



WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA

Thursday, December 7, 2023

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

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

Time: 3:00 p.m.

1. CALL TO ORDER

3:00 - 3:01

2. EXECUTIVE SESSION

3:01-3:30

Purpose: Litigation Update. Authorized by RCW 42.30.110(1)(i)

3. MISSION FULFILLMENT

3:30 – 4:45

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

Friday, December 8, 2023

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

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

Time: 8:00 a.m.

4. CALL TO ORDER, APPROVAL OF MINUTES

8:00 - 8:05

a. Board of Trustees Regular Meeting, October 12-13, 2023

5. PUBLIC COMMENT

8:05 – 8:15

6. BOARD CHAIR REPORT

8:30 - 8:40

7. UNIVERSITY PRESIDENT REPORT

8:40 – 8:50

8. FACULTY SENATE REPORT

8:50 – 9:00

9. ASSOCIATED STUDENTS REPORT

9:00 - 9:10

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

9:10-9:20

Presentation: Trustee Sue Sharpe, Committee Chair

11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

9:20 - 9:30

Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEMS

12. CONVERSATION WITH FACULTY LEADERSHIP

9:30-10:10

Presentation: Peter Pihos, President, United Faculty of Western Washington
Brandon Dupont, President, Faculty Senate

13. CAMPUS CLIMATE UPDATE

10:10-10:30

Presentation: Sabah Randhawa, President
Jacqueline Hughes, Chief Diversity Officer & Executive Director for the Office of Equity

BREAK

10:30-10:45

ACTION ITEMS

14. APPROVAL OF UNIVERSITY RESIDENCES COMMONS GENERATOR UPGRADES, PW 789

10:45 - 10:55

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Steve Hollenhorst, Associate Vice President for Facilities Development and Operations

15. RESOLUTION 2023-06: APPROVAL OF BOARD POLICY ON OPERATING BUDGET RESERVE

10:55 – 11:05

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Faye Gallant, Assistant Vice President for Strategy, Management and Budget

16. APPROVAL OF FALL QUARTER DEGREES

11:05 - 11:10

Presentation: Brad Johnson, Provost and Executive Vice President

INFORMATION ITEMS

17. 2024 LEGISLATIVE SESSION PREVIEW

11:10 – 11:25

Presentation: Nora Selander, Director of Government Relations

18. WRITTEN REPORTS

11:25 – 11:35

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. 2023 Annual Security and Fire Safety Update (Clery Act)
- f. Access, Diversity, Equity and Inclusion Report

19. TRUSTEE REMARKS

11:35-11:45

20. DATES FOR NEXT REGULAR MEETING: February 8-9, 2024 in Bellingham, WA

21. ADJOURNMENT

1. CALL TO ORDER

2. EXECUTIVE SESSION AS AUTHORIZED BY RCW 42.30.110(1)(i)

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, December 7th, 2023

SUBJECT: **Mission Fulfillment**

PURPOSE: Presentation Item

Purpose of Submittal:

In this interactive session, Brad Johnson, Provost and Executive Vice President and Jack Herring, Associate Vice President for Academic Affairs, will lead an update and discussion on Mission Fulfillment, including several updates to the key metrics connected to progress towards mission, core themes, and strategic goals.

Background:

WWU is currently finishing our Year 7 report to the NWCCU to complete the current accreditation cycle review. This presentation will focus on a brief review of the cycle, with an emphasis on that portion of the Year 7 review focused on mission fulfillment. This focus will serve as a contextual framework for a general presentation of quantitative and qualitative data used to assess progress around core themes and towards strategic goals, with an emphasis on trends in student retention (overall and by key demographic groups, as well as by other important statistical measures), trends in graduation rates, and in other indicators of mission fulfillment.

Strategic Questions:

1. What is the Year 7 Accreditation Report, and how does it fit into WWU's overall accreditation?
2. What are the key metrics associated with Mission Fulfillment?
3. What are some of the key drivers of trends in the metric parameters?

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: December 8, 2023

SUBJECT: **Approval of the Minutes**

PURPOSE: Action Items

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, October 12-13, 2023



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
OCTOBER 12-13, 2023**

1. CALL TO ORDER

Chair Pettis called the October 12, 2023 meeting of the Board of Trustees of Western Washington University to order at 2:02pm.

Board of Trustees

Faith Pettis, Chair
Chris Witherspoon, Vice Chair
Max Stone, Trustee
Chase Franklin, Trustee
John Meyer, Trustee
Mo West, Trustee

Western Washington University

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

2. CAMPUS TOUR

The Trustees toured Western's Bellingham campus. The first stop was at the Viking Union to visit Western's radio station, KUGS-FM, and the Student Multicultural Center. The second stop the Trustees visited was the Alma Clark Glass Residence Hall and an undergraduate microscopy laboratory. After that, the Trustees toured the underground steam tunnels and the Environmental Science Center building. For their final stop on the tour, the Trustees visited the Childcare Center located near Fairhaven College then stopped to have a photo taken at the Kaiser-Borsari construction site. This new building will house spaces for computer and electrical engineering, energy science, and computer science programs.

3. CONVERSATION WITH STAFF GROUP LEADERSHIP

- a. Washington Federation of State Employees (WFSE)
Britta Eschete, Events Coordinator 1, Career Services Center, WFSE Bargaining Unit A Representative for Administrative and Clerical Staff
- b. Public School Employees (PSE)
Heather Christianson, Department Manager, Finance & Marketing, College of Business and Economics, PSE President
Ben Paulson, Classroom Support Tech 4, Geology Department, PSE Treasurer
- c. Fraternal Order of Police (FOP)
Terrence Cunningham, Officer, Police Officers Bargaining Unit
- d. Professional Staff Organization (PSO)
Chris Casquilho, Manager of Marketing and Special Events, College of Fine and Performing Arts, PSO President

Chair Faith Pettis reconvened the Board in the Board Room, Old Main 340, and welcomed staff leadership (noted above) at Western Washington University. The Professional Staff Organization, Public School Employees and Washington Federation of State Employees representatives last met with the Board in December of 2021. Chair Pettis welcomed new leaders from those organizations back to the table, and welcomed representatives from the Fraternal Order of Police, a new staff union that has formed since then. Each group was asked to prepare a short presentation about the types of employees they represent and the challenges they face at Western.

Britta Eschete, WFSE began by reading a statement that outlined the daily contributions of the four hundred and fifty plus WFSE-represented employees who work at Western. Eschete noted achievements of unions throughout history and explained her role as Bargaining Unit Representative as one to uphold Western's values. She shared things she has learned about the *Conscious Capitalism Movement*, a movement that believes business is good, and how that applies to Western Washington University. She referred to the Okanogan Charter, describing its impact on the Western community. The Okanogan Charter is an international Charter for health that provides a framework and set of principles for the institution to move toward system-level practices, focusing on embedding health and well-being into all aspects of the campus community.

