



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA**

**Thursday, April 11, 2024**

**Location:** Western Washington University, Bellingham, WA, Board Room, Old Main 340

**Audiocast:** <https://wp.wvu.edu/live/>

**Time:** 10:00 a.m.

**1. CALL TO ORDER**  
10:00 - 10:01

**2. APPROVAL OF MINUTES**  
10:01 - 10:05

- a. Board of Trustees Regular Meeting, February 8-9, 2024
- b. Board of Trustees Work Session, February 26-27, 2024
- c. Board of Trustees Special Meeting, March 12, 2024

**3. PUBLIC COMMENT**  
10:05 – 10:15

**4. BOARD CHAIR REPORT**  
10:15 - 10:25

**5. UNIVERSITY PRESIDENT REPORT**  
10:25 – 10:35

**6. ASSOCIATED STUDENTS REPORT**  
10:35 - 10:45

**Presentation:** Keara Ryan, President, Associated Students

**7. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**

10:45 - 10:55

Presentation: Trustee Sue Sharpe, Chair, Finance, Audit, and Enterprise Risk Management Committee

**8. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT**

10:55 - 11:05

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

**9. FACULTY SENATE REPORT**

11:05-11:15

Presentation: Brandon Dupont, President, Faculty Senate

**DISCUSSION ITEMS**

**10. IT MODERNIZATION**

11:15 - 12:00

Presentation: Brad Johnson, Provost and Executive Vice President  
Chuck Lanham, Vice Provost for Information Technology and Chief Information Officer

**LUNCH BREAK**

12:00 - 12:30

**11. COMMUNITY ENGAGEMENT PLAN**

12:30 - 1:00

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

**ACTION ITEMS**

**12. AMENDMENT TO BOARD OF TRUSTEES MEETING SCHEDULE FOR 2024, 2025, AND 2026**

1:00 - 1:05

Presentation: Rebecca Hansen-Zeller, Secretary to the Board of Trustees

**13. EXTENSION OF STRATEGIC PLAN THROUGH 2028**

1:05 - 1:15

Presentation: Sabah Randhawa, President  
Faith Pettis, Board Chair

**14. APPROVAL OF BOARD OF TRUSTEES STATEMENT ON ACADEMIC FREEDOM**

1:15 - 1:20

Presentation: Brad Johnson, Provost and Executive Vice President  
Jack Herring, Associate Vice President for Academic Affairs

**15. APPROVAL OF LEASE AGREEMENTS**

1:20 - 1:25

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

- a. WWU Ground Lease Agreement and Interlocal Agreement with the City of Bellingham for Developing and Operating the Coast Salish Longhouse, House of Healing Building

**16. APPROVAL OF CONTRACTS**

1:25 - 1:30

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs  
Steve Hollenhorst, Associate Vice President for Facilities, Development and Operations  
Rick Benner, University Architect / Senior Director, Planning and Development, Facilities Development and Operations

- a. Phase 2 Amendment to Progressive Design-Build Contract for Coast Salish Longhouse, PW774, House of Healing
- b. Construction Contract for South Campus Infrastructure and Pedestrian Access Improvements, PW825
- c. Construction Contract for Edens Hall (EH) Electronic Safety and Telecom Upgrades, PW810
- d. Construction Contract for Birnam Woods Apartment Siding and Bridge Replacement Phase 2, PW812

**INFORMATION ITEMS**

**17. LEGISLATIVE SESSION REPORT**

1:30 - 1:40

Presentation: Nora Selander, Director of Government Relations

**18. WRITTEN REPORTS**

1:40 - 1:50

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. Professional Leave Report

**19. TRUSTEE REMARKS**

1:50 - 2:00

BREAK

2:00 – 2:30

**20. EXEMPT SESSION AS AUTHORIZED BY RCW 42.30.140(4)(a)**

2:30-3:30

**21. DATES FOR NEXT REGULAR MEETING: June 13-14, 2024 in Bellingham, WA**

**22. 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:** April 11, 2024

**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:

- a) Board of Trustees Regular Meeting, February 8-9, 2024
- b) Board of Trustees Work Session, February 26-27, 2024
- c) Board of Trustees Special Meeting, March 12, 2024



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
February 8 and 9, 2024**

**1. CALL TO ORDER**

Chair Pettis called the February 8, 2024, meeting of the Western Washington University Board of Trustees to order at 3:00pm in the Old Main Board Room, OM340, in Bellingham, WA.

**Board of Trustees**

Faith Pettis, Board Chair  
Chris Witherspoon, Board Vice Chair  
Ash Awad, Trustee  
Chase Franklin, Trustee  
Max Stone, Trustee  
Mo West, Trustee (on Zoom)

**Western Washington University**

Sabah Randhawa, President  
Kerena Higgins, Assistant Attorney General  
Becca Kenna-Schenk, Chief of Staff, President's Office  
Brad Johnson, Provost, and Executive Vice President  
Joyce Lopes, Vice President for Business and Financial Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations & Marketing  
Kim O'Neill, Vice President for Advancement and CEO of the Foundation for WWU and Alumni  
Jim Sterk, Director of Athletics  
Jacqueline Hughes, Chief Diversity Officer, and Executive Director for the Office of Equity  
Chuck Lanham, Vice Provost for Information Technology and Chief Information Officer  
Faye Gallant, Assistant Vice President for Strategy, Management and Budget  
Annie Byers, Administrative Assistant to the Board of Trustees and Internal Audit  
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

**2. INFORMATION TECHNOLOGY MODERNIZATION**

Provost and Executive Vice President, Brad Johnson, introduced an overarching question: How does WWU do business? He explained that our current data management system has evolved over time into a complex system that includes a number of administrative processes that have been added on to the original platform. This complexity makes change from the current platform difficult to manage. Provost Johnson explained that most large institutions are now moving to cloud-based technology for data management. With careful strategic planning, we now have the time to manage the change thoughtfully.

Chuck Lanham, Vice Provost for Information Technology and Chief Information Officer, shared that WWU has contracted with Ellucian Banner since 1991, and the current contract expires in June 2024. Western has substantial infrastructure to support the current system, including 65 servers on campus to maintain our data. This is a heavy system compared to cloud-based options that are now available. WWU has contracted with the Tambellini Group to consult on the transition.

A demonstration, organized as part of a national day of student action, then took place in the Board Room. WWU leadership acknowledged the students' concerns regarding the Israel-Hamas war in Gaza and supported their right to express themselves peacefully. The Chief Diversity Officer and other members of the WWU administration extended an invitation to the student organizers for a meeting to discuss their concerns and explore next steps together.

The Board of Trustees meeting adjourned at 3:35pm and reconvened at 3:59pm.

### **3. CAPITAL DEVELOPMENT AND STRATEGIC VISION PLAN**

Vice President Joyce Lopes gave background on the Capital Development and Strategic Vision Plan project and informed the Board that this plan will guide our facilities planning for the next 10-15 years. The team from NAC Architecture introduced themselves. Brodie Bain presented findings from the initiation and discovery phases of the project. The team has met with nearly fifty groups on campus to gather information on capital needs. Common themes that emerged included: limited expansion of the footprint over the next 10-15 years, careful analysis of enrollment growth trends, and actively increasing different types of use of the campus.

The recommendations made in the final report will align with the three main pillars of the Strategic Plan: advancing inclusive success, increasing Washington impact, and enhancing academic excellence. Guiding principles of the plan include providing high quality space in the appropriate quantity, creating new ways to enhance the campus community experience, clearly establishing a campus and university identity, and sustainability and stewardship. The report assumes a 5-year enrollment goal of 16,500 students and a 10-year goal of 20,000-22,000 students.

Trustees engaged in robust discussion about the project and asked questions about how satellite locations will be considered for future planning and how Okanogan Charter principles will be integrated into the planning. Trustees inquired about the total build-out capacity of the main campus and how WWU compares to other institutions in terms of the ratio of students per square foot. Trustee Awad asked about decarbonization and how the city and university utility infrastructure and our Heating Conversion Project is being intentionally considered in this report. Trustee Franklin raised affordable housing as part of our strategic planning and Chair Pettis affirmed that the university wants to play a role in addressing housing affordability for students, Faculty, and staff.

The NAC consultants plan to present the final report to the Board of Trustees in December 2024.

The meeting adjourned for the day at 4:51pm.



#### **4. CALL TO ORDER, APPROVAL OF MINUTES**

Chair Pettis called the February 9, 2024, meeting of the Western Washington University Board of Trustees to order at 8:00 am in the Old Main Board Room, OM340, in Bellingham, WA.

##### **Board of Trustees**

Faith Pettis, Board Chair  
Chris Witherspoon, Board Vice Chair  
Ash Awad, Trustee (joined at 8:27am)  
Chase Franklin, Trustee  
Max Stone, Trustee  
Mo West, Trustee  
John Meyer, Trustee (on Zoom)  
Sue Sharpe, Trustee (on Zoom)

##### **Western Washington University**

Sabah Randhawa, President (on Zoom)  
Kerena Higgins, AAG  
Becca Kenna-Schenk, Chief of Staff, President's Office  
Brad Johnson, Provost, and Executive Vice President  
Joyce Lopes, Vice President for Business and Financial Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for University Relations & Marketing  
Kim O'Neill, Vice President for Advancement and CEO of the Foundation for WWU and Alumni  
Jim Sterk, Director of Athletics  
Jacqueline Hughes, Chief Diversity Officer, and Executive Director for the Office of Equity  
Chuck Lanham, Vice Provost for Information Technology and Chief Information Officer  
Faye Gallant, Assistant Vice President for Strategy, Management and Budget  
Annie Byers, Administrative Assistant to the Board of Trustees and Internal Audit  
Rebecca Hansen-Zeller, Secretary to the Board of Trustees  
Brandon Dupont, Faculty Senate President  
Keara Ryan, Associated Students President  
Shelli Soto, Associate Vice President for Enrollment Management  
Liam Pratt, AS Vice President for Sustainability  
Priya Sall, Interim Executive Director of Internal Audit  
Nora Selander, Director of Government Relations

MOTION 02-01-2024                      Trustee John Meyer MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes from December 7 and 8, 2023.

Trustee Mo West seconded the motion. The motion passed 7-0. Trustee Ash Awad was not present for the vote.

#### **5. PUBLIC COMMENT**

Four speakers signed up for public comment.

Colleen Ryan is an operational student employee. They spoke to a recent letter that was sent to WWU administration asking to be recognized as a bargaining unit. There are over 1300 operational student employees working on campus. Educational student employees are recognized and have bargaining rights, and the speaker advocated for similar recognition for operational student employees.

Abby Matthews also spoke about operational student employee requests. She shared that due to low wages, students have difficulty balancing academic priorities and employment needs. They argued that this is an issue of equity and asked to be recognized as a bargaining unit.

Abby Place is an operational student employee at the recycling center. The students there spoke about health and safety concerns related to the very-necessary jobs that students perform. They asked to be recognized and bargained with.

The final student spoke about the need for training and positive work experiences to launch a student's professional career. They shared that there are power disparities between students and supervisors and asked for WWU to discuss the working conditions and begin bargaining with the operational student employees.

Chair Faith Pettis thanked the speakers for their comments and will follow-up with administration on the topic.

## **6. BOARD CHAIR REPORT**

Chair Faith Pettis followed-up on the issues raised by the students who spoke about divestment at the December 2023 meeting. The Board is following the issue and representatives have met with Foundation leadership. Chair Pettis voiced support for the new website that the Foundation has established and thanked students for their engagement.

Chair Pettis then invited the trustees who attended Regents & Trustees Day in Olympia to share reflections on their meetings with legislators. Trustee Mo West thanked the staff who planned the day and reported that the higher-education messages were well-received by the legislators she met with. One issue of concern was related to statewide initiatives that could have an impact on Western's future funding sources. Trustee Max Stone reported that Western was well-regarded among legislators and trustee peers from other institutions. Vice Chair Chris Witherspoon reported that there was discussion among the other regents and trustees in his group about Western's positive enrollment trends. Chair Pettis also spoke to Western's positive reputation in Olympia and reported that legislators understood higher education needs and some were even working on bills that the coalition was advocating for.

Chair Pettis commented that she looks forward to the Scholarship Dinner being rescheduled. She also updated the Board on the Western Crossing Development Corporation is officially closed and had a clean audit. She also invited students to apply for the Student Trustee position.

## **7. UNIVERSITY PRESIDENT REPORT**

President Sabah Randhawa invited Provost Brad Johnson to update the Board on Faculty who have recently been promoted or awarded Tenure. Provost Johnson reported that fifty cases came forward for consideration this winter: twenty-seven were moved to Full Professor and

twenty-three to Associate Professor. Provost Johnson reflected on the quality of the faculty who submitted dossiers.

Vice President Melynda Huskey reported on challenges in the first few months of the Chartwells contract, and changes that are being implemented to improve food service on campus. She reported on personnel changes and a list of remediation items that are being addressed by the new leadership. Vice President Witherspoon asked about how the university can use social media and other channels to communicate the improvements that have been made.

## **8. FACULTY SENATE REPORT**

Brandon Dupont, President of the Faculty Senate, highlighted a few issues that are front of mind in Faculty Senate. These issues include the impact of Artificial Intelligence in the classroom, Academic Freedom, and the Faculty Handbook revisions.

Faculty are responding to AI in a range of ways, some are banning its use, others are integrating it, and many are adjusting their assignments and assessments in response to this emerging technology. President Dupont reported that workload is a related concern to managing AI. He also raised a technology component to the issue. The Senate's Academic Technology committee and the Western Coalition for Integrity will examine the issues in more depth.

Faculty are planning a forum on Academic Freedom and Free Expression. The forum will highlight the importance of having difficult conversations about controversial issues and building a culture of respect and open exploration of academic freedom.

The Faculty Handbook and related documents are under revision by a committee. The first set of proposed changes are under review by the Faculty Senate and the goal is to complete the work by the end of Spring Quarter.

Trustee Ash Awad asked what conversations are happening in classrooms on the Israel and Palestine conflict in Gaza. Brandon Dupont shared information on recent teach-ins, curriculum connections and activism on campus. The upcoming form on Academic Freedom and Free Expression seeks to take a broader scope when examining those relevant issues.

## **9. ASSOCIATED STUDENTS REPORT**

Keara Ryan, President of the Associated Students updated the Board on important items related to student government. She reported a high-degree of engagement with student clubs and events this year, and shared that funding is running low to support these activities. President Ryan spoke about AS support for the operational student employees and a recent Resolution that was passed on that topic. The Associated Students are also poised to adopt a Resolution asking for dining halls to accommodate students during Ramadan. Student Lobby Day is coming up and a large number of students plan to go to Olympia to lobby for student priorities.

The completed work on the AS Charter will be presented to the Board today. President Ryan explained some of the operational changes that are underway to align the Charter with the Constitution and other governing documents.

Lastly, President Ryan invited Liam Pratt, AS Vice President for Sustainability, to speak about student support for divestment. Vice President Pratt raised issues related to transparency and stated that he is hopeful that the new website aids in that effort and encouraged even more accountability toward increasing communication and transparency. He asked the Foundation to reconsider allowing more student involvement in the investment advisory process. AS President Ryan echoed concerns about finding ways for students to engage in the advisory process. Both student leaders were appreciative of the opportunity to open new dialog and meet with Foundation leaders.

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

Chris Witherspoon, Vice Chair and Finance, Audit, and Enterprise Risk Management Committee Member, provided an update on the recent activities of the FARM committee. The committee has met twice since the December Board meeting. The focus of the strategic discussion in December was on IT Security, the recent security assessment, and the future of our systems as we explore cloud-based options for data management. At the January Business Meeting, the committee approved three items that were referred to the Board for action today: the 2023-24 Audit Plan, the external audit contract, and the final financial statement audit for July 1, 2022-June 30, 2023. The committee discussed the current contract approval process and the balance between keeping projects moving forward and the need for Board review. Committee members expressed a preference for avoiding delegations of authority whenever possible and want to discuss other procedural options for reviewing and approving construction contracts at a future meeting.

Committee Chair Sue Sharpe thanked Joyce Lopes and her staff for their work to support the needs of the committee. She also thanked Trustees Franklin and Awad for their work during the RFP process to select a new external auditor. She also thanked Priya Sall for serving in the interim Internal Audit role.

## **11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT**

Trustee Mo West, Academic Affairs and Student Success Committee Chair, shared details of the recent work of the committee with the Board. The last meeting began with a visit from Athletic Director, Jim Sterk, who shared his leadership philosophy and aspirations for Athletics at WWU. The committee also discussed the NWCCU Year-6 finding that requires the university to develop a statement on academic freedom for students and reviewed a draft of that proposed statement. The committee also heard about how student support services, student health and wellness services, and advising are working together to increase student success and retention. The committee also heard about how student-centered ADEI initiatives and multicultural services are working toward common goals. Finally, the committee received updates on structural support for Associated Students and the status of the Chartwells contract management.

## **12. CAMPUS UPDATES**

- a. 2024 Supplemental Legislative Session

Nora Selander, Director of Government Relations, thanked the Trustees who attended Regents & Trustees Day and emphasized that their advocacy has impact. She provided an update on budget asks and strategies for building broad support for our requests. Budget leadership is signaling that it is a tight budget year and being that it is also a supplemental year, no major new expenditures are expected. Director Selander continued by reporting on statewide initiatives that are moving through the process to get on the November 2024 ballot and that could have impact on sources of funding for WWU. Director Selander concluded by giving an overview of bill activity, and highlighted bills that are starting a conversation about statewide promise programs for high school students who graduate and attend a community or technical college.

b. Enrollment Update for Winter Quarter and Fall 2024

Shelli Soto, Associate Vice President for Enrollment Management, gave an overview of Winter enrollment and highlighted our trending improvement in Fall to Winter retention this year. Levels of academic distress (warning, probation, dismissal) are also trending downward in a positive direction and are now on par with pre-pandemic levels. Among first-year students, there is a larger percentage who are in good standing than we have had in six years, which also bodes well for retention. Associate Vice President Soto credited these trends to the team of support specialists working across campus to optimize retention through a variety of direct tactics.

Associate Vice President Soto shared projections for Fall 2024 and talked about recruitment for new students. Application and acceptance rates are tracking comparable to last year, which was a record-high for applications. She shared her concerns about the FAFSA delays and told the Board about mitigation efforts WWU is making, including deadline adjustments and additional communications to students and families, to minimize impacts on Fall enrollment.

Shelli Soto concluded with a brief report on the Guaranteed Admissions Program and our pilot program with high schools in Mount Vernon and Ferndale. She discussed the supplemental program that targets students with a GPA between 2.75-2.99. Seventeen students at Mt. Vernon were identified for the supplemental program and Western is working with them to apply. Ferndale's supplemental program will launch shortly.

c. WWU Peninsulas

Becca Kenna-Schenk, Chief of Staff, President's Office, began with updates on the building in Poulsbo. The Board previously approved a predesign contract and that predesign report will be sent to Office of Financial Management by July 1. Chief of Staff Kenna-Schenk reported that a design/construction capital budget request for the 2025-27 will be the next item for Board approval. She added that negotiations with Olympic College are underway related to the ground lease and the search for the academic administrator for Western on the Peninsulas is being launched.

d. ADEI Work

Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity, shared information about her work toward the development of an institutional plan to create an ADEI framework. The goal is to create structural alignment and bring greater collaboration and coordination to ADEI work across the institution. She also reported on work being done to plan a community and skill building conference for Western faculty, staff, and students in May 2024. Finally, she reported on the creation of a set of student, faculty, and staff profiles to share their diverse experiences of individuals going to school and working at Western.

e. NWCCU Accreditation Visit

Jack Herring, Associate Vice President for Academic Affairs, reported on the upcoming site visit by NWCCU that is scheduled for April 10-12, 2024. In preparation for that visit, the Year-7 self-study will be posted on the website and submitted to NWCCU in the coming week. As part of the evaluation process, Trustee representatives will meet with the visiting team to discuss issues related to mission fulfillment.

WWU's last comprehensive review was in 2017 and six recommendations were made following that visit. Other than an outstanding question about campus planning, the other five recommendations that were made after that visit have been addressed and resolved. Trustees inquired about ways the university has already tried and are continuing to attempt to address the outstanding recommendation.

A briefing document providing Trustees with data and talking points will be provided prior to the visit.

f. Infrastructure Projects

Joyce Lopes, Vice President for Business and Financial Affairs, began by highlighting the work of the President's Sustainability Council and progress being made toward goals set in the 20-year plan that was adopted in 2017. Connecting that work to the strategic budgeting process is the next important step to strengthening our commitment to decarbonization. Vice President Lopes reviewed the status of campus infrastructure projects that are underway including Kaiser-Borsari Hall, the House of Healing, and the Student Development and Success Center. She also noted that the Environmental Studies building is in the predesign process for renovation. Progress continues on the Heating Conversion Project and the search for an Owner Advisor is underway. Classroom upgrades and other updates to aging infrastructure also continue.

g. Mid-Year Fiscal Update

Joyce Lopes, Vice President for Business and Financial Affairs, shared tuition projections compared to budget assumptions and also shared expenditures. Vice President Lopes reported that the budget remains stable and work continues to address reserve requirements. She anticipates we will end this fiscal year with reserves of 7%.

The Board took a break at 10:11 am and reconvened at 10:30 am.

**ACTION ITEMS**

**13. APPROVAL OF BOARD OF TRUSTEES MEETING SCHEDULE FOR 2025-26**

MOTION 02-02-2024 Trustee Mo West MOVED, that the Board of Trustees of Western Washington University establish the following regular meeting schedule for the year 2025 and 2026:

2025:  
February 13, 14, 2025  
April 10, 11, 2025

June 12, 13, 2025  
August 14, 15, 2025  
October 9,10, 2025  
December 11,12, 2025

2026  
February 12, 13, 2026  
April 9, 10, 2026  
June 11, 12, 2026  
August 13, 14, 2026  
October 8, 9, 2026  
December 10, 11, 2026

Vice Chair Chris Witherspoon seconded the motion. The motion passed 8-0.

**14. APPROVAL OF CONTRACT FOR EXTERNAL AUDIT SERVICES**

MOTION 02-03-2024 Trustee Chase Franklin MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the FY 2023 contract for CliftonLarsonAllen LLP to provide external audit services for Western Washington University.

Trustee Ash Awad seconded the motion. The motion passed 8-0.

**15. ACCEPTANCE OF FY 2023 FINANCIAL REPORTS**

MOTION 02-04-2024 Trustee Ash Awad MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, accept the WWU FY 2023 Financial Reports.

Trustee Chase Franklin seconded the motion. The motion passed 8-0.

**16. APPROVAL OF FY24 INTERNAL AUDIT PLAN**

MOTION 02-05-2024 Trustee Chase Franklin MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the Finance, Audit and Enterprise Risk Management Committee, and the President, approve the FY 2024 Internal Audit Plan.

Vice Chair Chris Witherspoon seconded the motion. The motion passed 8-0.

**17. APPROVAL OF WINTER QUARTER DEGREES**

MOTION 02-06-2024 Trustee Max Stone MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet

requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Winter Quarter 2024, effective March 10, 2024.

Trustee Ash Awad seconded the motion. The motion passed 8-0.

**18. APPROVAL OF 2024 SUMMER SESSION TUITION**

MOTION 02-07-2024

Vice Chair Chris Witherspoon MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session tuition for 2024 as a 3% across the board rate: specifically, that resident undergraduate and graduate tuition will rise to \$299 and \$381 per credit, respectively; and non-resident undergraduate and graduate tuition will increase to \$475 and \$557 per credit, respectively. Tuition rates for programs for the MBA program are estimated not to exceed the approved rates from the academic year: \$439 per credit for resident graduate and \$1,096 for non-resident. Student tuition will be charged on a per credit basis for Summer Session.

Trustee Ash Awad seconded the motion. The motion passed 8-0.

**INFORMATION ITEMS**

**19. STUDENT GOVERNMENT CHARTER**

Sabah Randhawa, Western Washington University President, thanked Associated Students President Ryan and her team for prioritizing this complicated project. Vice President Melynda Huskey also complemented the team of students who worked on this project. Keara Ryan, Associated Students President, shared more about the history of the project, ways the new document provides clarity, and some of the changes that the new charter implements.

**20. WRITTEN REPORTS**

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. Mid-Year Housing and Dining Report
- f. Sustainability Report

The Board Chair asked if the Trustees had any questions or comments on the written reports received in the Board materials. Trustee Mo West inquired about the community engagement component of the Sustainability Report.



Chair Pettis asked Donna Gibbs, Vice President for University Relations & Marketing, and Kim O'Neill, Vice President for Advancement, for any comments.

Donna Gibbs, Vice President for University Relations & Marketing, shared FAFSA-related advertising statistics and reported an outstanding 1000% growth in conversions or actions taken since this time last year. She also reported on increased engagement on LinkedIn and looks forward to sharing information on the Community Engagement Plan with the Board.

Vice President for Advancement, Kim O'Neill, informed the Board of two events coming up soon to celebrate Catharine Stimpson's engagement with WWU and the formation of our new Women, Gender, and Sexuality Studies Department. She also encouraged attendees to nominate alumni for this year's Alumni Awards.

## **21. TRUSTEE REMARKS**

Chair Faith Pettis thanked Vice Chair Witherspoon for working with staff to set goals and prepare for the Board Retreat at the end of February. The Board will also have a social dinner with Foundation Executive Board members.

Trustee Ash Awad shared reflections on the student engagement during yesterday afternoon's session. He thanked Chief Diversity Officer Hughes for the proactive ways she engaged with the students. Trustee Chase Franklin echoed that he was also moved by the demonstration.

## **22. DATES FOR NEXT REGULAR MEETING**

The next Regular Meeting of the Western Washington University Board of Trustees is scheduled for April 11-12, 2024, in Bellingham, WA.

## **23. ADJOURNMENT**

The meeting adjourned at 11:04 am



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
WORK SESSION  
February 26-27, 2024**

**1. CALL TO ORDER**

Chair Faith Pettis called the meeting of the Western Washington University Board of Trustees to order at 10:01am.

**Board of Trustees**

Faith Pettis, Board Chair  
Chris Witherspoon, Vice Chair  
Ash Awad, Trustee  
Mo West, Trustee  
Chase Franklin, Trustee  
John Meyer, Trustee  
Sue Sharpe, Trustee

**Western Washington University**

Sabah Randhawa, President  
Brad Johnson, Provost, and Executive Vice President  
Becca Kenna- Schenk, President's Office Chief of Staff  
Kim O'Neill, Vice President of Advancement, President, and CEO of The Foundation for WWU and Alumni  
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

**2. GOALS FOR WORK SESSION**

President Sabah Randhawa shared his observations about contemporary issues that lend themselves to a timely review of our strategic plan and an evaluation of how it resonates in the current environment.

He stated four reasons and goals for the work session:

1. The current strategic plan sunsets in 2025 and there is a need to provide operational clarity beyond the current life of the plan.
2. Case statements for a fundraising campaign are currently under development that require institutional priorities for the next few years.

3. We need to continue to evaluate our position and ensure that we are serving Washington's students and maximizing our impact.
4. We need to prepare for leadership transitions and chart a long-term course for stability.

### **3. POSITIONING WWU FOR THE FUTURE: REVIEW OF HIGHER ED LANDSCAPE**

Brad Johnson, Provost and Executive Vice President and Becca Kenna-Schenk, President's Chief of Staff, led the Board through a series of slides and discussion. They began by sharing data on college enrollment and degree attainment trends in Washington State. The data highlighted a large gap between the number of students who say they want to pursue post-secondary education and the number who actually attain a credential.

The presenters also explored the concept of system design and looked at consolidation trends and turf wars happening in other states. Within that context, they highlighted a few colleges and universities that have become nucleation points in their regions. Those colleges have bucked declining enrollment trends within their state's higher education ecosystem and are gaining inertia in systems that are otherwise struggling or going through changes.

Two case studies were examined in detail: University of Wisconsin Green Bay and James Madison University in Virginia. Both schools have become nucleation points and have pursued different paths to gain enrollment. UW Green Bay has focused on access and increasing pathways and partnerships to offer broad access to higher education. JMU has pursued a path of excellence and selectivity and focused on experiential learning and strong student and faculty relationships.

The Board took a break for lunch from 12:01pm to 12:33pm.

### **4. POSITIONING WWU FOR THE FUTURE, CONTINUED**

Brad Johnson and Becca Kenna-Schenk continued to lead the discussion of how WWU can expand access while maintaining excellence. The Board had a robust discussion about how to define access, success, and excellence. They also spent time defining the problem that WWU will play a role in solving. They discussed ways WWU can maintain enrollments despite changing demographics on WA State and across the country, as well as ways WWU can play a role in developing a college-going culture in WA State.

The Board took a break from 2:13-2:45pm.

### **5. REVIEW OF STRATEGIC PLAN**

The Board discussed a set of initiatives to keep the strategic plan on track for the next 3-5 years. The Board affirmed that the overall direction of the plan is solid and reaffirmed the core strengths of the university. The Board also solidly stated that WWU has a role in expanding local impact and playing a proactive role in the future success of our region. President Randhawa will review the metrics and make adjustments to the targets as part of the end-of-year review process.

### **6. THE FOUNDATION FOR WWU AND ALUMNI, CAMPAIGN OUTLOOK**

Kim O'Neill, Vice President of Advancement, President, and CEO of The Foundation for WWU and Alumni, joined the Board. The Foundation is currently working with a consultant to develop a case statement for a campaign. Potential campaign goals may include raising \$200-250 million over 6-8 years to support student scholarships, retention programming, mental health and wellness services, Graduate Programs, undergraduate research stipends and endowed positions.

The meeting adjourned for the day at 4:43pm.

## **7. CALL TO ORDER**

Chair Faith Pettis called the meeting of the Western Washington University Board of Trustees to order at 8:03am.

### **Board of Trustees**

Faith Pettis, Board Chair  
Chris Witherspoon, Vice Chair  
Ash Awad, Trustee  
Mo West, Trustee  
Chase Franklin, Trustee  
John Meyer, Trustee  
Sue Sharpe, Trustee

### **Western Washington University**

Sabah Randhawa, President  
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

## **8. REFLECTIONS ON STRATEGIC PLAN AND NEXT STEPS**

President Sabah Randhawa began by summarizing take-aways from the previous day's discussion. The Board agreed to reaffirm the direction of the strategic plan and provide guidance for a three-year extension of the plan. The goal is to increase access as we continue to strive for excellence.

President Randhawa offered to consult with Cabinet, Faculty Senate, and others. A summary document will be drafted for adoption at the April 2024 Board meeting. In the meantime, President Randhawa and his team will adjust the current metrics and explore adding a new metric to track enrollment of underserved student groups in Washington State.

## **9. BOARD BUSINESS**

Faith Pettis, Board Chair then led the Board in a discussion about Trustee succession.

The Board also agreed to change the Secretary to the Board of Trustees position title to Executive and Liaison to the Board of Trustees.

## **10. EXECUTIVE SESSION**

Chair Pettis called for a 30-minute Executive Session as authorized by RCW 42.30.110(1)(g), at 10:08am.

The Board returned from Executive Session at 10:38am.

#### **11. TRUSTEE REMARKS**

Trustee Ash Awad provided a brief update on the steam plant conversion project and factors that could impact funding for the project.

#### **12. DATES FOR NEXT REGULAR MEETING**

The next Regular meeting of the Western Washington Board of Trustees is scheduled for April 11-12, 2024, in Bellingham, WA

#### **13. ADJOURNMENT**

The meeting adjourned at 10:49am.



**WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
SPECIAL MEETING AGENDA  
March 12, 2024**

**1. CALL TO ORDER**

Chair Faith Pettis called the Western Washington Board of Trustees meeting to order at 8:02am.

**Board of Trustees**

Faith Pettis, Chair (on Zoom)  
Chris Witherspoon, Vice Chair (on Zoom)  
John Meyer, Trustee (on Zoom)  
Sue Sharpe, Trustee (on Zoom)  
Ash Awad, Trustee (on Zoom)  
Mo West, Trustee (on Zoom)

**Western Washington University**

Sabah Randhawa, President  
Joyce Lopes, Vice President of Business & Financial Affairs  
Rick Benner, University Architect / Sr Director, Capital Planning and Development, Facilities Development and Operations  
Kerena Higgins, AAG (on Zoom)  
Rebecca Hansen-Zeller, Executive and Liaison to the Board of Trustees  
Annie Byers, Administrative Assistant to the Board of Trustees and Internal Audit

**2. ACTION ITEM: APPROVAL OF OWNER ADVISOR CONTRACT FOR THE HEATING  
CONVERSION PROJECT, PW830**

Joyce Lopes, Vice President of Business & Financial Affairs, thanked the Trustees for gathering and introduced the contract for approval. The request is related to the Heating Conversion Project and will award an Owner Advisor contract. The Owner Advisor will begin planning for the project and will continue to advise the university throughout the design and construction phases. Climate Commitment Act appropriations will pay for this work. Approval today will allow the work to begin in order to meet the Capital Budget submittal deadline for the next biennium, which is July 1, 2024.

Vice President Lopes and Rick Benner, University Architect / Senior Director, Capital Planning and Development, Facilities Development and Operations, fielded questions about the RFP process.

Vice Chair Chris Witherspoon MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award an Owner Advisor consultant contract to OAC, from Seattle, WA, in the amount of \$650,000 (including reimbursables), to provide project management support that will assist with the planning and implementation of the next phases of the Heating Conversion Project, PW830.

Trustee John Meyer seconded the motion, which passed unanimously 7-0.

### **3. ADJOURN**

The meeting adjourned at 8:10am. The next regular meeting of the Board of Trustees is April 11, 2024.

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

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

**FROM:** Sabah Randhawa, President

**DATE:** April 11, 2024

**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 10:05 – 10:15 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 10:00 a.m.



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

**TO:** Members of the Board of Trustees  
**FROM:** Faith Li Pettis, Chair, Board of Trustees  
**DATE:** April 11, 2024  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

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

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

**FROM:** Sabah Randhawa, President

**DATE:** April 11, 2024

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

**PURPOSE:** Information Item

---

**Purpose of Submittal:**

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

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

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

**FROM:** President Sabah Randhawa on behalf of the Associated Students

**DATE:** April 11, 2024

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

**PURPOSE:** Associated Students Report

---

**Purpose of Submittal:**

AS President Keara Ryan will brief the Board of Trustees on recent activities of the Associated Students.

## ASWWU Report to WWU Board of Trustees

April 11<sup>th</sup>, 2024

Presented by Keara Ryan, AS President

---

Dear Trustees,

I am grateful for the opportunity to provide an update from the Associated Student Government as we transition from the Winter Quarter to the Spring Quarter. As we approach the end of the academic year, we are preparing for the upcoming student government elections and reflecting on our recent accomplishments and initiatives.

### **Governing Documents**

At the beginning of 2024, the AS Student Government Charter was updated, which has been important in ensuring student government documents align with practices. These updates have necessitated corresponding revisions to the ASWWU Constitution. I am pleased to announce that both the AS Executive Board and the Student Senate have approved an edited Constitution, which will be included in the Spring Election Ballot (official language for the ballot questions is pending).

The key updates include:

- **Removal of the Senate President from the Executive Board:** This adjustment is a crucial step towards achieving operational bicameral legislature, a goal pursued by numerous past student governments with the establishment of the Student Senate. The work on the student government structure does not end here. I am certain that the work accomplished this year will set up future student governments to create a structure that best represents and reflects the needs of students.
- **Creation of the AS Vice President for University Operations:** This new position will collaborate with university divisions such as Communications, Business & Financial Affairs, and the Foundation & Alumni Association. These are parts of the university student government does not have a strong connection with or is done so solely through a sustainability lens, limiting our potential for collaboration. We hope this role will facilitate more effective engagement between student government and these critical parts of the university.
  - If this addition in the Constitution passes, it will be the work of the next student government to fill this position through appointment in the Summer or a special election in the Fall.
- **Establishment of a Conference Committee:** This committee will ensure joint governance by resolving disputes between bodies and assisting in the editing and creation of governing documents. Comprised of the Chair and Vice Chair of each body, no single entity will have sole governance over this committee.

