sea microbes  
Marine mammalogy  
Invertebrate physiology  
**Biology  
Department**  
Microbial communities  
Evolutionary ecology  
Larval ecology

Geophysics  
Tectonics  
Invertebrate paleoecology  
**Geology  
Department**  
Coastal geology  
Geochemistry  
Volcanology

College of Science & Engineering



**Department of  
Environmental Sciences**

Toxicology  
Marine sediments  
Sustainability & TEK  
Physical oceanography  
Marine chemistry  
Estuaries

**Biology  
Department**

Phytoplankton  
Deep-sea microbes  
Marine mammalogy  
Invertebrate physiology  
Microbial communities  
Evolutionary ecology  
Larval ecology

**New  
Hires**

**Marine and Coastal  
Sciences**

Protozoology  
Chemical ecology of algae  
Environmental genomics  
Symbiosis

**Shannon Point  
Marine Center**

Geophysics  
Invertebrate paleoecology  
Coastal geology  
Geochemistry  
Volcanology  
Tectonics

**Geology  
Department**

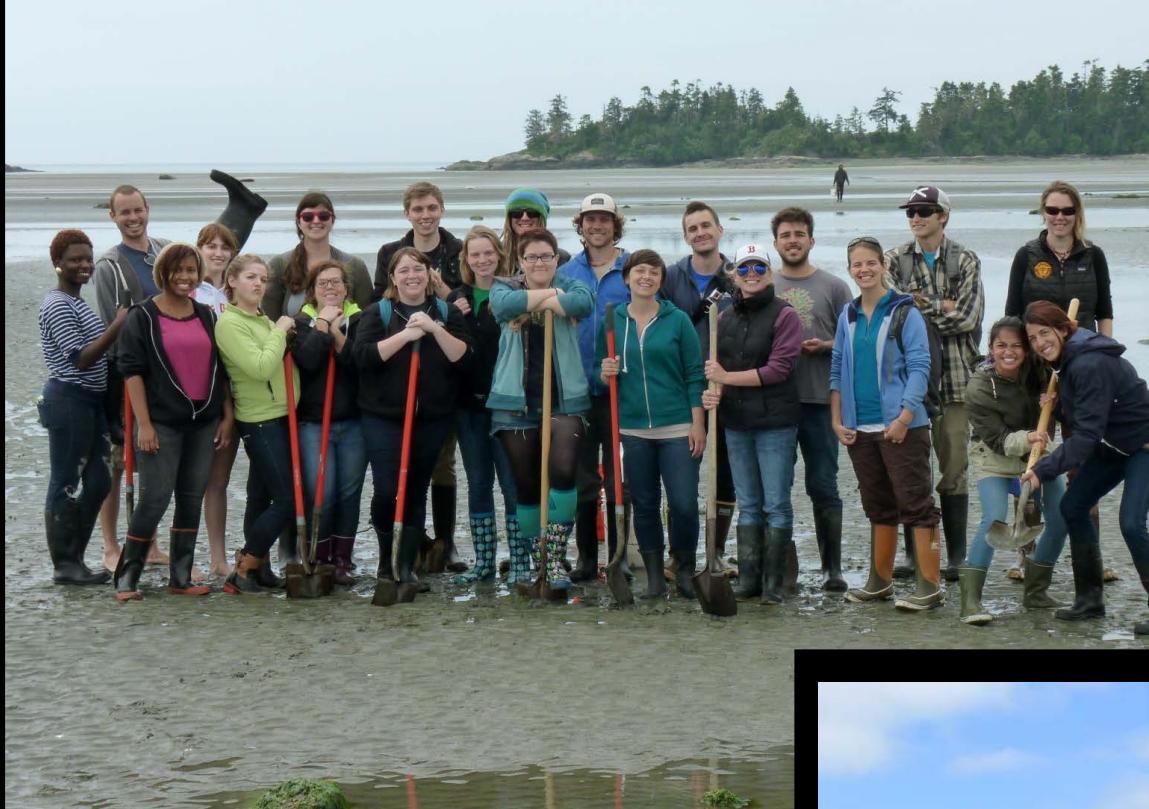
# Shannon Point Marine Center



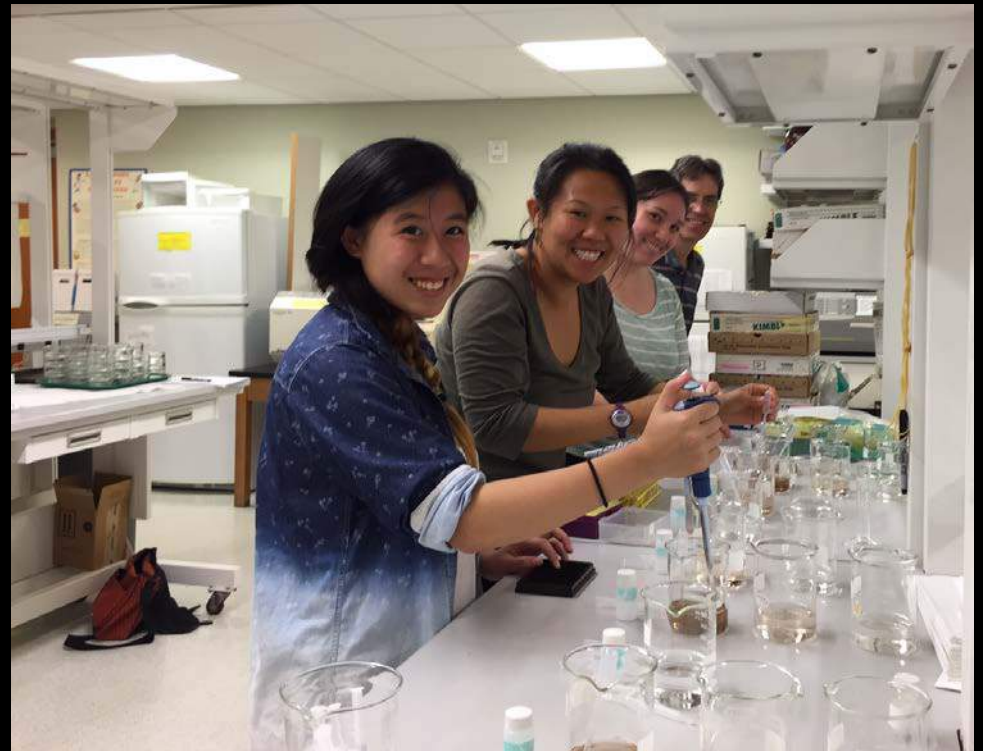




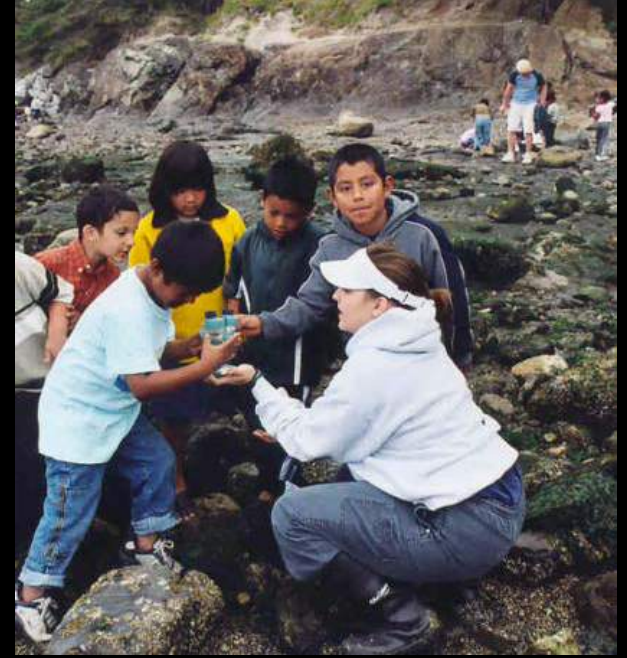










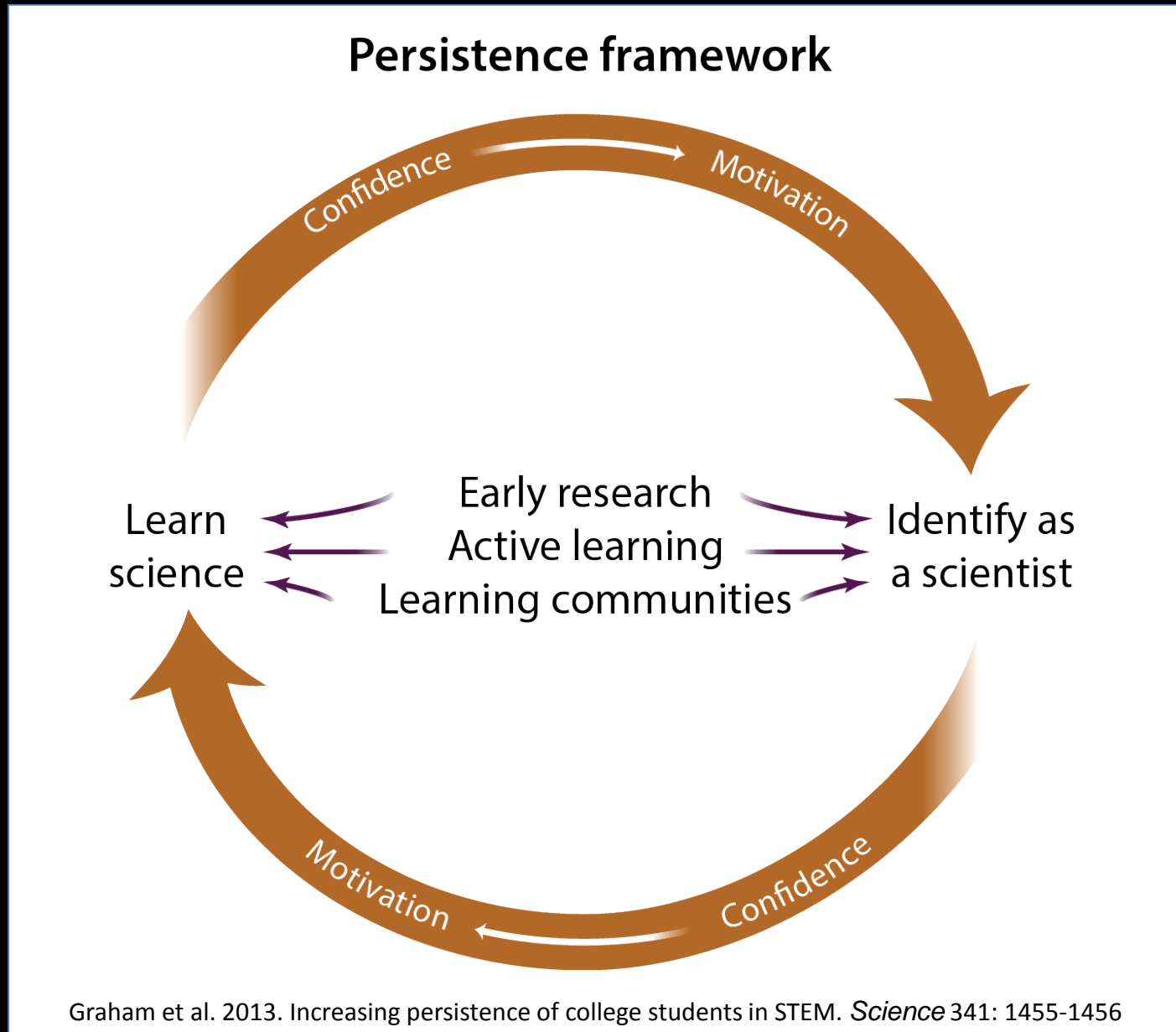