Renee Gayden, WFSE, discussed ways she works to create spaces where students feel valued and where they have a sense of belonging. Gayden added in her work onboarding new WFSE employees, she works with a diverse range of employees from many backgrounds. She thanked Jacqueline Hughes, Chief Diversity Officer, for her recent presentation on the data from over forty listening sessions that were held in the past year on Western's Bellingham Campus. Dr. Hughes' findings demonstrated that the student and employee sense of belonging was compelling and clearly linked to job satisfaction among WFSE-represented employees.

Heather Christianson, PSE introduced herself and explained the types of employees represented by the organization, including three hundred and seventy Western employees who

serve as education support professionals. PSE members have an impact on all vital functions at the University. Christianson noted that there are currently many outstanding employment vacancies, which have increased the workload for remaining employees. She also raised financial issues for members, including pay caps for long-term employees that limit economic stability because cost of living adjustments Cost of Living Adjustments, (COLAs), do not keep up with inflation and housing costs. Christianson offered support and encouraged ongoing dialogue in identifying creative solutions to address issues such as vacation accrual and changing working conditions while consulting union representatives.

Ben Paulson introduced himself and explained his role at the University and with PSE. He highlighted safety issues in Environmental Health & Safety. He also noted that compensation and retention issues among staff impact the student experience.

Terrence Cunningham ,FOP introduced himself and shared his perspectives on Western and the impact he and others at University Police have on campus through positive interactions. Cunningham raised the issue regarding finances being a main impediment to safety and shared his experience working for New York Police Department. He recommended improvements in training for officers and the need for higher staffing levels.

Chris Casquilho, PSO President, shared feedback on job satisfaction among Professional Staff Organization employees. Areas of concern for PSO employees are employee retention and vacancies, workplace conflict resolution, and employee professional development. He shared data that showed turnover among PSO positions is especially high. He noted that conflict resolution resources are currently lacking for employees. PSO is advocating for an ombudsman or other office that manages those processes. He also proposed a coordinated effort for professional development, including thorough onboarding process for new hires and investment in current systems to ensure that employees are successful after being hired.

Chair Pettis continued the discussion by posing a question about how the pandemic has impacted University Staff and how they are coping with the impacts. Staff group leadership shared thoughts about the ability of some employees to work remotely, and others who remained working on campus throughout the pandemic. Custodial staff in residences and in spaces where they are in close proximity with others remain concerned as fall COVID pandemic and flu rates rise. The push to expand remote education delivery and the pull to return to campus remains evident among employees and students.

Trustee West asked about ways to increase a sense of belonging on campus and celebrate people who do not feel connected. Terence Cunningham shared his experience reaching out to students and trying to make the campus a friendly environment and invite dialogue. Others responded by sharing frustrations about supervisors handling similar situations differently and a need for supervisor training. It was suggested that using communications channels to showcase the contributions of staff on campus and empower employees to learn more about Western and how our complex organization works.

Chair Pettis asked for additional thoughts on the issues important to staff that Trustees should be considering when charting the future of the Western. Respondents made suggestions for more meaningful participation for staff representatives who serve on committees. The high cost of housing continues to have an impact on recruitment of diverse staff and is an external force that challenges employees given current compensation levels.

Chair Pettis thanked the staff leadership for participating. The meeting adjourned for the day at 4:59pm.

4. CALL TO ORDER, APPROVAL OF MINUTES

Chair Pettis called the October 13, 2023 meeting of the Board of Trustees of Western Washington University to order at 8:02am.

Board of Trustees

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

Western Washington University

Sabah Randhawa, President
Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President for Business & Financial Affairs
Melynda Huskey, Vice President for Enrollment & Student Services
Donna Gibbs, Vice President for University Relations & Marketing
Kim O'Neill, Vice President for University Advancement, Chief Executive Officer WWU Foundation
Jim Sterk, Athletics Director
Becca Kenna-Schenk, Chief of Staff
Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity
Kerena Higgins, Assistant Attorney General
Keara Ryan, President, Associated Students
Brandon Dupont, President, Faculty Senate
Annie Byers, Administrative Assistant to the President's Office and Board of Trustees
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

MOTION 10-01-2023

Trustee Max Stone moved, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes from August 17 and 18, 2023.

Trustee West seconded. The motion passed 7-0, with Trustee John Meyer abstaining.

5. PUBLIC COMMENT

The Board of Trustees agenda provided for public comment per amended RCW 28B.35.110, also known as the Open Public Meetings Act. No one signed up for public comment today.

6. BOARD CHAIR REPORT AND LAND ACKNOWLEDGMENT

Chair Faith Pettis began by recapping the campus tour that Trustees took the day prior. She invited Trustees to give their comments. Trustees remarked on what a complex living organism the campus is and acknowledged the many people who contribute to making the campus operate and work efficiently every day. Trustees also noted the various resource needs and highlighted opportunities for the future. Trustees were pleased to hear more about various student experiences at Western and to see students using spaces for research, studying, and recreation across campus. Trustee Meyer also thanked the leaders from the Associated Students of WWU for joining the Board for positive engagement at a reception the day prior after the campus tour.

Chair Pettis also took a moment to reflect on the August Board of Trustees meeting in Poulsbo. She and other Trustees appreciated the excitement of the local community and elected officials.

Chair Pettis then acknowledged Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations and Tribal Liaison to the President, who provided a Land Acknowledgment. Ballew began by introducing herself in her ancestral and English names. She acknowledged that Indigenous People's Day was celebrated on Monday, October 9, 2023 with a large celebration with the Lummi Tribal community. She read the University's Tribal Lands Statement:

I would like to begin by acknowledging that we gather today on the ancestral homelands of the Coast Salish Peoples, who have lived in the Salish Sea basin, throughout the San Juan Islands and the North Cascades watershed, from time immemorial. Please join me in expressing our deepest respect and gratitude for our Indigenous neighbors, the Lummi Nation and Nooksack Tribe, for their enduring care and protection of our shared lands and waterways.

Ballew finished by providing some context for the purpose of the statement and encouraged attendees to reflect on the start of the academic year and creating an inclusive space for everyone.

Chair Pettis thanked Executive Director Ballew. President Randhawa also acknowledged her role in planning the very successful Indigenous People's Day event. He also took a moment to share condolences following the recent deaths of Lummi Tribal Members.