I am thankful for all the work of my colleagues that has ensured these important changes have been made. I would like to extend special recognition to Gabe Wong, President of the Student Senate, whose leadership and collaboration has been instrumental in this process.

### **Spring Elections**

I am pleased to announce that the Spring Elections will commence shortly. The candidate filing period for all positions opened on March 23rd and will close on April 21st. Student Government has been collaborating with the Elections Coordinator and the Associated Students Office of Civic Engagement to promote both candidate filing and voting. Our aim is to ensure that no position remains uncontested (a scenario unprecedented for the AS President position in recent years) and to increase voter turnout. I am grateful for the diligent efforts of our Student Senators and Student Government Advisors in fostering broad engagement in the Spring Election.

As many of us are aware, student government at our university and across the state has suffered from a significant decrease in voting participation over the past decade. I ask that if you have any idea or opportunity to promote voter turnout in the Spring Election, please let me know. Your insights and contributions are essential as we strive to enhance student engagement and representation within our university community.

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

Keara Ryan  
President, ASWWU Student Government

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

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

**FROM:** Sue Sharpe, Chair, Board Finance, Audit, and Enterprise Risk Management Committee

**DATE:** April 11, 2024

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

**PURPOSE:** Information Item

---

**Purpose of Submittal:**

Chair Sharpe 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 Academic Affairs and Student Success Committee  
**DATE:** April 11, 2024  
**SUBJECT:** **Board Academic Affairs and Student Success Committee Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

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

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

**FROM:** President Sabah Randhawa on behalf of the Faculty Senate

**DATE:** April 11, 2024

**SUBJECT:** **Faculty Senate Report**

**PURPOSE:** Faculty Senate Report

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**Purpose of Submittal:**

Faculty Senate President, Brandon Dupont, will brief the Board of Trustees on recent activities of the Faculty Senate.





## **Faculty Senate Report to Board of Trustees**

**April 11, 2024**

Dear Trustees,

As we begin the spring quarter, I am pleased to summarize the significant actions and conversations that have occurred at Faculty Senate since my last update in February. As always, I am happy to answer any questions you may have.

### **Academic Freedom and Free Expression Forum**

On March 14, we welcomed Dr. Jennifer Ruth (Portland State University) and Dr. Thomas Merrill (American University) to the Faculty Senate sponsored forum on academic freedom and free expression. The idea for this forum came out of some discussions that arose in the fall quarter at Faculty Senate, prompted at the time by protests around Israel/Gaza. Our goal with this forum was to pull back from the specific proximate issue and broaden our scope to a discussion of academic freedom and free expression in higher education and at WWU. The speakers, both of whom are experts in this area, discussed the differences between academic freedom and free speech/free expression, and the role that faculty can play in promoting a culture that embraces these important concepts.

A recording of this event is available on the Faculty Senate website but let me briefly summarize a few key points from the forum.

- One of the reasons we structured the prompt as we did, with a focus on the differences between academic freedom and free expression, is because we have at times used those terms as if they are interchangeable. They are not, and Dr. Ruth made this point by noting that free speech prevents the state from restricting the speech of its citizens whereas academic freedom is specific to faculty rights in teaching, research and intra- / extra-mural speech (an interesting distinction given the NWCCU standard and significant Faculty Senate discussions about whether we can adopt an academic freedom standard for students). Academic freedom, in Dr. Ruth's view, is what brings into being a body of knowledge and interpretation that has not be directly controlled by politicians/ the state, or by commercial interests/the market. But academic freedom has at times had a somewhat blurry interpretation in the courts; sometimes, courts will say that academic



freedom is a special consideration of free speech, but Ruth argued that academic freedom does not have strong standing in the law. It is not very well protected in that sense and courts have sometimes contradicted one another on academic freedom issues.

- Dr. Ruth also discussed what has been framed as a return of the McCarthy-era infringements on academic freedom in several states whose legislatures or education officials have taken steps to ban teaching certain “divisive concepts.” In fact, she argued this is worse than what happened in the 1950s because it directly impacts curriculum and classroom instruction. For universities to be true to our mission – to be sources of “unmanipulated knowledge” - we must resist such efforts and vigorously defend academic freedom. I would add that we need continued support from the administration and the Board of Trustees to do this, and we need to be cognizant of ways in which less direct affronts to academic freedom can be unintentionally introduced.
- Dr. Merrill, who was the faculty co-chair of American University’s working group on free expression in 2021-22, spoke about new policies and a statement of values that was recently adopted on their campus. He described what that working group did, and the challenges they confronted. The AU Working Group was set up to clarify the purpose of protecting expression on campus and what kinds of expression are protected. In advice that may be valuable for us if we ever created a similar working group, he noted that their group was split 50/50 into faculty and staff representatives (mostly from campus life). Given that most expression controversies on campus happen outside the classroom (in dorms, student clubs, etc.), it is important to include staff who have greater insight into the out-of-classroom spaces.
- The AU statement of values was designed to change the narrative about how to think about free expression. Free expression is often framed as “I have a right to say whatever I want,” which may be true in the public square, but that is not our job on campus. Our goal at a university, including here at WWU, should be to build a scholarly community. Dr. Merrill pointed out that it is important to move toward an ethos of inquiry that helps students become self-critical learners. This cultural shift is about helping students understand that they may be wrong, and this means hearing from people they disagree with.

Of course, other important points were made during the forum, so I encourage you to watch the video if you are interested (there are other useful resources on our website, including the documents produced by the American University working group). While the Faculty Senate has not been involved in producing these kinds of events in the past, I hope that this is the first of a regular series of campus-wide conversations on issues that are of interest to the faculty.



## Faculty Handbook Revisions

The ad hoc committee created at the start of the academic year has been making good progress. At our February 12 Faculty Senate meeting, I outlined the process for approvals of revised sections of the handbook, and we discussed the proposed changes to what was originally called the “handbook.” The process calls for a presentation of the main changes to each section followed by discussion and questions at one Senate meeting. We will proceed to a vote on the changes two weeks later at the next regular meeting. This provides members of the Senate time to read the revisions and discuss with their constituents before voting on them.

The ad hoc committee has proposed a restructured handbook that would have only a preface (currently the “handbook”) and three sections (currently separate appendices to the handbook). Other appendices that currently exist will be removed from the handbook because they refer to already existing policies that live elsewhere (for example, the current appendix 5 includes policies on misconduct in research that is covered by POL-U4520.02). The new organization will be as follows:

Preface: Based on Current Handbook

Section 1: Constitution & Bylaws of Faculty Senate & Senate Standing Committees

Section 2: Statement on Academic Freedom

Section 3: Code of Faculty Ethics

I am pleased to report that the Senate voted to approve the proposed changes to the “handbook” (to be called the “preface”) at our February 26 meeting. I anticipate that the Senate will vote on changes to the “constitution” (part of what is to be called Section 1) at the April 22 meeting.

For the remainder of the spring quarter, our approvals will focus on the bylaws of the Faculty Senate itself and the Senate’s standing committees (the remaining portions of the new Section 1). Time permitting, we will consider revisions to the Statement on Academic Freedom and the Code of Faculty Ethics (new Sections 2 and 3, respectively) before the end of the academic year. Should we not have time to approve those sections, the Senate will consider them early in Fall 2024.



## Informational Updates

We have also had a couple of important informational updates.

On February 26, Jennifer Seltz, the chair of the Senate's Outreach and Continuing Education (OCE) committee, updated Senators on its recent work. Much of the OCE Committee's work has been focused on discussions of the College in the High School (CiHS) program. While the OCE generally supports the goal of increasing enrollment for underrepresented students, there are questions about how best to achieve that goal. There is some concern about the low enrollment in the CiHS pilot programs that are running in a few local high schools. The OCE Committee will be communicating with the CiHS steering committee and will continue to keep the Senate apprised of issues as they arise.

At our final winter quarter meeting on March 11, we got a budget update from Brad Johnson, Joyce Lopes, and Faye Gallant. The presentation was an updated version of the financial health presentation presented to the Board's FARM Committee in February. Our new budget representative framework calls for regular budget updates to the Faculty Senate, so we expect the budget representatives to help structure these conversations next year in a way that is most useful for members of the faculty.

\*\*\*

Let me end this report by thanking you for the work you do on behalf of the university and for your attention to the issues that come before the Faculty Senate. I look forward to meeting with you once more at the June meeting before Dr. Michael Slouber takes over as president of the Senate for the 2024-25 academic year.

Sincerely,

Brandon Dupont  
Faculty Senate President

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

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

**FROM:** President Sabah Randhawa on behalf of Brad Johnson, Provost and Executive Vice President

**DATE:** Thursday, April 11, 2024

**SUBJECT:** IT Modernization

**PURPOSE:** Presentation

---

**Purpose of Submittal:**

In this interactive session, Brad Johnson, Provost and Executive Vice President and Chuck Lanham, Vice Provost for Information Technology and Chief Information Officer, will lead a discussion on IT Modernization, focusing on a topic introduced at the December Finance Audit and Risk Management Committee, Enterprise Resource and Planning (ERP) System Modernization.

**Background:**

Western's ERP (Ellucian Banner) maintenance contract is up for renewal June 2024. In anticipation of this renewal, the President's Cabinet has engaged in information gathering and discussion about the higher education ERP marketplace and explored options available to Western. This presentation and discussion will outline the opportunity Western is presented with, including a brief overview of the current environment and some of the marketplace overview shared by The Tambellini Group, a leading independent technology research, analyst, and advisory firm dedicated exclusively to higher education.

**Strategic Questions:**

1. How can technology modernization contribute to improving the processes and constituent experience at Western?
2. What potential risks and challenges should be considered when undertaking a technology modernization initiative, and how can these be mitigated to ensure a smooth transition?
3. In what ways can technology modernization enhance an organization's ability to adapt to evolving trends, stay competitive, and foster innovation while achieving the institutional goals and mission?

# IT Modernization

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Cloud Modernization Strategy  
Reimagining Process, Technology, and Data



MAKE WAVES.

# Opportunity

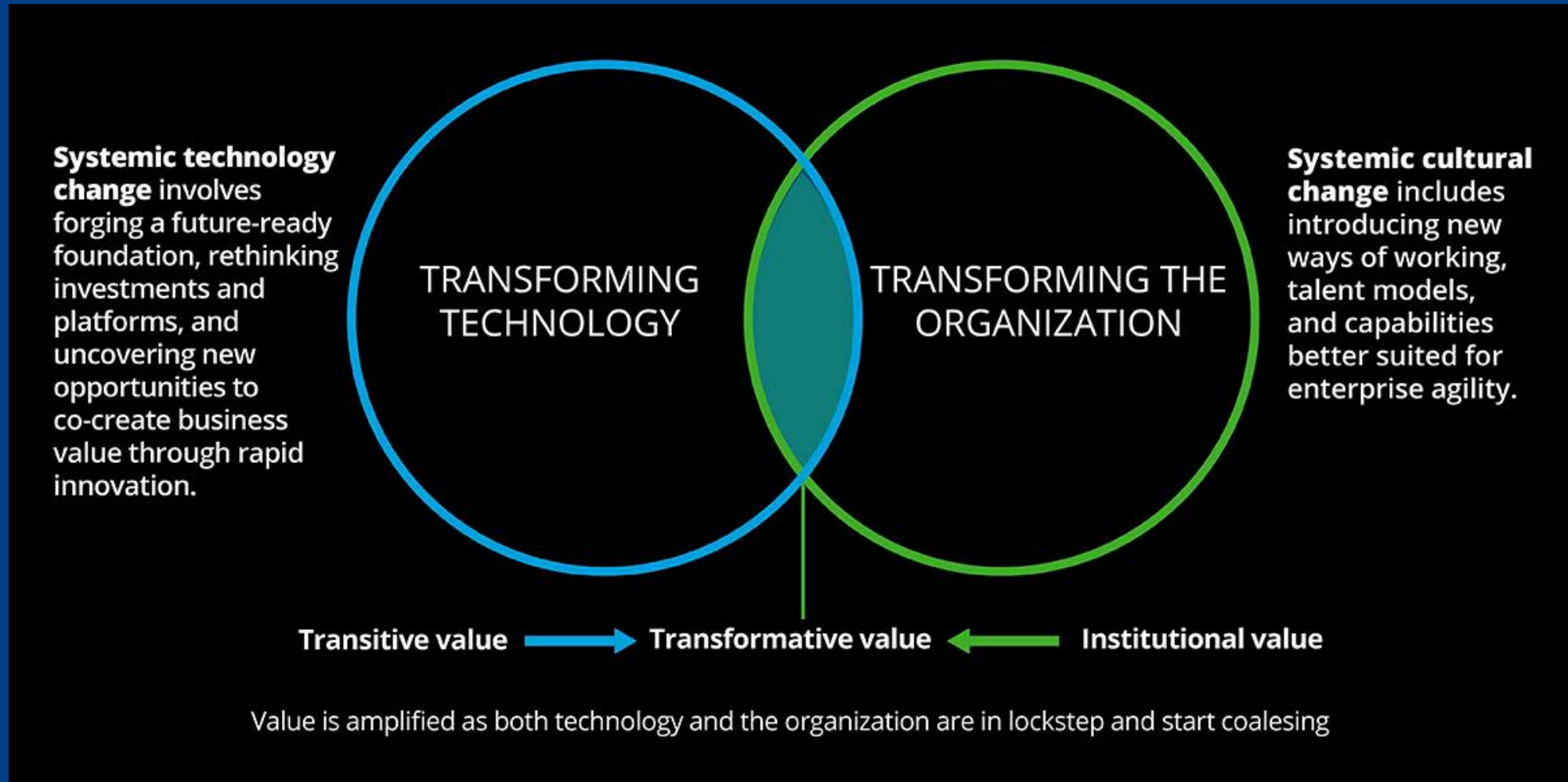
- Current ERP – Ellucian Banner
  - Maintenance contract - Summer 2017 to June, 2024
- Opportunity to reimagine modern, cloud-based ERP's and internal processes
- Current and future desired environments







# Where Do We Want To Go?



# Achieve Transformation?

- Renew Current ERP
- Institutional Process Review & Redesign
- Data Management Evaluation
- Modern Cloud-based Technology

# Western Washington University - Board Presentation

David Kieffer

Principal Analyst

The Tambellini Group

Hampton Shive

Strategic Advisor

The Tambellini Group



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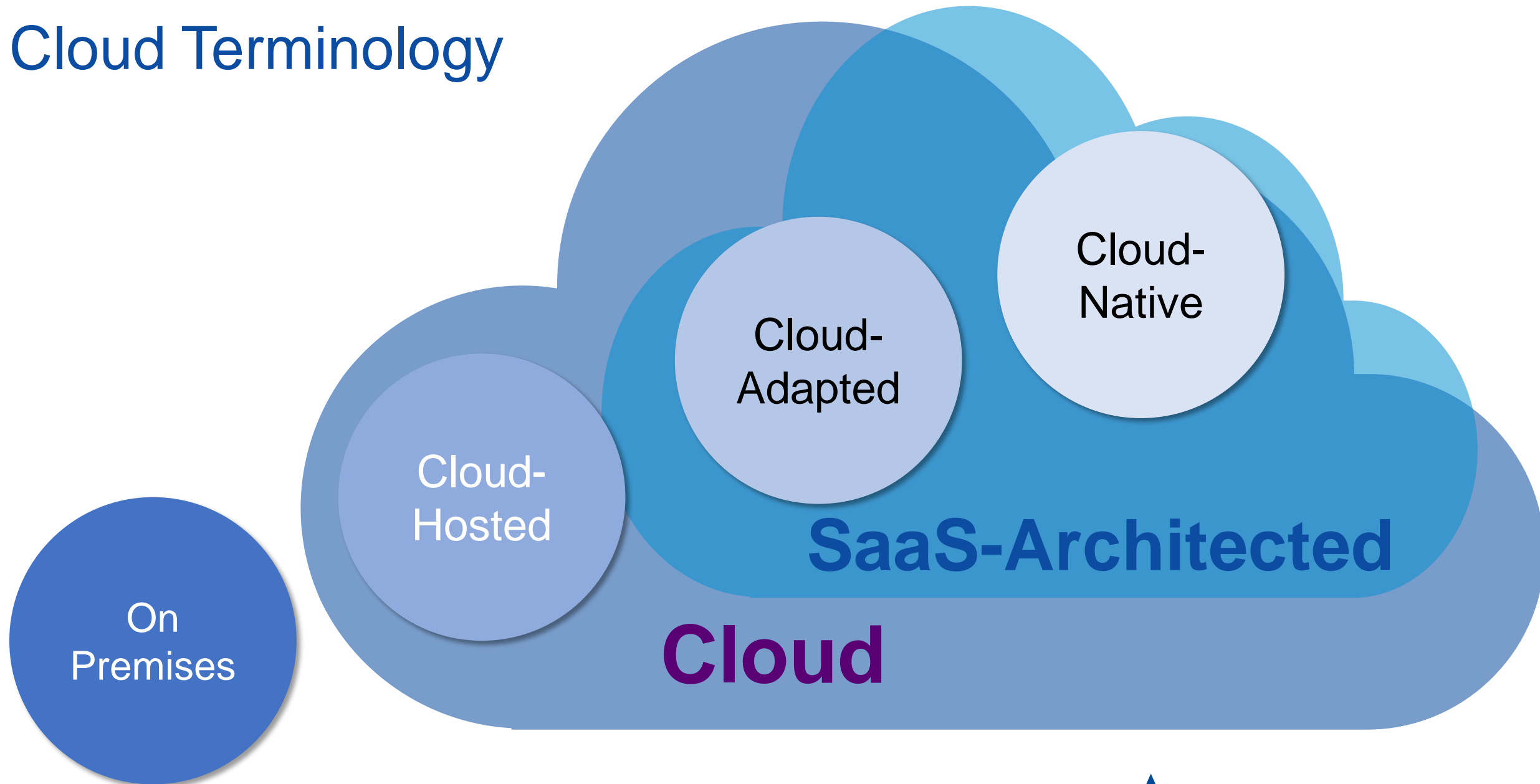
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# Cloud Terminology



# Cloud Migration Progress in Higher Education

19%

of institutions have selected a SaaS-architected Human Capital Management and/or Finance solution.

14%

of institutions have selected a SaaS-architected student system solution.



# SaaS Migration Considerations

- Partner vs. Software Provider
- Implementation Partner Impact
- Internal Impacts
- General Benefits





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# Thank You

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

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

**FROM:** President Sabah Randhawa on behalf of Donna Gibbs, VP University Relations & Marketing

**DATE:** April 11, 2024

**SUBJECT:** **Community Engagement Plan**

**PURPOSE:** Discussion Item

---

**Purpose of Submittal and Background:**

In this session, Donna Gibbs will provide an update on all the ways that the University currently engages and serves multiple constituencies in Bellingham and Whatcom County, and new ideas for the 2024-25 academic year and beyond.

**Strategic Questions:**

1. How can Trustees appropriately serve as ambassadors in the communities that WWU serves?
2. What are some practical ways that Trustees can support the University's community engagement goals?
3. What other ideas do the Trustees have for increasing engagement between Western and the communities that it serves?

# Community Engagement

---

*Bellingham and Whatcom County*



# A Commitment to Advancing a Deeper Understanding of and Engagement with Place

- Support teaching, learning, research, scholarship, creative activity and programming that engages with place in a respectful way
- Support experiences inside and outside the classroom that help develop an understanding of the region and its communities
- Recognize, honor and respect the cultures, traditions, languages, rights and knowledge of the Indigenous and Native nations in the region
- Increase engagement between Western and local communities

# Our Constituencies

- City and County Officials
- Local and Regional Industries & Businesses
- Economic Development Agencies
- Non-Profit Community Organizations
- K-12 and Community & Technical College Partners
- Regional Tribal Nations
- Whatcom County Alumni
- Regional News Media

# Our Economic Impact

Bellingham MSA:       \$ 549,583,707  
Washington State:     \$ 1,236,707,200



- Based on expenditure data for FY 2022
- Last economic report conducted in 2018
- Includes capital and student expenditures, tourism, payroll, impact outcomes of SBDC and recent graduate salaries
- Does not quantify technology transfer, support of the surrounding community, and the promotion of an educated workforce

# Where We Serve

- Vice Chair, Bellingham Regional Chamber of Commerce
- Board member, Economic Alliance of Snohomish County
- Member, Economic Development Alliance of Skagit County
- Board member, Downtown Bellingham Partnership
- Program Committee, Bellingham City Club
- Board member, Bellingham Whatcom County Tourism
- Representative, Bellingham Restaurant & Bar Association
- Member, Mayor's Neighborhood Advisory Commission
- Chair, Bellingham Whatcom County Commission Against Domestic Violence
- Founding member, Whatcom County Business and Commerce Advisory Committee
- Impact Investing Committee, Whatcom Community Foundation
- Member, Team Whatcom
- Associate member, Small Cities Caucus
- Leadership member, Latino Advocacy & Leadership Association
- Board member, Chuckanut Health Foundation
- Ex-officio board member, Bellingham Festival of Music
- Education Committee, Affiliated Tribes of Northwest Indians



# Strengthening City & County Relations



Monthly meetings and social gatherings with the President, Bellingham Mayor and Whatcom County Executive

Annual update presentations with Bellingham City Council, Whatcom County Council and Small City Mayors Caucus

Collaborate with the COB on the House of Healing Longhouse

Mayor's Neighborhood Advisory Commission and surrounding neighborhood associations

Bellingham City Club program committee

Collaborate with COB on important communications and sensitive issues

# Successful Collaborations with the Downtown Bellingham Partnership



# Increasing Access, Expanding Economic Opportunity and Success



Expand the SBDC multilingual advising service



Continue to partner with Washington APEX Accelerator to host monthly clinics for small businesses interested in government contracting



SBDC and WWU Business Services continue to collaborate on bringing more local vendors to WWU



Chair the Bellingham Whatcom County Commission Against Domestic Violence



# Increasing Collaborations with K-12 and CTC Partners

- Collaborate on funding and presentation of community-wide cultural celebrations
- Connect local CTC partners with WWU Multicultural Center events opening a pathway to future partnerships and student recruitment

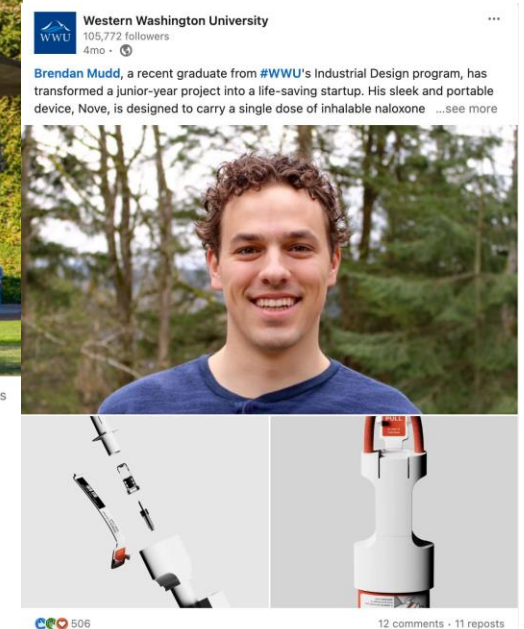


# Strengthening Whatcom County Alumni and Donor Engagement

- Continue existing engagement events:
  - Western Engaged webinars
  - Scholarship Award dinners and Salmon BBQs
  - Northwest Washington Fair
  - Night at the Bellingham Bells
  - Bellingham Festival of Music
  - Cascadia International Women's Film Festival
- Alumni events in conjunction with Athletics
- Utilize new software to encourage alumni to offer career advice and mentoring to students

# Supporting Community Engagement Through Proactive Media Outreach

- Local coverage: >10 stories secured per quarter
- 2-3 news releases distributed per month
- Grow LinkedIn organic impressions to 2.0 million (18%+ YOY)
- FB/Instagram organic impressions to 9.5 million (10%+ YOY)
- Explore more strategic boosting (paid) efforts on social channels





# Supporting Regional Disaster Recovery Efforts

- COVID-19 response in 2020-21
- 2021 Nooksack River flood response
- Advocated for > \$10M in business recovery funding from the state legislature, resulting in 78 grants to Whatcom Co and Lummi Nation businesses
- Partnered with the Whatcom County Sheriff's Office Division of Emergency Management, Whatcom Community Foundation and Port to support businesses impacted by the 2023 Sourdough fire



**2024-2025**





# Expanding Partnerships with Business & Industry



Reinstate a Business Engagement Committee to track engagement, outreach and event planning across campus



Develop a database of ongoing research and applied learning projects



Use board positions and membership on economic alliance groups to create connections and amplify WWU's contributions to regional economic growth

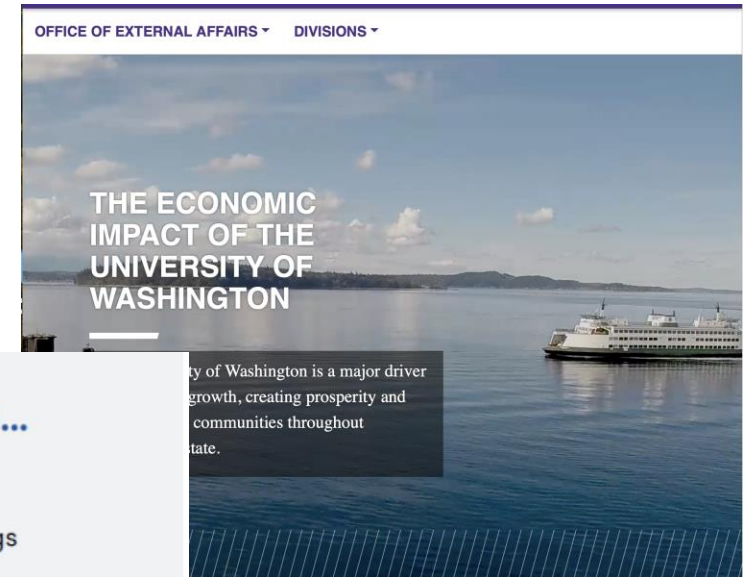
# Whatcom County Business Summit



- Bring together faculty expertise to address local business and industry needs and workforce development strategies
- Explore co-sponsorship with Chamber of Commerce, WBA, Team Whatcom
- Each event would feature a theme based on a survey of local business interest and would strive to deliver real outcomes, not just talk

# Community Impact Website

- Using new FY22 economic impact data
- Focus on operations and research spending
- Impact of student and visitor spending
- Alumni impact
- Taxpayer and social impact ROI










# Lodging Discounts for WWU Guests

- In partnership with the Bellingham Whatcom County Tourism board
- About 20 of our region's top hotels currently offering discounts up to 20% off for guests booking a visit to Western
- Working on getting a small WWU gift to offer at check-in

Bellingham and Whatcom County offer a variety of accommodations for Western Washington University guests. Most hotels offer discounts to WWU guests which is indicated below. Discounts are included in the customized links or you can inquire about a WWU discount if booking by phone. Please note that the price categories below are general estimates. Hotel rates fluctuate based on availability and are typically more expensive in the summer and on busy WWU weekends. Happy travels!

**Moderate (\$125+)**

|  |   |  |   |
|--|---|--|---|
| <br><b>Hampton Inn Bellingham Airport</b><br>Miles to Campus: 6<br>Phone Number: 360-872-7200<br>WWU Discount: Yes - <a href="#">Book with this link.</a> | <br><b>Holiday Inn &amp; Suites Bellingham</b><br>Miles to Campus: 9<br>Phone Number: 888-465-4329<br>WWU Discount: Yes - <a href="#">Book with this link.</a> | <br><b>Holiday Inn Express Bellingham</b><br>Miles to Campus: 6<br>Phone Number: 360-671-4600<br>WWU Discount: Yes - <a href="#">Book with this link.</a> | <br><b>Marriott SpringHill Suites Bellingham</b><br>Miles to Campus: 7<br>Phone Number: 360-714-5600<br>WWU Discount: Yes - <a href="#">Book with this link.</a> |
| <br><b>Oxford Suites</b><br>Miles to Campus: 7<br>Phone Number: 360-675-1400<br>WWU Discount: Yes - <a href="#">Book with this link.</a>                  | <br><b>Silver Reef Casino Resort</b><br>Miles to Campus: 13<br>Phone Number: 866-383-0777<br>WWU Discount: Call to learn of the most current promotion.        | <br><b>TownPlace Suites Bellingham</b><br>Miles to Campus: 7<br>Phone Number: 360-714-9700<br>WWU Discount: Yes - <a href="#">Book with this link.</a>    |   |

**Luxury (\$150+)**

# Increasing Access, Expanding Economic Opportunity and Success

- WWU SBDC teaming up with Project Equity, the Whatcom Community Foundation, Sustainable Connections and the WA Dept of Commerce to create a statewide Employee Ownership Center in Bellingham
- Develop new SBDC model for tracking success and scope of services to underrepresented communities beyond traditional SBA metrics (clients, advising hours, jobs created)

# Increasing Collaborations with K-12 and CTC Partners

- Explore opportunities with the newly-formed Whatcom County Council Incarceration Prevention & Reduction Task Force

# Strengthening Whatcom County Alumni and Donor Engagement

- Revise Alumni Weekend with an on-campus festival
- Partner with Downtown and Fairhaven businesses for WWU Alumni Night
- “Send-off” events in Whatcom and Skagit Counties to engage local alumni with incoming students
- Launch “Dine out in Bellingham” events and other social gatherings
- Drive-In Movie Night at Lincoln Creek
- Increase the number of Western Advocates and opportunities for engagement with state and federal legislators



# How Will We Measure Success?

- Increase the number of champions within local governmental circles
- Increase favorable regional media coverage
- Increase the number of Western Advocates with a focus on regional government advocacy
- Annual survey of the number of community partners, overall retention rate of partners, and qualitative feedback on the impact and effectiveness of our programs



# Questions?



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

**TO:** Members of the Board of Trustees  
**FROM:** Rebecca Hansen-Zeller, Executive and Liaison to the Board of Trustees  
**DATE:** April 11, 2024  
**SUBJECT:** **Approval of Revised Board of Trustees Meeting Schedule for 2024, 2025, 2026**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

To amend the 2024, 2025 and 2026 regular meeting schedule for the Board of Trustees of Western Washington University and move the October meetings to the third week of that month.

Upon approval, the revised regular meeting schedule will be submitted to the Code Reviser's Office and the Office of University Communications.

**Revised Schedule of Regular Meetings:**

| <b><u>2024</u></b>   | <b><u>2025</u></b>    | <b><u>2026</u></b>    |
|----------------------|-----------------------|-----------------------|
| June 13, 14, 2024    | February 13, 14, 2025 | February 12, 13, 2026 |
| August 15, 16, 2024  | April 10, 11, 2025    | April 9, 10, 2026     |
| October 17, 18, 2024 | June 12, 13, 2025     | June 11, 12, 2026     |
| December 12, 13 2024 | August 14, 15, 2025   | August 13, 14, 2026   |
|                      | October 16, 17, 2025  | October 15, 16, 2026  |
|                      | December 11, 12, 2025 | December 10, 11, 2026 |

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University amend the regular meeting schedule for 2024, 2025 and 2026 to move the October meeting to the third week of that month.

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

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

**FROM:** Sabah Randhawa, President  
Faith Pettis, Board Chair

**DATE:** April 11, 2024

**SUBJECT:** Extension of Strategic Plan through 2028

**PURPOSE:** Action Item

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**Purpose of Submittal:**

To request Board approval for an extension of the 2018-2025 Strategic Plan through 2028.

**Background:**

On April 12, 2018, the Western Washington University (WWU) Board of Trustees adopted the 2018-2025 Strategic Plan that established three core themes for the strategic direction of the University: *Advancing inclusive success; Increasing Washington impact, and Enhancing academic excellence*, and four related goals: provide a transformational education grounded in the liberal arts and sciences, and based on innovative scholarship, research, and creative activity; advance a deeper understanding of and engagement with space; foster a caring and supportive environment where all members are respected and treated fairly; and pursue justice and equity in its policies, practices, and impacts. During its February 2024 Retreat, the WWU Board of Trustees moved to reaffirm its commitment to the 2018-2025 Strategic Plan framework and to extend the Plan through 2028 with increased emphasis on positioning Western as the region's premiere public comprehensive university dedicated to providing accessible, high-quality postsecondary education to the residents of the State of Washington, the broader Northwest region, and beyond.

**Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2024 Update to the Western Washington University Strategic Plan as presented. This document reaffirms the Board's commitment to the 2018-2025 Strategic Plan framework and extends the Plan through 2028.

**Attachments:**

2024 Update to Strategic Plan

Western Washington University  
Board of Trustees  
2024 Update to Strategic Plan:

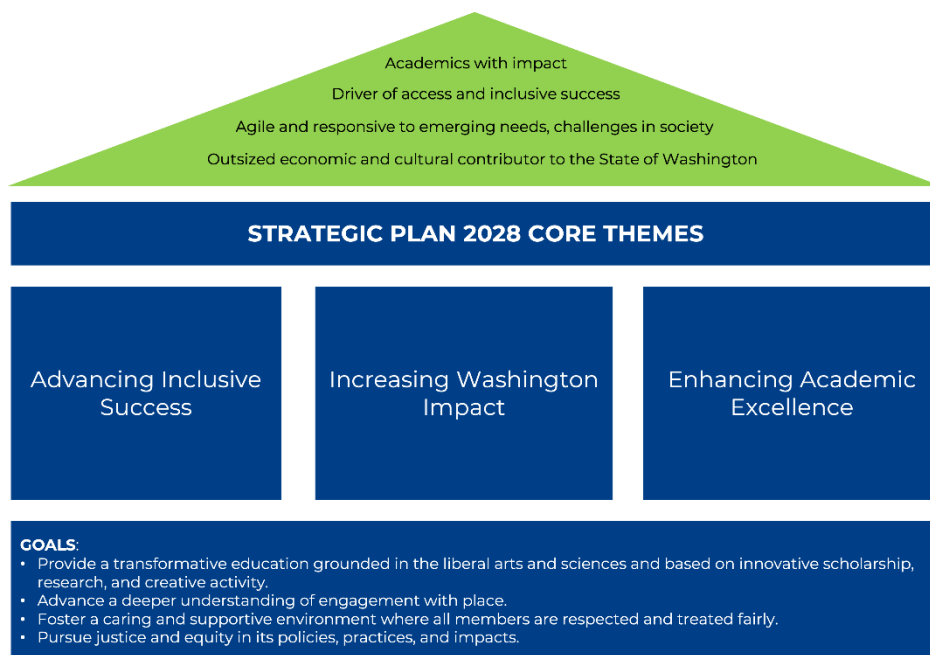
*Positioning WWU as the State of Washington premiere public comprehensive university dedicated to providing access to high quality postsecondary education.*

**Introduction**

On April 12, 2018, the Western Washington University (WWU) Board of Trustees adopted the 2018-2025 Strategic Plan that established three core themes for the strategic direction of the University: *Advancing inclusive success; Increasing Washington impact; and Enhancing academic excellence.* During its February 2024 Retreat, the WWU Board of Trustees moved to reaffirm its commitment to the 2018-2025 Strategic Plan framework and to extend the Plan through 2028 with increased emphasis on positioning Western as the region’s premiere public comprehensive university dedicated to providing accessible, high-quality postsecondary education to the residents of the State of Washington and the broader Northwest region.