# Multicultural Initiative in the Marine Sciences: Undergraduate Participation (MIMSUP)



# Why are experiences at marine labs transformative?





# Marine Science Scholars Program 2012-2018



- Build cohort bonds

# Marine Science Scholars Program 2012-2018



- Build cohort bonds



- Engage students in marine science research early

# Marine Science Scholars Program 2012-2018



- Build cohort bonds

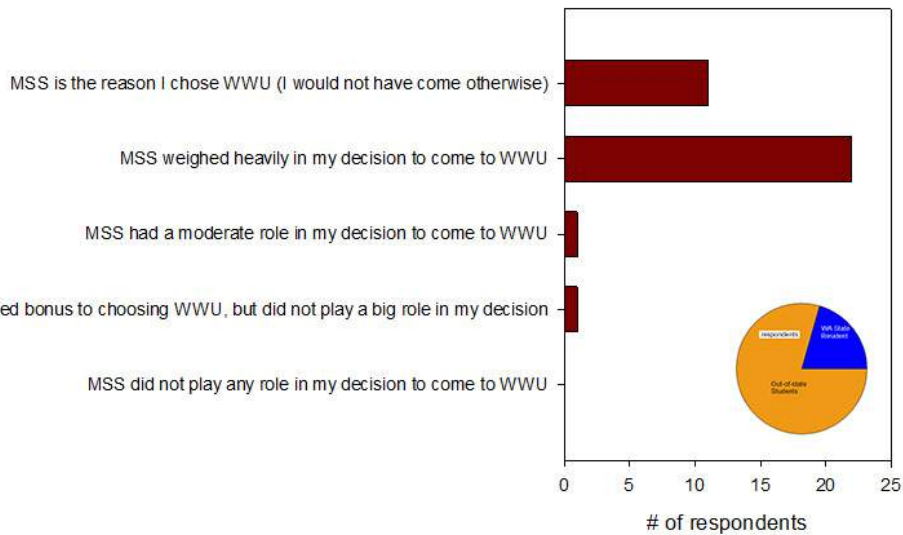


- Engage students in marine science research early



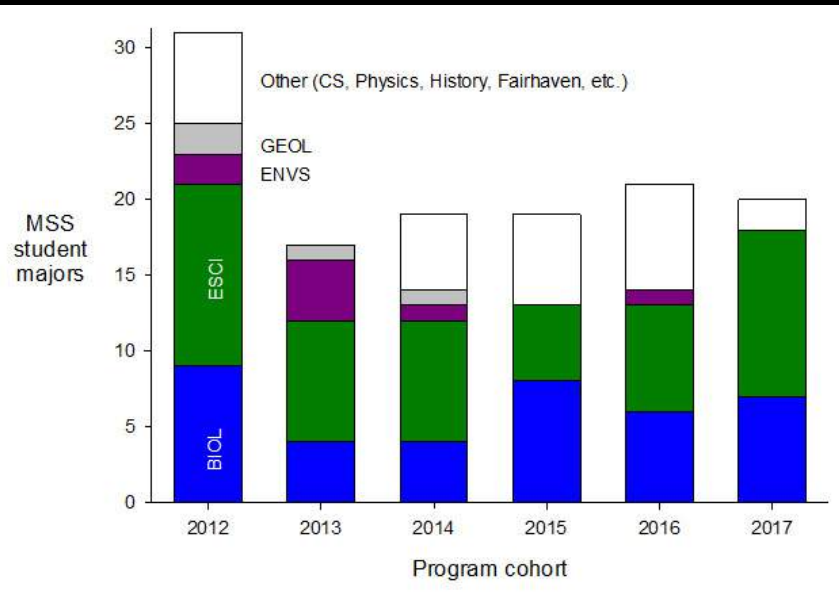
- Emphasize professional development