Chair Pettis then resumed her report and read a statement on behalf of the Board that acknowledged the recent violence in the Middle East and its impacts felt by the local community.

The statement read:

*Statement on the Israel-Hamas War
from the Western Washington University Board of Trustees*

On behalf of the entire Board of Western Washington University I'd like to share some brief thoughts on the conflict in the Middle East and its impact on Western's students, faculty, and staff.

We are saddened about the impact of the tragic events of the past several days that have deeply affected many individuals in our community and know that just thinking about those who are suffering is hard for many, while they also worry about their own safety and that of their loved ones.

On Tuesday, the university's Chief Diversity Officer Jacqueline Hughes issued a statement on behalf of the leadership acknowledging the struggles of our community members as they deal with this increasingly complicated conflict and encouraging members of this campus community to not only support one another, but also respect differing opinions.

At a time when we are seeing increased acts of antisemitism and anti-Muslim and anti-Arab violence, it is more important than ever that we in this university community work together to foster a caring and supportive environment where all members are respected and treated fairly. Allowing grief and anger to express itself in disrespectful behavior only serves to undermine our pursuit of excellence and our principles of integrity, responsibility, and respect for the rights and dignity of others.

This work isn't easy. But we, the members of this board, have great faith in the overwhelming courage and kindness of the Western Washington University community, and the deep knowledge that exists here to increase understanding toward a better future for the region and the world.

Chair Pettis continued her comments by reporting on President Randhawa's evaluation, which was conducted by the Board of Trustees in August 2023, and resulted in a set of shared goals for the year. The Board is adding an action item to today's agenda to amend the President's contract for a cost-of-living adjustment.

Chair Pettis concluded by acknowledging and thanking the Trustees who attended the President's Salmon BBQs in Woodinville, WA and Ferndale, WA. Chair Pettis also thanked

Trustee Max Stone for speaking at Student Convocation and Vice Chair Witherspoon for speaking at the State of the University address. She gave a special acknowledgment to Trustee West, who is being recognized by Senator Maria Cantwell as a Woman of Valor Award. Finally, Chair Pettis acknowledged positive enrollment news and celebrated that Fall of 2023 marked the second-largest incoming class in Western's history.

7. UNIVERSITY PRESIDENT REPORT

President Randhawa began by introducing Western's new Athletics Director, Jim Sterk, Alumnus '77, who was hired into the role in July 2023. Sterk shared his long-term commitment to and ongoing excitement for athletics at Western. Sterk reported that he continues to make connections across campus and in the local community, sharing his enthusiasm for the impressive athletics programs Western offers. Randhawa and Sterk noted that one initial area of focus has been on improving the student athlete experience: on the playing fields, in the classroom and in their personal lives. Trustee Chris Witherspoon inquired as to how the Board of Trustees can help make Sterk successful in his role and support athletics on campus. Trustee Chase Franklin inquired on how Western's athletic programs can have an impact on the greater community in Whatcom County and bring more people to campus to explore possibilities and see the value of higher education.

Following Sterk's remarks, President Randhawa reflected on recent violence in the Middle East and recognized the impact the conflict continues to have on our campus community. Randhawa reiterated comments made in a recent campus-wide statement about the importance of inclusive physical and emotional safety during challenging times for the entire campus community. Randhawa reported that he and his executive team have engaged with the internal and external campus community members to address concerns and prioritize campus safety for all.

President Randhawa concluded by sharing his institutional goals for the year, which include: safety of the campus community, the successful expansion of Western on the Peninsulas, a focus on admissions, enrollments, and outreach, improving student retention rates, developing a blueprint for the growing division of Outreach and Continuing Education, supporting the urgency of the Access, Diversity, Equity and Inclusion work, as well as a fundraising campaign. Randhawa stated that the ongoing daily work in the classroom and across Western's campuses remain important and mission critical.

Trustee Ash Awad thanked President Randhawa and Jacqueline Hughes, Chief Diversity Officer, for their messages to the Western community and for recognizing how the situation in the Middle East is impacting people's feelings of safety and well-being.

8. FACULTY SENATE REPORT

Brandon Dupont, Faculty Senate President, thanked Jacqueline Hughes, Chief Diversity Officer, President Randhawa and the Board for their statements. He noted that faculty and students are being impacted in the classroom and personally by recent global events. Dupont reported that at the first Faculty Senate meeting of the year, they voted to form a new ad-hoc committee that will be reviewing the WWU Faculty Handbook. Dupont continues work on reconstituting the Faculty Senate committees and has been busy recruiting for those committees to get them running and

operational. He shared that the University Planning and Resource Committee (UPRC) is under discussion for substantial restructuring, and a decision is expected soon. He reported that there are ongoing concerns among faculty around the budget and budget restrictions. He added that improving communication across Western's campus is another priority this year. Dupont has revived a Faculty Senate President's blog and ways to increase interaction among the Deans. Dupont finished by thanking Elissa Hicks and Jamie Lawson for providing staff support.

Trustee Awad inquired about the scope of the work of the Library Committee. Dupont explained how the committee helps to support faculty teaching and student learning. He noted one example of their impact is through selection of publications and materials that are available for research. Trustee Awad also asked about the Faculty Senate is addressing Artificial Intelligence (AI). Dupont answered by explaining the technology issues and the curricular issues that faculty are facing and how those two existing committees will work together.

9. ASSOCIATED STUDENTS REPORT

Keara Ryan, Associated Students (AS) President, thanked Trustee Stone for reaching out and collaborating with the Associated Students on shared governance and leadership. Ryan also thanked Jim Sterk, Athletics Director, for making attending athletics events free for students and noted an increase in enthusiasm and excitement for athletics on campus. She outlined a number of items that the AS is working on related to outreach and engagement to increase accountability and transparency. AS leaders have been attending back to school events. She reported that both AS Executive Board and Student Senate leaders have reinstated the practice of doing in-class visits. They are also visiting clubs, residence halls and doing social media and video outreach. The AS Executive Board is working to narrow their key focus this year to either food insecurity or housing insecurity. Chair Pettis thanked Ryan and the AS leadership for attending the reception the previous evening. Vice Chair Witherspoon inquired about barriers to recruitment for leadership positions. Ryan outlined the challenge in recruiting graduate students and at-large unpaid positions on committees. They have been reaching out to professors for recommendations on students to serve.

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

Trustee Chase Franklin gave the Finance, Audit and Enterprise Risk Management committee report. He shared that the committee's workplan is under development and they are working on streamlining their agendas. The committee is attempting to balance the need for regular business and Enterprise Risk Management, (ERM) activities, while also devoting time for in-depth strategic discussions on issues facing the Western. Franklin reported that the committee heard a data-rich presentation from Provost Johnson on the opportunities and challenges facing Academic Affairs planning and budgeting. Trustee Franklin recommended further discussion of the data presented.