**Emerging Issues Since 2018**

The 2018-2025 Strategic Plan was driven by the State’s goal that at least 70 percent of Washington high school graduates complete a postsecondary education credential by age 26, a goal that is reflected by both an economic imperative to meet workforce projection needs and a moral imperative to increase access and degree attainment, particularly for populations historically underrepresented in higher education. Those two drivers are still as relevant today as they were in 2018.



Much has also changed since the 2018-2025 Strategic Plan was adopted. Declining birthrates across the U.S. are contributing to a sharp decrease in the traditional college age population, a demographic trend known as “the enrollment cliff,” while at the same time, an increasing share of Americans are skeptical of the value of a college degree, with more and more students and families deciding that college is no longer worth pursuing. The COVID 19 pandemic exposed social and economic inequalities within systems and institutions across society, including within higher education, where students from marginalized backgrounds were the most negatively impacted. Pell-eligible students accounted for 85% of the sharp drop in enrollment between 2020 and 2021 among Washington’s public universities and colleges. Prior to the pandemic, Washington already lagged well below the national average in the percentage of high school graduates enrolled in a postsecondary institution within a year of high school graduation, and college enrollment and completion rates in the state have dropped even more since the

pandemic. Today, only 40% of all Washington high school graduates are expected to complete a 2-year or 4-year degree by age 26, and fewer than one-third of Native American, Hispanic/Latino, and Black high school students in Washington are projected to earn a degree. This is in direct contrast to the fact that 90% of Washington high schoolers indicate they want to pursue a postsecondary degree after graduation, and the growing knowledge-based economy will continue to require more jobs be filled with individuals with a college degree. In Washington, well over 70% of jobs will require a college degree, with 68% of family wage jobs in the state requiring a 4-year degree or more.

### ***Emphasis on Expanding Access and Maintaining Excellence***

A review of Western's strategic plan in 2024 shows Western's goals and performance to be fundamentally sound. The board continues to strongly support the University's focus on the core strategic themes of *Advancing inclusive success; Increasing Washington impact; and Enhancing academic excellence*, which remain relevant and responsive to the State's challenges related to postsecondary educational attainment and creating a skilled workforce to meet industry demand. The board commends the many efforts initiated across the University since the plan was adopted aimed at advancing these strategic themes. In the area of inclusive student success, WWU has seen an increase in representation among students of color, as well as an increase in support services aimed at supporting an increasingly diverse student body and creating a sense of belonging across the campus community. Western also continues to make a positive impact to the State of Washington in a myriad of ways, including but not limited to increasing the number of students graduating with high-demand degrees, as well as an increase in degree programs offered in locations beyond WWU's Bellingham campus, which aim to serve students across a wider geographic area. Many positive developments have also occurred in the last six years in the area of enhancing academic excellence, including but not limited to an increase in academic programs and tenured faculty teaching those programs, establishing an honors college, and year-over-year increases in faculty-sponsored research projects that include student participation.

At the same time, given the low college enrollment and completion rates among Washington's young adults, coupled with the fact that WWU aspires to serve more low-income and first-generation students and students of color, the board also recognizes that WWU has the potential to do even more to support the state's educational and workforce needs. In the coming years, WWU should increase efforts to expand access to students who have historically been underserved by higher education. This will mean undertaking more efforts to meet students where they are, such as increasing outreach initiatives for Washington high school students who might otherwise not attend college, increasing enrollments at WWU-Peninsulas, and enhancing academic support services to ensure students have the support they need to succeed once they are enrolled at Western.

Western must also identify and implement strategies to enhance the University's tradition of academic excellence. This will require continued investments in WWU's world-class faculty who are the foundation of the University's core academic mission, as well as supporting other initiatives such as faculty and student-initiated research, and expansion of undergraduate and graduate degree programs needed to address the challenges of today and the future.

As part of the 2024 Update to the Strategic Plan, the board also expects WWU to respond nimbly, leaving room for innovation and exploration of new challenges and new ways WWU can be a leader in addressing some of the most pressing challenges facing the State of Washington and the nation.

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

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

**FROM:** President Sabah Randhawa on behalf of Provost and Executive Vice President  
Brad Johnson

**DATE:** April 11, 2024

**SUBJECT:** **Approval of Board of Trustees Statement on Academic Freedom**

**PURPOSE:** Action Item

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**Purpose of Submittal:**

To obtain approval from the Board for a statement on academic freedom.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Western Washington University Board of Trustees Statement on Academic Freedom.

**Points to Consider:**

- In the year 6 accreditation review, NWCCU site evaluators identified that Western's policies related to academic freedom "need improvement". They specifically cited the lack of protection for the academic freedom of students as a deficiency.

# **DRAFT, Western Washington University Board of Trustees Statement on Academic Freedom 3/22/24**

## **Introduction:**

Academic freedom is essential for promoting open inquiry, intellectual exploration, and the pursuit of knowledge in the university environment. As a vital aspect of higher education, it is imperative to uphold academic freedom for all members of the university community, fostering an environment that encourages critical thinking, free expression, and respectful discourse. It is the aim of Western Washington University to uphold academic freedom and all other forms of free expression while maintaining the integrity and values of the university community. The broader rights to freedom of assembly and expression in which academic freedom is embedded are protected by the U.S. Constitution, federal and state laws. The University may reasonably regulate the time, place and manner of expression to ensure that it does not disrupt the University's activities or the legal rights of others.

## **1. Definition of Academic Freedom**

Academic freedom is the fundamental principle that empowers educators and students to engage in free and open inquiry, research, and teaching without fear of censorship, interference, or reprisal. It encompasses the rights to pursue knowledge, express ideas, and challenge conventional wisdom, fostering a vibrant intellectual environment that benefits faculty, students and society by promoting critical thinking, innovation, and the pursuit of truth.

## **2. Protection of Academic Freedom**

a. The right of faculty to academic freedom is codified in the Faculty Handbook, as approved by the Board of Trustees, which states "all faculty are guaranteed academic freedom as set forth in the 1940 Statement of Principles of Academic Freedom and Tenure with 1970 Interpretive Comments ... formulated by the Association of American Colleges and Universities and the American Association of University Professors..." The CBA with the UFWW further emphasizes the importance of academic freedom and states:

Academic freedom as it pertains to this contract is defined as the freedom to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research and creative expression, and to speak or write as a public citizen without institutional discipline or restraint on matters of public concern, as well as on issues related to professional duties and the functioning of the University. (CBA 2.2)

b. A student's right to academic freedom pertains to the evaluation of their academic work in the context of a course or academic program they are engaged in, including class participation, written work or formal examinations. If a student believes that they've received a grade or other evaluation as a result of an arbitrary and capricious decision unrelated to the quality of their academic work, they may seek resolution through established grievance procedures specified in the WWU Catalog (Appendix F).

## **3. Limitations of Academic Freedom:**

While academic freedom is valued, it must be exercised within the bounds of the law, ethical standards, and the university's policies and codes of conduct. The university reserves the right to intervene when academic freedom conflicts with the safety, security, or well-being of individuals or the university community.

# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

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

**FROM:** President Sabah Randhawa by:  
Joyce Lopes, Vice President for Business and Financial Affairs

**DATE:** April 11, 2024

**SUBJECT:** **WWU Ground Lease Agreement and Interlocal Agreement with the City of Bellingham for Developing and Operating the Coast Salish Longhouse, House of Healing Building Project**

**PURPOSE:** Action Item

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## **Purpose of Submittal:**

Western Washington University is requesting approval to enter into a Ground Lease and amended Interlocal Agreement with the City of Bellingham for the Coast Salish Longhouse, House of Healing Building project.

## **Proposed Motion:**

MOVED, that the Board of Trustees, upon the recommendation of the President, amend the Interlocal Agreement and enter into a long-term Ground Lease Agreement to develop and operate the Coast Salish Longhouse, House of Healing Building and associated amenities for a period of seventy-five (75) years, with two optional ten (10) year renewals.

## **Supporting Information:**

The vision for a Coast Salish Longhouse on WWU's Bellingham campus originated from the Native American Student Union in 2016 to address current and historic issues faced by American Indian student at WWU. The WWU Office of Tribal Relations is committed to building the Longhouse as an integral cornerstone in support of their mission of:

- Pursuing justice and equity in its policies, practices and impacts for advancing a deeper understanding and appreciation for the sense of place.
- Pursuing the academic, personal and professional success of its Indigenous students, faculty and staff.
- Building and sustaining beneficial working relationships with the Coast Salish people and expanding Western's strength in academia to serve the current and future needs of tribal communities.

The House of Healing will provide a cultural center for meetings, workshops, educational seminars, and cultural gatherings.



In early-spring 2022, Western Washington University began working with the City of Bellingham to determine the most appropriate way to develop the property within the Sehome Hill Arboretum to house the Coast Salish Longhouse, House of Healing Building while continuing to provide space for the public to enjoy the Sehome Arboretum.

Several options were discussed including trading properties, sale, and leases. Ultimately, it was determined that a Ground Lease Agreement is the best path forward to serve the joint interests.

Prior to today, these documents have been approved by the Sehome Hill Arboretum Board of Governors and the Bellingham City Council.

Attachments:

- Amended Interlocal Cooperation Agreement, Sehome Hill Arboretum
- Ground Lease, WWU Sehome Hill Arboretum Coast Salish House of Healing

## GROUND LEASE

### Western Washington Sehome Hill Arboretum Coast Salish House of Healing

**THIS GROUND LEASE** (this “**Lease**”) made as of the \_\_\_\_ day of \_\_\_\_\_, 2024 (the “**Commencement Date**”) is by and between the City of Bellingham (“**City**”), a Washington municipal corporation (“**Landlord**”), and Western Washington University (“**Western**” or “**University**”), a division of the State of Washington, (“**Tenant**”). The City and Western may be referred to herein individually as a “**Party**” or collectively as the “**Parties**”.

## RECITALS

A. The City is a City of the First Class incorporated under the laws of the State of Washington. The City has authority to enact laws and enter into agreements to promote the health, safety, and welfare of its citizens and thereby to control the use and development of the Sehome Hill Arboretum (“**Arboretum**”) and specify zoning and land use regulatory controls within the jurisdictional limits of the City. The Arboretum property is depicted in **Exhibit A**.

B. The Arboretum is jointly owned and managed by the City and Western under the terms of the 2014 Interlocal Agreement that is being amended concurrent with the execution of this Lease (“**2024 Amended ILA**”) and 2002 Master Plan Update (“**2002 Master Plan**”). Both Parties intend to facilitate the construction of a Coast Salish Longhouse, House of Healing Building (“**HoH Building**”), including parking and appurtenant outdoor facilities on an approximately 2.0-acre portion (“**HoH Property**”) of a City-owned parcel within the Arboretum, which is depicted in **Exhibit B**. The HoH Building, HoH Property, and all appurtenances thereto are referred to as the “**HoH Project**” or “**Premises**”. The HoH Property is legally described and depicted on **Exhibit C**. The Parties also seek to assign responsibilities between them for the construction and operation of the HoH Project.

C. Western is a Regional University established by the State of Washington. RCW 28B.35.050. The Western Board of Trustees has the power to acquire property, including by lease, and may establish and erect new facilities as determined by the Board to be necessary for Western. RCW 28B.10.020; RCW 28B.35.120(5)&(6). Under the Lease created herein, Western shall have the right to construct the HoH Project on the HoH Property. The HoH Project will include construction of up to an approximately 4,500 gross square foot structure; parking for nine (9) vehicles located along Arboretum Drive and two (2) additional on-site ADA parking spaces, for a total of eleven (11) spaces to meet City Code requirements for the HoH Project (“**Project Parking**”); and open-air recreational facilities and amenities.

D. Western will also construct and manage approximately sixteen (16) parking spaces adjacent to Arboretum Drive for use by visitors to the Arboretum and HoH Project (“**Public Parking**”). The Project Parking and Public Parking (collectively, “**Total Parking**”) will be part of the HoH Project and will be operated and maintained by Western.

E. As described below, Western will lease and operate the HoH Project in support of the University’s mission of teaching, research, and public service (WAC 516-35-055), with the primary objective of providing a cultural gathering space for Western’s Native American students, faculty, and staff and a meeting place for the general public. The HoH Project will be used, under

Western's scheduling and oversight, for Tribal activities, including, without limitation, research, celebrations, outreach, teaching, and community and cultural activities ("**Tribal Activities**").

F. Public use of the HoH by organized groups ("**Public Use**") shall be permitted provided that it does not conflict with the University's mission, University functions, or Tribal Activities (WAC 516-36-001). Public Use shall be subject to Western's reservation system, which, as detailed below, operates consistent with the requirements of WAC Chs. 516-35 and 516-36.

G. Both the City and Western find it desirable to enter into this Lease to plan for the orderly construction and operation of the HoH Project. The Parties acknowledge that the HoH Project is a culturally sensitive site that will be located on land that was historically occupied by the Coast Salish Peoples. The primary objectives of the HoH Project include serving to honor and acknowledge Native Americans. The Parties agree that the HoH Project will serve as a sacred space and that Western, in consultation with Western's Tribal Liaison and the City, will develop guidelines and procedures ("**Operating Guidelines**") for use of the HoH Project for Tribal Activities and Public Use consistent with the requirements of WAC Chs. 516-35 and 516-36. The parties further agree to meet at least once every two years to review the Operating Guidelines.

**NOW, THEREFORE**, the City, as Landlord, and Western, as Tenant, hereby agree:

## I. **BASIC TERMS**

1. **Definitions.** Words and phrases highlighted in bold herein and in the Recitals shall have the meaning ascribed to them by this Lease. All other words and phrases shall be interpreted using the ordinary meaning derived from dictionaries in common usage such as Oxford's American Dictionary, Merriam-Webster's Dictionary, or the American Heritage Collegiate Dictionary. The following definitions apply, except as otherwise specially modified:

- a. **Premises.** The "**Premises**" are located on land within the Arboretum, 600 25<sup>th</sup> Street, Bellingham, WA 98225 and consist of approximately 2.0 acres (87,120 square feet) of land, the HoH Property, as shown in **Exhibit C**. The Premises shall include all of the components of the HoH Project including, without limitation, the HoH Property, HoH Building, and the Total Parking, together with all appurtenances and improvements now or hereafter located thereon.
- b. **Commencement Date.** The Commencement Date is the date defined above (i.e. the \_\_\_\_ day of \_\_\_\_\_, 2024). See Section 3.1.
- c. **Primary Term.** The primary term of this Lease shall be seventy-five (75) years from the Commencement Date, with two optional ten (10) year renewals. See Sections 3.1 and 3.2.
- d. **Base Rent.** Tenant shall pay an annual Base Rent in the amount of one (\$1.00) dollar per annum in accordance with Section 4.1.
- e. **Operating Guidelines.** The Operating Guidelines are rules and regulations consistent with the applicable policies, procedures, Washington Administrative Codes ("**WACs**"), and standards utilized for the operation of Western Washington University as interpreted and enforced by Western's administration, faculty, and staff for the operation of University facilities.

**2. Notice Addresses.**

**Landlord: City of Bellingham**  
Department of Parks and Recreation  
210 Lottie Street  
Bellingham, Washington 98225  
Attn: \_\_\_\_\_

With a Copy to:  
City of Bellingham  
Legal Department  
210 Lottie Street  
Bellingham, Washington 98225  
Attn: City Attorney

**Tenant: Western Washington University**  
516 High St  
Bellingham, WA 98225  
Attn: \_\_\_\_\_  
Vice President of Business and Financial Affairs

With a Copy to:  
Office of the Attorney General  
Attn: Senior Counsel Kerena Higgins  
2211 Rimland Drive, Suite 325  
Bellingham, WA 98226

**3. Use of Premises by Tenant.** Tenant shall use the Premises for the construction and use of the HoH Project on the Premises, which shall include any University functions and Tribal Activities including, without limitation, research, celebrations, outreach, teaching, food preparation, outdoor gatherings, and community and cultural activities. The Premises shall be exempt from BMC 8.04.090, but not other City or state fire regulations and restrictions, including, without limitation, burn bans and the City's Fire Code, and fires shall be permitted in designated areas on the Premises for Tribal Activities including traditional, sacred, and ceremonial cultural practices and food preparation. Tenant shall indemnify Landlord for any and all damages arising from these fires in accordance with Section 9.1. Tenant may charge reasonable fees or rent to third parties for the short-term or temporary use of the Premises consistent with Tenant's campus facility use and other relevant policies and subject to the City's written approval, which shall not be unreasonably denied. Long-term subleasing is not permitted unless approved in writing by the Landlord.

**4. Use of Premises by the Public.** Use of the premises by public groups (i.e. Public Use) shall be permitted, provided that such use does not interfere with the University's mission, University functions, or Tribal Activities. Public Use shall occur pursuant to procedures and reasonable controls established by Western to regulate, without limitation, the timeliness of requests, the appropriateness of space, assigned time of use, and proper maintenance of the

Premises. WAC 516-36-001. Public Use of the Premises shall be in accordance with the following requirements:

- a. Prior to occupancy of the HoH, Western shall identify a point-of-contact for scheduling Public Use of the HoH Property;
- b. Charges may be applied to any Public Use event for the costs associated with the event. WAC 516-35-020(3);
- c. Western shall approve applications for Public Use, provided that the intended use is compatible with the University mission, University functions, and Tribal Activities. Western shall have authority to accept, modify, or reject, in whole or in part, the planned Public Use, provided that Western shall make reasonable efforts to accommodate Public Use, with first priority given to University use or Tribal Activities. Western may reject a Public Use only after making reasonable attempts to accommodate the Public Use. Western shall provide reasons for such rejection to the requestor in writing. WAC 516-35-020;
- d. Weapons and Armaments. Per WAC 516-52-020, weapons and armaments are prohibited on the Premises.
- e. On an annual basis, Western shall report to the City Parks & Recreation Director, the annual number and types of applications received for Public Use of the Premises and the number of applications approved for such use.

5. **Termination Date.** The “**Termination Date**” is the day that the Lease Agreement terminates under the Primary Term, any renewal term, or upon any uncured material default by the Tenant.

## **II. PREMISES**

1. **Ground Lease.** Landlord leases to Tenant and Tenant leases from Landlord, those certain land and rentable area defined in in Section 1.1(a) (the “Premises”) for the purpose of developing the HoH Project.

2. **Parking and Operations.**

- a. Tenant will control, operate, and maintain the Total Parking. Tenant shall have the exclusive right to collect fees or enforcement fines for the Total Parking. The Public may park in the spaces free of charge after 4:30 p.m. on weekdays and all day on weekends. Enforcement shall be subject to Tenant’s parking procedures as set forth in WAC Ch. 516-12. The proceeds from any such fees or enforcement fines will inure solely to the Tenant.
- b. Tenant will own and operate the HoH Project consistent with the use provisions in Sections 1.3 and 1.4 above.
- c. The HoH Project will be located on land that was historically occupied by the Coast Salish Peoples, and its purposes include serving to honor and acknowledge Native Americans and First Nations Peoples. The HoH Project is a culturally sensitive site that will serve as a sacred space for Tribal Activities. Tenant, in conjunction with Tenant’s Tribal Liaison, shall be responsible for

developing and implementing the Operating Guidelines for the use of the HoH Project for Tribal Activities. Tenant, in conjunction with its Tribal Liaison, shall have the authority to adjust the Operating Guidelines from time to time, at Tenant's sole discretion, to address issues that may arise, to accommodate changes in Tribal use, or to facilitate the orderly operation of the HoH Project for Tribal Activities; provided that, Tenant will obtain Landlord's approval for any change in the Operating Guidelines that would require a City permit or approval under the City's then-existing ordinances or regulations. Tenant shall permit Public Use as discussed in Section 1.4 above. Tenant shall consult with Landlord and the Tribal Liaison from time-to-time to address issues that may arise from Public Use, to accommodate changes in Public Use, or to facilitate the orderly operation of the HoH Project for Public Use.

- d. Tenant may operate a "**Native Educational Food Forest**" on the Premises, so as long as the Native Educational Food Forest does not impede public access to the Arboretum and uses non-invasive vegetation and techniques that preserve the natural environment.

### **III. TERM**

**1. Lease Term.** This Lease shall be in effect for the Primary Term of seventy-five (75) years, as defined in Section 1.1(c).

**2. Renewal of the Lease Following Primary Term.** Unless the Parties negotiate a different renewal term prior to the expiration of the Primary Term, Tenant shall have the option to renew this Lease for two (2) additional terms of ten (10) years each ("**Renewal Term**"). To exercise its renewal option, at least ninety (90) days prior to the Termination Date of the Lease's Primary Term or any subsequent Renewal Term, Tenant shall provide the Landlord with written notice of Tenant's election to renew the Lease for an additional term.

- a. Tenant shall not be entitled to renew if it is in material default under the terms of this Lease at the time the option to renew is exercised. Landlord shall give Tenant written notice at least ninety (90) days prior to the Termination Date of the Primary Term, or any Renewal Term, of Landlord's determination not to renew the Lease based upon Tenant's material default. Landlord shall give Tenant an opportunity to cure the material default. Unless otherwise agreed to by the Parties, the material default must be cured prior to the Termination Date.
- b. The terms and conditions of any Renewal Term shall be the same as set forth in this Lease, except that rent may be recalculated, the required amounts of financial security may be revised, and provisions dealing with hazardous waste or other terms may be changed at the time of the renewal.

### **IV. RENT**

**1. Base Rent.** Commencing on the Commencement Date, Tenant shall pay to Landlord in care of the City Finance Director at City Hall, 210 Lottie Street, Bellingham, Washington 98225, without notice, set-off, or deduction whatsoever, annual Base Rent in the amount identified in Section 1.1(d), which the Parties agree that, along with the provisions of this

Lease, constitute adequate and valuable consideration, the sufficiency of which is hereby acknowledged.

## V. CONDUCT OF BUSINESS

1. **Operation of the HoH Project.** Tenant shall maintain and continuously operate the HoH Project during the Lease term, consistent with the Operating Guidelines. Tenant shall not use or permit the use of the Premises for any other business or purpose, without the prior consent of Landlord.

- a. Tenant shall use its best efforts to construct the HoH Building within the first twenty-four (24) months of the Lease Term specified in this Lease, which shall remain in effect unless and until Tenant notifies Landlord in writing that it is abandoning the HoH Project. In that case, the Lease shall be terminated thirty (30) days after Tenant's provision of written notice, and the Tenant shall remove all improvements and restore the site to its original condition, or its substantial equivalent, as agreed upon by the Parties.

2. **Right to Future Modifications.** Tenant may make future alterations, additions, and expansions to the structures and appurtenances located on the Premises to carry out the purposes of the HOH Project including, without limitation, accommodating changes in use patterns, student population, Tribal Activities, or Public Use; provided that such alterations, additions, and expansions are approved in writing by Landlord and are consistent with the then-existing provisions of the City Code and other applicable regulations. Tenant may not interfere with the public's access to, or the Landlord's maintenance of, any City trails on, abutting, or close to the Premises. Tenant shall not remove or cut mature trees on the Premises, which are defined as trees that are twelve (12) inches or greater in diameter at breast height, without advance written approval of the Landlord.

3. **Appearance of Premises.** Tenant shall maintain the Premises in a clean, orderly, and neat appearance neither committing waste nor permitting any waste to be committed thereon. All garbage and refuse shall be kept in sealed containers, which are to be removed at regular intervals. No sale, storage, or display of merchandise by vending machine shall be permitted outside or in front of the Premises, without the prior written consent of Landlord.

4. **Unlawful Use.** Subject to the exception in Section 1.3 above regarding fires, Tenant shall not use or permit the use of Premises, or any part thereof, for any purpose in violation of any municipal, county, state, or federal law, ordinance, rule, or regulation ("**Applicable Laws**") or in a manner that may create a nuisance. At its sole expense, Tenant shall promptly comply with and obtain all licenses and permits required by the Applicable Laws relating to or affecting the condition, use, or occupancy of the Premises or the activities conducted thereon.

5. **Hazardous Materials.** "**Hazardous Material**" shall mean any matter (whether gaseous, liquid, or solid) which is or may be harmful to persons or property, and which may now or hereafter be regulated under any Applicable Laws pertaining to health, industrial hygiene or the environment, including, without limitation, any asbestos and/or asbestos-containing materials. Hazardous Materials shall not include ordinary cleaning and maintenance products which are used with due care and in strict compliance with Applicable Laws and the instructions of the

manufacturer of such products in the reasonable and prudent conduct of Tenant's use of the Premises.

- a. Landlord's Obligations for Hazardous Materials. As of the Effective Date, Landlord is unaware of the presence of any Hazardous Materials on the Premises, as defined in any of the Applicable Laws. For any releases of Hazardous Materials discovered on the Premises that predate Tenant's use and occupancy of the Premises ("**Prior Releases**"), Landlord shall defend, indemnify, and hold Tenant and its agents, affiliates, and employees harmless from and against all claims, costs, damages, judgments, penalties, fines, losses, liabilities, and expenses, including attorney fees and costs, arising out of or in connection with the Prior Releases. Landlord shall be solely responsible for and shall defend claims, costs, damages, lawsuits, penalties, liens, losses and/or liabilities, including attorney fees and costs, necessary to remediate the Prior Releases and restore the Premises to a condition that permits Tenant's continued use and occupancy for the construction and operation of the HoH Project, unless Landlord, in its sole and absolute discretion, determines that the Prior Releases of hazardous materials cannot be cost effectively removed or remediated. Upon such a determination, Landlord shall have the right to terminate this Lease, upon written notification to Tenant, without further cost or obligation except the duty under this paragraph to defend, indemnify, and hold Tenant harmless from third-party claims. If Tenant, in its sole and absolute discretion, determines that the Prior Releases of Hazardous Materials cannot be effectively removed or remediated, Tenant shall have the right to terminate this Lease, upon written notification to Landlord, without further cost or obligation. Notwithstanding anything else set forth herein, Landlord's obligations under this Section shall survive the expiration of the Lease.
- b. Tenant's Obligations for Hazardous Materials. Tenant shall not store, use, sell, release, generate or dispose of any Hazardous Materials in, on, or about, the Premises without the prior written consent of Landlord. With respect to any Hazardous Materials stored, used, generated or disposed of from the Premises after obtaining the prior written consent of Landlord, Tenant shall (i) promptly, timely, and completely comply with all Applicable Laws for recording and recordkeeping; (ii) submit to Landlord true and correct copies of all reports, manifests and numbers at the same time as they are required to be and/or are submitted to the appropriate governmental authority; (iii) within five (5) days of Landlord's request, provide evidence satisfactory to Landlord that Tenant has complied with, and is in compliance with all Applicable Laws and (iv) comply with all Applicable Laws regarding the use, sale transportation, generation, treatment and disposal of Hazardous Materials. As required by Applicable Laws, prior to the expiration and surrender of the Premises by Tenant, Tenant shall remove any and all Hazardous Materials which Tenant, its employees, agents, contractors and/or subleases have brought onto the Premises after obtaining the prior written consent of Landlord. For any releases of Hazardous Materials on the Premises that occur during the Lease term or that are attributable to Tenant, its employees, agents, contractors, or sub-lessees, as provided through written contracts, during the Lease term ("**New Releases**"),



Tenant shall defend, indemnify, and hold Landlord, its agents, affiliates, and employees harmless from and against all claims, costs, damages, judgments, penalties, fines, losses, liabilities, and expenses, including attorney fees and costs, arising out of or in connection with the New Releases. Tenant shall be solely responsible for claims, costs, damages, lawsuits, penalties, liens, losses, and/or liabilities, including attorney fees and costs, necessary to return the Premises and any other property of whatever nature to the property's condition existing prior to the appearance of the New Releases of Hazardous Material on or about the Premises by the Tenant; provided that Landlord's written approval of such actions shall first be obtained, which approval shall not be unreasonably withheld, so long as the actions would not have any materially adverse long-term or short-term effect on the Premises. Notwithstanding anything else set forth herein, Tenant's obligations under this Section shall survive the expiration of the Lease.

- c. Landlord's Right to an Environmental Audit. Landlord shall have the right in its sole discretion to conduct an environmental audit utilizing a contractor of Landlord's choice at the end of the Lease term, upon the earlier termination of this Lease, upon Tenant's default hereunder, or if Landlord reasonably believes that Hazardous Materials are being stored, used, sold, generated, released, or disposed of from the Premises in violation of the terms of this Section. Tenant shall be responsible for the cost of the audit and any remedial, restorative, or removal work if such audit discloses New Releases of Hazardous Materials have occurred during the Lease term or attributable to Tenant, its employees, agents, contractors, or subleases. Failure of Landlord to conduct an environmental audit or to detect conditions attributable to Tenant, its employees, agents, contractors, or subleases, whether such audit is conducted or not, shall not operate as a release of Tenant from its liability as stated in this Lease or by operation of law. Tenant's obligations herein shall survive the expiration of this Lease.

**5. Liens and Encumbrances.** Tenant shall keep the Premises free and clear of all liens and encumbrances arising from or out of its use and occupancy of the Premises. If any lien is filed against the Premises or adjacent or underlying property owned by Landlord as a result of the action or inaction of Tenant or its employees, agents, or contractors, Tenant shall, upon demand, take all reasonable and necessary steps to remove the lien or encumbrances or, in the alternative, provide the Landlord with a bond in the amount required by law to remove the lien of record.

**6. Signs.** All signs must comply with Bellingham Municipal Code (BMC) 20.42.050 D.3. Tenant shall provide Landlord with a signage plan consistent with BMC 20.42.050 D.3., the University's standard signage, and input from Tribal representatives for Landlord's approval. All signs installed by Tenant shall be removed by it, at Tenant's expense, and Tenant shall repair all damage resulting from such installation or removal, either by the end of the Lease term or the earlier termination of the Lease.

## **VI. UTILITIES AND OTHER CHARGES**

1. **Utility Charges.** Tenant shall be responsible for, and pay prior to delinquency, all charges for utilities or services used or consumed on, or supplied to, the Premises, including the charges, if any, for installing meters for them. Meter locations and installation methods shall be subject to Landlord's prior written approval. If Landlord elects to furnish any of the utilities, Tenant shall pay Landlord all charges levied by Landlord in accordance with rates established from time-to-time for the same. Landlord shall not be liable for interruption in the supply of any such utilities to the Premises.

2. **License and Taxes.** Tenant shall pay when due all license, excise, business and occupation fees and taxes and all other fees and taxes for the construction and operation of the HoH Project on the Premises and all personal property taxes levied with respect to any personal property located at the Premises. If any governmental authority levies a tax or license fee on rents payable under this Lease; on rents accruing from the use of the Premises, or levies a tax or license fee in any form against Landlord or Tenant because of, measured by, or based upon income derived from the leasing or rental thereof; or assesses a transaction privilege tax such tax or license fee shall be paid by Tenant, either directly, if required by law, or by reimbursing Landlord, for the amount thereof upon demand. If any such amount is paid directly to the taxing authority by Landlord, Tenant shall reimburse Landlord no later than thirty (30) days after the receipt from Landlord of a written request for reimbursement accompanied by appropriate documentation of the charge and Landlord's payment.

3. **Leasehold Excise Tax.** Tenant shall pay Landlord as Additional Rent, (a) all leasehold excise tax (as may be required by RCW 82.29A in lieu of real property taxes), calculated as a percentage based on the fair market rental value of the Premises, (b) any other governmental charges and assessments (special and general) of every kind and nature levied or assessed against the Premises, and (c) any taxes levied or assessed in lieu of the foregoing, in whole or in part. Tenant shall be responsible for any increase in leasehold excise tax that results from an increase in rent for the Premises over the term hereof; or for any increase due to an increase in the statutory rate during the term of this Lease. If Tenant provides Landlord with a proof of exemption from payment of leasehold excise tax issued by the Washington State Department of Revenue, then Tenant shall not be required to pay leasehold excise tax for the period that such exemption is effective. If the exemption is of limited duration, Tenant shall be required to obtain documented renewal of such exemption and provide such to Landlord to claim continued exemption under this Lease. To the extent that any rent credit provisions are a part of this Lease, Tenant's obligation to pay leasehold excise tax shall not be obviated by such credit.

## **VII. CONDITION OF PREMISES; ALTERATIONS**

1. **Condition of Premises.** Tenant acknowledges that it has examined the Premises and is in all respects familiar with the Premises and any improvements therein. Excepting the Prior Releases of Hazardous Materials discussed in Section 5.5(a), Tenant accepts the Premises and the improvements therein "As Is" and assumes the risk that the Premises are suitable for Tenant's intended purposes, i.e., the construction and operation of the HoH Project. Tenant further acknowledges that Landlord has made no representations and warranties to Tenant with respect to the Premises, and that, other than the possible remediation of Prior Releases discussed in Section 5.5(a), Landlord has no obligation to perform any work on the Premises or to install any tenant improvements therein.

**2. Compliance with Plans and Specifications.** Construction of the HoH Project, or any future modifications or additions thereto, shall comply with the plans and specifications approved by the Landlord and other permitting agencies with jurisdiction. Prior to any application for permits for the construction, alteration, replacement, removal, or major repair of any improvements on the Premises, Tenant shall submit to Landlord copies of plans and specifications that describe the proposed activity. Construction shall not commence until Landlord has approved such plans and specifications in writing, with such approval to be consistent with applicable regulations, and to not be unreasonably conditioned, delayed or withheld. Landlord shall have sixty (60) days in which to review the proposed plans and specifications. Failure to object in writing within the sixty (60)-day time period shall constitute Landlord's approval of the plans and specifications. This sixty day time period does not apply to the City's regulatory review of the plans and specifications for compliance with the City's development regulations and building code. Upon completion of construction, Tenant shall promptly provide Landlord with as-built plans and specifications.

**3. Tenant-Owned Improvements.** Any improvements, including without limitation, the HoH Building and associated infrastructure and appurtenances, or future modifications or additions thereto, located on the HoH Property, will become the property of the Tenant. So long as this Lease remains in effect, Tenant shall retain ownership of all authorized improvements, trade fixtures, infrastructure and appurtenances that it may place on the Premises (collectively, "**Tenant-Owned Improvements**"). Tenant-Owned Improvements shall not include construction, reconstruction, alteration, or addition to any unauthorized improvements. No Tenant-Owned Improvements shall be placed on the Premises without Landlord's prior written consent.

**4. Removal of Tenant-Owned Improvements.** Tenant-Owned Improvements shall be removed by Tenant by the last-applicable Termination Date, unless Landlord notifies Tenant that the Tenant-Owned Improvements may remain. Unless otherwise agreed to in writing by the Parties, Tenant is responsible for restoring the Premises to a form that is equivalent to, or better than, its original condition. If Tenant-Owned Improvements remain on the Property after the last-applicable Termination Date without the Landlord's actual or deemed consent, said Tenant-Owned Improvements will become the property of the Landlord. Following written notice to the Tenant, the Landlord may remove any remaining Tenant-Owned Improvements, and the Tenant shall pay the costs of removal and disposal, including the restoration of the Premises to its a condition that is equivalent to, or better than, its original condition.

## **VIII. MAINTENANCE OF PREMISES**

**1. Maintenance and Repair by Tenant.** At all times throughout the Lease term, Tenant shall keep the Premises in a good state of maintenance, working order, and repair ("**Good Repair**"). Tenant's obligations under this Section include, without limitation, keeping existing and future improvements/alterations in Good Repair and ensuring that all exterior doors and entrances; all windows and moldings and trim of all doors and windows; all sidewalks adjacent to the Premises; and all partitions; door surfaces; fixtures; equipment; utilities; and appurtenances, including, without limitation, lighting, plumbing, electrical, security, heating, air conditioning and ventilation systems, and fixtures are kept in Good Repair. Tenant shall keep in Good Repair the HoH Building, its roof, exterior walls, foundation, and any other appurtenances, fixtures, equipment, fencing, or landscaping located on the Premises. Tenant shall perform any of the aforementioned repair or maintenance work called to its attention by Landlord within a reasonable

period of time after receipt of such notice from Landlord. Unless determined otherwise between the Parties, Tenant shall maintain any stormwater facilities located on the Premises and the City shall be responsible for maintaining any stormwater facilities located outside of the Premises.