# Excellent Recruitment and Retention in MSS: Paving the path for the MCS program

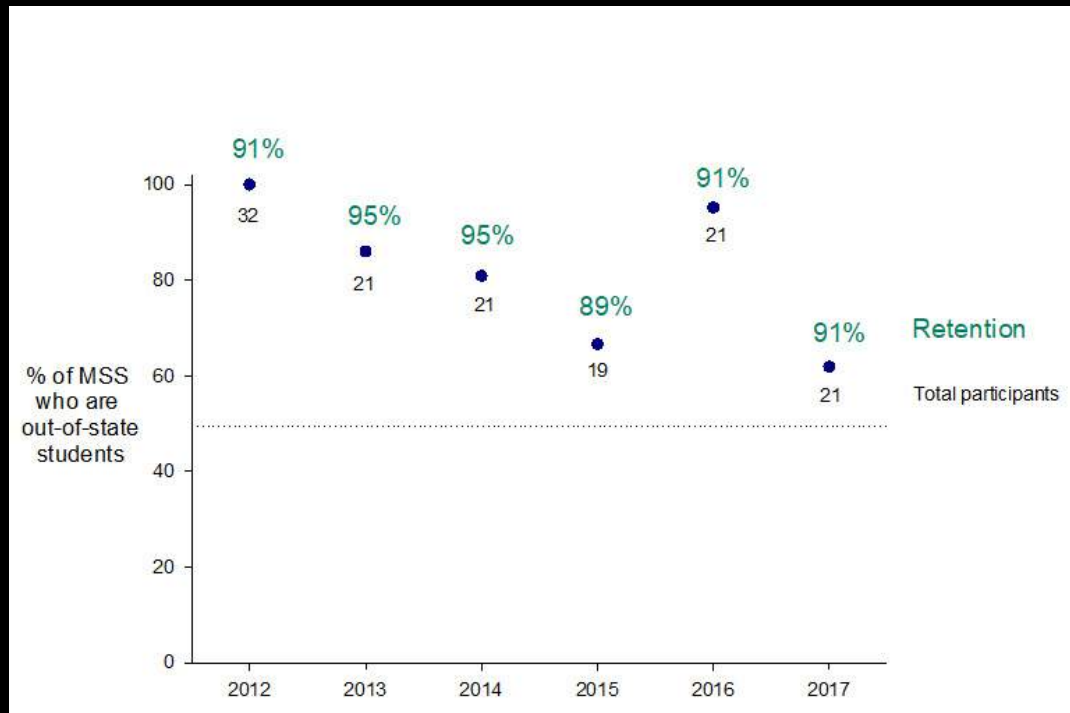




# Excellent Recruitment and Retention in MSS: Paving the path for the MCS program



# Excellent Recruitment and Retention in MSS: Paving the path for the MCS program



NOAA Hollings Scholars 2018

# Marine and Coastal Sciences at WWU



## The foundation:

- Strong student interest
- Expert marine science faculty
- Diverse course offerings

## What the program will bring:

- Increased student access
- Cohesive student experience
- Reduce barriers between units