Joyce Lopes, Vice President for Business and Financial Affairs, shared an update on the Request for Proposal (RFP) process for hiring a new external auditor. Trustees Franklin and Trustee Awad are serving on the committee to review proposals. The full Board will be asked to review and approve the selection of the new external auditor.

Vice Chair Witherspoon thanked Committee Chair Sharpe for her leadership in reorienting the committee to align with its goals.

11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West, Committee Chair for the Academic Affairs and Student Success Committee, provided a report on their most recent meeting. The committee is starting their meetings this year with a *'Dialog with a Dean.'* Christopher Bianco, Dean of the College of Fine and Performing Arts, was their first guest of the committee and he shared the challenges and opportunities for the college, including building partnerships.

Jacqueline Hughes, Chief Diversity Officer, shared her findings from the campus listening sessions and her reflections after being in her role for one year. She reported that training and building skills to have courageous conversations are among the next steps towards a healthier campus climate. She noted is working on a five-year training plan that will be shared with the committee.

Shelli Soto, Associate Vice President for Enrollment Management, presented historical fall enrollment data, outreach efforts, and recruitment efforts, that are underway for next year's incoming freshman class. She added that increasing recruitment of first-generation and Federal PELL Grant eligible students is a high priority. The committee was also provided an update on a pilot project to offer *College in the High School* courses in Whatcom and Skagit Counties.

DISCUSSION ITEMS

12. INTRODUCTION OF DEANS, PRIORITIES FOR ACADEMIC AFFAIRS

Brad Johnson, Provost and Executive Vice President
Deanna Kennedy, Dean, College of Business and Economics
Christopher Bianco, Dean, College of Fine and Performing Arts
Keith Russell, Dean, College of Humanities and Social Sciences
Janelle Leger, Dean, College of Science and Engineering
Caskey Russell, Dean, Fairhaven College of Interdisciplinary Studies
David Patrick, Dean, Graduate School and Vice Provost for Research
Teena Gabrielson, Dean, College of the Environment
John Danneker, Dean, Western Libraries
Kevin Roxas, Dean, Woodring College of Education
Robert Squires, Vice Provost for Outreach and Continuing Education
Jack Herring, Associate Vice President for Academic Affairs

Brad Johnson, Provost and Executive Vice President, reported that seven of the eight colleges have new Deans, representing an exciting time for academic leadership at Western. Provost Johnson reported that the new leadership team is already working together on advocacy and outreach for their colleges. Each Dean shared a bit about their path to Western and goals for their college. Following the introductions, Provost Johnson introduced the Academic Affairs priorities for the year, and noted that, programmatic self-review and strategic scheduling were implemented in the last academic year. He framed the priorities for the coming year within a few contexts: 1. We Do Good. Western has a solid foundation of academic quality and have a niche. 2. We live within a higher education landscape with trends and external drivers that we cannot

ignore. 3. We need to excel within our means toward and align resources for long-term sustainability. 4. We are expanding and diversifying our regional impact.

Trustee West inquired about connections to the community and how the Board can support those efforts. The Deans collaboratively spoke about student community service impacts within their colleges. Trustee Awad asked about the Academic Affairs structure and how the Provost's vision is translated to Deans, Directors, and Faculty. Vice Chair Witherspoon commented that there is a strong mix of internal leadership who have developed their careers at Western, as well as talent from other institutions. Chair Pettis shared feelings of encouragement and thanked Provost Johnson and the Deans for their leadership on this strategic direction. Trustee Franklin asked about how we factor in competition with peer institutions and how we make Western become the top choice among students who are deciding whether, or not, to attend college. Provost Johnson emphasized doubling-down on Western's strengths and how to continue to add value and support the goals of the strategic plan.

Trustee Stone inquired about the financial literacy program and how that can be leveraged to engage first-generation students who are making a choice about whether they will attend college. Trustee Sharpe thanked Provost Johnson and the leadership team for their level of engagement. Sharpe asked about how Western interfaces with individuals on the continuum of higher ed on the spectrum of post high-school attainment opportunities.

The Board took a break at 10:10am and reconvened at 10:27am.

13. OPERATING BUDGET UPDATE

Provost Johnson provided an overview of how Western is putting a pause on the strategic budgeting process to allow some financial slack to build in the system while systems and processes are being aligned and improved. The systems and processes that are being changed independent of budget constraints; the operational work is necessary even without financial tension. Provost Johnson reported that time spent preparing decision packages in the past will be focused on other operational priorities going forward. Provost Johnson also mentioned that a focus on enrollment and recruitment will assist in relieving pressure on the budget constraint issues. Trustee West asked how the UPRC changes are connected to the pause in the strategic budgeting process.

Joyce Lopes, Vice President for Business and Financial Affairs, outlined the process of the 3% operating budget cut and how goals are being achieved. She reported that each division has identified where the 3% reduction will take place to save \$6.3 million in savings this year. Lopes added that University Reserves will continue to be maintained and rebuilt toward the 10% goal. Lopes explained that while this reduction is necessary, Western is looking for a balance and evaluating where impactful investments can be made going forward. Vice President Lopes discussed how current job vacancies are contributing to the budget reduction and how positions are being analyzed before being filled. She reported that parallel rethinking will take place with regard to Western's operating budget, and aligning the Capital Budget as well.

ACTION ITEMS

14. APPROVAL OF THE PRESIDENT'S CONTRACT ADDENDUM

Chair Pettis introduced the action item to add a 3% COLA to the President's salary following the Board's performance review.

MOTION 10-02-2023 Vice Chair Witherspoon moved, that the Board of Trustees of Western Washington University, upon the recommendation of the Board Chair, approves a 3% increase to the president's salary retroactively effective on July 1, 2023.

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

15. APPROVAL OF 2024-25 ACADEMIC YEAR TUITION RATES AND MANDATORY FEES

- a. 2024-25 Academic Year Tuition
- b. 2024-25 Mandatory Student Fees

Joyce Lopes, Vice President for Business and Financial Affairs and Faye Gallant, Assistant Vice President for Strategy, Management, and Budget, introduced two action items: approval of tuition rates, and approval of mandatory fees.

MOTION 10-03-2023 Trustee Ash Awad moved, that the 2024-2025 annual tuition operating fee and capital building fee rates for state-funded resident undergraduate students and all other state-funded students including non-resident undergraduate, resident and non-resident graduate, resident and non-resident MBA, resident and non-resident Clinical Doctorate of Audiology program, resident and non-resident Clinical Mental Health and School Counseling, and the resident and non-resident Speech Pathology program be raised by 3.0%.