2. **Failure to Maintain.** If Tenant fails to keep and maintain the Premises in the condition set forth in Section 8.1, after first notifying Tenant in writing and providing Tenant with a reasonable time to effectuate a cure, Landlord may, at Landlord's sole option and as a non-exclusive remedy, put, or cause the same to be put in, the condition of Good Repair required thereunder, and Tenant shall pay Landlord the documented reasonable cost thereof upon demand.

## **IX. INSURANCE AND INDEMNITY**

1. **Indemnification.** Excepting the Hazardous Materials indemnification in Section 5.5(a), and as set forth herein, Landlord shall not be liable for any injury to any person, or for any loss of or damage to any property (including property of the Tenant) occurring in or about the Premises from any cause whatsoever. Tenant shall indemnify and save Landlord, its officers, agents, employees, and contractors, harmless from all losses, claims, damages, fines, penalties, liabilities and expenses, including, without limitation, Landlord's personnel and overhead costs and attorney fees and other costs incurred in connection with such claims, regardless of whether the claims involve litigation or bankruptcy, resulting from any actual or alleged injury to any person; or from any actual or alleged loss of, or damage to, any property; or any other damage or loss alleged to be attributable to Tenant's operation or occupation of the Premises; or caused by, or resulting from, any negligent act or omission, or breach of Applicable Laws, by the Tenant, its officers, employees, agents, volunteers, licensees, assignees, concessionaires, or any officer, agent, employee, guest, or invitee of any such person, in or about the Premises. Tenant agrees that the foregoing indemnity specifically covers actions brought by its own employees. The indemnification provided for in this Section with respect to acts or omissions during the term of this Lease shall survive the termination or expiration of this Lease. Landlord shall not be liable for interference with light, air, view, or for any latent defect in the Premises. Tenant shall notify Landlord as soon as practicable of casualties or accidents occurring in or about the Premises. Notwithstanding the foregoing, if losses, claims, liabilities, damages, liens, costs, and expenses so arising are caused by Landlord's negligence or the concurrent negligence of both Landlord and Tenant, and/or their employees, agents, invitees, and licensees, Tenant shall indemnify Landlord only to the extent of Tenant's own negligence or that of its officers, employees, agents, invitees, and licensees. The foregoing indemnity is expressly intended to constitute a waiver of Tenant's immunity under Washington's Industrial Insurance Act, RCW Title 51, to the fullest extent allowed by law and as necessary to provide Landlord with a full and complete indemnity from claims made by Tenant and its employees, to the extent of their negligence. LANDLORD AND TENANT ACKNOWLEDGE THAT THE INDEMNIFICATION PROVISIONS OF THIS SECTION 9.1 WERE SPECIFICALLY NEGOTIATED AND AGREED UPON.

2. **Insurance.** At all times throughout the Lease term, Tenant shall participate in the State of Washington Self-Insurance Liability Program ("**Insurance Program**"), which administers a Liability Account to finance the payment of general liability (including professional liability) and vehicle liability tort claims and lawsuits arising from the negligent actions of State agencies, their officers, employees, agents, and volunteers. The Insurance Program operates under authority of RCW Ch. 4.92-*Actions and claims against state*. The current liability limit under the

Insurance Program is \$5,000,000 per occurrence. A copy of the Tenant's insurance certificate is attached as **Exhibit D**.

- a. Tenant shall maintain workers' compensation insurance as required under Title 51 RCW;
- b. Tenant's insurance coverage, other than workers' compensation insurance, shall name Landlord as an additional insured;
- c. Upon request from Landlord, Tenant agrees to provide a Certificate of Insurance and evidence that (i) the insurance is in effect and (ii) the insurance names Landlord as an additional insured.

## **X. ASSIGNMENT AND SUBLETTING**

**1. Assignment or Sublease.** Tenant shall not sublet the whole or any part of the Premises, nor shall Tenant assign, transfer, or encumber this Lease or any interest thereunder whether directly or by operation of law or by any process or proceeding of any court, or otherwise, without the prior written consent of Landlord. The Landlord's decision on whether to consent to the assignment or sublease will not be unreasonably delayed. Each assignment to which there has been consent shall be by an instrument in writing, in form satisfactory to Landlord, and an executed copy of the assignment shall be delivered to Landlord. As material inducement to Landlord to execute and deliver this Lease, Tenant agrees it shall be reasonable under this Lease, and under Applicable Laws, for Landlord to withhold consent to any proposed assignment, encumbrance, or sublease if Landlord determines that any one or more of the following applies (without limitation as to other grounds for withholding consent): (a) Landlord is not assured that the proposed transferee will fully, completely, and promptly perform all obligations of Tenant under this Lease; (b) the transferee proposes to use the Premises for any purpose other than the permitted uses under this Lease; (c) the proposed transferee fails to deliver to Landlord its written assumption of all the obligations to be performed by Tenant under the Lease in connection with the portion of the Premises which is the subject of the proposed transfer; or (d) if Tenant will not continue to remain liable on this Lease. No assignment or sublease shall release Tenant from primary liability on this Lease. In lieu of giving its consent to an assignment or sublease, Landlord may elect to terminate this Lease, effective upon thirty (30) days' prior written notice to Tenant. Any assignment or sublease without Landlord's prior written consent shall, at Landlord's option, be voidable.

- a. If Tenant assigns its interest in this Lease or sublets the Premises, Tenant shall pay to Landlord any and all consideration received by Tenant for such assignment, which exceeds the reasonable out-of-pocket costs incurred by Tenant in connection with such assignment, if any. Tenant shall also pay all reasonable legal fees and other costs incurred by Landlord in connection with Landlord's consideration of Tenant's request for approval of assignments or subleases.
- b. Nothing in the foregoing shall prevent the Tenant from collecting rental or facilities charges for short-term third-party use of the Premises pursuant to Section 1.3.

**2. Assignment by Landlord.** Excepting the provisions for Prior Releases of Hazardous Materials in Section 5.5(a), if Landlord sells or otherwise transfers the Premises, or if

Landlord assigns its interest in this Lease, and such purchaser, transferee, or assignee assumes Landlord's obligations hereunder arising thereafter, Landlord shall thereupon be relieved of all liabilities hereunder arising thereafter, but this Lease shall otherwise remain in full force and effect.

## **XI. DESTRUCTION OF PREMISES**

**1. Partial Destruction.** If the Premises are rendered partially tenantable by fire or other insured casualty, and if the damage is repairable within sixty (60) days from the date of the occurrence (with the repair work and preparations therefor to be done during regular working hours on regular work days, Tenant shall repair the Premises, to the extent of the insurance proceeds available. Annual Base Rent shall be abated in the proportion that the un-tenantable portion of the Premises bears to the whole thereof for the period from the date of the casualty to the completion of the repairs, unless the casualty results from Tenant's negligence or its breach of the terms hereof. If fifty percent (50%) or more of the Premises are damaged, Tenant may terminate this Lease as of the date of such damage or destruction by giving notice to Landlord within thirty (30) days thereafter of the elections to do so.

**2. Total Destruction.** If the Premises are completely destroyed by fire or other casualty, or if it is damaged by uninsured casualty, or by insured casualty to such an extent that the damage cannot be repaired within sixty (60) days of the occurrence, or if the casualty occurs during the last year of the Lease Term, Tenant shall have the option either to restore the Premises or to terminate this Lease on thirty (30) days' written notice, effective as of any date not more than one hundred and twenty (120) days after the occurrence. If this Section becomes applicable, Tenant shall advise Landlord within sixty (60) days after such casualty whether Tenant elects to restore the Premises or to terminate the Lease. If Tenant elects to restore the Premises, it shall commence and prosecute the restoration work with commercially reasonable diligence. For the period from the date of the casualty until completion of the repairs (or the date of termination of the Lease, if Tenant elects not to restore the Premises), the annual Base Rent shall be abated in the proportion that the un-tenantable portion of the Premises bears to the whole thereof, unless the casualty results from Tenant's negligence or its breach of the terms thereof.

## **XII. DEFAULT OF TENANT**

**1. Defaults.** Time is of the essence of this Lease. If Tenant fails to comply with any covenant, term, or condition of this Lease, or if a trustee or receiver is appointed for Tenant's assets, or if Tenant makes an assignment for the benefit of creditors, or if Tenant vacates or abandons the Premises, and if such failure continues for, or is not remedied within ten (10) business days (or, if no default in the payment of rent is involved, within twenty (20) business days), after notice in writing thereof is given by Landlord to Tenant specifying the failure, then Landlord may, in its sole discretion:

- a. Declare the term hereof ended as of a specific Termination Date, reenter the Premises, and take possession thereof and remove all persons therefrom, and Tenant shall have no further claim thereon or hereunder; or
- b. Without declaring this Lease terminated, reenter the Premises, and occupy the whole or any part thereof for and on account of Tenant and collect any unpaid

rentals and other charges, which have become payable, or which may thereafter become payable; or

- c. Even though Landlord may have reentered the Premises, thereafter elect to terminate this Lease and all of the rights of Tenant in or to the Premises.
- d. If Landlord reenters the Premises under option (b) above, Landlord shall not be deemed to have terminated this Lease or the liability of Tenant to pay any rental or other charges thereafter accruing, or to have terminated Tenant's liability for damages under any of the provisions hereof, by any such reentry or by any action, in unlawful detainer or otherwise, to obtain possession of the Premises, unless Landlord shall have notified Tenant in writing that it has so elected to terminate this Lease and Tenant further covenants that the service by Landlord of any notice pursuant to the unlawful detainer statutes and the surrender of possession pursuant to such notice shall not (unless Landlord elects to the contrary at the time of or at any time subsequent to the serving of such notices and such election is evidenced by written notice to Tenant) be deemed to be a termination of this Lease. If Landlord enters or takes possession of the Premises, Landlord shall have the right, but not obligation, to remove all or personal property located therein and place the same in storage at a public warehouse at the expense and risk of Tenant.
- e. If Landlord elects to terminate this Lease pursuant to the provisions of options (a) or (c) above, Landlord may recover from Tenant as damages, the following:
  - i. Any other amount necessary to compensate Landlord for all the detriment proximately caused by Tenant's failure to perform its obligations under this Lease or which in the ordinary course of things would be likely to result therefrom, including, but not limited to, any costs or expenses incurred by Landlord in (a) retaking possession of the Premises, including reasonable attorney fees therefor; (b) maintaining or preserving the Premises after such default; (c) preparing the Premises for re-letting to a new tenant, including repairs or alterations to the Premises for such re-letting; (d) leasing commissions; (e) removing the building and other improvements and restoring the Premises to its original condition; and (f) any other costs necessary or appropriate to re-let the Premise, plus, (g) at Landlords' election, such other amounts in addition to, or in lieu of, the foregoing as may be permitted from time-to-time by the laws of the State of Washington.
  - ii. For the purposes of this Section 12.1 (and elsewhere within this Lease where applicable), the terms "rent" and "rental" shall be deemed to be the annual Base Rent.

**2. Legal Expenses.** In any dispute arising out of this Lease, the prevailing party shall be entitled to reimbursement by the non-prevailing party of the prevailing party's reasonable costs and attorney fees, whether such costs and attorney fees are incurred with or without litigation, in a bankruptcy court (i.e., in a motion for assumption or rejection of the Lease, etc.), or on appeal.

**3. Remedies Cumulative; Waiver.** Landlord's remedies hereunder are cumulative, and not exclusive, and Landlord's exercise of any right or remedy shall not be deemed to waive, alter, affect, or prejudice any other right or remedy which Landlord may have under this Lease or at law or in equity, including the right to cure Tenant's default on Tenant's behalf and recover from Tenant upon demand all costs and expenses incurred by Landlord in connection therewith, including interest thereon at a rate of six (6) percent per annum from the date incurred until paid. Neither the acceptance of rent nor any other acts or commissions of Landlord at any time or times after the happening of any default or breach by Tenant shall operate as a waiver of any past or future violation, breach, or failure to keep or perform any covenant, agreement, term, or condition hereof or to deprive Landlord of its right to cancel, terminate, or forfeit the Lease or estop Landlord from promptly exercising any other option, right, or remedy that it may have under any term or provisions of this Lease, or at law or in equity.

### **XIII. ACCESS BY LANDLORD; DEFAULT OF LANDLORD**

**1. Right of Entry.** Landlord and its agents shall have the right to enter the Premises at any time to examine the same, and to make such repairs, alterations, improvements, or additions as Landlord may deem necessary or desirable. The Landlord will request entry to the building prior to entering. If Tenant does not respond within a reasonable time and an entry is necessary or permissible, Landlord may enter the same by master key, which Tenant shall provide to Landlord upon Tenant's occupancy of the HoH, or may forcibly enter the same, without rendering Landlord liable therefor. Tenant shall not change the locks to the Premises without first advising the Landlord thereof and providing Landlord with a key. Tenant shall at all times allow access to all stormwater facilities located within the Premises. Stormwater facilities shall not be blocked or obstructed in any way. Tenant agrees that, from time-to-time, the City of Bellingham Public Works personnel may access the Premises at any time to clean, maintain, inspect, or repair stormwater facilities located within, near, or around the Premises.

**2. Default of Landlord.** Landlord shall be in default hereunder only if Tenant serves Landlord a written notice specifying the alleged default and Landlord does not remedy the failure within sixty (60) days following receipt thereof or, in the case of failure which reasonably requires more than sixty (60) days to cure, if Landlord has not commenced to remedy the same within sixty (60) days following receipt of written notice thereof. Tenant shall not exercise any remedies available to it until the grace period provided for in this Section has elapsed.

### **XIV. SURRENDER OF PREMISES**

**1. Surrender of Premises.** At the expiration or sooner termination of this Lease, Tenant shall return the Premises to Landlord in the same condition in which received, reasonable wear and tear excepted. Tenant shall remove all improvements made to the Premises, including, without limitation, the HoH Building or other structures, and shall restore the Premises to the condition it was in prior to the installation of said items. Tenant's obligation to perform this covenant shall survive the expiration or termination of this Lease. Landlord may place and maintain signs in conspicuous places on the Premises for one hundred twenty (120) days prior to the expiration or earlier termination of this Lease to advertise the Premises' availability.

**2. Holding Over.** If Tenant holds over after the expiration of the term hereof with Landlord's express prior written consent, such holding over shall be construed as a tenancy from



month-to-month on the terms and conditions set forth herein, which tenancy may be terminated by either party upon at least thirty (30) days' written notice to the other party, effective as of the last day of a calendar month. If Tenant holds over without Landlord's express prior written consent, such shall constitute a tenancy at will, terminable upon notice from Landlord, and Tenant shall be liable for all damages suffered by Landlord as a consequence of such holding over.

## **XV. MISCELLANEOUS**

**1. Notices.** Any notices required in accordance with any of the provisions herein shall be delivered personally, sent by overnight courier, or mailed by registered or certified mail to the addresses set forth in Section 1.2 or such other address as a Party shall from time to time advise in writing. If mailed, a notice shall be deemed received three (3) business days after the postmark affixed on the envelope by the United States Post Office.

**2. Successors or Assigns.** All of the terms, conditions, covenants, and agreements of this Lease shall extend to, and be binding upon, Landlord, Tenant, and their respective heirs, administrators, executors, successors and permitted assigns.

**3. Partial Invalidity.** If any term, covenant, or condition of this Lease or the application thereof to any person or circumstance is, to any extent, invalid or unenforceable, the remainder of this Lease, or the application of such term, covenant, or condition to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each other term, covenant, or condition of this Lease shall be valid and be enforceable to the fullest extent permitted by law.

**4. Recording.** Tenant may record this Lease or a memorandum hereof.

**5. Force Majeure.** Landlord shall not be deemed in default hereof nor liable for damages arising from its failure to perform its duties or obligation hereunder if such is due to causes beyond its reasonable control, including, but not limited to, acts of God, acts of terrorism, acts of civil or military authorities, fire, floods, windstorm, earthquake, strikes or other labor disturbances, civil commotion or disorder, or war.

**6. Tenant Defined.** When the term "**Tenant**" is used herein it shall mean Western Washington University and its successors and assigns. If there is more than one Tenant, they shall all be bound jointly and severally by the terms, covenants, and agreements herein.

**7. Recycling.** Tenant will take reasonable steps to prevent the unnecessary generation of refuse through the choice and use of products and packaging and other materials in its business that minimize solid waste or that are durable, reusable, or recyclable. If so required by Landlord, Tenant will provide or obtain recycling containers for use on the Premises by the University's faculty, staff, students, invitees and members of the public and shall recycle acceptable materials in the recycling containers and otherwise participate in any recycling program established by Landlord or required by Applicable Laws.

**8. Tenant's Authority.** Tenant warrants that its execution of this Lease has been duly authorized in accordance with its constituent documents.

**9. Headings.** The headings in this Lease are for convenience only and do not in any way limit or affect the terms and provisions hereof.

10. **Gender.** Wherever appropriate in this Lease, the singular shall be deemed to refer to the plural and the plural to the singular, and pronouns of certain genders shall be deemed to include either or both of the other genders.

11. **Counterparts.** This Lease may be executed in counterparts, each of which shall be deemed an original, but which when taken together shall constitute one and the same instrument.

12. **Quiet Enjoyment.** So long as Tenant pays the Rent and performs all of its obligations in this Lease, Tenant's possession of the Premises will not be disturbed by Landlord or anyone claiming by, through, or under the Landlord.

13. **Entire Lease Agreement - Applicable Law.** This Lease, including the Recitals and the Exhibits attached hereto, which by this reference are incorporated herein as material terms of the Lease, set forth the entire agreement of Landlord and Tenant concerning the Premises, and supersede any other agreements or understanding, oral or written, between Landlord and Tenant. Any subsequent modification or amendment of this Lease shall be binding upon Landlord and Tenant only if in writing and signed by both. This Lease shall be governed by and construed in accordance with the laws of the State of Washington without recourse to any principal of Conflicts of Laws. Venue for any lawsuit brought under this Lease shall be in the Superior Court of Whatcom County, Washington.

14. **Execution by Landlord and Tenant.** Landlord shall not be deemed to have made an offer to Tenant by furnishing Tenant with a copy of this Lease with particulars inserted. No contractual or other rights shall exist or be created between Landlord and Tenant until all parties hereto have executed this Lease and fully executed copies have been delivered to Landlord and Tenant.

**TENANT:**

**WESTERN WASHINGTON UNIVERSITY**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**LANDLORD**

**CITY OF BELLINGHAM**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: Mayor

**ATTEST: DEPARTMENT APPROVAL**

---

Finance Director Parks and Recreation Director

**APPROVED AS TO FORM:**

---

Office of the City Attorney

STATE OF WASHINGTON }  
COUNTY OF WHATCOM } ss.

I CERTIFY that I know or have satisfactory evidence that \_\_\_\_\_ is the person who appeared before me, and said person acknowledged that she/he signed this instrument, on oath stated that she/he was authorized to execute the instrument and acknowledged it as the \_\_\_\_\_ of the **WESTERN WASHINGTON UNIVERSITY** to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

DATED: \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE OF NOTARY PUBLIC

\_\_\_\_\_  
NAME PRINTED

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
MY APPOINTMENT EXPIRES

STATE OF WASHINGTON }  
COUNTY OF WHATCOM } ss.

I CERTIFY that I know or have satisfactory evidence that \_\_\_\_\_  
is the person who appeared before me, and said person acknowledged that she/he signed  
this instrument, on oath stated that she/he was authorized to execute the instrument and  
acknowledged it as the \_\_\_\_\_ of the **CITY OF BELLINGHAM** to be  
the free and voluntary act of such party for the uses and purposes mentioned in the  
instrument.

DATED: \_\_\_\_\_

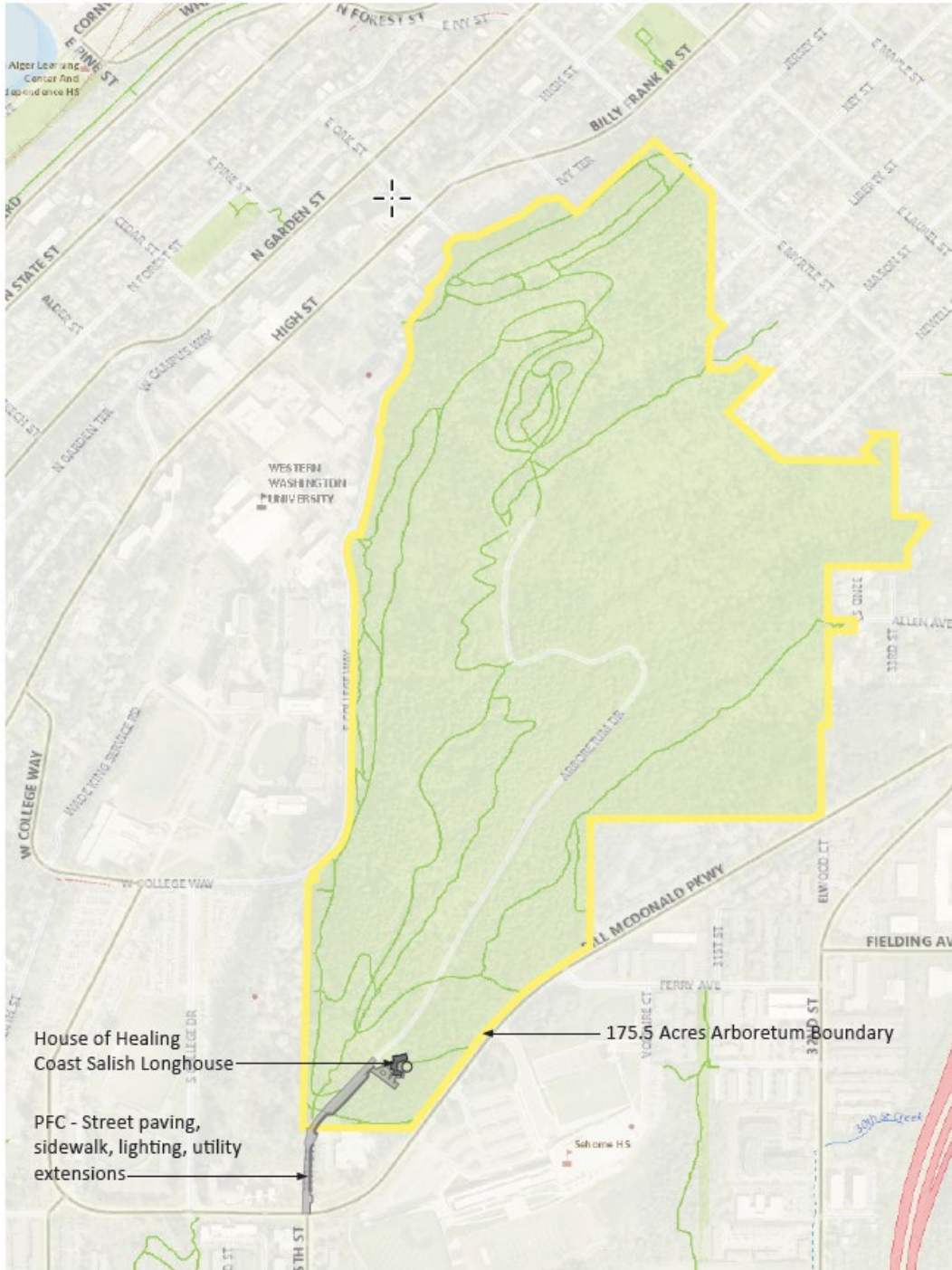
\_\_\_\_\_  
SIGNATURE OF NOTARY PUBLIC

\_\_\_\_\_  
NAME PRINTED

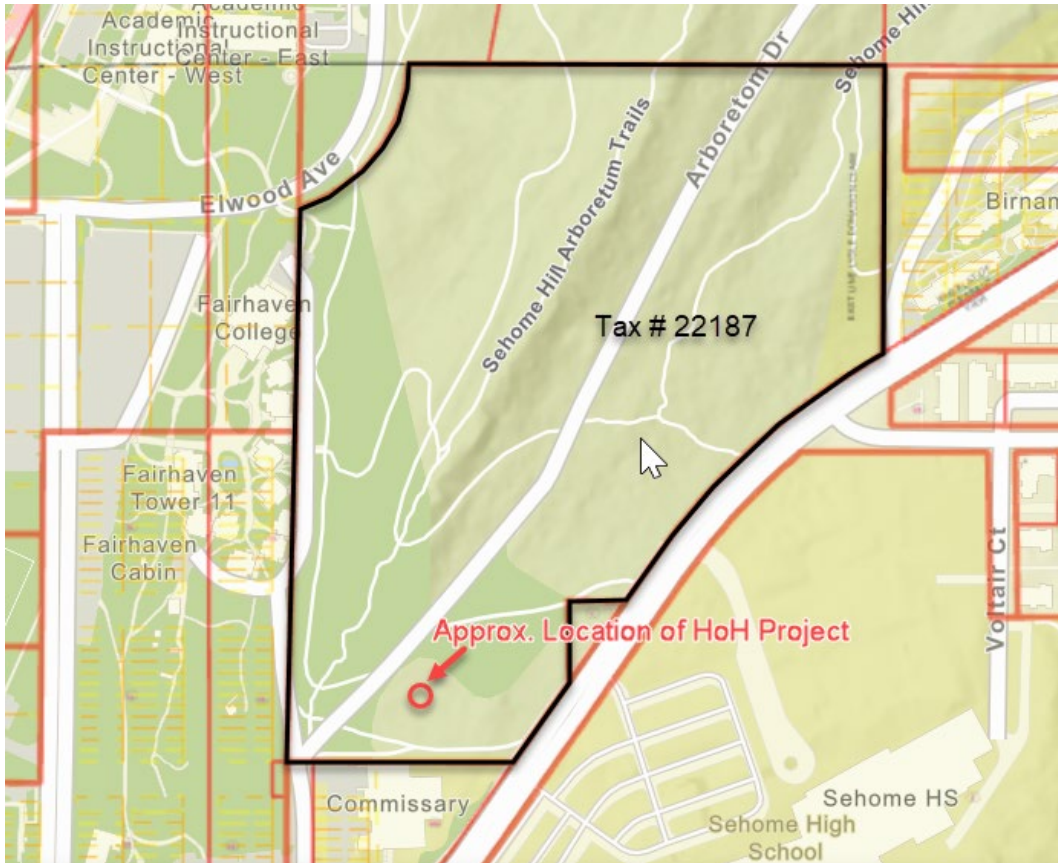
\_\_\_\_\_  
TITLE

\_\_\_\_\_  
MY APPOINTMENT EXPIRES

**EXHIBIT A**  
**Sketch of Sehome Arboretum Showing HoH Project Site**



**EXHIBIT B**  
**City-Owned Arboretum Parcel with Approximate Location of HoH Leased Premises**





**EXHIBIT C**  
**Legal Description and Sketch of HoH Property**

**LEGAL DESCRIPTION OF**  
**WESTERN WASHINGTON UNIVERSITY**  
**HOUSE OF HEALING LEASE SITE**

A tract of land lying within the Northwest Quarter of the Northwest Quarter and the Southwest Quarter of the Northwest Quarter of Section 6, Township 37 North, Range 3 East, W.M., being more particularly described as follows.

**Commencing** at the City of Bellingham Survey Control Monument Number 2163 marking a point of tangency of the centerline of Bill McDonald Parkway. Thence North  $36^{\circ}13'04''$  East, along the centerline of Bill McDonald Parkway, for a distance of 269.66 feet; Thence departing from said centerline North  $53^{\circ}46'56''$  West for a distance of 132.50 feet to the **Point of Beginning**. Thence South  $89^{\circ}12'48''$  West for a distance of 318.34 feet; Thence North  $44^{\circ}57'13''$  West for a distance of 18.02 feet; Thence North  $43^{\circ}07'58''$  East for a distance of 295.73 feet; Thence South  $8^{\circ}21'47''$  East for a distance of 10.35 feet; Thence North  $58^{\circ}01'06''$  East for a distance of 24.84 feet; Thence North  $55^{\circ}37'55''$  East for a distance of 123.14 feet to the beginning of a curve to the right that has a radius of 15.00 feet; Thence along said curve to the right through a central angle of  $79^{\circ}18'35''$  and a distance of 20.76 feet; Thence South  $45^{\circ}03'31''$  East for a distance of 14.96 feet to the beginning of a curve to the left that has a radius of 141.61 feet; Thence along said curve to the left through a central angle of  $12^{\circ}33'51''$  and a distance of 31.05 feet to the beginning of a compound curve to the left that has a radius of 30.01 feet; Thence along said compound curve to the left through a central angle  $52^{\circ}40'44''$  and a distance of 27.59 feet to the beginning of a reverse curve to the right that has a radius of 234.80 feet; Thence along said reverse curve to the right through a central angle of  $14^{\circ}14'02''$  and a distance of 58.33 feet to the beginning of a compound curve to the right that has a radius of 48.20 feet; Thence along said compound curve to the right through a central angle of  $33^{\circ}56'56''$  and a distance of 28.56 feet; Thence South  $62^{\circ}07'08''$  East for a distance of 36.05 feet; Thence South  $36^{\circ}13'04''$  West for a distance of 324.70 feet, more or less, to the **Point of Beginning**.

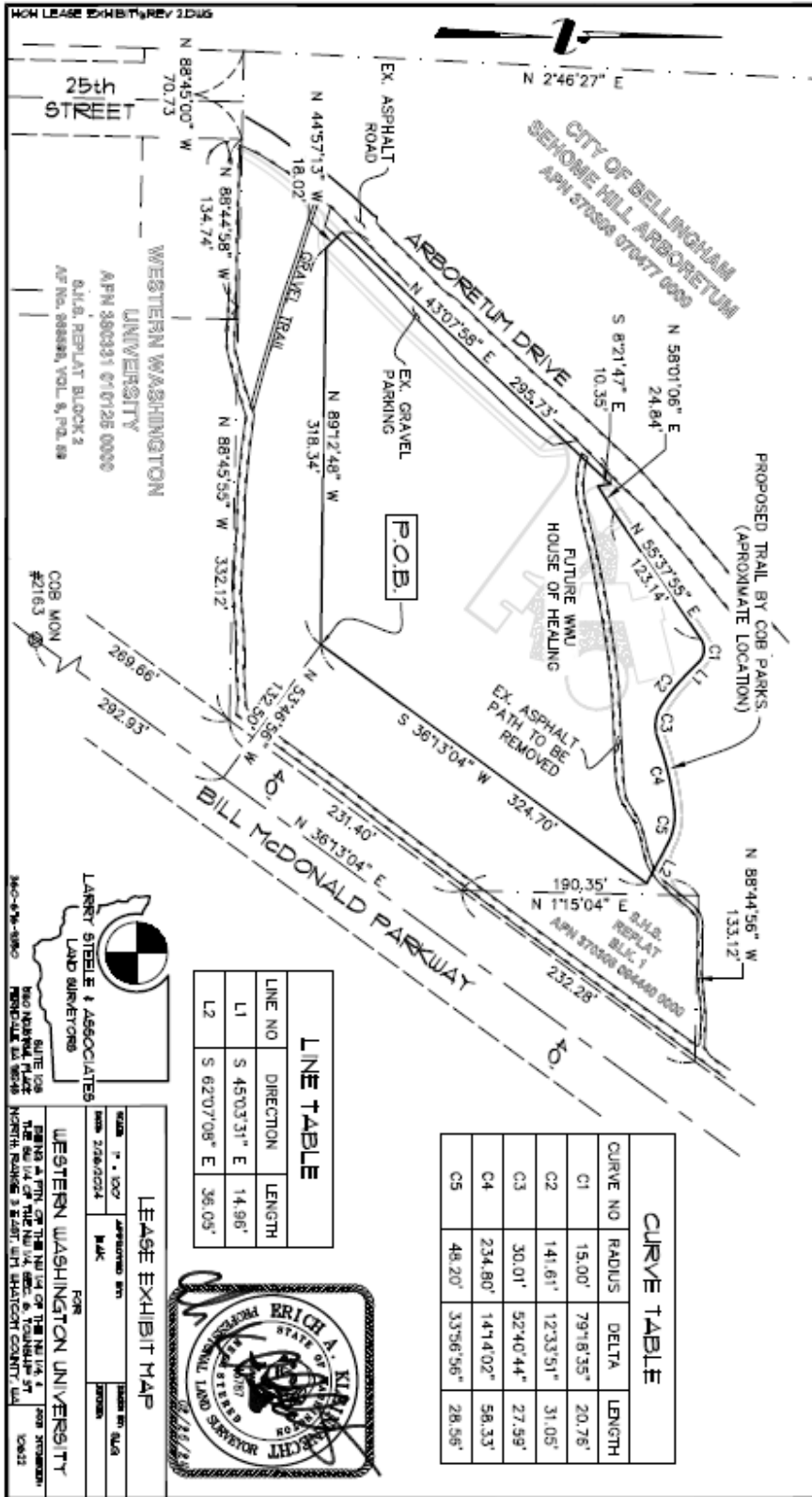
Containing an area of 87,228 square feet (2.00 acres), more or less.

Situate in the City of Bellingham, Whatcom County, Washington.



Prepared by Larry Steele & Associates  
Land Surveyors  
5160 Industrial Place, Ste. 108  
Ferndale, WA 98248  
360-676-9350  
Job #10622  
February 26, 2024





| LINE TABLE |               |        |
|------------|---------------|--------|
| LINE NO.   | DIRECTION     | LENGTH |
| L1         | S 45°03'31" E | 14.96' |
| L2         | S 62°07'08" E | 36.05' |

| CURVE TABLE |         |           |        |
|-------------|---------|-----------|--------|
| CURVE NO.   | RADIUS  | DELTA     | LENGTH |
| C1          | 15.00'  | 79°18'35" | 20.78' |
| C2          | 141.61' | 12°33'51" | 31.05' |
| C3          | 30.01'  | 52°40'44" | 27.59' |
| C4          | 234.80' | 14°14'02" | 58.33' |
| C5          | 48.20'  | 33°56'56" | 28.56' |

LARRY STEELE & ASSOCIATES  
LAND SURVEYORS

DATE: 12/28/2024  
BY: [Signature]

THIS MAP WAS PREPARED BY THE SURVEYOR IN ACCORDANCE WITH THE PROFESSIONAL STANDARDS AND ETHICS OF THE SURVEYING PROFESSION.


LEASE EXHIBIT MAP

FOR  
WESTERN WASHINGTON UNIVERSITY

THIS MAP WAS PREPARED BY THE SURVEYOR IN ACCORDANCE WITH THE PROFESSIONAL STANDARDS AND ETHICS OF THE SURVEYING PROFESSION.