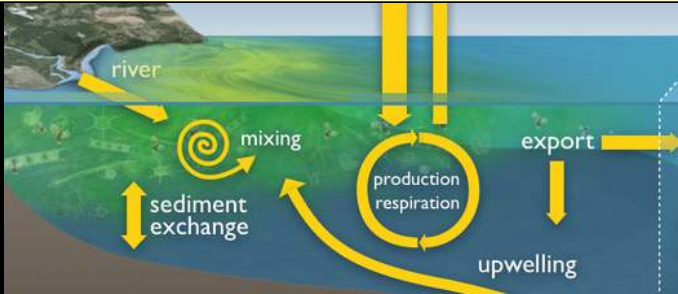



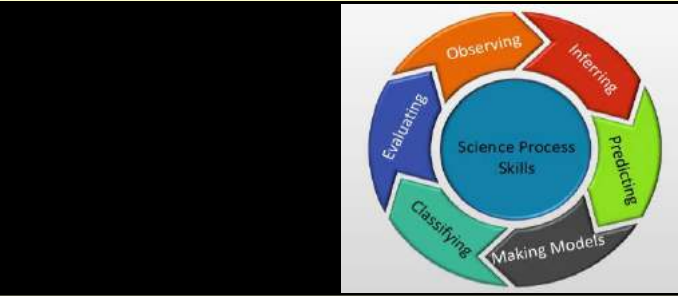
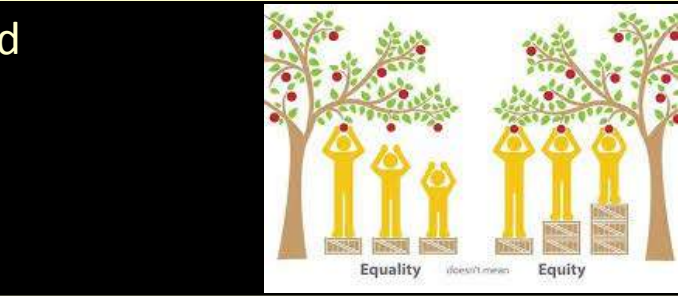
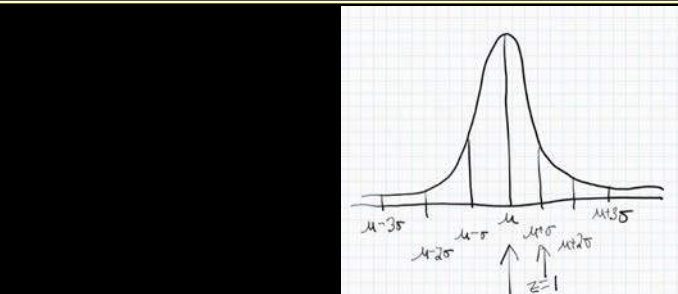



The MCS program will help students develop into confident, thoughtful, ethical, scientists who are ready to meet the growing marine and coastal needs of Washington State.