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President and various constituent review committees, approve the 2024-2025 mandatory student fee levels for the following fees:

- Services & Activities Fee (3.47% or \$8.41 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits)
- Student Recreation Fee (4% or \$4.55 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits)
- Student Health Services Fee (3.77% or \$6.00 per quarter for students taking 6 or more credits)
- Student Technology Fee (No increase)
- Non-Academic Building Fee (3.85% or \$2.00 per quarter increase for students taking 6 credits or more)
- Sustainable Action Fee (No increase)
- Active Transportation Fee (16.67% or \$5.00 per quarter increase for students taking six or more credits)
- Legislative Action Fee (No increase)
- Multicultural Services Fee (No increase)

Trustee John Meyer seconded. The motion passed 8-0.

16. APPROVAL OF 2024-25 HOUSING AND DINING RATES

Melynda Huskey, Vice President for Enrollment and Student Services, and Leonard Jones, Executive Director of University Residences, shared that this is the first year we are setting the Housing and Dining rates in the Fall, instead of the Spring, which will give families planning for next academic year a clearer picture of the cost of attendance. They noted the timeline change has impacted the outreach they usually do with student constituents, though they have collaborated with AS leadership.

Jones provided further details on the residence options for students and how prices compare to off-campus living options. He shared how *Dessert with the Director* programming allows for more student engagement and bringing students together. The group discussed on-campus housing rates compared with off-campus rates, and about how housing assignments are made. Trustee Sharpe also asked about how students are engaged in the process. Trustee Stone asked about statistics on how many low-income and first-generation students live in the residences.

MOTION 10-04-2023

Vice Chair Chris Witherspoon moved, the Board of Trustees of Western Washington University, upon recommendation of the University President, approve the Housing and Dining rates as proposed. The 2024-2025 proposed rates call for:

- 1) 4.47% increase in the base residence hall room and board rates.
- 2) 4.50 % increase in Birnam Wood apartment rental rates.

Trustee Max Stone seconded. The motion passed 8-0.

17. DELEGATION OF AUTHORITY TO AWARD CONSULTANT CONTRACT FOR POULSBO ACADEMIC BUILDING PREDESIGN, PW809

Chief of Staff Becca Kenna-Schenk outlined the series of legislative investments since 2015 to support work to expand Western's presence on the Peninsulas. Kenna-Schenk noted that with the expansion of program offerings, there is now a need for more capital infrastructure and an expanded physical presence on the Poulsbo campus. Western continues collaboratively working towards a ground lease with Olympic College on their Poulsbo campus. She added that that ground lease will eventually come to the Board of Trustees for approval at a future regular Board meeting. Western plans to pursue funding in the next biennium for design and construction of that Poulsbo campus structure.

Trustee Awad asked about the cycle for pursuing capital funding through the state and the timeline for having a new building operational. If it approved as a design/build project, we could be operational in late 2026 or early 2027.

President Randhawa explained that our goal is to get items prepared for Board action, but a delegation of authority is necessary on this project, given the complexities of timing and working with Olympic College.

MOTION 10-05-2023

Trustee John Meyer moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, delegate the authority to the President, in consultation with the Chair of the Board of Trustees, to award a consultant contract for the Poulsbo Academic Building Predesign, PW809.

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

18. DELEGATION OF AUTHORITY TO AWARD CONSULTANT CONTRACT FOR ENVIRONMENTAL STUDIES RENOVATION PREDESIGN PW808

Joyce Lopes, Vice President, Business and Financial Affairs and Rick Benner, University Architect and Senior Director, Facilities Development and Operations, Planning and Development provided an overview of the consultant contract for the Environmental Studies renovation and predesign work.

MOTION 10-06-2023

Trustee Chase Franklin moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, delegate the authority to the President, in consultation with the Chair of the Board of Trustees, to award a consultant contract for the Environmental Studies Renovation Predesign, PW808.

Trustee John Meyer seconded. The motion passed 8-0.

INFORMATION ITEMS

19. REPORTS

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. Tenure & Promotion Report

The Board of Trustees accepted the reports. Chair Pettis thanked everyone for the detailed reports. Trustee West praised Student Outreach Services for their recruitment efforts that resulted in a large first-year cohort.

20. TRUSTEE REMARKS

Vice Chair Witherspoon shared some themes he has observed the last two days around resourcing opportunities. Trustee Stone shared an observation about the impact of small interpersonal connections that have big impact on the sense of belonging.

21. EXECUTIVE SESSION

Purpose: Litigation Update. Authorized by RCW 42.30.110(1)(i). The Board met in Executive Session from 11:30am-12:37pm. No action was taken.

22. DATES FOR NEXT REGULAR MEETING

The next meeting of the Western Washington University Board of Trustees will be on December 7-8, 2023 in Bellingham, WA.

23. ADJOURNMENT

The Board reconvened in public session and the meeting adjourned at 12:38pm.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: December 8, 2023

SUBJECT: **Public Comment Period**

PURPOSE: Information Item

Purpose of Submittal:

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

Persons wishing to comment will sign in between 8:05 – 8:15 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

TO: Members of the Board of Trustees
FROM: Faith Li Pettis, Chair, Board of Trustees
DATE: December 8, 2023
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

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: December 8, 2023

SUBJECT: **University President's Report**

PURPOSE: Information Item

Purpose of Submittal:

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

**Report from Faculty Senate
Brandon Dupont**

December 8, 2023

Dear Trustees,

I have organized this report into two major parts. The first part summarizes a variety of structural issues related to the Senate and how we conduct our work, specifically focused on our standing committees. In the second part of the report, I summarize other actions of the Senate, focused primarily on our important role in providing a forum for updates and discussions of issues that are important to the faculty.

As I have mentioned in previous reports, one of my highest priorities as Senate president has been to reinvigorate the dormant Faculty Senate standing committees. This has been motivated by my view that the Faculty Senate cannot effectively engage in the shared governance processes that we value here at Western without the important work of its standing committees. Moreover, when the standing committees are not functioning, much of what they should be doing gets shifted to the full Senate, which can then impede our work.

I am pleased to report that we have reinvigorated the standing committees this fall. The Senate's Outreach and Continuing Education Committee (OCEC) is now staffed and meeting under the leadership of Jennifer Seltz. The OCEC provides advice and recommendations to the Vice Provost of Outreach and Continuing Education and the Senate and serves as a liaison between the faculty and the OCE. Given the initiatives now under the purview of OCE, I am glad that the Senate has a formal process for providing faculty perspectives to that office.