**EXHIBIT D  
Insurance Certificate**

| <b>CERTIFICATE OF LIABILITY INSURANCE</b>   |               | Issue Date 12/4/2023  |                 |   |
|---|---------------|---|-----------------|---|
| <b>ISSUED BY:</b><br>State of Washington<br>Department of Enterprise Services<br>Office of Risk Management<br>PO Box 41466<br>Olympia, WA 98504-1466  |               | THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE STATE OF WASHINGTON SELF INSURANCE LIABILITY PROGRAM.   |                 |   |
|   |               | <b>COVERAGE AFFORDED BY</b><br><b>State of Washington Self Insurance Liability Program</b>  |                 |   |
| <b>INSURED:</b><br>State of Washington<br>Western Washington University<br>ATTN: Paul Mueller<br>516 High Street<br>Bellingham, WA 98225  |               | THE STATE OF WASHINGTON, INCLUDING ALL ITS AGENCIES AND DEPARTMENTS, IS SELF-INSURED FOR TORT LIABILITY CLAIMS. ALL CLAIMS MUST BE FILED WITH THE STATE OFFICE OF RISK MANAGEMENT FOR PROCESSING IN ACCORD WITH STATUTORY REQUIREMENTS.   |                 |   |
| <b>COVERAGES</b>  |               |   |                 |   |
| THIS IS TO CERTIFY COVERAGE DESCRIBED BELOW IS PROVIDED TO THE INSURED NAMED ABOVE FOR THE PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE COVERAGE AFFORDED BY THE SELF-INSURANCE LIABILITY PROGRAM IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH PROGRAM.                     |               |   |                 |   |
| TYPE OF COVERAGE  | POLICY NUMBER | EFFECTIVE DATE  | EXPIRATION DATE | LIMITS  |
| <b>GENERAL LIABILITY</b><br><input checked="" type="checkbox"/> GENERAL LIABILITY<br><input checked="" type="checkbox"/> OCCURRENCE COVERAGE  | Self-Insured  | Continuous  | Continuous      | BODILY INJURY, PROPERTY DAMAGE & PERSONAL INJURY COMBINED EACH OCCURRENCE \$5,000,000 |
| <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input checked="" type="checkbox"/> ALL OWNED AUTOS<br><input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> HIRED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS   |               |   |                 | BODILY INJURY & PROPERTY DAMAGE COMBINED EACH ACCIDENT \$5,000,000                    |
| <b>WORKERS COMPENSATION AND EMPLOYERS LIABILITY</b>   | L & I         | Continuous  | Continuous      | WC – STATUTORY  |
| <b>OTHER</b>  |               |   |                 |   |
| <b>DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS:</b> Coverage applies as respects tort liability claims against the State of Washington as covered by the Tort Claims Act (RCW 4.92 et seq.) The Certificate Holder, the City of Bellingham, its officers, employees, elected officials, agents and volunteers are named as additional insured, but only as respects the negligence of the State of Washington. |               |   |                 |   |
| <b>CERTIFICATE HOLDER:</b>  |               | <b>CANCELLATION</b>   |                 |   |
| THE CITY OF BELLINGHAM<br>210 LOTTIE STREET<br>BELLINGHAM, WA 98225   |               | SHOULD THE SELF INSURANCE LIABILITY PROGRAM BE CANCELLED, THE STATE OF WASHINGTON WILL ENDEAVOR TO MAIL 45 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL NOT IMPOSE ANY OBLIGATION OR LIABILITY UPON THE STATE OF WASHINGTON, ITS OFFICIALS, EMPLOYEES, AGENTS OR REPRESENTATIVES. |                 |   |
| <b>CERTIFICATE NUMBER</b> CRT 2024-00375  |               | <b>AUTHORIZED REPRESENTATIVE:</b><br><br>Jason Siems, State Risk Manager   |                 |   |

**AMENDED INTER-LOCAL COOPERATION AGREEMENT**

**SEHOME HILL ARBORETUM**

**THIS AMENDED INTER-LOCAL COOPERATION AGREEMENT, MADE AND ENTERED INTO BY AND BETWEEN THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY AND THE CITY OF BELLINGHAM ON THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2024,**

**WITNESSETH:**

**RECITALS**

WHEREAS, both Western Washington University (“WWU”) and the City of Bellingham (“City”) desire to continue to cooperate in the development and operation of an arboretum area to be located on Sehome Hill in the City; and

WHEREAS, WWU and the City wish the Arboretum to continue to exist as an area to be preserved in a natural state, subject to the needs of WWU and the City, as they may be manifest by mutual agreement, to be devoted to educational, aesthetic, low impact recreation and research purposes, and to be developed in a manner which is compatible with sound ecological principles; and

WHEREAS, both WWU and the City are willing to continue to designate certain real property owned by said parties for arboretum purposes on a non-permanent basis; and

WHEREAS, WWU and the City wish to retain full ownership, right, and title in the real property which each has designated for arboretum purposes; and

WHEREAS, public agencies such as WWU and the City are authorized under the provisions of RCW Chapter 39.34 to enter into agreements with one another for joint or cooperative action;

WHEREAS, this Interlocal Cooperation Agreement supersedes and replaces the Interlocal Cooperation Agreement between the parties executed in July 2015 with a term of August 6, 2015, through August 5, 2025;

NOW, THEREFORE, the Board of Trustees of Western Washington University and the City Council of the City of Bellingham do hereby mutually agree as follows:

**AGREEMENT**

1. Intent and Purpose. WWU and the City do hereby continue their voluntary association for the development and operation of an arboretum located on Sehome Hill, within the

City hereinafter referred to as the “Sehome Hill Arboretum”. It is understood by both parties that said Arboretum (a) will be preserved in a natural state to the greatest extent possible, subject to the needs of WWU and the City, as they may be manifest by mutual agreement, (b) will be devoted to educational, aesthetic, low impact recreation and research purposes, (c) will be open to access by the public, and (d) will be developed in a manner which is compatible with sound ecological principles.

2. Board of Governors. WWU and the City do hereby authorize and direct the continuance of a joint board to be responsible for the development and coordination of the Sehome Hill Arboretum program. This joint board shall be known as the Board of Governors of the Sehome Hill Arboretum.

- a) The Board of Governors shall be composed of eight (8) members, and shall include the following individuals:
  - (i) The City Director of Parks and Recreation or his/her designated representative;
  - (ii) Two community members selected by the City;
  - (iii) WWU Associate Vice President for Facilities Development and Operations or their designee;
  - (iv) Two WWU faculty, staff, or other members of the university community selected by the WWU President, one of which will preferably be affiliated with the House of Healing Longhouse Program;
  - (v) One member-at-large selected by the Arboretum Board of Governors; and
  - (vi) One student appointed by the WWU Associated Students Organization.
- b) The Board of Governors shall serve without remuneration.
- c) The Board of Governors shall select its own chairman from the membership of the Board.
- d) The members of the Board of Governors, with the exception of the student member, shall hold their offices for terms of three (3) years, subject to reappointment. The student member will be appointed annually for a maximum of two years. The terms of office of the members of the Board of Governors shall be established so as to provide that the terms of not more than three (3) members will expire during any one year.
- e) The Board of Governors shall adopt by-laws for the Board and policy for the Arboretum.

- f) The City ordinances and regulations for Parks and Recreation Facilities shall apply and be enforced within the Arboretum boundaries.

3. Maintenance and Operation. The Board of Governors shall be empowered to work with the City and WWU in planning the use of such capital, operating and maintenance funds as shall be authorized by the City or WWU, and such endowment funds to the Arboretum as may be received by either agency.

- a) WWU shall include the total 175.5 acres of arboretum area within their annual reserve ground maintenance funds, and be responsible for on-going maintenance and operations of the Arboretum. Except as provided in Section 7 for the House of Healing Longhouse, the City shall be responsible for maintenance of roads, the parking lot, and the tower and the immediate surrounding grounds.
- b) Except as provided in Section 7 for the House of Healing Longhouse, any new capital construction costs exceeding \$2,000 will be shared by WWU and the City on an equal basis. The capital improvement projects will be administered either by WWU or the City, in cooperation with the Board of Governors.
- c) The Board shall coordinate with WWU's maintenance and operations programs, all volunteer projects associated with the Arboretum.
- d) The Board of Governors is authorized to comment/advise only as to impacts to property that lies within the jurisdiction of the Sehome Hill Arboretum.

4. Long Range Master Plan. The Board of Governors shall establish and submit priorities for maintenance and development of the Arboretum in accordance with the Long Range Master Plan adopted by the City and WWU.

5. Designation of Property. WWU and the City hereby agree to continue to designate certain real property for the Sehome Hill Arboretum. The extent and area of said real property is indicated on the Exhibit "A" maps, as approximately 38 acres, and Exhibit "B", as approximately 137.5 acres, both of which Exhibits are attached hereto and incorporated herein by this reference.

- a) It is understood and agreed by both the City and WWU that full title to, and ownership of, all real property now or in the future designated by either party for use in connection with the Sehome Hill Arboretum shall remain with the party so designating the property. Neither party hereto shall, at any time, assert, allege, or claim any right, title, easement, license, or ownership interest in any real property designated by the other party for use in connection with the Sehome Hill Arboretum.
- b) The Board of Governors shall cause adequate notice to be given to members of the public that:
  - (i) The real property contained within the Sehome Hill Arboretum area is owned by WWU and the City;
  - (ii) Members of the public have been given permission by WWU

and the City to pass over and use the property within the Sehome Hill Arboretum area; and

- (iii) Said permission is revocable by WWU and the City at any time and for any reason.

6. Observation Tower. The City will assume all responsibility for maintenance and repair of the observation tower. WWU will be responsible for normal grounds maintenance up to the building overhang, with the City being responsible for grounds maintenance under the tower. The City assumes full liability for any claims which arise as a result of the presence, or use of, the observation tower.

7. House of Healing Longhouse. The City and WWU agree to partner together to facilitate the construction of a Coast Salish Longhouse, House of Healing Building (“HoH Building”) and appurtenant outdoor facilities on a portion of the Arboretum property, which is owned by the City and is depicted in Exhibit “C” (“HoH Property”). The HoH Building, HoH Property, and all appurtenances thereto are referred to as the “HoH Project”. The parties will execute a low-cost, long-term lease, which will define each party’s rights and responsibilities for the construction and operation of the HoH Project. WWU will construct and operate the HoH Project as a cultural gathering space for its Native American students, faculty, and staff and a meeting place for the general public. The City will provide the real property for the HoH Project and \$600,000 for necessary off-site street and utility improvements for the project. WWU shall provide the City timely documentation showing that it used the \$600,000 provided by the City for the design and/or construction of the necessary off-site street and utility improvements for the HoH Project. WWU promptly return any City funds not used for the design and/or construction of these street and utility improvements.

8. Term. The term of this Agreement shall be ten (10) years, commencing \_\_\_\_\_, 2024 and ending \_\_\_\_\_, 2034, unless sooner terminated as herein provided.

- a) The Board of Governors shall be empowered to make recommendations to the City Council and to the WWU Board of Trustees concerning the continuation, modification or termination of this Inter-Local Cooperation Agreement;
- b) The Board of Governors shall submit a report of the prior year’s activities each February to the City Council and WWU Board of Trustees; and
- c) Either party may terminate this Agreement prior to the expiration of the ten-year term by providing written notice to the other party at least twelve (12) months prior to the date of intended termination.

**9. Entire Agreement. This Inter-Local Cooperation Agreement contains the entire agreement between WWU and the City and shall not be modified in any manner except by an instrument in writing executed by both parties.**

EXECUTED this \_\_\_\_ day of \_\_\_\_\_, 2024

**WESTERN WASHINGTON UNIVERSITY:**

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Sabah Randhawa  
President

**Approved as to form only:**

---

Kerena Higgins  
Assistant Attorney General

**CITY OF BELLINGHAM:**

**Department Approval:**

---

Kim Lund, Mayor

---

Nicole Oliver, Parks & Recreation Director

**Attest:**

**Approved as to form:**

---

Finance Director

---

Office of the City Attorney

# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

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

**FROM:** President Sabah Randhawa by:  
Joyce Lopes, Vice President for Business and Financial Affairs

**DATE:** April 11, 2024

**SUBJECT:** **Construction Contract Amendment to Progressive Design-Build Contract and Total Project Budget Adjustment for House of Healing, PW774**

**PURPOSE:** Action Item

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**Purpose of Submittal:**

Approve a construction contract amendment to the progressive design-build contract and total project budget adjustment for the House of Healing, PW774.

**Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a change order and construction contract amendment for the construction of the House of Healing, Coast Salish Longhouse, to Wellman & Zuck Construction, Bellingham, WA, in the amount of \$3,798,068 (excluding associated sales tax), bringing the contract to a total of \$4,319,675 (excluding associated sales tax).

**Supporting Information:**

The House of Healing, Coast Salish Longhouse is utilizing the alternative delivery method of Progressive Design-Build. In Progressive Design-Build there are two phases, Phase 1, design and pre-construction services, and Phase 2, design and construction services. Phase 1 was presented at the June 2022 Board meeting to award the design and pre-construction services contract to Wellman & Zuck for \$250,000.

The design build team has completed programming and design to meet a Guaranteed Maximum Price (GMP) of \$4,319,675. The GMP reflects the actual cost to design and construct the project after working collaboratively with WWU to identify and mitigate risks in Phase 1.

The history of all Board approvals and approved change orders that make up the \$4,319,675 are illustrated in the following table:



| <b>BOT Approval Action</b>                                       | <b>Associated BOT Meeting</b> | <b>Amount (excludes sales tax)</b> |
|--|-------------------------------|------------------------------------|
| Phase 1 (with approved Change Orders)                            | June 2022                     | \$250,000                          |
| Approved Change Orders to Phase 1 (Board approvals not required) | NA                            | \$196,196                          |
| Pending Change Orders to Phase 1 (Board approvals not required)  |                               | \$75,411                           |
| Phase 2 Amendment (Pending)                                      | April 2024                    | \$3,798,068                        |
| <b>TOTAL GMP</b>   |                               | <b>\$4,319,675</b>                 |

Approved change orders to Phase 1 include additional survey and geotechnical services required for a larger parcel than the Request for Proposal stage, extended programming requested, coordination efforts with the City of Bellingham for unknown City requirements during the Request for Proposal stage, and extended design development services.

**Native Participation and Business Equity:**

The combined contract values and anticipated for Business Equity Enterprise (BEE) is more than 25%.

| <b>Company Name</b>     | <b>Scope</b>                       | <b>Classification</b>      | <b>*Total Phase 1 (Current Participation)</b> | <b>**Total Phase 2 (Anticipated Participation)</b> |
|-------------------------|------------------------------------|----------------------------|---|--|
| Rolluda + Atlas         | Architect + Structural Eng         | DBE/MBE (Minority)         | 6.5%  | 9.7%   |
| Jones & Jones           | Indigenous & Landscape Design      | Native Owned               | 1.9%  | 2.3%   |
| Legacy Anthropology     | Archeology                         | WBE/MBE (Woman & Minority) | 0.1%  | 0.1%   |
| Len Honcoop Gravel Inc. | Civil/Site Utilities Subcontractor | DBE/WBE (Woman)            | 0.0%  | 10.4%  |
| Wellman & Zuck***       | General Contractor                 | SBE (Small Business)       | 1.0%  | 20.7%  |
|                         |                                    | Project Totals:            | 9.4%  | 43.3%  |

\*Calculated on original GMP=\$3,650,000

\*\*Calculated on anticipated GMP=\$4,300,000

\*\*\*Wellman & Zuck is not registered w/ OMWBE but meets WWU RFP Criteria & Qualifications as an SBE

**Total Project Funding: \$5,800,000**

**Source of Funding:**

- State Appropriations – Bonds
- State Appropriations – Local
- Foundation Funds
- Parking Funds
- Federal Grants

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

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

**FROM:** President Sabah Randhawa by:  
Joyce Lopes, Vice President for Business of Financial Affairs

**DATE:** April 11, 2024

**SUBJECT:** **South Campus Infrastructure and Pedestrian Access Improvements,  
PW825**

**PURPOSE:** Action Item

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## **Purpose of Submittal:**

Award a construction contract for the South Campus Infrastructure and Pedestrian Access Improvements, PW825. Award of the construction contract will follow Board of Trustees action. Construction is projected to start in May 2024.

## **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Trimaxx Construction Incorporated, Sedro Woolley, WA, in the amount of \$1,274,000 (plus associated sales tax) for the construction contract for the construction of upgrades to existing vehicle access roads, pedestrian infrastructure, and utility extensions.

## **Supporting Information:**

This project will provide construction of roadway improvements, pedestrian improvements including sidewalks from Bill McDonald Parkway to the House of Healing, and utility extensions along portions of 25<sup>th</sup> Street and Arboretum Drive. This scope of work is related to and will be conducted concurrently with the adjacent project PW774 House of Healing.

This project was advertised for competitive bidding on February 29, 2024, with the bid opening held March 21, 2024. Seven bids were received by the University (see attached bid summary). Freeland and Associates, Inc., Bellingham, WA, prepared the plans and specifications for this project.

Advertisement for bids included language promoting MWBE participation. Two of the seven bidders indicated MWBE or SBE participation on their bid.

The total budget for the project is \$1,820,000.

## **Source of Funding:**

State Appropriations – Local  
City of Bellingham Funds  
Parking Funds



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

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

**FROM:** President Sabah Randhawa by:  
Vice President Joyce Lopes, Business of Financial Affairs

**DATE:** April 11, 2024

**SUBJECT:** **PW810 Edens Hall Electronic Safety and Telecom Upgrades**

**PURPOSE:** Action Item

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**Purpose of Submittal:**

Award a construction contract for the Edens Hall Electronic Safety and Telecom Upgrades, PW810. Award of the construction contract will follow Board of Trustees action. Construction is projected to start in May 2024.

**Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dutton Electric Company, Inc., Lynnwood, WA, in the amount of \$540,500 (plus associated sales tax) for the construction of the Fire Alarm replacement and telecom upgrades at Edens Hall.

**Supporting Information:**

This project will replace the existing fire alarm system at Edens Hall including all devices, wiring, head-end equipment, and upgrade the fire alarm software to the latest technology. Additionally, the existing telecom cabling between the telecom rooms and student rooms will be replaced with upgraded cabling capable of higher data transfer speeds.

This project was advertised for competitive bidding on February 14, 2024, with the bid opening held March 7, 2024. Three bids were received by the University (see attached bid summary). K Engineers, Lynden, WA, prepared the plans and specifications for this project.

Advertisement for bids included language promoting MWBE participation, and the consultants and Western staff conducted extensive outreach to promote this project to MWBE certified firms. None of the bidders indicated MWBE or SBE participation on their bid.

The total budget for the project is \$1,050,000.

**Source of Funding:**

University Residences

|   |             |                                |                   |   |                   |                                       |                     |
|---|-------------|--------------------------------|-------------------|---|-------------------|---------------------------------------|---------------------|
| Project: EH Electronic Safety and Telecom Upgrades<br>Bid Open Date: 03.07.2024 3:04 PM |             | Dutton Electric Company        |                   | VECA Electric & Technologies            |                   | Valley Electric Co. of Mt. Vernon Inc |                     |
|   | Description |                                | Total Cost        |   | Total Cost        |                                       | Total Cost          |
| <b>Base Bid</b>   |             |                                |                   |   |                   |                                       |                     |
| 01  | Base Bid    |                                | 540,500.00        |   | 596,022.00        |                                       | 1,296,687.00        |
| <b>Base Bid Cost Total</b>  |             |                                | <b>540,500.00</b> |   | <b>596,022.00</b> |                                       | <b>1,296,687.00</b> |
| <b>Bid Summary</b>  |             |                                |                   |   |                   |                                       |                     |
| Base Bid Total  |             |                                | 540,500.00        |   | 596,022.00        |                                       | 1,296,687.00        |
| <b>Custom Fields</b>  |             |                                |                   |   |                   |                                       |                     |
| WA State Contractors License Number   |             | DUTTOEC137P3                   |                   | VECAEET821OQ                            |                   | VALLEEC141NA                          |                     |
| WA State UBI Number   |             | 601052701                      |                   | 601-190-731                             |                   | 600560647                             |                     |
| Federal Tax Identification Number   |             | 91-1388981                     |                   | 91-1453638                              |                   | 91-1275610                            |                     |
| Bid Bond  |             | PW810 Bid Bond.pdf (version 1) |                   | VECA_Bid Bond for PW810.pdf (version 1) |                   | Bid Bond.pdf (version 1)              |                     |
| Trench Excavation Safety  |             | 0.00                           |                   | 0.00                                    |                   | 0.00                                  |                     |
| MBE Participation   |             | 0                              |                   | 0.00                                    |                   | 0                                     |                     |
| WBE Participation   |             | 0                              |                   | 0.00                                    |                   | 0                                     |                     |
| SEDBE/DBE Participation   |             | 0                              |                   | 0.00                                    |                   | 0                                     |                     |
| VOB Participation   |             | 0                              |                   | 0.00                                    |                   | 0                                     |                     |
| SBE Participation   |             | 0                              |                   | 0.00                                    |                   | 0                                     |                     |
| Apprenticeship Participation  |             | Yes, 15%                       |                   | 0.00                                    |                   | 15                                    |                     |
| HVAC Subcontractor  |             | n/a                            |                   | N/A                                     |                   | N/A                                   |                     |
| Electrical Subcontractor  |             | Dutton Electric Company, Inc.  |                   | VECA ELECTRIC & TECHNOLOGIES            |                   | Valley Electric of Mt Vernon Inc      |                     |
| Confirmation of Bid Documents   |             | Yes                            |                   | Yes                                     |                   | Yes                                   |                     |

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

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

**FROM:** President Sabah Randhawa by:  
Joyce Lopes, Vice President for Business of Financial Affairs

**DATE:** March 29, 2024

**SUBJECT:** **Construction Contract for Birnam Wood Siding and Bridges Phase 2, PW812**

**PURPOSE:** Action Item

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**Purpose of Submittal:**

Award a construction contract for the Birnam Wood Siding and Bridges Phase 2, PW812. Award of the construction contract will follow Board of Trustees action. Fabrication of material is projected to start in April 2024 and on-site construction is projected to start in May 2024.

**Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dawson Construction, Bellingham, WA, in the amount of \$2,359,700 (plus associated sales tax) for the construction contract to perform the following work at Birnam Wood: (i) replace the siding and bridges and add insulation at Stacks 1 and 2, and (ii) replace the siding and add insulation at the Laundry Building.

**Supporting Information:**

The following conditions exist at Birnam Wood:

- The existing bridges are past their useful life and need to be replaced.
- The siding has weathered and functions poorly during weather events.
- The existing building insulation is minimal and does not provide appropriate comfort to the occupants.

This project will: (i) add insulation and replace the bridges and siding at Stacks 1 and 2, and (ii) replace the siding and add insulation at the Laundry Building. This project is phase 2 of several planned phases of repairs to exterior elements at Birnam Wood.

In order to install during the summer when students are not occupying these Stacks, the contractor will commence fabrication of bridges in April 2024, prior to commencing construction on-site. All work that will be disruptive to the occupants will be completed during the summer of 2024, when the facilities are vacant. From May to July, minor construction work will occur that won't greatly impact occupants.

This project was advertised for competitive bidding on March 8, 2024, with the bid opening held March 29, 2024. The bid included the base bid and no alternates, with three bids received by the University (see attached bid tabulation). Cornerstone Architectural Group, Kenmore, WA, prepared the plans and specifications for this project.

Advertisement for bids included language promoting MWBE participation and the consultants, and Western staff conducted extensive outreach to promote this project to MWBE certified firms. The responsible low bidder did not indicate MWBE participation on their bid. However, the second lowest bidder indicated percentages of total participation from minority-owned business enterprise (2.67%), women-owned business enterprise (2.67%), and socially and economically disadvantaged business enterprise (4.82%). The highest bidder indicated 100% for small business enterprise participation.

The total budget for the project is \$3,515,000.

**Source of Funding:**

University Residences Funding

| Project: BW Siding & Bridge Replacement Phase 2<br>Bid Open Date: 03.29.2024 10:04 AM |                                | Dawson Construction, LLC           | CDK Construction Services, Inc | HBHansen Construction |
|---|--------------------------------|------------------------------------|--------------------------------|-----------------------|
| Description   | Total Cost                     | Total Cost                         | Total Cost                     |                       |
| <b>Base Bid</b>   |                                |                                    |                                |                       |
| 01 Base Bid   | \$ 2,359,700.00                | \$ 2,551,000.00                    | \$ 3,785,000.00                |                       |
| <b>Base Bid Cost Total</b>  | <b>\$ 2,359,700.00</b>         | <b>\$ 2,551,000.00</b>             | <b>\$ 3,785,000.00</b>         |                       |
| <b>Bid Summary</b>  |                                |                                    |                                |                       |
| Base Bid Total  | \$ 2,359,700.00                | \$ 2,551,000.00                    | \$ 3,785,000.00                |                       |
| <b>Custom Fields</b>  |                                |                                    |                                |                       |
| WA State Contractors License Number   | DAWSOCL848CS                   | CDKCOSI066MA                       | HBHANC1995BW                   |                       |
| WA State UBI Number   | 601-838-502                    | 601-513-599                        | 602 084 365                    |                       |
| Federal Tax Identification Number   | 91-1857107                     | 91-1622233                         | 91-2091443                     |                       |
| Bid Bond  | WWU Bid Bond.pdf (version 1)   | CDK Bid Bond PW812.pdf (version 1) | 0208 001.pdf (version 1)       |                       |
| Trench Excavation Safety  | 1,000                          | 1,000.00                           | 100                            |                       |
| MBE Participation   | 0                              | 2.67                               | 0                              |                       |
| WBE Participation   | 0                              | 2.67                               | 0                              |                       |
| SEDBE/DBE Participation   | 0                              | 4.82                               | 0                              |                       |
| VOB Participation   | 0                              | 0                                  | 0                              |                       |
| SBE Participation   | 0                              | 0                                  | 100                            |                       |
| Apprenticeship Participation  | Will meet minimum requirement. | 15%                                | 15                             |                       |
| Plumbing Subcontractor  | Blythe Plumbing & Heating      | Blythe Mechanical                  | Blythe                         |                       |
| Electrical Subcontractor  | VECA Electric                  | CLK Construction                   | VECA                           |                       |
| Structural Steel Subcontractor  | Dawson Construction, LLC       | Blue Star Welding                  | HB Hansen                      |                       |
| Rebar Subcontractor   | Dawson Construction, LLC       | CDK Construction                   | HB Hansen                      |                       |
| Confirmation of Bid Documents   | Yes                            | Yes                                | Yes                            |                       |



# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

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

**FROM:** President Sabah Randhawa on behalf of Nora Selander, Director of Government Relations

**DATE:** April 11, 2024

**SUBJECT:** 2024 Legislative Session Update

**PURPOSE:** Discussion Item

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## **Purpose of Submittal:**

For this agenda item, Nora Selander, Director of Government Relations, will provide a brief update on the 2024 Legislative Session and answer any questions the Trustees may have.

## **Background:**

The 60-day, 2024 Legislative Session began on January 8<sup>th</sup> and ended on March 7<sup>th</sup>.

WWU's legislative priorities this session include:

- Support for Academic Access Outreach programs;
- Expanded capacity in Electrical Computer Engineering programs;
- State support for College in the High School courses; and
- Minor works preservation funding and the completion of Kaiser-Borsari Hall.

Successful legislative proposals WWU closely tracked this session include (but are not limited to):

Senate Bill 5904 – Extending the terms of eligibility for financial aid programs

- Aligns Washington College Grant eligibility with federal PELL grant eligibility.

House Bill 2214 – Automatic qualification for the Washington College Grant

- Works toward allowing automatic qualification for the Washington College Grant for beneficiaries of other public assistance programs.

House Bill 2112 – Concerning opioid and fentanyl education

- Directs resources and training to higher education campuses.

House Bill 1950 – Concerning the public service loan forgiveness program

- Directs public employers to notify employees about certification renewals and to certify employment through the public service loan forgiveness program at the time of separation.

Unsuccessful legislative proposals that WWU closely tracked this session include (but are not limited to):

- Senate Bill 5999 - Expanding Washington College Grant eligibility.
- House Bill 2077 - Concerning the Washington Guaranteed Admissions Program.
- House Bill 2309 - Establishing the Washington 13 free guarantee.
- House Bill 2374 - Establishing the Washington promise program.

### WWU Budget Investments

The final budget includes critical investments for academic programming and outreach initiatives.

| Operating Budget            | Agency Request     | Governor         | House              | Senate           | Conference         |
|-----------------------------|--------------------|------------------|--------------------|------------------|--------------------|
| Electrical & Computer Eng.  | \$886,000          | \$886,000        | \$429,000          | \$445,000        | \$445,000          |
| Academic Access Outreach    | \$1,078,000        |                  | \$400,000          |                  | \$400,000          |
| CiHS Support                | \$130,000          |                  |                    |                  |                    |
| Financial Education         |                    |                  |                    | \$200,000        | \$200,000          |
| Opioid Prevention HB 2112   |                    |                  | \$122,000          |                  | \$122,000          |
| Benefits Navigator HB 1559  |                    |                  | \$20,000           |                  | \$20,000           |
| OSPI Curriculum Partnership |                    |                  | \$100,000          |                  | \$100,000          |
| Cyber Security Education    |                    |                  |                    | \$300,000        | \$300,000          |
| <b>Total</b>                | <b>\$2,094,000</b> | <b>\$886,000</b> | <b>\$1,071,000</b> | <b>\$945,000</b> | <b>\$1,587,000</b> |

| Capital Budget                        | Agency Request     | Governor           | House              | Senate             | Conference         |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Minor Works Preservation              | \$500,000          | \$500,000          | \$500,000          | \$500,000          | \$500,000          |
| Classroom & Lab Upgrades              | \$1,500,000        |                    |                    |                    |                    |
| Kaiser Borsari Cert. of Participation | \$4,900,000        | \$4,900,000        | \$4,900,000        | \$4,900,000        | \$4,900,000        |
| <b>Total</b>                          | <b>\$6,900,000</b> | <b>\$5,400,000</b> | <b>\$5,400,000</b> | <b>\$5,400,000</b> | <b>\$5,400,000</b> |

**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:** April 11, 2024

**SUBJECT:** **Enrollment Management**

**PURPOSE:** Information Item

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**I. Enrollment**

Spring is an exciting time of year at Western, and after an exceptionally busy year thus far, this spring promises to be busier than we imagined. The FAFSA continues to hold headline status, while we tackle new initiatives, enrollment planning, retention strategies, and continue to witness a lessening of academic distress among students.

**Strategic Enrollment Management (SEM) Planning**

Our Strategic Enrollment Management planning effort continues, as current strategies are being assessed and new initiatives are being launched with our enrollment goals in mind. Each of the councils that are a part of the SEM structure are meeting regularly and taking necessary steps to address pressing issues while beginning to draft reports that will be their contributions to the institutional enrollment plan. Conversations around retention strategies are continuing to take place across campus and deep into our organizational structure, as we look ahead toward the writing of the plan.

**Spring 2024 Enrollment**

Census day for Spring 2024 will not occur until April 15<sup>th</sup>, but it appears that we are on track to enroll a comparable number of students this spring to what we enrolled in Spring 2023. We will provide further analysis of Spring 2024 enrollment following census day.

Important in our review of spring enrollment is an assessment of **academic performance** in winter quarter. You will see below that a larger percentage of our winter students maintained good standing after winter quarter grades were released than in recent winter quarters. In fact, we have not had such strong academic standing results following a winter quarter since Winter 2020 (ignoring Winter 2021, when our grading policies were temporarily modified for the pandemic). We have improved by a whole percentage point since Winter 2023, and we are only about 1.5 percentage points off of our pre-pandemic performance standard.

**Academic Standing at End of Winter Term****Undergraduate Students (FR, SO, JR, SR)**

|                             | Winter<br>2017 | Winter<br>2018 | Winter<br>2019 | Winter<br>2020 | Winter<br>2021 | Winter<br>2022 | Winter<br>2023 | Winter<br>2024 |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Good Standing               | 12,411         | 12,719         | 12,853         | 12,775         | 12,004         | 11,358         | 11,191         | 11,307         |
| Academic Warning            | 598            | 642            | 711            | 671            | 470            | 787            | 732            | 759            |
| Probation                   | 424            | 447            | 417            | 488            | 313            | 476            | 551            | 465            |
| Drop                        | 51             | 41             | 32             | 8              | 34             | 50             | 45             | 31             |
| Withdrawal                  | 213            | 173            | 185            | 240            | 199            | 287            | 182            | 135            |
| No Standing                 |                |                | 2              |                | 5              | 18             | 11             | 6              |
| <b>Total</b>                | <b>13,697</b>  | <b>14,022</b>  | <b>14,200</b>  | <b>14,182</b>  | <b>13,025</b>  | <b>12,976</b>  | <b>12,712</b>  | <b>12,703</b>  |
| % Good Standing             | 90.6%          | 90.7%          | 90.5%          | 90.1%          | 92.2%          | 87.5%          | 88.0%          | 89.0%          |
| % Low Standing              | 7.5%           | 7.8%           | 7.9%           | 8.2%           | 6.0%           | 9.7%           | 10.1%          | 9.6%           |
| % Drop/Withdraw/No Standing | 1.9%           | 1.5%           | 1.5%           | 1.7%           | 1.8%           | 2.7%           | 1.9%           | 1.4%           |

**Fall 2024 Enrollment Outlook**

As we shared during the February meeting of the Board of Trustees, we were the first school in the state to go public with an announcement that we were extending our confirmation deadline, and we extended it from May 1<sup>st</sup> to June 1<sup>st</sup>. Schools across the state and the country have made similar decisions, but some reports suggest that it is still not the majority of colleges that have moved their deadline.

With the **FAFSA challenges** that are impacting students and families this cycle and the delay in our ability to package financial aid for 2024-25, we expected that enrollment confirmations would begin to lag in mid-March. That is, indeed, the case, and of course, the extended deadline will mean that comparisons of confirmation activity across years will be messy. Fortunately, at least for now, the lag is modest—only down about 3% for each of the last three weeks. Admissions has been working closely with our Financial Aid team to ensure that we are providing transparent, regular communications to new students—a series of FAFSA updates that provide information about the latest information from the U.S. Department of Education (new issues and the latest resolutions to issues) as well as what to expect from Western. Targeted messages are being sent about every 2-3 weeks to admitted students and to their parents/families. Our aim is to ensure that our admitted students and their families see Western as the school that is providing them with clarity amid a tumultuous college choice season. If we can keep them tuning into Western until the dust settles and we get financial aid packages into their hands, we will make up ground on confirmations.