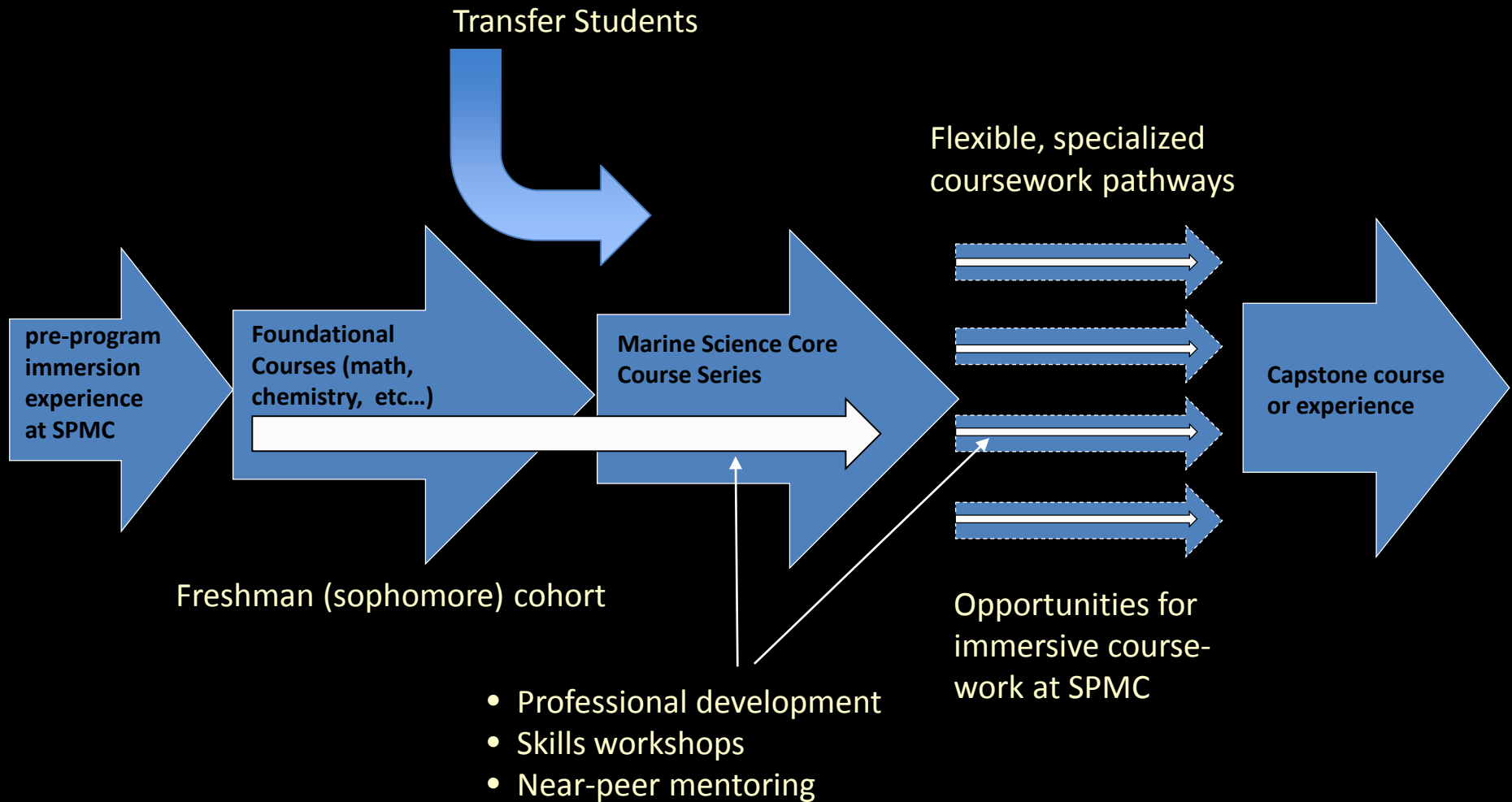




# Program Goals

<p>Core Science</p>		<p>Place Based</p>	
<p>Applied Skills</p>		<p>Human Interactions</p>	
<p>Process of Science</p>		<p>Equitable and Inclusive</p>	
<p>Quantitative Skills</p>		<p>Professional Development</p>	

# Curriculum Progress





<http://www.perform.network/page/about-perform/governance-structure>

## Baseline agreements on:

- Who will provide leadership?
- How will tenure and promotion work?
- How will courses be assigned?
- How will faculty across departments participate in governance and evaluation?

# Faculty Hiring

**Focused around curriculum, program goals, coastal needs**

## Year 1

Coastal Geology

Plankton and Larval Ecology