The Senate Library Committee (SLC) has also started meeting, now under the leadership of Chair Blanca Aranda. The SLC is charged with providing advice/recommendations to the Dean of Libraries and serving as a liaison between the faculty and the libraries. The committee has met twice this quarter, the first of which was an organizing meeting that I called where we discussed priorities for the committee, a 2022 CHSS-Libraries report, and ways to alleviate old tensions over library collections that had emerged between some faculty and the Library administration.

At its first fall quarter meeting, the Faculty Senate created a new ad hoc committee that is charged with conducting a comprehensive review of the Faculty Handbook. We have met twice thus far and are well on our way to crafting what I think are important updates to the handbook itself before turning our attention to the appendices, which include the bylaws of the Senate and its committees, the code of faculty ethics, and other important elements. These revisions will be reviewed by the Senate as they are completed, and the fully revised handbook will be brought to the Board of Trustees for your approval as soon as our work is completed.

At our most recent meeting on November 27, the Senate voted to restructure the University Planning and Resources Council (UPRC). We have had several conversations about this proposal at both the full Senate and Senate Exec throughout the fall quarter, and UPRC had these discussions through much of last year. The UPRC has therefore been disbanded and restructured into a Budget Representative and a Deputy Budget Representative who will sit on the Senate Exec and periodically lead budget-related discussions in the full Senate. These two representatives will also be voting members of the new University Budget Committee. We hope that this new structure will provide faculty with a more effective way to participate in budget conversations and to influence budget decisions, something the UPRC has struggled to do for several years.

Let me close this section of the report with some very positive news about the Faculty Senate office. First, I am excited to report that Dr. Michael Slouber, Professor in the Global Humanities and Religions Department and a specialist in the early medieval religions of India, has been elected as Senate Vice President and President-Elect. Michael is a thoughtful contributor to the Faculty Senate, and I have every confidence that the Senate will be in good hands under his leadership next year. I am also pleased to report that we successfully concluded a search for a new staff role in the Senate office with our hiring of Becky Johnston as Faculty Senate Specialist. Becky brings a wealth of experience to the office, including previous work in the education field, as executive director of the American Indian Health Commission of Washington, as Legislative Affairs Specialist for the National Congress of American Indians, and as a Legislative Assistant to Senator Byron Dorgan. I am very much looking forward to working with Becky over the remainder of my term.

One of the important roles of the Faculty Senate is to provide a forum for discussions about important university issues and initiatives. As such, the Senate has had conversations about a couple of important matters.

- (1) Enrollment Updates – At our October 16 meeting, we got an update on enrollment trends from AVP of Enrollment Management Shelli Soto. While there are clearly challenges remaining, my colleagues and I were pleased to see some positive trends in this update, including the second-largest first year cohort ever and a strong recovery in first generation students (24.2 percent of enrollment in Fall 2023 compared to 17.2 percent just a year ago). Furthermore, it is encouraging to see that nearly all the classes (96.4 percent) at our main Bellingham campus were face-to-face.
- (2) The Budget Situation - The Faculty Senate has provided a forum this quarter for important conversations about the university budget, which has been a hot topic on campus since the announcement of the 3 percent budget cuts last year. We got a budget update from Provost Johnson and VP for Business and Financial Affairs Joyce Lopes at our October 30 and November 13 meetings. As we implement the new Budget

Representative framework, we look forward to similar updates and discussions later in the academic year.

Looking ahead to the winter and spring quarters, I will mention a couple of discussions that are planned.

The first is focused on the challenging and complex issue of artificial intelligence (AI) in higher education and here at WWU. I have asked the Senators to gather input from their colleagues around campus to address two basic questions that will inform how we proceed: (1) Are faculty using AI in their work? If so, how? (2) What concerns do they have about AI on campus, particularly as it pertains to classroom assignments, research papers, etc?

I asked for this information to be submitted by the end of the fall quarter, but I have already received some valuable feedback from this fact-finding mission. I will be using this information to structure a conversation about best practices and the opportunities/challenges presented by AI to our work as faculty.

I plan to organize a Senate discussion about AI with guests from the Senate Academic Technology Committee (ATC), Academic Technology and User Service (ATUS), and the Center for Instructional Innovation and Assessment (CIIA). While these conversations will likely be ongoing, I hope that we can provide a forum in which we can discuss some best practices and provide faculty with other information/guidance.

Another issue that arose this fall is that of academic freedom and freedom of speech/expression in the wake of the horrific attacks in Israel and the subsequent conflict in Gaza. While it is important to me that we do not drift into the complex politics of conflict in the Middle East, the Faculty Senate does have an interest in the broader issue of free speech and academic freedom on campus. While we are still working out the details, the Senate will host a conversation about these issues, again with guests from around campus. My hope is that in addition to allowing faculty an opportunity to weigh on these issues, the conversation will help our ad hoc committee do its work on the Faculty Handbook revisions since Appendix 4 of the handbook is a statement on academic freedom. I think the ad hoc committee will benefit from hearing this full conversation at the Senate. Hopefully, these kinds of conversations can be ongoing in different venues as we seek to create a culture of open and respectful debate on campus.

Let me close this report by thanking you for the work you do on behalf of Western Washington University and for your attention to the issues that come before the Faculty Senate. I look forward to continuing to work with you for the remainder of the academic year.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Associated Students

DATE: December 8, 2023

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

December 8th, 2023

Presented by Keara Ryan, AS President

Dear Trustees,

I trust this update finds you well. I appreciate the opportunity to report on the progress and initiatives of the Associated Students of Western Washington University (ASWWU) Student Government over the past two months. Below, I have outlined several key areas of focus:

Amending the Student Government Charter

Currently, four student government representatives are collaborating with the Vice President for Enrollment and Student Services, Melynda Huskey, to amend the ASWWU Student Government Charter. The anticipated timeline suggests a completed and passed Charter to be presented at the February Board of Trustees meeting. The direction of the Charter is promising, providing clarity on the roles and duties of the student government.

Engagement

I am delighted to announce that the Vice President for Activities position has been successfully appointed. Sebastian Mayotte, chosen from a competitive pool of candidates, will serve in this role until the end of the academic year. The Student Senate has filled the vacancy for the College of Business and Economics and is working on filling the vacancies in the Graduate School and the College of Science and Engineering.

The Vice President for Activities had nine applicants for the position, the highest volume of candidates for any position in student government for appointment or election since 2019. Hopefully, this level of engagement continues throughout the year and in the upcoming Spring Election. We are actively pursuing strategies to sustain and enhance this level of engagement, both in the current academic year and leading up to the Spring Election.