Totals as of March 27, 2024:

**New first-year students—Bellingham**

|             | <b>Applied</b> | <b>Admitted</b> | <b>Confirmed</b> |
|-------------|----------------|-----------------|------------------|
| <b>2024</b> | 13,788         | 12,793          | 1,509            |
| <b>2023</b> | 13,875         | 12,517          | 1,558            |
| <b>2022</b> | 11,540         | 10,684          | 1,728            |
| <b>2021</b> | 10,321         | 9,825           | 1,528            |
| <b>2020</b> | 10,036         | 8,681           | 1,409            |

#### New transfers—Bellingham

|             | <b>Applied</b> | <b>Admitted</b> | <b>Confirmed</b> |
|-------------|----------------|-----------------|------------------|
| <b>2024</b> | 1,448          | 935             | 261              |
| <b>2023</b> | 1,556          | 873             | 235              |
| <b>2022</b> | 1,617          | 1,085           | 313              |
| <b>2021</b> | 1,503          | 911             | 250              |
| <b>2020</b> | 1,698          | 702             | 163              |

#### New transfers—other locations

|             | <b>Applied</b> | <b>Admitted</b> | <b>Confirmed</b> |
|-------------|----------------|-----------------|------------------|
| <b>2024</b> | 59             | 9               | 7                |
| <b>2023</b> | 58             | 7               | 6                |
| <b>2022</b> | 109            | 6               | 3                |
| <b>2021</b> | 186            | 16              | 15               |
| <b>2020</b> | 183            | 4               | 4                |

#### Important notes on New First-Year Applicants and Admits

- First-year application numbers are comparable to Fall 2023, after huge increases last year.
- The percentage of first-year applicants who have been offered admission is up modestly and is comparable to the admit rate for Fall 2022.
- The percentage of first-year admits who identify as students of color is up slightly from what it was at this time in the cycle for Fall 2023. (37.8% this cycle, compared to 36.4% for Fall 2023)
- The percentage of first-year admits who identify as first-generation college students is up slightly from what it was at this time in the cycle for Fall 2023. (24.4% this cycle, compared to 23.7% for Fall 2023)
- The percentage of first-year admits who self-identified as Running Start students is up modestly from what it was at this time in the cycle for Fall 2023. (22.4% this cycle, compared to 20.9% for Fall 2023)
- The percentage of first-year admits who are Washington residents is very similar to what it was at this time in the cycle for Fall 2023. (67% this cycle, compared to 67.5% for Fall 2023)

#### Important notes on new Transfer Admits

- The percentage of transfer admits for Bellingham who identify as students of color is down slightly from what it was at this time in the cycle for Fall 2023. (28.1% this cycle, compared to 28.8% for Fall 2023)
- The percentage of transfer admits for Bellingham who identify as first-generation college students is up slightly from what it was at this time in the cycle for Fall 2023. (32.9% this cycle, compared to 31.5% for Fall 2023)
- The percentage of transfer admits for Bellingham who are coming from a Washington community or technical college is up slightly from what it was at this time in the cycle for Fall 2023. (60.7% this cycle, compared to 60.3% for Fall 2023)

Our admissions team is abuzz with activity, working harder than ever to engage admitted students while prospective college goers navigate the 2024-25 world of financial aid. Yield work has us pursuing a diverse set of strategies and tactics, with a

focus on the foundational elements that will allow us to secure the incoming Fall 2024 class.

**On-campus events**—Programs and activities geared towards admitted students are running at capacity, with offerings available from Monday-Saturday most weeks during the spring season. These include our marquee [Admitted Student Days](#), on April 6<sup>th</sup> and 13<sup>th</sup> (with over 3,000 guests attending), special sessions for students interested in the Honors College, as well as affinity programs for students of color.

**Off-campus events**—We have hosted nearly 350 guests at receptions in four locations—Spokane, Tacoma, Vancouver, and Denver. A primary focus of these events is to elevate excitement about WWU and provide information about next steps in the enrollment process.

**On-the-ground recruitment**—We continue to make visits to high schools in select regions, engaging admitted students on information received about the admission and enrollment experience. “Signing days” have a different feel this year with the FAFSA delays.

**Digital engagement**—We are daily and heavily engaged in email outreach to individual students, targeted social media campaigns and contests, as well as segmented digital advertising. This serves to drive activity to Western’s webpages and student enrollment portals.

There is much enthusiasm permeating the Office of Admissions during this cycle’s yield season. Staff are engaged with students and families, and we are booked to near capacity in each of our daily activities and programs through the month of June! We are working diligently to get students and families the information that they need to feel confident in a decision to enroll at Western, and we are watching that June 1 enrollment confirmation date closely.

We are watching with great interest each of the updates provided by news outlets and Western’s own Financial Aid Department with regard to the receiving, processing, and subsequent awarding of aid packages. For most students who enroll at WWU, this is a central piece of a family’s affordability equation when making a college choice.

In a March 30<sup>th</sup> [article for the Boston Globe](#), high school senior Ailine Rodrigues, expressed frustration and doubt as to when she will know if she can afford to attend any one of the 11 institutions she’s been accepted to.

*“It’s really frustrating,” Rodrigues said. “My mom all the time [is] asking me if the college has said anything about how much we’re going to pay, and I don’t know how to answer her questions. So I come to my college counselor, and I ask them, but they don’t know either.”*

In recognizing that FAFSA-related delays are adding other uncertainties for states’ abilities to manage grant eligibility for state-aid application programs, US Secretary of Education Miguel Cardona communicated with state governors on Monday, April 1<sup>st</sup>, about the need to prepare for these very delays. In [his communication](#), Cardona

reminded governors to “ensure your state has budgeted for state grant aid increases that may be needed based on changes to eligibility calculations.”

## II. Registrar

### Commencement

The structure of June 2024 Commencement will be very similar to that of the last two years. After an assessment of the June 2022 program, review of feedback on those ceremonies, and an analysis of other alternatives, we determined that we best meet our commitment to students and our mission as an institution by continuing to host ceremonies in a way that allows students to have more family and friends join them in celebrating their graduation with us. A regular concern among students prior to the pandemic was the need to limit each graduate to only four guests in most ceremonies. Having smaller groups of graduating students in each ceremony allows us to eliminate the need for tickets and restrictions on the number of guests.

We will again host eight ceremonies over three days—June 14, 15, and 16. You can find details about the schedule and the distribution of the colleges and majors into ceremonies as well as other details about commencement at <https://registrar.wvu.edu/june-commencement>.

### Outstanding Graduate Awards

The Outstanding Graduate Award process has been updated since June 2023 to include graduates from all majors. {See [“Outstanding Graduate Award” under “Honors” in the catalog](#).} The selection procedures and criteria are at the discretion of the academic units (departments, centers, institutes, and graduate programs), but the criteria should consider academics, leadership, stewardship to the department and/or university, research and writing, service to the campus and community, and promise for the future.

Faculty from academic units may annually select one outstanding graduate for each undergraduate major and one graduate for each graduate program. Large majors with more than 50 graduates may select a second outstanding graduate; majors with more than 100 graduates during the award period may select a third, and so forth with every additional 50 graduates. Similarly, additional outstanding graduates may be selected in large graduate programs following a similar process, except at increments of 20 graduates instead of 50. Academic units with multiple majors may select one Outstanding Graduate from the unit as a whole or one from each of their majors. Awardees must be graduating this year - Fall 2023, Winter 2024, Spring 2024, or Summer 2024.

Outstanding Graduate Awards submitted by April 26 will be recognized in the June Commencement program (if degree was/is awarded in winter, spring, or summer quarters). Additionally, these graduates will be recognized in the June Commencement ceremony. The Outstanding Graduate designation will be included on students’ official transcripts.

### III. Student Aid

#### FAFSA: Overview and Updates

The news continues to be filled with stories about the challenges that are facing higher education with the rollout of the new FAFSA this year. There is a lot of news to follow, and this is high stakes for students and families, as well as for recruitment and enrollment.

Important notes for Western:

- We have extended our priority filing date for FAFSA: first to the end of February and then to April 1.
- We have extended our confirmation date for admitted students to accept their seat at Western to June 1 (instead of May 1).
- With the University Marketing team, we ran a robust FAFSA completion marketing campaign from December 1 through February 29.
- Web resources, campus updates in *Western Today*, social media, emails to current students and messages to new students and their families are being utilized to ensure that we are transparent in sharing updates and to let students know what to expect from Western.
- To ensure that we can act as quickly as possible to issue aid awards, it became necessary for Banner to be taken down for upgrades on March 28-29.
- Our Financial Aid Department has posted [a list of resources that can help families estimate certain types of federal and state financial aid](#).
- Updates and information can be found on our [2024-25 FAFSA FAQs](#) and on the [WWU Financial Aid page](#).

The U.S. Department of Education (ED) has been providing regular updates and continuing to resolve issues with the new FAFSA since it was launched on December 30<sup>th</sup>. It is worth a reminder that the effort to simplify the FAFSA for 2024-25 brings with it the promise of expanded Pell eligibility, but the issues have been many, and the end is not yet in sight.

We learned early that the launch of the new FAFSA was going to delay the opening of FAFSA submission for students and families from the standard October 1<sup>st</sup> to instead late December. On December 30<sup>th</sup>, the FAFSA went live, and the U.S. Department of Education worked through some initial challenges with the release of the new FAFSA application and intermittent website inaccessibility in the first couple of weeks. In late January, they determined that they would answer the call to adjust for inflation rates, which—while welcome news—prompted further delays. Shortly thereafter, they announced that they would not be able to provide FAFSA information to colleges and universities until mid-March. In late February, they made additional changes to the file layout that was originally provided to schools (necessitating our recent system down time for upgrades).

One additional problem, identified early after the release of the new FAFSA, was an issue that was impeding FAFSA submission for students whose parents/contributors do not have a social security number. ED acknowledged that issue and adopted a plan to resolve it by mid-March. That issue has now been resolved, allowing students who have a contributor who does not have a social security number to successfully submit the FAFSA.



As schools started receiving FAFSA records in early to mid-March, additional issues have come to light. Among the latest updates are announcements from ED that there was a miscalculation of the Student Aid Index for dependent students with assets. They will be recalculating and issuing corrections for those. There are many students whose records are stalled because of the lack of a signature at the time of submission. Those records are erroring out, and we will not be able to process these until the students make corrections, but it is not yet possible to correct the error with ED. They have announced that they will open an option for students to correct such errors during the first half of April. In the last few days of March, information has been released by ED that some student records sent to schools have incorrect tax data (transferred from the IRS). We are learning more about this, but corrections to those records will be necessary.

Western is working quickly to make the necessary programming changes required by the recent notifications from ED and keeping up with the additional notifications as they are released. All of this has and will impact the timeline for providing financial aid packages for students. While the majority of the backlogged FAFSA records have been processed by ED and we have received more than 18,000 student records in the last few weeks of March, there are a substantial number of errors. With the Banner upgrades installed, there are still several weeks' worth of work to install the FAFSA-specific programming changes and the configurations for state aid, to test systems, to import the student data, and to run packaging simulations. We are moving forward with the loading of records and setting aside those with errors. We will be packaging and issuing financial aid offer letters to as many students as we can as fast as we can and waiting for corrections on those that cannot be processed.

As you can imagine, this is all very concerning for students and families, for our financial aid and recruitment teams, and for higher education generally. We are committed to providing students with the best possible experience and will work to ensure that students get access to all of the aid to which they are entitled for the coming year. The new FAFSA has significant promise for expanding eligibility to federal Pell grant, so we have high hopes that the end result will be to the benefit of students and families.

### **2024-25 FAFSA/WASFA Completion Efforts**

The financial aid team continues to support students with FAFSA/WASFA completion efforts. During January and February, the team hosted FAFSA Friday events that included both in person and online assistance for students to receive individual assistance in completing their FAFSA. Starting in March, students could schedule an appointment with a financial aid counselor for assistance with submitting the FAFSA/WASFA. The response to these events and appointments has been positive, with many more students engaging our office for individual assistance than in recent years. Additionally, through collaborative efforts with the Blue Group, Western Success Scholars, Black Student Coalition, WCE's Diversity, Recruitment and Retention Office and various others, Financial Aid team members were able to host several in-person FAFSA & WASFA sessions for targeted student populations.

In collaboration with Futures Northwest, Financial Aid counselors participated in several FAFSA workshops at the following high schools throughout January and February: Bellingham, Squalicum, Ferndale, Nooksack Valley, Meridian, Blaine, Lynden, Burlington-Edison, Sehome, Options, Concrete, and Mount Vernon. During these events, unfortunately, some students experienced technical issues with the new FAFSA

form. These events were well attended, and volunteers worked hard to help students navigate the many challenges of the new FAFSA form.

### **Scholarship Fair 2024**

The Scholarship Center hosted the annual Scholarship Fair on Thursday, February 22<sup>nd</sup> in the VU Multipurpose Room. Representatives from on-campus departments/colleges, Career Services Center, Hacherl Research and Writing Studio along with former scholarship recipients, committee members, and Scholarship Center staff were available to meet with students regarding scholarship opportunities for the upcoming school year. This year's event had a record high number of attendees, with 408 students attending. In addition to meeting with scholarship representatives, students had an opportunity to learn about the Passport to Scholarship Success, a fun way for students to engage in activities and access support services related to seeking and applying for scholarships.

## **IV. New Student Services/Family Outreach**

### **Orientation, Advising, and Registration (OAR) Programs for New Students**

Spring Advising & Registration (A&R) Sessions ended with the final program on April 1<sup>st</sup>. Over four A&R dates for spring, 112 new students (93 transfer and 19 first year) attended a session. There is one Summer A&R Session, which is scheduled for May 10<sup>th</sup>; it will be for transfer students only.

The schedule for the 2024 Fall A&R Sessions has been confirmed and announced. With Western's admissions confirmation date shifting to June 1<sup>st</sup>, the opening of Fall A&R reservations will shift to Tuesday, June 11<sup>th</sup>. In late July, there will be five virtual sessions for new transfer and post-baccalaureate students. These will be followed by 16 virtual first-year/Running Start sessions in August and a final (17<sup>th</sup>) virtual session held prior to classes beginning in September to accommodate any first-year students who are not able to attend in August.

Two Admitted Student Days are coming up in April, hosted by the Office of Admissions. These events serve an important function in introducing new students to the NSSFO office and allowing us to provide new students with next steps related to Orientation, Advising, and Registration. NSSFO will host an information table at the resource fair—an event that has a high volume of traffic and engagement every year. Additionally, staff will provide informational presentations to new first-year and transfer students and their families at both events.

### **Family Outreach**

In support of first-generation students and their families, NSSFO continues its partnership with the Student Success Initiatives unit in the development of an online "toolkit" hosted on the NSSFO website with information and resources designed for first-generation students and their families (<https://nssfo.wvu.edu/first-generation-family-toolkit>). The website now links to a new video gallery called "First-Generation Voices of Success" that features videos of first-generation students, faculty, and staff who share their stories, advice, and tips for success that can be viewed by new students and families (<https://ssi.wvu.edu/first-generation-voices-success>).

## **V. Veteran Services**

### **U.S. Department of Veterans Affairs conducting audit**

WWU's Veteran Services Office was informed on March 22<sup>nd</sup>, that we would be subject to an on-site compliance survey by the U.S. Department of Veterans Affairs (VA). The survey is to take place on April 5<sup>th</sup>, and it will be conducted by a consulting firm acting on behalf of the VA. This survey is a review of adherence to applicable provisions of Title 38 United States Code (USC). In January of 2023, Congress passed legislation allowing the VA to provide no more than ten business days of notice to an educational institution when they will be subject to a compliance survey.

For this compliance survey, a sample of 35 students was identified by the VA, and the VSO was asked to compile documentation for those 35 students—all of whom are receiving VA benefits. The VSO was also required to provide responses to a 40-part questionnaire regarding many aspects of the delivery of education and services throughout the university.

### **Timeline for Setting of Tuition and Fees**

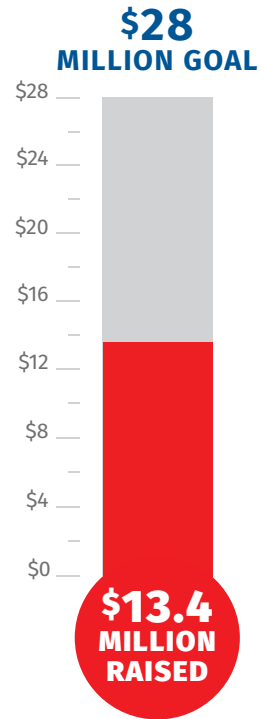
This year's change in the timeline for setting tuition and fees is a welcome one for the VSO. Reporting of approved tuition and fees to both the VA and the U.S. Department of Defense in the past put the VSO on a tight deadline coming into fall quarter and was competing with other administrative deadlines at a time of year when we have the least amount of staffing. This change will not only allow us to meet our deadlines with federal agencies more easily, but it will also allow us to plan more strategically in delivering student development programming in a time when we would otherwise be scrambling to meet reporting deadlines.



# UNIVERSITY ADVANCEMENT REPORT APRIL 2024

## FUNDRAISING TO DATE

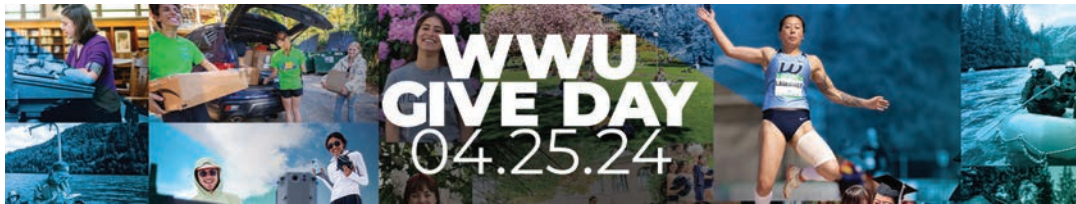
As of March 26, **\$13.4 million** has been raised toward our overall goal of **\$28 million** by June 30.



## ENGAGEMENT

Since July 1, 2023, more than **11,000 people** have registered for the **101 events** planned and hosted by University Advancement.

## UPCOMING EVENTS



### WWU Give Day Kickoff

Our ninth annual WWU Give Day is April 25 and will kick off with early giving on April 18. WWU Give Day brings together alumni and friends from all over the world to support current and future students through scholarships, and program support. For more information and to follow our progress on April 25, go to: [www.giveday.wvu.edu](http://www.giveday.wvu.edu).

### WWU Alumni Awards Celebration

On May 10, The Foundation for WWU & Alumni will host the annual Distinguished Alumni Awards Celebration on campus. The evening will feature a “Taste of Bellingham” and the recognition of our five distinguished alumni. From more than four dozen nominations, the five honorees for 2024 are: Distinguished Service award recipient **Tony George ('86)**, president of Kitsap Bank; Alumni Achievement Award winner **David Cuillier ('90)**, journalism professor at the University of Florida; Alumni Humanitarian Award recipient **Danny Marshall ('80)** tribal leader for Steilacoom Indian Tribe; and two Young Alumni Award recipients: **Nicole Burdick ('13)**, founder and president of Money Maven Financial and **Ruta Nanivadekar ('14)**, organizational development specialist for Pioneer Human Services and president of Palouse Pathways. We are proud of these alumni who represent our WWU community so well.



### WWU Block Party

To cap off our special alumni weekend, we are inviting all graduates and the Bellingham community to join us May 11 for our first WWU Block Party on campus! Free and open to all, this fun-filled, family-friendly event will feature food trucks, beverages, live music from Baby Cakes, historic tours from the Good Time Girls, campus tours, family friendly games and activities for kids, and so much more! To register and participate in the fun, visit [www.wvu.edu/wwublockparty](http://www.wvu.edu/wwublockparty).

# IMPACT STORY

## A Career of Caring: Jane Greer

By Frances Badgett

For someone who “never ever” wanted to follow in her mother’s footsteps and become a teacher, Jane Greer sure changed her mind in a big way. Now, after a long and rewarding—if unexpected—teaching career, Jane has pledged a significant gift through her estate to establish an endowed scholarship to support future Western students studying to become teachers.

Greer spent her 36 years of teaching, 28 of which she spent working in Tacoma schools, taking on the toughest challenges, connecting with the hardest to reach students, and turning around failing schools. And she did it all with a sharp wit and a seemingly endless supply of patience.

But if you had asked a young Jane if she would ever become a teacher, she would have said no.

“My mom skipped several grades, graduated from Pacific Lutheran University (then College) at 19 and became a teacher. My grandfather, a logger who became a blacksmith, taught himself to read and write Latin. So, a love of education ran in my family.”

Similarly, Jane started kindergarten at four, graduated from high school at 17, and began teaching special education at 22. That fall, she enrolled in Western to get her teaching certification in general education and special education.

Jane spent 16 years of her teaching career working with profoundly disabled students, many of whom were wheelchair bound. She distinguished herself as a teacher and trained other teachers how to shape a curriculum for these specific teaching challenges.

She had a great principal and followed him to a failing school, where she spent her last five years of teaching.

But just as she never thought she was destined to be a teacher, she was similarly unexpectedly skilled in another challenging area: taking on failing schools and turning them around. With Jane at the helm of special ed and her principal working on community-building and teacher morale, they turned a school around within a year and half.

In her years of teaching, Jane witnessed students who needed good teachers, solid teachers, teachers who didn’t shy from challenge or commitment. She now wants to support students who are talented and deserving and give them the ability to become great teachers, so she created the Jane Greer Scholarship Endowment fund.

“I’m fortunate that I’m able to leave behind something of value to Western and to give back to the school I care about,” said Greer. “We just really need good teachers in the world, and if I can help make that happen, I’m happy. I wanted to do anything I can remove barriers for good teachers.”



Alumna Jane Greer ('80) on one of her many trips abroad.





## Capital Program Report

Board of Trustees

April 11, 2024

### MAJOR / INTERMEDIATE CAPITAL PROJECTS

#### Electrical Engineering and Computer Science (Kaiser Borsari Hall)

Western is working with Perkins&Will, the design consultant, and Mortenson Company, the GC/CM contractor. Installation of the new staircase has begun in the Communications Facility (CF). Heavy Timber support beams, steel brace frames, and Cross Laminated Timber (CLT) wood panel installation was completed in November. The building is enclosed, and the permanent roof is complete. The air handler units were installed in early March. Upcoming work includes installation of the exterior siding, remaining windows, and interior wall partitions. The steel for the bridge connecting to the CF is installed. Permanent building power is scheduled to be available in June. The building is scheduled for occupancy in Winter Quarter 2025.



Figure 1: Southwest corner of the building



Figure 2: Bridge to CF

#### Birnam Wood Siding & Bridges

Phase 1 was completed in the winter of 2023-2024, and Phase 2 design is now complete and out to bid by Cornerstone Architectural Group. This second phase of the project will replace the bridges and siding at Stacks 1 & 2 and replace siding at the laundry building at Birnam Wood. Construction bids are due at the end of March 2024.

#### Birnam Wood Parking Lot 27R Repair

Cascade Engineering Group has prepared a complete two-phase renewal for the parking lot at Birnam Wood. Documents will be submitted to the City of Bellingham for permitting at the end of March and bids for Phase 1 work will be solicited for construction to begin in early July 2024.

**Fairhaven Recording Studio**

This project has created a recording studio adjacent to the lobby of the Fairhaven Academic Building. The general contractor reached substantial completion in early January. Acoustic finishes and wall graphics will be completed in Spring Quarter 2024.

**Multiple Building (MB) University Residences (UR) Access Controls & Telecom**

This project will provide new access controls to existing doors and new telecom room power receptacles in multiple University Residences buildings across campus. The project was awarded to Valley Electric. The contractor has finished all major construction and all new access controls are active and in use. Final completion is expected in early April 2024.

**Multiple Building (MB) Security, Access Controls, and Fiber Upgrades**

This project will provide new access controls in existing academic buildings and upgrade fiber backbone cabling between buildings. The project designer is Hargis Engineers, and the general contractor is Dutton Electric Company. The contractor has completed all pathway and pre-work and is currently installing the new access control components. The project is scheduled to be completed in summer 2024.

**Fairhaven Hydronic Pipe and Valve Replacements**

Phase 2 work in Stacks 1, 3, 6, 7, 8, and 9 is complete. The third and final phase will have a similar scope of work as Phase 2 in Stacks 2, 4, 10, 11 and 12. Design is in progress, and the project will go out to bid in April for construction in summer 2024.

**Coast Salish Longhouse, House of Healing**

This project will provide a Coast Salish-inspired facility in an open meadow at the edge of Sehome Hill Arboretum. The project is submitting an agenda item for the Phase 2 Contract Amendment establishing the Guaranteed Maximum Price to the Board at their April 2024 meeting. Construction is scheduled to start early summer 2024 and to be complete by end of summer 2025.



*Figure 3: Architect's rendering of the House of Healing*

**Heating Conversion Project**

Responses to the RFP have been evaluated and a consultant (OAC Services) has been selected. The contract is being finalized and a Notice to Proceed is expected before the end of March 2024. The Owner's Advisor initial task will be to provide cost, scheduling, and project delivery recommendations in support of the 2025-2027 Capital Budget Request.

### **UR Commons Generators Upgrade**

This project will upgrade the backup generators at Viking Commons, Ridgeway Commons, and Fairhaven Academic to allow continued food service operations during a power outage. The project designer is K Engineers, and the general contractor is Dutton Electric Company. Construction officially began in February 2024 and Substantial Completion is scheduled for January 2025.

### **Student Development and Success Center**

The project will provide a new facility that will co-locate a new Welcome Center with essential student recruitment and support services in one collaborative facility. The Center will be a welcoming beacon located at the south end of the academic core of campus to recruit and support students who have obstacles that may deter them from accessing and succeeding in higher education. Facilities Development and Operations has been approved by the State to use Progressive Design Build (PDB) as the project delivery method. The project is submitting an agenda item to the Board requesting approval to award a PDB contract for the Phase 1 level of work, which includes project validation and design.

### **Edens Hall Electronic Safety and Telecom Upgrades**

This project will replace the existing fire alarm system at Edens Hall including all devices, wiring, and head-end equipment, and upgrade the fire alarm software to the latest technology. Additionally, the existing telecom cabling between the telecom rooms and student rooms will be replaced with upgraded cabling capable of higher data transfer speeds. The project is submitting an agenda item to the Board requesting approval of a construction contract to Dutton Electric Company, Inc., Lynnwood, WA. The consultant designer is K Engineers, Lynden, WA. Substantial completion is planned for November 2024.

### **South Campus Infrastructure and Pedestrian Access Improvements**

This project will provide construction of roadway improvements, pedestrian improvements including sidewalks from Bill McDonald Parkway to the House of Healing, and utility extensions along portions of 25<sup>th</sup> Street and Arboretum Drive. This scope of work is related to and will be conducted concurrently with the adjacent project, House of Healing. The project is submitting an agenda item to the Board requesting approval to award a construction contract to Trimaxx Construction Incorporated, Sedro Woolley, WA. The consultant designer is Freeland and Associates, Inc., Bellingham, WA. Construction will take place in summer 2024.

### **Capital Development and Strategic Visioning Plan**

The consultant team from NAC Architecture and Walker Macy has transitioned from a stakeholder engagement effort and the discovery phase during the Fall and Winter Quarters into the early stages of development on the Plan itself. This will include detailed analysis of around 10 of the highest needs buildings from facilities conditions and qualitative-need perspectives. The intent is to identify the next major project after the Environmental Studies renovation for the 10-year plan to be submitted with this year's 2-year capital funding request. The plan is expected to be completed the end of Fall Quarter 2024.

### **Predesign Studies: Environmental Studies Renovation & Academic Building at Olympic College-Poulsbo**

The discovery and programming stages are nearing completion for both predesigns. The predesign for the renovation of the Environmental Studies building will assess program needs and establish facility modernization goals. It will also outline a viable strategy for swing spaces or permanent relocations of programs, functions, and occupants to vacate the building ahead of and during the extensive construction period. The predesign for a WWU academic facility to be located on Olympic College's Poulsbo campus will establish the program, facility, and technical needs to house Western's Cybersecurity and Cyber Range programs and establish a physical presence for "Western on the Peninsulas" programs. The predesign reports will be due July 1, 2024, to OFM for funding consideration in the 2025 legislative session.



## **2023-2025 Capital Budget**

The final 2023-25 Capital Budget, ESSB (Engrossed Substitute Senate Bill) 5200 includes the following appropriations for Western:

- Student Development and Success Center: \$47,950,000
- Minor Works Preservation: \$4,888,000
- Access Control Security Upgrades: \$6,250,000
- Environmental Studies Renovation: \$500,000
- Classroom, Lab, and Collaborative Space Upgrades: \$1,500,000
- Minor Works Program: \$3,000,000
- Heating Conversion Project: \$10,000,000 (funded with the Climate Commitment Account)
- Preventative Facility Maintenance and Building System Repairs: \$3,614,000

The final 2024 Supplemental Capital Budget, ESSB 5949 includes the following for Western:

- Minor Works Preservation: \$500,000
- Electrical Engineering/Computer Science Building: up to \$4,900,000 in Certificate of Participation financing

For more information regarding the process and development of the Plan, as well as a comparison worksheet that compares Western's capital request to the various budgets, please visit the following website:

[2023-25 Capital Budget | Facilities Development & Operations | Western Washington University \(www.edu\)](https://fdo.wvu.edu/2023-25-capital-budget)  
(<https://fdo.wvu.edu/2023-25-capital-budget>).

Western has initiated the review and discussion of the 2025-2027 Capital Request (Request) and 2025-2035 Ten Year Capital Plan (Plan). The draft version of the Request and Plan will be presented to the Board of Trustees' Finance, Audit and Enterprise Risk Management (FARM) Committee in April 2024 and the final versions will be presented to the Board in June 2024.

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

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

**FROM:** President Sabah Randhawa on behalf of Donna Gibbs V.P. University Relations & Marketing

**DATE:** April 11, 2024

**SUBJECT:** University Relations & Marketing Report

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

**Supporting Information:**

Report Attached

## **OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS & MARKETING**

I look forward to sharing an update with the Trustees on the many ways that WWU currently engages with, and supports, our local and regional communities including examples of our current work with multiple constituencies including city and county officials, local and regional businesses, and industry, economic development agencies, non-profit community organizations, K-12 and community and technical college partners, regional tribal nations, and Whatcom County alumni, and how we amplify this relationship-building work through engagement with regional news media. I also look forward to sharing an update on new ideas for community engagement that we are currently planning to launch and expand in the 2024-25 academic year.

We're also excited to celebrate the culmination of deep collaboration with the City of Bellingham at the blessing and ground-turning event for the House of Healing longhouse in the Sehome Hill Arboretum with you and the many city, county, state, and donor partners who have made this long-sought project possible.

Finally, I'm pleased to share with you, on behalf of WWU's Center for Business and Economic Research, the following University economic activity study using expenditure data for the 2022 fiscal year. This analysis quantifies Western's economic impacts on the Bellingham Metropolitan Statistical Area and Washington State through an economic input-output modeling approach. This model returns a dollar amount and a multiplier for the two areas, generated by a combination of economic data for the region and dollar value of direct University and student spending, University-dependent tourism spending, and key partnership activities connected to University resources.



# CENTER FOR ECONOMIC AND BUSINESS RESEARCH



## **Western Washington University Economic Activity Study**

Prepared by the Center for  
Economic and Business Research



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## Introduction

Western Washington University connects in ways both large and small to Bellingham, Washington State, the nation, and the world. By partnering with local and national vendors, leveraging public and private partnerships, bringing students and their families, visiting scholars and tourists to the area, hosting popular sporting and performing arts events, and hiring high-quality staff and faculty, Western is an integral part of the economic fabric of northwestern Washington. Of course, the greatest contribution we make to our state is our graduates; in 2021-22 Western Washington University conferred 3,956 degrees. This report discusses our approach to quantifying Western's economic contribution to both the Bellingham Metropolitan Statistical Area (MSA) and Washington State.

Western Washington University's last economic impact report was conducted in 2018. This report is a continuation of the previous report, as we attempt to follow the same methods of quantifying Western's economic influence for the sake of consistency. However, there is extensive variability in approach and execution of any contribution or impact analyses. Some university economic activity studies are based only on measurable spending, while others include tourism and sports related expenditures. Still others look at federal grants and support for various programs as well as medical school funding, public/private research partnerships, and entrepreneurial studies. The goal of this report is not to come up with the largest number possible, but rather to accurately quantify the direct and indirect economic effects of the University's presence. As such, this analysis and report primarily serve not for external comparison, but rather as a tool to measure internal growth over time. It is Western's intention that this report serve as a guide and baseline for future analyses to be done to gauge the marginal shifts in Western's economic impact.

This economic activity analysis attempts to quantify Western's economic impacts to the Bellingham MSA and Washington State through an economic Input-Output modeling approach. This returns a dollar amount and a multiplier for the two areas, generated by a combination of economic data for the region and dollar value of direct University or student spending, University-dependent tourism spending, and key partnership activities connected to University resources.



## Executive Summary

Western Washington University has a significant economic impact on the local community as the third-largest employer in Whatcom County, as a purchaser of local goods and services, and as a hub for research, teaching, and development in Bellingham, Washington. This analysis attempts to quantify the monetary and employment effects of University operations and presence on the surrounding region.

Western’s impact on the local economy reaches beyond just those it employs or teaches. The money spent at Western ripples through the economy of Washington State, creating external jobs, salaries, and opportunities. Some economic impacts spread into nearby British Columbia, or throughout the U.S., although these impacts are relatively small and out of the scope of this report.

Many of Western’s operations produce *economic value* such as with technology transfer, the support of the surrounding community, and the promotion of an educated workforce, but not all of these produce easily measurable *monetary value*, and there remains some variability in the interpretations of the output. The numbers generated by Western’s impact analysis do not attempt to include the entire sociological, environmental, and developmental impacts of Western Washington University. Therefore, included are the most measurably accurate outputs of the general university operations.

Western’s contribution to the local economy naturally fluctuates year-by-year, due to changes in capital budgets and construction projects, state and private funding, the economic/political climate, public events, and other unique circumstances. To more effectively and accurately record Western’s actual impact, superfluous spending or economic stimulus were not included. Rather, included in this report are only internal and external expenditures that align with Western’s core mission and goals as a university.

This study was conducted by the Center for Economic and Business Research (CEBR) at Western Washington University using expenditure data for the Fiscal Year 2022. This impact analysis consists of six categories: Capital Expenditures, Student Expenditures, Tourism, Payroll, impact outcomes of Western’s Small Business Development Center (SBDC), and Recent Graduate Salaries. A large portion of Western’s impact (56.52 percent) is generated by its capital expenditures, payroll, and SBDC, which are uniformly recorded by Western and are non-interpretible. The total dollar value of all inputs is \$586,505,526.17 and includes all six categories. Some of these categories, such as payroll and student expenditures, mainly stay local to the Bellingham MSA. Others, such as the recent graduate salaries and capital expenditures do not.

|                     | Model Results         |                         |
|---------------------|-----------------------|-------------------------|
|                     | <b>Bellingham MSA</b> | <b>Washington State</b> |
| <b>Total Output</b> | \$ 549,583,706.93     | \$ 1,236,707,200.23     |
| <b>Multiplier</b>   | 1.95                  | 2.19                    |

We note that little information is available to capture the University’s public/private partnerships which reduces the overall multiplier or impact measured within our analysis. It is our hope that We note that little information is available to capture the University’s public/private partnerships which reduces the overall multiplier or impact measured within our analysis. It is our hope that future impact analyses will be able to include this critical data point.

Western’s total impact on the Bellingham MSA (which includes most of Whatcom county) is \$554 million, with a multiplier of 1.95. This indicates that a \$1 change in spending will generate an additional \$0.95 in Bellingham’s economy through indirect (business to business) and induced

(consumer/employee spending) effects. The Washington State impact is \$1.246 billion, with a multiplier of 2.19. This indicates that a \$1 change in spending will generate an additional \$1.19 in Washington's economy through indirect and induced effects.

## Input-Output Models

This study is founded on a regional input-output model (I-O model) design, used to measure a university's economic activity in the regional economy. These types of models are based on the premise that any initial change in economic activity creates additional changes in an economy, usually represented by an increase in jobs or dollars as a result of the initial economic change. I-O models, while an accurate measure of the outputs of a university's economic impact, do not include the societal impacts of a university related to knowledge or technology transfer.

The results of I-O models are dependent on both the defined region and the scope of university activities. Western has a direct and sizable impact on the Bellingham MSA, but satellite locations and partnerships with neighboring businesses, cities, and industries push Western's influence to a wider scope, although still largely within the bounds of Washington State.

This regional boundary allows the model to account for leakage of money outside of the defined boundaries. If Western "imports" goods from other states, the economic impact for Washington State is lower than it would be if Western had bought that good from a Washington State producer since the dollars flow outside the state rather than to a local producer located within the regional economy. From this information, I-O models produce regional multipliers that are indicative of the impact of a dollar amount inputted into the defined region.