One more hire TBD



<http://www.hrreview.co.uk/analysis/oliver-watson-diversity-holds-key-organisations-roi>

## Year 2

Cluster hire, 3 faculty

Areas of interest include:

- Fish and fisheries
- Marine pollution
- Genomics
- Quantitative ecology/modelling
- Paleoceanography

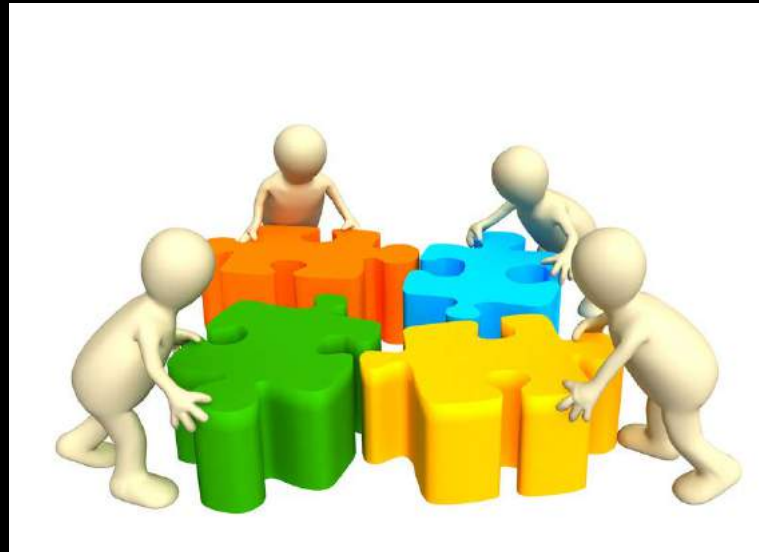
# Strengthening Connections

## For students

- Cross cutting courses
- Cohort program, and capstones
- Residential, coursework options at SPMC.

## For Faculty

- Group identity
- Support interdisciplinary teaching and research
- Faculty bridging campus and SPMC





# Challenges

- Transportation
- Space
- Laboratory facilities



# Thank You



## Questions and Discussion