Communication

Our communication strategy involves active in-person engagement, class visits, and participation in on-campus groups, clubs, and events. Since the last Board of Trustees meeting, the ASWWU student government has sent several targeted emails to the student body, addressing crucial issues and disseminating important information.

- *2023 ASWWU Resolution in favor of continued Fossil Fuel Divestment*
- *Supporting Students in Light of the Humanitarian Crisis in Gaza*
- *File to apply for the ASWWU Vice President for Activities!*

- *What do you want state legislators to know?*
 - A survey to collect student's opinions on issues to help create the 2024 Student Legislative Agenda
- *Calling for Your Tech Initiative Abstracts*
 - The Tech Initiatives portion of the STF pays for technology projects—proposed by students and employees—that support the STF mission*. Some projects supported by Tech Initiatives in previous years include the Engineering and Art Annex makerspaces, camera and video recording equipment, digital textbooks, and geological survey drones.

While the student government has lots to communicate to the student body, this level of emails sent to the student body in a few weeks can be burdensome for students. Moving forward, we plan to utilize the ASWWU bi-weekly newsletter to streamline information and engagement opportunities, reserving individual emails for official communication, such as statements or resolutions passed by the Student Government.

Student Issues

The student government hears dozens of concerns from students, but I would like to highlight several areas of student concerns that student government has been working on.

Violence in Gaza

The campus climate has been deeply impacted by the violence happening in Gaza. Students continue to feel unsupported, even while Western administration has taken strides to support the safety and academic environment for students. As a student government, we have grappled with how we can best support students and ensure their concerns are heard. At the beginning of this month, we sent out an email to all students with the intention of supporting students and creating an open space for dialogue. It is unclear currently what the next steps we will take, but we will continue to listen to the concerns of students on campus and ensure the actions we take are done with the intention of addressing student needs.

Fairhaven and Outback Farm

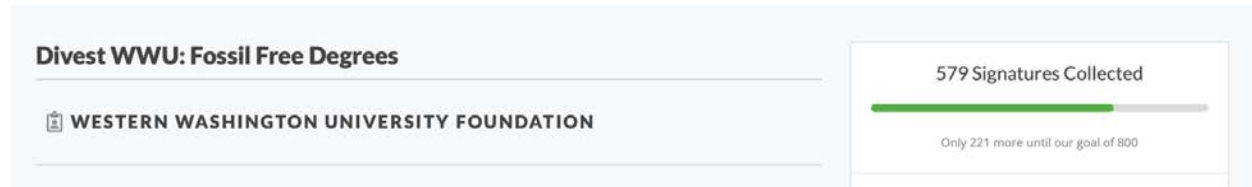
The Outback Farm is a central aspect of our campus and plays a pivotal role in bringing together our campus community through educational and social events, including work parties and harvest festivals. Student Senators have been working diligently to ensure that the Outback Farm has funding to guarantee that the next generation of students can enjoy this beautiful part of campus.

Fossil Fuel Investment

For over the last 10 years, students and faculty at Western Washington University have worked with the Foundation to divest 55% of the endowment from fossil fuels. ASWWU has passed two previous resolutions on this topic, one in 2015 and an additional resolution in 2017 that was endorsed by the Faculty Senate. Additionally, in a 2013 student election, 86% of students approved a resolution asking the Foundation to divest.

Several student groups approached their student representatives earlier this quarter expressing the need for student and faculty representation in the Request for Proposal process that the Foundation & Alumni Association will soon be undertaking, along with the long-standing request for transparency

regarding investments. In response to these student requests and a letter of support with over 570 student and alumni signatures, the ASWWU passed the "2023 ASWWU Resolution in favor of continued Fossil Fuel Divestment" which has been endorsed by the Faculty Senate with edits. While we understand that the Foundation may be unable to fully divest the portfolio, ensuring student representation and transparency in this process is essential. ASWWU looks forward to working with the Foundation & Alumni Association to ensure that the requests outlined in the Resolution which has been attached to this report.



Quotes collected from the letter of support:

"I'm an alumni who believes WWU should commit to more transparency and students representation. The student body and student government has shockingly little power. That should change. Adding both a faculty representative and student representative is a step in the right direction to remedy this issue."

"As a WWU Alumni, I would love to see Western invest financially in so many of the ideas that it teaches and encourages with the goal of sustainability. Small student projects mean less when the school is putting money towards organizations and companies that make money in the production and use of fossil fuels, that run counter to the priorities of sustainability."

"Divest, if I am to have a future I don't want it to be destroyed by climate change. Divesting from fossil fuels is imperative to saving our communities from so many disasters to come."

**A Resolution of the
Associated Students of Western Washington University**

“2023 ASWWU Resolution in favor of continued Fossil Fuel Divestment”

WHEREAS, Western Washington University has a commitment to sustainability, equity and justice, shared governance, and accountability as a core part of the institution’s mission (1); and

WHEREAS, Western is already taking crucial steps to achieve sustainability, it must be acknowledged that unless there are immediate, rapid, and large-scale reductions in greenhouse gas emissions, the “atmosphere will warm up by as much as 2.7-degree Fahrenheit above pre-industrial levels by 2040, inundating coastlines and intensifying droughts and poverty” (2); and

WHEREAS, a rise in atmospheric temperatures would cause unavoidable increases in numerous climate hazards and present risks to ecosystems and humans with an estimated loss of around 10% of total economic value from climate change (3); and

WHEREAS, United Nations Chief António Guterres says fossil fuels are “incompatible with human survival” (4); and

WHEREAS, climate change is in large part caused by burning fossil fuels as fixed carbon is released into the atmosphere as a greenhouse gas; and

WHEREAS, climate change has been driving the downfall of biodiversity, which is central to the production of new knowledge, and the fossil fuel industry has repeatedly encouraged the suppression of information and warnings about climate change (5); and

WHEREAS, many Western Washington University students are already facing the effects of climate change and live in communities where the effects of climate change will pose an increasing threat; and

WHEREAS, Western prides itself on being a leader in sustainability among Institutions of Higher Education; and

WHEREAS, the WWU Foundation is committed to advancing the mission and values of Western Washington University; and

WHEREAS, many of the Western Washington University’s peer and regional institutions have pledged to or have already fully divested from fossil fuels, including California State University-Chico, Humboldt State University, Univ. of Colorado - Colorado Springs, Seattle University, University of Washington, University of Oregon, University of British Columbia, Lewis and Clark University, Portland Community College, Oregon State University, and the entire University of California and California State school system (6); and