## University Impact Model Limitations

University economic activity models generally measure the impact of some change to an industry's output for the defined region. For example, an impact model that contained the total direct spending attributable to Western Washington University would calculate the effect on the Bellingham MSA and Washington State as if another Western was "dropped" into the economy. This is generally an inaccurate way to measure the impact that a University has on the surrounding economy, for several reasons.

First, the impact that Western has on Bellingham and Whatcom County has developed over the course of WWU's 125-plus-year existence. Trying to separate the two would be an impractical and inaccurate measurement of the relationships between them. It is more representative of the relationship to discuss an increase or decrease in spending, as this effect is both more likely to occur and still affects the economy without removing the entire framework established by the University.

However, the multipliers generated for both the Bellingham MSA and Washington State are linear, meaning that they are determined by industry and location rather than the size of the institution. The software used, IMPLAN, takes into account the regional production of goods and services for the defined areas and produces outputs and multipliers based on the industry mix of spending unique to Western.

This is a crucial piece in understanding Western's relationship to the local and regional economies. Western may increase or decrease the operating budget or student count in the upcoming years, which may change the impact that Western has on the economy. Despite this effect on the economy, the multipliers, or the power of Western's dollar, will remain the same. For Western to change its multiplier, it would need to substantially expand its operations to exist in other industries or locations.



With this in mind, the multipliers for the two defined areas, the Bellingham Metropolitan Statistical Area and Washington State will differ. By definition, the multiplier for Washington State will be larger than the Bellingham MSA multiplier, as the Washington State output includes the Bellingham MSA results. As Western expands its geographic reach, and therefore the flow of dollars to parts of the state outside the Bellingham MSA, the difference between the two multipliers will increase.

**Best Practices**

University economic activity analyses are conducted in a variety of ways, as the best practices are in a state of constant improvement, and the analyses are produced to aid different university goals and operations. Western has utilized the Economic Impact Guidelines 2014 publication by the Association of Public and Land-Grant Universities (APLU) and the Association of American Universities (AAU) to guide and shape this analysis. These guidelines are considered the best practice for the type of analysis used to generate this report.

The Economic Impact Guidelines warn against using investment terminology such as “return on investment” or “leverage” to describe a University’s impact, as this type of language has varied meanings. Often, these phrases misconstrue the nature of the economy that surrounds a university, as dollars spent are not invested, just as the outputs are not returns, since they are not returned to, or owned by, the original provider of funds, which is, in this case, Western and its staff and students. The output ratios outline the impact made on either Washington State’s or the Bellingham MSA’s economy for each dollar spent. The two outcomes of this model – the increase in economic activity (in dollars) and the resulting multipliers – represent not returns on the inputs, but rather a specified pattern and relationship between Western’s operations and the Bellingham and State economies.

**Methodology**

This analysis was conducted using IMPLAN, an input-output software that was recommended by APLU for university impact analyses. CEBR created two different models to generate a big-picture overview of Western’s economic activity. The first model examined the impacts made on the Bellingham MSA, followed by a second model run to determine the impacts made on Washington State. These two outputs return Western’s impact on both the MSA and Washington State, which generate an overview of the flow of jobs, dollars, and impacts from Western’s general university activity.

Both models include an identical set of inputs, with the exception of Recent Graduate Salaries, which is only included in the Washington State model. As such, the outputs of the model differ only in this single variable and on the multipliers for the defined region. The inputs outlined below only represent the spending done by, or as a result of, general University activities.

Over half of university input value (56.52 percent) is composed of university capital expenditures, payroll, and the Small Business Development Center (SBDC). While data for these models were gathered from a multitude of sources, these three inputs are generated by the university finance department and are uniformly recorded, leaving no room for error or interpretation. The other 43.48 percent of input dollars generated by Western came from Student Expenditures (30.30 percent), Tourism (0.53 percent), and Recent Graduates Salaries (12.65 percent).

|          | Input Weights |                  |
|----------|---------------|------------------|
|          | Total         | Percent of Whole |
| Payroll  | \$185,221,220 | 31.62%           |
| Students | \$177,479,029 | 30.30%           |

|                             |               |        |
|-----------------------------|---------------|--------|
| <b>Capital Expenditures</b> | \$138,586,641 | 23.66% |
| <b>Recent Graduates</b>     | \$74,080,040  | 12.65% |
| <b>SBDC Impact Outcomes</b> | \$7,300,000   | 1.25%  |
| <b>Tourism</b>              | \$3,114,708   | 0.53%  |

This economic activity study used a categorized expenditure distribution that is generated by IMPLAN and based on government data of consumer and university spending. It concerns University Spending for Goods and Services, which amounts to approximately \$77.9 million. For efficiency purposes, Western does not record a more itemized receipt of where (physical location) funds are spent. Therefore, this analysis relies on the IMPLAN University Expenditure distribution, which includes all materials, food, energy, waste, construction and other purchases typically made by a university.

In 2018 when this analysis was performed, another categorized expenditure distribution was used to estimate the distribution of student expenditures. This time when doing the analysis, students expenditures were broken up into separate categories such as books and supplies, rent, utilities, food, etc. to attempt to get a more accurate estimate of how students spending impacts the local economy. As a public university, Western utilizes cost of living expenditure estimates that are federally generated per quarter for student stipend amounts, as well as transportation costs.

This report uses the total input and offers a breakdown of the subcategories associated with each of the four main categories. The numbers reported correspond to dollar amounts spent in the Bellingham MSA area, either by the University or its students, faculty, and staff. It is important to note that the ratios and weights generated by the inputs may not have the same proportional impact on the economy, since some sectors contribute more to the area than others due to leakage. The actual impacts and multipliers will be outlined in the Outcomes and Results section of this report.

### Model Inputs

This impact analysis is composed of six categories: university capital expenditures, student expenditures, tourism, payroll, SBDC, and recent graduates' salaries. Of the six categories, university expenditures, the SBDC, and payroll are uniformly reported and recorded, leaving no room for interpretation error. Both student expenditures and tourism were estimated using a combination of reported populations and estimated spending using local estimates for utilities, hotel rates, gas, internet access, and food. The following is an overview of how data was gathered, estimated, analyzed, and reported for each input.

### Capital Expenditures

University capital expenditures is recorded by the University Budget Office and is broken into several subcategories, including Construction and Land (32.03 percent of Cap. Ex.), Architecture and Engineering (3.48 percent of Cap. Ex.), Utilities (8.27 percent of Cap. Ex.), and Goods and Services (56.22 percent of Cap. Ex.), resulting in a total of \$138.5 Million in University Capital Expenditures. Of these subsets, utilities is further broken down into eight categories: water & sewer, refuse, natural gas, electricity, steam plant, recycling, hazardous material disposal, and other.

The largest sub-category is Goods and Services, totaling \$77.9 Million or about 56.22 percent of the total Capital Expenditures spending. Since the details of this number are not recorded or distributed, IMPLAN's state/local government educational spending pattern was utilized to generate the distribution of the goods and services budget towards specific items such as food, software, or maintenance materials to determine the flow of dollars through the relevant industries.

The second-largest sub-component of University capital Expenditures is Construction, which totals \$49.2 Million or about 35.51 percent of the total capital expenditures. Construction data is wildly variable year-to-year. Western is continually renovating and building new facilities to meet the needs of its students, faculty, and staff, evidenced by the current construction on Kaiser Borsari Hall, the replacement of roofs on the dining halls, and multiple other smaller projects intended to increase the working environments of building inhabitants. While the projects vary in cost, the pattern of expansion and improvements remain and are not inconsequential. For these reasons, the Center used average construction spending over the last five years to represent the university's typical annual construction spending. This was the only category in which spending was averaged over a longer time frame.

### Student Expenditures

Student Expenditures were derived using enrollment numbers to determine the base population multiplier for individual expenditures. Since students who live on campus pay their rent to Western, this becomes part of the University budget. As such, these on-campus rent rates were not included as inputs to avoid double counting. However, on-campus food expenditures at any of the dining halls, coffee shops, or any prepackaged food purchases are not paid to the University but rather to independent contractors. For this reason, on-campus food spending was counted for both on and off-campus students.

Due to Bellingham's relatively small size, housing costs are not consistently tracked for just the specific University area. To generate a conservative and consistent estimate of housing costs, the University of Washington's Center for Real Estate Research county-level rent rates for two-bedroom apartments were used. Since this data is consistently produced quarterly and externally, it is usable and replicable for future impact analyses.

Fall quarter rent is the reported rent rates from the Q4 report, where the winter, spring, and summer quarter rent data is taken from the Q1, Q2, and Q3 reports respectively. The fall 2023 average rent per person for a two-bedroom unit in Whatcom County was \$781, with winter quarter rising to \$805, spring declining to \$762.50, and summer quarter rent declining further to \$723.50. While not all students live in two-bedroom units, it is the most common arrangement for off-campus apartments.

These county-level numbers may be lower than the average rent closer to the University, which may naturally be inflated due to increased demand. However, this analysis was conducted to operate as a conservative or base-estimate for Western's impact. It is also the case that many students share a room off-campus, bringing down the average rent and consequently, student expenditures. Using the county-wide rates offsets some of the accidental over-estimation of Bellingham rent rates that would occur due to this unreported room sharing.

Other components of the student expenditures category include utilities such as water, electricity, garbage, and transportation. Considering that rent in the Bellingham area often includes water, sewer, and garbage/recycling, the local rates for those utilities were removed from the average rent rates to eliminate the possibility of double counting, and to allow for a more specific categorization of rent money and its in- and outflow through the economy. Internet access, electricity, and utility-excluded rent rates were gathered by using local rates and usage estimates for two-person households.

On-campus meal-plan purchases are recorded, as well as voluntary purchases of those meal plans by students living off-campus. Off-campus student food expenditures fluctuate based on their previous standard of living, current income, dietary restrictions, and availability of options. For this reason, the weighted average of meal plan prices was used as a monthly food expenditure rate for off-campus students. Using the meal plan costs implied an average of \$360.83 a month in total food spending per off-campus non-meal plan

student, which includes groceries, alcohol, and both casual (fast food and take out) and full-service restaurants. Assuming that 50 percent of all food expenditures is composed of grocery spending, alcohol and restaurants each consume 10 percent of food spending, and casual dining takes the last 30 percent, student food spending for both on and off-campus amounts to a total of \$28.3 Million.

Finally, personal expenditures, transportation costs, and the cost of books and supplies were estimated using the Estimated Annual Expenses as generated by the Financial Aid Department, at \$668, \$480, and \$294 a quarter for all students. This generates a total input of \$66,313,325 in student personal expenditures.

Tuition or other fees paid to the university were not included since this money is received by Western and spent as part of the Capital Expenditure or Payroll budgets for the university. Since this flow of funds is accounted for in any sections concerning direct university spending, the student expenditures category does not include tuition to avoid double-counting.

### Tourism

Tourism includes sport event attendance, student visitors, prospective student and admissions tours, and commencement celebrations. While Western hosts a variety of art events, workshops, presentations, summer youth programs, and other events that may bring in tourism money to the local economy, these events are either 1) not consistently occurring, 2) not part of Western's mission, or 3) attendance was not reliably measured.

For all visitor spending, the Center utilized the Bellingham Whatcom County Tourism Department's average spending per day for out-of-town visitors. This number is composed of food and gas spending (\$42 per day), and hotel expenditures (\$111 per night). Since there is above-average demand for hotels around the three main commencement ceremonies that causes price spikes, the yearly average price that was used may produce a lower output. Utilizing the yearly average eliminates the variability that would occur if rates were aggregated each quarter.

However, not all who visit Western stay in hotels. Some visitors who may choose to stay with family or friends in the area still contribute to the economy in the form of gas, food, or other purchases in the area, averaging around \$42 per day spent in Bellingham per visitor group.

The attendance rates for commencement ceremonies are recorded by the registrar's office through ticket sales. To estimate the economic impact of commencement ceremonies, we used the same lodging and day trip costs, at \$153 for hotel and \$42 for other expenditures, respectively. Assumptions were also made for the number of nights spent around the commencement ceremonies and are as follows: 25 percent of all commencement visitors stayed one night, 25 percent stayed two nights, and the remaining 50 percent traveled up for the day and did not stay in Bellingham overnight. A higher weight is placed on the day trip because day trips are common among visitors due to Western's relative closeness to both Vancouver and Seattle.

Commencement visitor spending makes up 49 percent of all tourism spending or 0.50 percent of the total impact of Western. Sporting event tourism makes up the next largest dollar input at 34 percent of all tourism spending, with general campus visitors contributing nearly 17 percent of the remaining tourism dollar inputs. Campus visitors were estimated using yearly visitation estimates for freshmen, sophomores, juniors, and seniors on campus, as well as assumptions regarding how many nights they stayed. It is worth noting that since new commencement data was not available, we rely on previous data reported in the last report.

Assuming that 25 percent of freshmen, on average, receive four one-night visits per year and that half of those people stay with family and friends, this amounts to over \$40,119.45 per year in freshmen visits. If 50

percent of freshmen receive two visits per year, and the remaining 25 percent receive one visit per year, then total freshmen visitation amounts to about \$221,328.78 a year in inputs compared to \$221,000 between 2017 and 2018. Following similar logic, with decreased visitation rates per higher class standing, visitation rates for sophomores and juniors produce \$440,000 a year, since there are more than double the number of sophomores and juniors than freshmen.

Total sporting event attendance reached 12,797 people in the 2021-2022 academic year. An internally sponsored survey of sporting events reported that most attendees were not Western students, generating a 50 percent out-of-town attendance rate. Since 60 percent of those are taking a day trip to watch the events, this results in \$539,522 in hotel, food, and gas expenditures from just sports tourism for the year.

Western receives over 25,000 visitors a year in admissions tours alone, with about 25 percent of these individuals staying the night at hotels or motels. Admissions tours generate over 1.2 million dollars in direct impact every year, behind commencement and sporting events.

Tourism expenditure reached \$3.8 Million, or 0.65 percent of all inputs. The 0.65 percent is mostly composed of graduation attendees, at \$1.9 Million (0.33 percent), followed by admissions tours at \$723,8892 (.12 percent) and visitors at \$661,820 (0.11 percent) and athletics at \$539,522 (0.35 percent).

### Payroll

Employment, enrollment, wage data, and salary data were gathered through information requests to the respective internal departments to ensure their accuracy. Included in payroll expenditures are all faculty, staff, and all student employment wages that are paid by Western. Payroll consists of a single number given by the university, kept separate from other capital expenditures due to the large portion of the entire dollar input that it makes up (31.58 percent).

### The SBDC

The Small Business Development Center at Western directly impacts the local and regional economies through the nature of their work. The Center provides multiple small business development resources to the local and regional communities including access to certified business advisors, access to state and national agencies, and advisory work on the ins and outs of running a small business.

As one of the top providers of small business assistance in Washington state, the SBDC provides metrics on its measurable impact. For FY 2022 they served 643 unique clients and created 426 jobs. The Center oversees \$26,409,509 in capital and supports approximately 2,500 jobs throughout the state.

The SBDC network tracks multiple outcome metrics for the businesses it interacts with. For the purposes of the impact analyses for this report only reported investment activity, which includes both cash and loan investments, are utilized. Western's SBDC clients reported \$7.3 million in dollars invested in 2022, which contributes 1.24 percent of the entire university inputs.

### Recent Graduate Salaries

A large portion of the impacts that Western produces is attributable to the students that graduate and contribute to the economy as an employee. Western graduates on average earn higher wages than they would have without their degree, meaning that this added economic stimulus is attributable to Western. However, there are caveats to this assumption, which are outlined below.

First, Western's graduate salary data is only collected one year after graduation, where graduates may not yet be working in their desired career and does not fully capture the long-term effects on a salary that a degree may have. Second, there is no guarantee that Western graduates would have forgone a degree had

Western not existed, nor can it be claimed that proportionately more students would come to Western given an increase in spending. Third, while Western has produced salary-earning graduates for nearly 130 years, not all of that economic value can be attributable to Western, as some of the economic value created is due to worker experience, rather than just their degree.

Despite these three shortcomings in the data, some steps can be taken to reduce the risk of overstating Western's impact while including graduate salary data. Since Western's data collection of salary information is not comprehensive enough for this analysis, US salary numbers were combined with Western graduation rates for both Bachelor's and Master's degrees. Since Western alumni generally move away from Bellingham post-graduation, all impact numbers are run for Washington State only, as applying alumni salary data to the Bellingham MSA would overstate the impact that Western has on the region.

To further mitigate overstating Western's impact, the marginal difference in annual salary due to degree attainment was utilized. For graduates with a Bachelor's degree, this would be the difference between the average salary with a Bachelor's degree, and the average salary with a high-school degree. For graduates with a Master's degree, this is the difference between the average salary with a Master's degree and the average salary with a Bachelor's degree. The final input of recent graduate salaries is \$74 million, or 12.63 percent of the total value of all inputs.

## Outcomes and Results

This section of the report will provide a breakdown of the variety of results generated through IMPLAN and an overview of the results for each area. There are both multiplier effects and output types.

### Effects

The three effects produced by the model are Direct, Indirect, and Induced. These describe the type of impact produced by university spending. Direct impacts are determined by the spending in each industry, and if that industry exists within the defined region. For Washington State, this number is almost equal to the total input amount, since nearly everything a university needs is produced within this region. Indirect effects are generated through an evaluation of local business-to-business (B2B) purchases, while induced effects are a result of household purchases, such as student, faculty, or staff spending. The total effects are the sum of all of these three types.

### Multipliers

The three outputs produced by the model are Employment, Labor Income, and Total Value Added. This report will focus the analysis on the Employment and Output.

Employment is a representation of the direct, indirect, and induced jobs produced by Western's operations. Western directly employs a number of individuals and buys things in the local economy which are produced by other individuals, creating indirect jobs through business to business purchases. Western's employees purchase goods and services, which are produced by other individuals, creating induced jobs through household purchases. The sum of these three is the total employment impact.

Output follows the same logic as employment for direct, indirect, and induced effects, but output measures the dollar effects on the specified regions. Direct effects are the dollars spent locally, indirect effects are the dollars spent through B2B transactions, induced effects are the dollars spent by households, and the total effect is the sum of all dollar effects is the total output of the model.

There are two types of multipliers that can be calculated from this information: Type 1, which excludes induced effects, and SAM Multipliers, which include induced effects. Type 1 multipliers look specifically at

B2B transactions, while Type Social Accounting Matrix (SAM) multipliers take into account all effects generated by university spending. This report will focus on the Type SAM multipliers, which paint a more accurate picture of Western's impacts on the economy.



## Bellingham MSA

Western’s total employment impact on the Bellingham Metropolitan Statistical Area is 3,381 jobs. This produces a SAM multiplier of 1.72, with a Bellingham MSA impact of \$549.6 million dollars, and a total input of \$511.7 million. The output generated shows a 7.4 percent increase in total impacts from the inputs of Western's operations.

| Bellingham MSA      |                   |                       |
|---------------------|-------------------|-----------------------|
|                     | <u>Employment</u> | <u>Output</u>         |
| Direct Effect       | 1,961             | \$ 281,122,030        |
| Indirect Effect     | 207               | \$ 50,899,898         |
| Induced Effect      | 1,213             | \$ 217,561,778        |
| <b>Total Effect</b> | <b>3,381</b>      | <b>\$ 549,583,707</b> |
| <b>Multipliers</b>  | <b>1.72</b>       | <b>1.95</b>           |

Western’s employment impacts total 3,381 jobs, which accounts for nearly 4 percent of the entire Bellingham total nonfarm employment according to data from the Bureau of Labor Statistics. In 2022 Western employed 1,961 individuals, meaning that the employment output represents a 72 percent employment increase from Western’s direct employment.

## Washington State

The Washington State outputs will always be much higher – due to the leakage that occurs in Bellingham. Since the Bellingham MSA is a small area that “imports” many of its goods from around the state, many of the city’s dollars go to companies and producers within Washington State. When Western spends money on goods, only a small percentage of it stays within the MSA, a much larger percent stays within the state, and the rest of it flows out to other points along the supply chain.

The total impact for Washington State is over \$1.2 billion, with a multiplier of 2.19, or a 119 percent increase from the inputs of Western’s operations. This is a 125 percent increase from the total Bellingham MSA impact or a \$687 million increase. The total employment impact is 6,893 jobs, generating a multiplier of 1.86, which means that for each individual Western hires or supports through spending, 0.86 additional workers are hired indirectly due to that economic stimulus.

| Washington State    |                   |                         |
|---------------------|-------------------|-------------------------|
|                     | <u>Employment</u> | <u>Output</u>           |
| Direct Effect       | 3,700             | \$ 563,599,267          |
| Indirect Effect     | 442               | \$ 121,291,819          |
| Induced Effect      | 2,752             | \$ 551,816,114          |
| <b>Total Effect</b> | <b>6,893</b>      | <b>\$ 1,236,707,200</b> |
| <b>Multipliers</b>  | <b>1.86</b>       | <b>2.19</b>             |



## Conclusion

Western Washington University spending has a multiplier of 1.95 for the Bellingham MSA and 2.19 for Washington State. While these two numbers will always differ due to the relationship between metropolitan statistical areas and states, a portion of this difference can be explained by the movement of graduates across the state. A significant portion (12.63 percent) of Western's impact is generated by graduate salaries and are not limited to Bellingham. For this reason, the Bellingham MSA model does not include this variable.

Western produces a large employment impact as well, accounting for nearly 4 percent of Bellingham total nonfarm employment. Western's direct Washington State workforce of 3,700 nearly doubles to 6,893 when accounting for the indirect and induced effects of Western's operations.

The outputs generated by this model are one method of attempting to capture the scope of Western's economic impact on both the Bellingham MSA and Washington State. As is the nature of data, there will be limitations both in what information is available and in the interpretation methods. This report serves to outline our best efforts to mitigate those limitations and aid in future impact analyses.

## Further Reports

There are several pieces of information that would aid in closing the gaps in the currently-available data used in this report. While noting these do not improve the current analysis, it does develop a record of what shortcomings are acknowledged and noted for future analysis improvements.

Western, as with most universities, attempts to best utilize its resources to assist local and regional businesses and industries. One way this is executed on campus is through the shared use of lab space and other innovation related campus resources, which produces economic value through its promotion of innovation. Currently, Western is in the process of developing a method of accurately recording and calculating the economic impact of such partnerships, to be included in future impact reports.

Partnerships, both private and public, are utilized as a way to promote real-world engagement with students to enrich their education while simultaneously assisting local businesses, municipalities, industries, and communities. The benefits of these partnerships are often intangible but do produce indirect economic stimulus, which can be monetarily measured.

Finally, there are improvements to be made in the realm of salary data analysis, as Western's recent partnerships allow for better data collection and reporting of graduate outcomes. This information, combined with a more comprehensive look at the locations, industries, and salaries of recent graduates will allow for a more accurate representation of the impact that Western graduates have on both the Bellingham area and Washington State.

These shortcomings are recorded to promote the further development of accurate data collection and analysis methodology. It is our hope that these pieces will be included in future reports to better capture the extent of Western's economic activity.

## MARKETING & COMMUNICATIONS

### University Communications

Over the winter quarter, the Office of University Communications has supported the management of several on-campus issues while also working to develop and optimize its platforms and publications. Some highlights of this cycle include:

- Supporting an operational and reputational recovery plan for [dining services at Western](#)
- Messaging and information on campus safety and alert infrastructure
- Supporting University Marketing and Admissions in [ongoing FAFSA communications](#) via earned and social media:
- Developing and distributing a [news release](#) on WWU's Early Childhood Education accreditation
- Developing and distributing a [news release](#) on WWU being a top Fulbright producer
- [Securing coverage](#) on WWU's legislative achievements
- Building visibility and recognition of WWU's many talents in its student body, alumni, and faculty, including faculty stories on [Richard Hodges](#); [Emily Hardin](#); [Tesla Monson](#); student stories on [WWU students winning EduHacks](#) and many others featured on news.wvu.edu and window.wvu.edu and pitched to local, state and national media.

Last fall, the Strategic Communications Council (SCC) was established to make recommendations related to communications resources, infrastructure, ways of work, and PR strategies to the University Cabinet. The SCC is comprised of representatives from each administrative division. The SCC will begin sharing a council summary of its key issues, recommendations, and action points with the University Cabinet every quarter.

### WWU News and Western Today

After a revamp in the summer of 2023, the WWU News portal is now being referenced as a news source on news.google.com, an important global aggregator and search tool for news stories. Before June 2023, almost no stories were picked up on Google News. In the last three months alone, WWU stories have received 22,700 impressions through Google News, and we expect this trend will only accelerate. We will begin measuring this as a regular item in this report starting in June 2024.

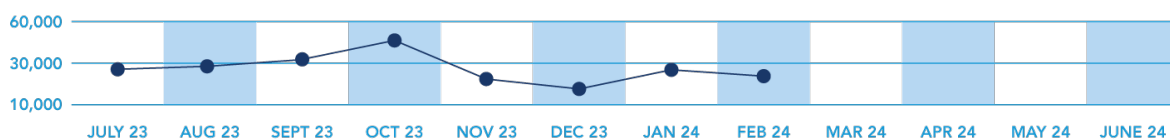
The team continues to receive a high volume of submissions from the campus community to be included in our 3x weekly Western Today send. Open rates are hovering around 30 percent. Western Today enjoyed its highest-ever open rate of 36.3 percent this past month. Total recipients are stable at 21,000 with a minimal unsubscribe rate.

### Performance for WWU News and Western Today

Western Today/News Portal

Total Sessions: 50,290

Jan-Feb 2024 Data



- WWU News January sessions: 28,004
- WWU News February sessions: 22,286
- Total sessions: 50,290 (vs. 38,615 sessions for previous reporting period)
- Highest Western Today email open rate: 36.3% (all-time record)

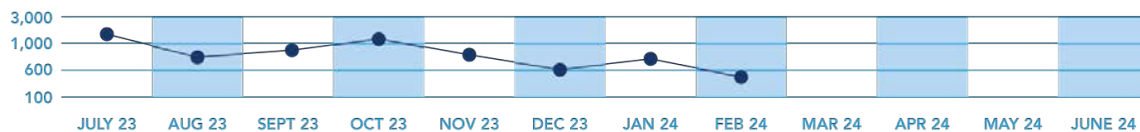
### Most-read stories

- [Snow and ice expected tonight; here's what to expect](#) (5,216 views)
- [First blast of winter weather on the way; here's what to expect](#) (1,888 views)
- [June Fraser Thistle set to retire after more than 20 years at WWU](#) (1,256 views)

### Earned Media

Total media mentions: 1,290

- January stories: 773
- February stories: 517
- Total stories (Jan-Feb): 1,290 (vs 1,418 for previous reporting period)
- Top-tier stories (statewide and national press): 2



### Top Stories

- [‘Powerhouse baritone’ Western professor heads to Seattle stage](#) / CDN
- [Speaking Lushootseed: WA’s Indigenous curriculum may be renamed](#) / Crosscut Seattle
- [Penn State And Georgetown Lead The Nation For Fulbright Scholars And Students This Year](#) / Forbes
- Visit [news.wvu.edu](https://news.wvu.edu) for more WWU stories and coverage information

## University Marketing & Brand Strategy

The University Marketing team is a group of creative professionals dedicated to engaging Western Washington University’s audiences through strategic marketing, branding, and advertising. The team is responsible for advancing, managing, and protecting the Western brand. In addition to leading institutional campaigns, Western’s University Marketing team works collaboratively to support the branding and marketing needs of our schools, centers, institutes, and administrative departments.

### Completion of FAFSA Digital Campaign

In response to changes in FAFSA processes, University Marketing and Financial Aid developed strategies to help current students and families better understand the new application process. WWU ran FAFSA-focused digital advertising efforts from December through the end of February. The campaign, particularly the ads on Facebook and Instagram, achieved notable success, earning significantly higher click-through rates and conversions compared to our 2022 FAFSA campaign. This success is attributed to heightened demand for FAFSA-related information as well as the addition of an opt-in Request for Information (RFI) form for further details.

Although the digital campaign concluded on February 29, University Marketing will continue to provide support for Financial Aid leading up to the extended Priority Financial Aid Deadline on April 1.

| DEC 1 - FEB. 29 FAFSA CAMPAIGN PERFORMANCE |             |        |                    |             |
|--|-------------|--------|--------------------|-------------|
| Strategy                                   | Impressions | Clicks | Click-Through Rate | Conversions |
| Display                                    | 7,747,785   | 30,572 | 0.39%              | 31          |
| IP Targeting                               | 2,572,868   | 2,473  | 0.1%               | 23          |
| Meta                                       | 1,442,654   | 7,966  | 0.55%              | 232         |

**First-Year Undergraduate**

Beginning in February, the University Marketing and Admissions teams transitioned from promoting applications to focusing on yield and generating interest for future admission cycles.

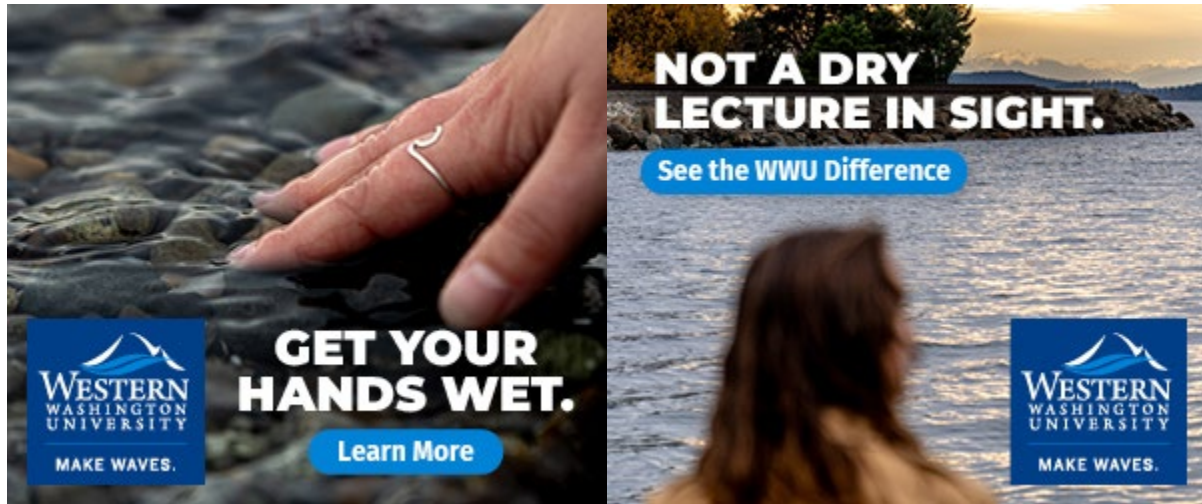
Yield marketing is an essential component of our campaign, as it focuses on converting admitted applicants into enrolled students. By fostering a sense of community and excitement, yield marketing builds strong relationships between students and the institution. This year’s yield ads include a nod to Taylor Swift lyrics, building on continued public interest in the performer and [the viral “Swiftquake” research led by WWU’s Jackie Caplan-Auerbach](#). Admitted students are encouraged to confirm their enrollment on [the Admissions website](#).

**Yield Creative**



The lead generation portion campaign was inspired by [recent alumna Caitlyn Blair](#). Born and raised in Colorado, Blair nurtured a lifelong fascination with Orcas and chose to attend WWU due to its academic offerings and proximity to the Salish Sea. In 2022, Blair graduated with a custom Fairhaven degree in marine ecology, place-based education and community engagement. She also minored in education and social justice, and Salish Sea studies. Blair now works for the Northwest Straits Commission where she is a program coordinator. Photos of Caitlyn provided the perfect scenic backdrop for the campaign’s display ads, while video Snapchat ads featured [snippets of Caitlyn’s story](#).

**Lead Generation Creative**



Our first-year undergraduate campaign is performing exceedingly well. As of March 2024, we've exceeded the number of first-year undergraduate conversions that were earned through the entirety of the previous fiscal year. PPC and Display are consistently outperforming last year's benchmarks in terms of conversion numbers. Snapchat continues to be a strong lead-generation tactic, though it has generated fewer conversions than last year.

| FEB 1 - MAR 22 FIRST-YEAR UNDERGRADUATE CAMPAIGN PERFORMANCE |             |        |                    |             |
|--|-------------|--------|--------------------|-------------|
| Strategy   | Impressions | Clicks | Click-Through Rate | Conversions |
| Display  | 404,635     | 156    | 0.04%              | 462         |
| IP Targeting   | 417,938     | 873    | 0.21%              | 5           |
| Snapchat   | 255,312     | 653    | 0.26%              | 10          |
| PPC  | 47,000      | 8,578  | 18.25%             | 351         |

**Transfer Creative**

In November, WWU launched its digital campaign aimed at in-state transfer students. This year, the University Marketing team created a set of ads showcasing Western's Bellingham campus and student life. The campaign ran through February 29 and consisted of display, mobile location targeting, PPC, and Snapchat advertising.





While this year’s transfer campaign generated 230 conversions over its lifetime, it did not perform as well as last year’s transfer campaign. This dip in performance seems consistent with overall transfer application trends. University Marketing is working with Admissions to develop an effective marketing plan for next year’s admission cycle. This will likely include an emphasis on year-round inbound marketing strategies such as PPC and Clarity web pop-up interactions.

| FEB 1 - FEB 29. TRANSFER CAMPAIGN PERFORMANCE |             |        |                    |             |
|---|-------------|--------|--------------------|-------------|
| Strategy                                      | Impressions | Clicks | Click-Through Rate | Conversions |
| Display                                       | 95,908      | 36     | 0.04%              | 18          |
| PPC   | 2,302       | 580    | 25.2%              | 77          |

### Brand Management and Creative Services

In addition to providing the creative for campus-level campaigns, the University Marketing team works with academic and administrative teams across Western’s various campuses and locations to manage the University’s brand. This includes developing design elements and ensuring adherence to Western’s brand standards.

In February and March, the University Marketing team created brand identities and provided creative services for the following Western offices:

- Academy for Lifelong Learning
- Bias Response Team
- Career Services Center
- Child Development Center
- Community Relations
- Education Leadership
- Education Leadership and Inclusive Teaching
- Emergency Management and Business Continuity
- Engineering and Design
- Ethnic Studies
- Information Technology Services
- Language and Culture Programs

- LGBTQ+ Western
- Morse Leadership Institute
- Multicultural Student Services
- Outreach and Continuing Education
- President's Office
- Print and Copy Center
- Professional and Continuing Education
- RN-to-BSN Program
- SEA Discovery Center
- Small Business Development Center
- Student Publications
- Tribal Relations Office
- University Communications
- Western Libraries
- Woodring College of Education
- WWU Athletics

**Playbook Publication Print Ad - Outreach and Continuing Education**

**EMBARK ON A SEASON OF LEARNING**  
Discover diverse educational opportunities at Western. Start your journey today!

**PROFESSIONAL AND CONTINUING EDUCATION**  
Return, Learn, Grow, Lead!  
Start your journey toward a better career! Explore online courses in business, IT, project management and more. Payment plan and scholarships available. Are you interested in customized courses or team training? Contact [pro@wwu.edu](mailto:pro@wwu.edu).

**SUMMER SESSION**  
Online • Field  
Summer Session is open to the community! Register as a community member and explore hundreds of programs. Enjoy small classes in various formats, including face-to-face, hybrid and online. May Registration Opens June Classes Start

**ACADEMY FOR LIFELONG LEARNING**  
Learning is a Lifelong Opportunity  
Learn, grow and create new connections – whether you're age 16, homebound or 70+, still seeking personal and/or professional and/or educational and cultural programs in a friendly, relaxed environment. Join us for our new 10-part Artificial Intelligence lecture series!

Western is an equal opportunity institution.

**Talk with President Sabah - The President's Office**

ALL WESTERN PRESIDENTS ARE INVITED TO

TALK WITH PRESIDENT SABAH

WITH special guest  
**WYNNA MERRY**  
of **WYNNA MERRY** and **WYNNA MERRY**

Writing Office  
6th Floor Lobby

Thursday, April 4  
12:00 - 1:00 pm

FREE SANDWICHES & COFFEES

## **Visual Media Production**

### **New Equipment and a New Studio B**

The OM 370 Suite is becoming unlike any other suite on campus as it will have multiple studios, offices, gear storage rooms, and editing areas in a single suite, in the middle of Old Main. Studio B (OM370D) houses a space for editing while the other 70% of the space will house a “Black Box” studio space. Black velvet curtains will partially wrap around three of the four walls, going up to ten feet tall. They will be installed on a Varipole system, which allows for easy modularity and efficient moving if needed. The curtains will be on a rod system, so when not in use, the room can look and operate more like a traditional meeting space or office. Now that our cameras from Studio A are 4K and on wheeled dollies, those cameras can roam from one studio to the other.

The space is much larger, at over double the size of Studio A, so will easily allow for roundtable discussions, MOOC-style educational content, and small panels to be shot with relative ease. Surplus lighting will be used to outfit the space and our new 85” TV can also be wheeled into Studio B easily to allow for an interesting set piece or screen to act as a backdrop. We are hoping to have the materials ordered and installed by mid-April.

### **Creating Content & Telling Stories**

VMP has continued its great work in advancing WWU to the local community and the world. We have had a diversity of projects that have taken us all over our region and with a novel approach to video production, we have even begun to shoot material in the west African country, Benin, for a current production to support the WWU Energy Studies program. This material is being shot by the student himself, Olivier Singbo, who was taught the basics of video production and composition by the URM team and is using his 4K camera phone to assist in telling the story visually.

Additionally, we will be notified of Northwest EMMY nominations in April. We submitted 13 different projects from 2023 into various categories. We hope that any potential nominations will not only elevate our production work across campus, the region, and the state but also garner additional interest from prospective students via name recognition.

We have also continued our work in telling student stories and have recently completed two additional interviews and have three more being scheduled soon, which will be used across our channels and campaign work.

### **Spring Production Imagery & Work Study Student**

Spring has sprung and we have begun our annual mission of documenting the campus returning to a more active and vibrant glory. This Spring Quarter that work will continue and even accelerate as we will be adding a Work Study student worker to our team to exclusively work on capturing authentic and interesting student imagery for use across all WWU mediums and channels.





### **Projects Recently Completed:**

- [Western Recap: Cherry Blossoms Emerge!](#)
- [Western Recap: Cold Plunge Club!](#)
- [Alum Spotlight: Caitlyn Blair \(Salish Sea Graduate\)](#)
- [Faculty Spotlight: Richard Hodges \(Seattle Opera & Vocal Studies Professor\)](#)
- [Student Spotlight: Melaku Akawold \(Music / Woodring Student\)](#)

### **Projects in Production/post-production**

- Northwest Avalanche Center x WWU – Snow School
- Love Letters: Catharine Stimpson Interview
- Student Spotlight: Lily Duong
- Student Spotlight: Hannah Thorp
- WWU Energy Studies Student Spotlight: Olivier Singbo (from Benin, working on Off-grid solar project to help his family)
- Above Bellingham 2.0 (Drone video, showcasing the WWU community)
- Sculpture Garden Short Documentary
- WWU Building Repository

### **Future/Potential Projects about to begin:**

- Various photographic assignments for Window, President's Office, Excellence Awards
- Fairhaven Studio Build & Tour
- Longhouse Planning & Building Documenting
- Tony's Coffee branded blend partnership with WWU
- Meet The Deans Series
- Student Spotlight: Ermias Hagos
- Student Spotlight: Renee Rocket
- Outdoor Center Field Experiences

## Web Communication Technologies (WebTech)

### Summary February – March

We are pleased to report that we have completed our server migrations allowing us to begin conducting upgrades to our web platforms that will bring speed and content authoring improvements as well as improved security maintenance.

First launched on this new server infrastructure is the improved website for [Western on the Peninsulas](#). This new site takes information that had been on a variety of pages and gives current and prospective students a comprehensive one-stop site to engage with Western. The launch of this site also allowed us to add location filters to the [degree discovery page on Western's institutional site](#), allowing prospective students to identify what degrees are offered near where they reside.

In addition to the Peninsulas website launch, the [Leadership and Community Engagement](#) website was published as well as a [local vendors showcase](#). A small handful of sites were migrated from various platforms onto those managed by WebTech, including the [Center for Cross Cultural Research](#), the Innovative Teaching Showcase, and the new discount [Hotel directory](#).

Behind the scenes, we also updated over one hundred URL rewrites for the teaching handbook after their website transition. The handbook has been published and updated for many years. After the update, the director of the center that oversees it received kind words from another at a different university, "...I am so impressed by the Teaching Handbook; what an incredible investment of time and energy to create. We have sent out tidbits over the years but have yet to collect them in such a clean and searchable way."

We also finalized further improvements to our accessibility and user experience testing using a tool called Cypress. The cypress tooling allows to catch potential experience issues before releasing code to the public web.

WebTech's accessibility coordinator continued to have an impact this past quarter with current students and faculty beyond technical website and software assessment. A brief sampling:

- Supervised two Internet Studies Center (ISC) interns in developing a tool to describe images using existing artificial intelligence large language models.
- Met with global information system and technical writing students weekly to discuss the Accessible Mapping project led by the Spatial Institute faculty.
- Attended the Institute for Critical Disability Studies curriculum sub-committee twice to reinforce the need for all professors to create accessible curricula so that students have equitable access to education.

### Institutional Website Traffic

Traffic continues to be trending in a positive direction. Traffic to the [degree discovery pages](#), is up 8.34%, nearly eclipsing 100,000 visits from February 1<sup>st</sup> – March 25<sup>th</sup> of 2024 compared to the same time last year and traffic to the catalog is up 49.81% which indicates a lot of interest in the specifics of programs.

Strong interest in the staff careers webpage and the visit landing page up 55.73% from February 1<sup>st</sup> – March 25<sup>th</sup> of 2024 compared to the same time last year this is great to see with the addition of the new hotel discount content.

Prospective students are busy reviewing the content relevant to their academic planning including term dates, registration calendar, transfer landing page on admissions, scholarships page, browse

classes, and the admitted student day landing page all vaulting into the top 30 pages across all of Western site visits.

Across all Western websites, average engagement time from February 1<sup>st</sup> – March 25 of 2024, again increased compared with the prior period with visitors now spending 1 minute and 43 seconds per page. Views increased to 3.5 million.

## **UNIVERSITY RELATIONS**

### **Community Relations**

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

#### **Hotel Discounts for WWU Guests**

The University has partnered with 15 Bellingham and Whatcom County hotels to offer special discounts, up to 20% off list price, to WWU guests. Discounts are accessible via a newly created [discount web page](#) hosted on WWU's website. WWU departments have been encouraged to share this page with any invited guests including the Office of Admissions, New Student Services and Family Outreach, Advancement, Athletics, and Registrar's Office who collectively bring more than 40,000 guests to Bellingham each year. Additionally, customized booking links are embedded in the discount page informing hotel staff which guests are visiting WWU so they can provide a special welcome at check in.

Community Relations has also provided an annual calendar of key WWU dates, including Admitted Student Day, move-in weekend, Parents' Weekend, and commencement weekends, to hotel partners so they can staff and decorate hotels accordingly. Community Relations also works closely with Bellingham Whatcom County Tourism to ensure that hotel partners are stocked with WWU maps and other important guest information.

#### **APIDA Heritage Month**

The director of Community Relations facilitates the Community Coalition for Cultural Recognition which is a growing 10-member institutional partnership that hosts the community's MLK Day, Indigenous Peoples' Day, and Asian Pacific Islander Desi American (APIDA) Heritage Month celebrations. The 2024 APIDA Heritage Month celebration will occur on Tuesday, May 14 and will be held at Whatcom Community College. This year's free event themed, "Connected Roots to Collective Futures" will feature food, artwork, vendors, and speakers from local APIDA community members and businesses.

#### **Supporting Local Organizations**

The director of Community Relations attends multiple events throughout the year while representing WWU. Attending these events boosts WWU's visibility as a community partner while providing opportunities for future connections with industry, community leaders, and nonprofits. Some recent examples include:

- Chamber Breakfast – The director of Community Relations served as the emcee of the March Bellingham Regional Chamber of Commerce Networking Breakfast on March 8, 2024 centering WWU in front of more than 100 community and business leaders.
- WBA Awards Dinner Table Host – Community Relations partnered with University Advancement to purchase and host a WWU table at the Whatcom Business Alliance Annual Awards Dinner held on March 15, 2024. Guests included community leaders, donors, and WWU staff.

- NWYS Table Host – The director of Community Relations served as a table host for the Northwest Youth Services Annual Luncheon held on March 27, 2024. Guests invited included WWU staff who partner with NWYS and community donors.

The director of Community Relations also attended the Economic Development Alliance of Skagit County's Forecast Night, the Economic Alliance of Snohomish County's Economic Forecast Luncheon, and the Bellingham Regional Chamber of Commerce's "Future of Energy" Speaker Series where multiple industry connections were made.

## **Tribal Liaison**

### **Events and Planning**

House of Healing longhouse planning and development continues to progress with the upcoming blessing and ground-turning event to be held on April 11, 2024, at 4:00 pm at the site in the Sehome Hill Arboretum. The HOH Longhouse Committee along with the Tribal Liaison are anxious and proud to announce this momentous occasion.

It is expected for the building to be completed by late summer or early fall of 2025. The planning and development for the construction phase continues to be a weekly process of meeting with the WWU HOH Steering Committee.

The Tribal Liaison has continued to work with Hafthor Yngvason, Western Gallery director, and Michael Sweney of the Washington State Arts Commission, to secure Native artwork for the longhouse, including an additional project to commission a Native artist to carve two doors or poles for the entryway. The selection of an artist will be decided by the spring of 2024. The Tribal Liaison is happy to report that Hafthor was able to secure additional funds of \$14,500 to allow for a more extensive project. More about this project will be forthcoming as the process continues.

### **Training**

The Tribal Liaison maintains a monthly meeting with Human Resources to inform new Western employees regarding the operations of the Tribal Relations Office. This practice facilitates informing the university community of current activities and functions of the Tribal Relations Department.

### **Advisory Functions**

The Tribal Liaison continues to be actively involved in consultation with students, staff, faculty, and administration regarding issues and policies related to tribal nations and building pathways for inclusive and collaborative relationships.

The Liaison also meets with the WWU Native American Graves Protection and Repatriation Act (NAGPRA) Advisory Committee to assist in ongoing communication with local tribes involving the Native remains that WWU holds. Recently the Tribal Liaison and President Randhawa met with the Lummi Indian Business Council to provide an update on the NAGPRA issue and provide an update on the House of Healing project.

### **State Department of Commerce Project**

The Tribal Liaison has joined a project in collaboration with WWU's Center for Economic and Business Research (CEBR) and the Washington State Department of Commerce for a study that analyzes the future economic impact of oil refining in Washington State and likely outcomes for Washington refineries, refinery workers, and refinery communities which include several local tribal communities.

The Washington State Department of Commerce was directed by the legislature to conduct the study which will be distributed to the energy and environment committees of the state legislature by December 31, 2024. The study is not intended to provide recommendations about additional policy decisions related to refineries but rather is focused on generating key data about current and projected economic conditions that can be assessed by the legislature and other key stakeholders.

CEBR and the Tribal Liaison will work with the Department of Commerce including Commerce’s own Tribal Liaison to direct the tribal engagement approach for this work, including gathering input at the outset of the work. Formal consultation will take place on a government-to-government basis by Commerce staff as needed. Less formal tribal meetings and discussions will be conducted by the consultants and/or Commerce staff as agreed with Commerce and the department’s Tribal Liaison.

### **Small Business Development Center**

#### **WWU SBDC Bellingham Q1 Highlights**

| <b>Businesses Served</b>             | <b>Q1 2024</b> | <b>Q1 2023</b> | <b>YTD 2024</b> |
|--------------------------------------|----------------|----------------|-----------------|
| Business Counseling Received         | 254            | 181            | 254             |
| SBDC Sponsored Training Participants | 23             | 8              | 23              |
| Information or Resources Provided    | 22             | 81             | 22              |

| <b>Clients’ Economic Impacts</b> | <b>Q1 2024</b> | <b>Q1 2023</b> | <b>YTD 2024</b> |
|----------------------------------|----------------|----------------|-----------------|
| Capital Formation                | \$0.67M        | \$4.7M         | \$0.67M         |
| Business Starts                  | 7              | 9              | 7               |
| Jobs Created or Retained         | 25             | 573            | 25              |

*Note: These are preliminary figures subject to adjustment. Edited figures will be provided in the Q2 report if appropriate.*

#### **January – Mid-March Highlights**

##### **Sustainable Connections Eat Local First Trade Meeting: Panel Presentation**

The Eat Local First Trade Meeting brought together over 200 local food and agricultural professionals. This all-day event created space for farmers, fishers, chefs, grocery buyers, distributors, and others to display their products and network with other industry members at the Trade Show. Certified Business Advisor Asche Rider, Marketing Coordinator Allijah Motika, Community Business Development Director, and Certified Business Advisor Dr. Liliana Deck attended this event. Dr. Deck presented as part of a panel of local business professionals. Each member of this five-person panel highlighted different ways for small businesses to tell their stories. Through this presentation and our team’s attendance, we were able to share our services with many business owners and further integrate into the local food and agriculture community.

##### **Kitsap Women’s Summit Workshop Series**

Our team was honored to support the Kitsap Women’s Summit hosted by the Greater Kitsap Chamber of Commerce. In the weeks leading up to the conference, Kitsap Center Director and Certified Business Advisor Joyce Oswald and Associate Business Advisor Melissa Tanno organized three pre-summit workshops. These workshops focused on early startups, women transitioning from military service to entrepreneurship, and government contracting. We are grateful for the assistance of APEX Accelerator, the Small Business Administration, and the Office of Minority and Women’s Business Enterprises for their participation in the workshops and to the Washington State Department of Commerce for sponsoring these efforts.

### **Presentations – Whatcom**

- New Business Regulations for 2024 presented to Women’s Professional Network
- Sustainable Connections Eat Local First Trade Meeting
- WWU SBDC Community Engagement Strategy in Whatcom County presented to Washington State Department of Commerce – Small Business Resiliency Network
- Overview of WWU SBDC Services presented to the Latino Advocacy Leadership Association Spring meeting at Whatcom Community College
- Overview of WWU SBDC Services presented to the incoming class of “My Own Business Institute” hosted by the Economic Development Alliance of Skagit County
- Beneficial Ownership Information and Overview of WWU SBDC Services presented to Ferndale Chamber of Commerce

### **Presentations – Kitsap**

- Business Help for Small Farms webinar
- Understanding Beneficial Owner Information Reporting Requirements for Small Businesses webinar
- Tax Tips for Small Business to KCR “BE\$T” Class
- Tax Tips for Your Small Business, Hosted at Kitsap Credit Union
- Kitsap Women’s Summit and pre-summit workshops:
  - “New, Mobile, Military Female Entrepreneurs”
  - “Demystifying Government Contracting for Female Entrepreneurs”
  - “How (and Why!) to Get Certified as a Woman-Owned Business”

### **Continuing Education – Whatcom**

- Digital Marketing Science – 10-week intensive digital marketing course offered to WWU staff
- Employment Law and Employee Handbooks - presented by Davis Wright Tremaine LLP
- Search Engine Optimization Matters & Best Practices for Local Businesses – webinar presented by Intellitonic
- Washington State Department of Labor Industry Trainings on Workers Comp, Paid Sick Leave

### **Continuing Education – Kitsap**

- Washington State Department of Labor & Industries Essentials in English & Spanish
- Washington Association of Accounting and Tax Professionals Meeting
- Mental Health First Aid Training – presented by Western Washington University
- Legal Update, Court Rulings and Employment Trends - Presented by Catharine Morisset, hosted by West Sound Human Resources Management Association
- Webinar: Strategies to Support People with Developmental Disabilities and Brain Injury to Achieve Goals Through Small Business Ownership – Webinar presented by the Disability Employment TA Center
- Beneficial Ownership Information Reporting Requirements – U.S. Treasury Financial Crimes Enforcement Network

## **Washington Campus Coalition for the Public Good**

Governor Inslee selected Western student **Shatha Abbas** as the runner-up for this year’s Governor’s Student Civic Leadership Award. Ms. Abbas demonstrates civic leadership and service as a leader within her Arabic community working diligently to promote education and cultural identity. As the program coordinator, director, and instructor of the Iraqi Community Center of WA Arabic

School, she works closely with immigrant families teaching them about the education system they are embarking on while sustaining the one they know. The program currently has eight teachers and 90 students, ages 5-14. Students learn reading, writing, listening, and speaking in Arabic. In addition to her administrative involvement, she develops lessons, instructional materials, and progress monitoring/assessments for the program.

Ms. Abbas is a Bilingual Teaching Fellow at the Woodring College of Education and is pursuing her elementary education teaching credential with an ELL/Multilingual or Dual Language endorsement as she completes her BA degree. She works full-time for the Kent School District and takes full-time Western classes in the evening at the Renton site. Her long-term goal is to start and teach an Arabic dual language program in the Kent School District.

Shatha began her journey toward leadership as a volunteer with the Kent Refugee Center, as an advocate for Kurdish human rights, and through engagement with the Iraqi Community Center of Washington. Within the Kent District, she began as a parent volunteer and then an interpreter working closely with immigrant families, teaching them about the education system. She began her instructional work with Kent as a substitute teacher in 2016 and as a paraeducator in 2017.

She currently works as a full-time paraeducator at Kent-Meridian High School, supporting multilingual learners and special education students.

Ms. Abbas will be recognized at this year's Student Civic Leadership Awards ceremony on April 19, 2024, at the Museum of Flight in Seattle, WA.

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

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

**FROM:** President Sabah Randhawa by Provost and Executive Vice President  
Brad Johnson

**DATE:** April 11, 2024

**SUBJECT:** **Professional Leave Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

This report lists the faculty professional leave proposals that have been approved for AY 2024-25 and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also outlines the process established to review applications and make award determinations.

The Professional Leave Advisory Committee is an all-university body comprised of six faculty members who have taken professional leaves within the past few years. Professional leave applications are examined first at the department level, then by the dean (and, in some colleges, the college's professional leave committee), before being forwarded to the Provost's Office and the university-wide Professional Leave Advisory Committee. The Professional Leave Advisory Committee recommendations receive final review and approval by the Provost.

Per Section 10.6.1 of the faculty Collective Bargaining Agreement, the Committee relies upon the following criteria in making its recommendations:

*Academic or scholarly significance; soundness of design, procedure, or operational plan, including clear objectives and timeline; relationship of planned activity to individual's area of study and professional development; expected outcomes and benefits, including dissemination of results; evaluation of applicant's ability to achieve the proposed goals; and value of the project in terms of academic benefits to the institution upon the applicant's return from the leave.*

For AY 2024-25, faculty requested 178 quarters of leave, and we were able to award 107 quarters due to state law (RCW 28B.10.650). Each application was afforded a careful and thorough evaluation based upon the merits of the application and the expected benefits to the individual, department, and the University per the Collective Bargaining Agreement.



| Faculty Name      | College | Department                     |
|-------------------|---------|--------------------------------|
| Alex Egner        | FPA     | Design Department              |
| Andrew Berget     | CSE     | Mathematics Department         |
| Andy Peterson     | WL      | Western Libraries              |
| Anne Riggs        | HSS     | Psychology Department          |
| Antonya Gonzalez  | HSS     | Psychology Department          |
| Anu Singh-Cundy   | CSE     | Biology Department             |
| Brian Bowe        | HSS     | Journalism Department          |
| Brooke Love       | ENV     | Dept of Environmental Sciences |
| Bruce Hamilton    | FPA     | Music Department               |
| Cara Jaye         | FPA     | Art & Art History              |
| Carolyn Nielsen   | HSS     | Journalism Department          |
| Ceci Lopez        | FH      | Fairhaven Gen & Admin          |
| Charles Patterson | HSS     | Mod and Class Lang - Lit Dept  |
| Christie Scollon  | HSS     | Psychology Department          |
| Christina Keppie  | HSS     | Mod and Class Lang - Lit Dept  |

|                        |     |                                |
|------------------------|-----|--------------------------------|
| Clayton Pierce         | FH  | Fairhaven Gen & Admin          |
| Clint Spiegel          | CSE | Chemistry Department           |
| Colin Amos             | CSE | Geology Department             |
| Cornelius Partsch      | HSS | Mod and Class Lang - Lit Dept  |
| Cristina de Almeida    | FPA | Design Department              |
| Cynthia Camlin         | FPA | Art & Art History              |
| Cynthia Horne          | HSS | Political Science Department   |
| Dan Howard-Snyder      | HSS | Philosophy Department          |
| David Hooper           | CSE | Biology Department             |
| Dietmar Schwarz        | CSE | Biology Department             |
| Dipu Gupta             | FPA | Theatre and Dance Department   |
| Ely Shipley            | HSS | English Department             |
| Eric DeChaine          | CSE | Biology Department             |
| Ethan Bushelle         | HSS | Global Humanities & Religions  |
| Gordon Chalmers        | HSS | Health & Human Development     |
| Hunter Price           | HSS | History Department             |
| Imran Sheikh           | ENV | Dept of Environmental Sciences |
| Jackie Caplan-Auerbach | CSE | Geology Department             |
| Jane Wong              | HSS | English Department             |

|                          |     |                                     |
|--------------------------|-----|-------------------------------------|
| Jason Query              | CBE | Economics Department                |
| Jessica Cohen            | CSE | Mathematics Department              |
| Jessyca Arthur-Cameselle | HSS | Health & Human Development          |
| Joe Gosen                | HSS | Journalism Department               |
| Johann Neem              | HSS | History Department                  |
| John Gilbertson          | CSE | Chemistry Department                |
| John Rybczyk             | ENV | Dept of Environmental Sciences      |
| Jonathan Miran           | HSS | Global Humanities & Religions       |
| Julian Wu                | HSS | Mod and Class Lang - Lit Dept       |
| Kate Darby               | ENV | Department of Environmental Studies |
| Katherine Anderson       | HSS | English Department                  |
| Kimberly Peters          | HSS | Dept Communication Science Disorder |
| Laura Laffrado           | HSS | English Department                  |
| Lina Dahlberg            | CSE | Biology Department                  |
| Mariana Smit Vega Garcia | CSE | Mathematics Department              |
| Marion Brodhagen         | CSE | Biology Department                  |
| Massimiliano Tomasi      | HSS | Mod and Class Lang - Lit Dept       |
| Meg Warren               | CBE | Management Department               |
| Michael Tsikerdekis      | CSE | Computer Science Department         |
| Michael Wolff            | HSS | Political Science Department        |

|                         |     |                                  |
|-------------------------|-----|----------------------------------|
| Milica Jelaca Jovanovic | FPA | Music Department                 |
| Monique Kerman          | FPA | Art & Art History                |
| Nicole Brown            | HSS | English Department               |
| Paqui Paredes Mendez    | HSS | Mod and Class Lang - Lit Dept    |
| Pedro Cameselle-Pesce   | HSS | History Department               |
| Peter Pihos             | HSS | History Department               |
| Qiang Hao               | CSE | Computer Science Department      |
| Ricardo Lopez-Pedrerros | HSS | History Department               |
| Rita Daniels            | HSS | Communication Studies Department |
| Robin Kodner            | ENV | Dept of Environmental Sciences   |
| Roger Thompson          | HSS | History Department               |
| Ryan Wasserman          | HSS | Philosophy Department            |
| Sandra Alfes            | HSS | Mod and Class Lang - Lit Dept    |
| Sara Baskentli          | CBE | Finance and Marketing            |
| Sarah Zimmerman         | HSS | History Department               |
| Seiko Purdue            | FPA | Art & Art History                |
| Shantala Samant         | CBE | Management Department            |
| Stefania Heim           | HSS | English Department               |
| Steven VanderStaay      | HSS | English Department               |
| Thanh Le                | CSE | Physics - Astronomy Department   |

|               |     |                      |
|---------------|-----|----------------------|
| Tim Kowalczyk | CSE | Chemistry Department |
|---------------|-----|----------------------|

|             |     |                                  |
|-------------|-----|----------------------------------|
| Travis Cram | HSS | Communication Studies Department |
|-------------|-----|----------------------------------|

|                  |    |                       |
|------------------|----|-----------------------|
| Yanara Friedland | FH | Fairhaven Gen & Admin |
|------------------|----|-----------------------|

## One-Sentence Description

Complete two projects: a new modular workbook for teaching graphic design; and an art/design exhibition titled "The Menagerie of Whimsy and Sadness".

Attend Institute for Advanced Study special year on Algebraic and Geometric Combinatorics, and perform basic research on positivity in the theory of matroids.

To improve the findability and accessibility of campus spaces for students by expanding "Find a Space" to other areas of the campus and adding accessibility features; also to document and share both the process and the results of this work.

To conduct a research fellowship in Munich, Germany to study children's normative reasoning and behavior.

Conduct two studies at UBC under the Engendering Success in STEM grant examining children's explanations for gender inequality in STEM fields and the relationship between these beliefs and children's career-relevant stereotypes, values, goals, and behavior.

To conduct technically challenging but transformative research on pollen-pistil interactions, with potential to provide new tools and new directions of inquiry in the discipline and significant value in crop breeding.

Conduct research related to Palestinian journalism education, contribute to journalism curriculum development, and collaborate on research projects with colleagues, building on the first Fulbright grant segment at An-Najah National University.

Apply the skills and tools of proteomics I have recently been learning to enhance a multidisciplinary collaboration seeking to understand impacts of stormwater runoff on Chinook salmon and prioritize which contaminants of emerging concern must be addressed most urgently.

To create a significant new work that fills a hole in my portfolio and allows me to grow on multiple fronts (choral writing, microtonal theory, microtonal notation), all of which will positively impact my creative life and my teaching.

To create new visual artwork regarding critical issues of climate change that will generate emotional responses, create personal connections, and engages with these issues in a lasting manner.

To perform ethnographic newsroom research and semi-structured interviews exploring how Danish reporters and editors approach immigration coverage; examine how the U.S.-born Harken platform for audience-engagement journalism is incorporated into European newsrooms; survey Danish undergraduate students about why they want to be journalists; and contribute four articles about my findings to the body of Journalism Studies scholarship.

To act as lead co-editor and contributor for a book manuscript.

To complete a sample chapter and book proposal for a study of the Noah's Ark story in early modern Spain and its role in the construction of racial, national, and imperial discourses.

To complete my book, Rethinking Health: Radical Implications from Contemporary Interdisciplinary Research, which is under contract with Routledge.

To produce deliverables from two small ancillary projects and conduct the necessary fieldwork for a study and eventual book project on ethnocultural vitality of northern Maine.

To write and submit for publication a research article that develops decolonial pedagogical practices to be applied in land-based environmental educational settings as well as to use these findings to create one new course offering and re-develop another.

To gain technical expertise in an emergent structural biology method called 'cryo-EM', to collect preliminary data for, revise, and resubmit an NIH R01 grant proposal to support research in my group, and to revise and resubmit an NIH U-RISE undergraduate training grant that focuses on a diverse student population.

To conduct research on active faulting, plate boundary development, and associated earthquake hazards in Cascadia and New Zealand, directly tied to my two current NSF grants.

To complete a new edition of an elementary-level German textbook, with a new publisher and on a new platform.

To develop an artist book that critically explores the images and graphic styles employed to promote industrialized agriculture in the early 20th century Pacific Northwest.

Through paintings, writing and community engagement, this project will reflect on the wonder and beauty of peatlands, trace cultural dispossession and dismemberment of these lands, share knowledge about peat's unique capacities for carbon storage, and create opportunities for intimacy with places long considered wastes.

To research and write on the case of Hungary in support of a larger collaborative research project on Competing Pasts and Transitional Justice in Post-Communist Countries.

To finish writing a book, Faith and Faithfulness (contract, Oxford University Press, due December 2025), and to finish editing an annotated anthology, Faith: An Interdisciplinary Reader (contract, Bloomsbury Press, due August 2025).

To update my skills in GIS analyses and working with the APEX and Nutrient Delivery Ratio models of watershed nutrient dynamics.

Reinvigorate my work on the evolutionary ecology and genetics of the apple maggot fly and relatives.

To learn Grasshopper, a visual programming language for 3D modeling, and substantially revise and expand an article on 3D printing with the updated material.

To complete my third book, Feast in the Hollow.

To be trained in the GLORIA protocol while performing botanical research; and to write a collaborative NSF proposal for an international research program on conserving rare and endemic mountain plants.

To complete a draft of my book manuscript.

To study how/if the neural feedback from ankle muscles is adjusted when you must stand and balance with your eyes closed.

To conduct fundamental archival research and field work for my new book manuscript, titled "The LeConte Legacy: Slavery, Science, and American Memory" and to draft a book proposal, outline, two chapters, and one peer reviewed journal essay based on that empirical work.

To investigate and enable lowest-cost pathways to reduce emissions from space and water heating in residential buildings.

With colleagues, write a popular science book that teaches about earthquakes and earth science through storytelling and cartoon, and expand my research into episodically disruptive volcanoes in the submarine and subaerial domains.

To write and complete my fourth book, entitled "In the Future We Held Each Other".

To create a more inclusive classroom by gaining international teaching experience and further my research agenda by meeting international academics.

To develop, test, and refine materials for K-12 classrooms that integrate the history of mathematics into the mathematics curriculum.

Conduct an experimental study on the self-talk of athletes from two different cultural backgrounds, entitled "Basketball players' self-talk, performance, and persistence: A crosscultural investigation," as well as a follow-up qualitative study on a subset of participants, to learn more about their lived experiences playing professional sport outside of their nation/culture of origin.

A documentary project focused on the Sikh community in Whatcom County.

To conduct research in archives in Massachusetts and Michigan in order to complete chapters for my book "Public Work: The Daily Life of American Democracy."

Travel to the U of Oregon to learn oxoanion binding and reduction techniques to be implemented for the reduction of pervasive environmental pollutants.

To establish a sea level rise sentinel network for the Puget Sound.

To co-edit a book entitled 'Slavery and the Slave Trade in the Red Sea Region, 7th-20th c' to be published in the prestigious series 'Studies in Global Slavery'; and write two original research articles and the 'Introduction' to the edited book.

To complete a book entitled "Uncollected letters of Ruen Ren Chao and His Contemporaries", an annotated collection of over 200 English and Chinese private letters between Chao and his contemporaries in Western and Chinese academia.

To better understand how household food provisioning (gardening, foraging, hunting, and fishing) can be seen as a form of food sovereignty in Whatcom County; to engage students in a qualitative social science research project; and to complete a small pilot study that can be used to apply for external funding for a larger study

To develop my second book project, "Weaponizing Mass Destruction: Planetary Biohazards at the Ends of Empire", through research including archival research in London at the National Archives and British Library, and writing the first chapter.

To collect data at participants' homes for the research study "Parental Engagement, ToM, Language, and Executive Functioning".

To continue the writing of the first professional biography of celebrated Pacific Northwest author Ella Rhoads Higginson.

To write and publish recent data and open new avenues of research into cell stress responses while reinforcing connections to a major foreign research institution to strengthen study abroad and research opportunities for WWU students.

To complete two big research projects, publishing at least 3 extremely high-quality papers.

To optimize GC-MS methods on a newly purchased instrument, and compile and submit a successful NSF grant proposal in the Plant Biotic Interactions program, for a Mid-Career Advancement award.

To participate in a joint research project at the University of Rome and conduct research on Japanese author Endō Shūsaku (1923-1996) at International Christian University in Tokyo.

To write a book on social justice allyship in the workplace for a business audience.

To implement a version of PISCES (teaching network security monitoring on real-time data) in Greece and to compare/contrast the efficacy of the approach based on the teaching protocol and other sociodemographic differences.

To fully develop a book manuscript and seek a contract to publish it.



To discover, research, prepare and perform works by marginalized composers, focusing on 20th and 21st century female artists from Serbia and broader Balkan region; share these via performances and presentations, both in Serbia and elsewhere; and bring this culture back to WWU and nationwide.

To complete the research in Lyon, Paris, and Marseille necessary to write my proposed book-length manuscript on contemporary French artists of African descent, and to draft chapters 2-5.

To complete the necessary research and writing for a book project on the rhetorical force of the Southern Resident Killer Whales (SKRW) co-constituting a public sphere entangled with human and beyond human agents.

To research and write one article about El Caballero de las Botas Azules by Rosalia de Castro.

To conduct archival research at Uruguay's National Library for a book project about sport and society in Uruguay between 1924 and 1950.

To finish my book manuscript, "Good Cops: The Afro-American Patrolmen's League and the Politics of Policing."

To take on a research project that explores the identification of student struggles in large-scale computer science courses on a real-time basis, and how to provide effective adaptive help to the identified struggling students.

To finish a book manuscript and prepare two new courses.

To concentrate exclusively on completing a subsequent plethora of research projects I started during the 2022-23 academic year.

To work with colleagues in Europe through an international consortium of snow algae scientists to adapt and expand the scope of The Living Snow Project, a citizen science program I founded and run out of my lab at WWU, to Europe

Prior to donating it to Yale University, prepare for publication as a book, and write a "life-and-times" introduction to, the Yale College and Amherst College journals, 1861 Civil War diary, and other personal materials contained in a single bound volume kept by student, teacher, and Confederate soldier Henry Martyn Cheavens (1830-1920) in the years from 1849 to 1861.

To research and write one new paper on counterfactual conditionals and to rewrite and submit one old paper on the topic.

To research, write, and finish one peer-reviewed contribution for a new, multi-year project in Holocaust Literature.

Execute two projects related to my ongoing research on consumer wellbeing and develop new research partnerships, utilize new research methodologies, and contribute to WWU's visibility which will benefit our students.

Collect family histories on Gorée Island (Senegal), integrate them into a nearly complete book manuscript, and submit "Women Making Memory and History: Slaves, Citizens, and Custodians of World Heritage on Gorée Island," to Ohio University Press.

Research specific local textile processes and natural dyes as well as focus on art-making through artist residencies in Japan and Italy, engaging in cultural exchange through shared art practices.

To work on a research project and potentially produce two impactful, top-tier journal publications.

To make significant headway on my scholarly book: "As a Poet: Muriel Rukeyser's Interdisciplinary Imagination".

To complete a book, "How Schools Save Lives: Teaching for What Matters Most", and to begin a second book, "Street Lives: Oral Histories of Homeless Americans."

To conduct and publish the research, strengthen existing collaborations, foster new collaborations, and secure grant funding.

To integrate selected methods in machine learning and electronic structure into our pipeline for simulation and discovery of solar thermal fuels.

To generate a rhetorical history and argumentative analysis of competing uses of the upper Skagit River watershed in Western Washington.

Adapt my book project "Book of the Sleepless" into a film script and direct the film, "The Night", in collaboration with two filmmakers in Germany.

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

**TO:** Members of the Board of Trustees  
**FROM:** Faith Pettis, Chair of the Board of Trustees  
**DATE:** April 11, 2024  
**SUBJECT:** Board of Trustees Remarks  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Pettis will provide time to members of the Board of Trustees and the University President for any final remarks, questions, or observations.

**20. EXEMPT SESSION AS AUTHORIZED BY RCW 42.30.140(4)(a)**

**21. DATES FOR NEXT REGULAR MEETING**

- **June 13-14, 2024 in Bellingham, Washington**

## **22. ADJOURNMENT**