WHEREAS, the Sustainability values of the University drive the investment strategy; and

WHEREAS, we recognize that actions by the WWU Foundation regarding investments impact the Western Sustainability Tracking Assessment and Rating System (STARS) score; and

WHEREAS, our current investment practices, specifically lacking disclosure regarding investments and the WWU Foundation having no Investor Responsibility Committee or similar body, resulted in scores of 0% in two out of three categories of the STARS rating system; and

WHEREAS, due to a ~6-point difference, Western was unable to receive a “Gold” rating in sustainability from the STARS program; and

WHEREAS, every five years, a Request for Proposals (RFP) is sent out to update contracts with a primary investment firm; and

WHEREAS, the WWU Foundation is currently undergoing the RFP process; and

WHEREAS, our global climate crisis represents a significant risk to financial return; and

WHEREAS, the WWU Foundation currently has 55% of assets invested in Environmental, Social, and Governance (ESG) options, which allow for the selective screening of companies and funds but currently lack transparency regarding the remaining ~45% of investments; and

WHEREAS, the Sustainability Action Plan (SAP), published in 2017, is Western’s ten-year plan and was co-created with a committee comprised of students, faculty, and Foundation Staff (7); and

WHEREAS, the Investments Section of the SAP specifically outlines transparency requirements; and

WHEREAS, the Investments Section also heavily suggests the integration of ESG screening into the WWU Foundation’s endowment fund; and

WHEREAS, ESG funds have returns equal to regular investments, and studies have found that returns on ESG funds are increasing over time (8); and

WHEREAS, students, faculty, and staff have led efforts to increase transparent and sustainable investments since 2012; and

WHEREAS, in 2013, 86% of voting WWU students approved a resolution asking that the University divest from fossil fuels; and

WHEREAS, the Associated Students passed an additional resolution in 2015 (9); and

WHEREAS, the Associated Students and Faculty Senate passed an additional resolution in 2017 (10); and

WHEREAS, it cannot be assumed that the Foundation Board can accurately represent student voices; and

WHEREAS, it cannot be assumed that the Foundation Board can accurately represent faculty voices; and

WHEREAS, The Western Washington University Foundation & Alumni is a non-profit, public 501(c)(3) organization that is “closely aligned with the University’s mission and strategic goals, and focuses the organization's energy on ensuring the financial health of Western” (11); and

WHEREAS, the WWU Foundation has multi-generational commitments to benefactors and supports student success through scholarships and other opportunities, so maintaining viable returns of its endowment fund is vital; and

WHEREAS, the UC Chief Investment Officer stated in an op-ed that the University of California decided to no longer invest in fossil fuels because maintaining them posed a significant financial risk (12).

NOW, THEREFORE, BE IT RESOLVED BY THE ASSOCIATED STUDENTS OF WESTERN WASHINGTON UNIVERSITY

THAT, the Associated Students of Western Washington University find that, by ignoring its commitment to open discourse and transparent decision-making, the WWU Foundation is not advancing the full mission of the University.

THAT, the ASWWU requests the WWU Foundation increase the transparency and accessibility of our portfolio.

THAT, the ASWWU requests that there be a publicly available annual report of the firm's performance relevant to sustainability performance in addition to financial performance.

THAT, the ASWWU requests the Foundation prioritize the environmental implications of their investment decisions in selecting a firm and consider the ethics and morals of the investment firm before making their decision.

THAT, the ASWWU requests a standing student representative on the WWU Foundation Board for the AS, elected by the AS Executive Board, to be included in the Foundation’s investment performance review process.

THAT, the ASWWU requests a standing faculty representative on the WWU Foundation Board, elected by the Faculty Senate Executive Committee, be present in the Foundation’s investment performance review process.

THAT, one student and one faculty representative are included in the WWU Foundation Investment Review Committee.

THAT, the ASWWU requests the WWU Foundation to include ESG as a priority within its upcoming Request for Proposals from different investment firms and to continue to do so until our portfolio is free from fossil fuel assets.

THAT, the ASWWU requests the WWU Foundation to expand its portfolio, managed by Russel Investments, to solely include fossil fuel free options or explore alternative investment firms which may provide a portfolio that does.

THAT, the WWU Foundation continues to demonstrate a dedication to Western's values by signing onto current and future University-wide sustainability initiatives.

PASSED AND APPROVED by the Associated Students of Western Washington University Student Senate at their regular meeting on 11/6/2023.

PASSED AND APPROVED by the Associated Students of Western Washington University Executive Board at their regular meeting on 11/9/2023.

PASSED WITH AMENDMENTS* AND APPROVED by the Western Washington University Faculty Senate at their regular meeting on 11/27/2023.

**improving transparency, a student and faculty voice on the WWU Foundation Board, and the Environmental and Social Governance (ESG) focus.*

References:

1. “Western Washington University Strategic Plan 2018-2025” WWU Office of the Provost, <https://provost.wwu.edu/strategic-plan-2018-2025>
2. “Impacts of 1.5C of Global Warming on Natural and Human Systems” The Intergovernmental Panel on Climate Change Chapter 3, <https://www.ipcc.ch/sr15/chapter/chapter-3/>
3. “The economics of climate change” Swiss Re Institute 22 Apr. 2021 <https://www.swissre.com/institute/research/topics-and-risk-dialogues/climate-and-natural-catastrophe-risk/expertise-publication-economics-of-climate-change.html>
4. “United Nations Secretary-General.” Secretary-General's press conference - on Climate, 15 June 2023 <https://www.un.org/sg/en/content/sg/press-encounter/2023-06-15/secretary-generals-press-conference-climate#:~:text=Fossil%20fuel%20industry%20transition%20plans,become%20more%20efficient%20planet%2Dwreckers>
5. Prierre, J and Nueman, S “How decades of disinformation about fossil fuels halted U.S. climate policy.” National Public Radio (NPR), 27 October 2021 <https://www.npr.org/2021/10/27/1047583610/once-again-the-u-s-has-failed-to-take-sweeping-climate-action-heres-why>
6. “Divestment Commitments.” Fossil Free: Divestment, <https://divestmentdatabase.org/>
7. “Sustainability Action Plan.” Western Washington University Sustainability Action Plan 2017, <https://sustain.wwu.edu/sustainability-action-plan>
8. <https://www.nasdaq.com/articles/esg-spending:-do-esg-stocks-outperform>
9. “ASWWU Executive Board of Directors Meeting Minutes.” 27 May 2015, <https://as.wwu.edu/board/minutes/?year=2014>
10. “AS Students for Renewable Energy Resolution.” ASWWU Executive Board of Directors Meeting Minutes, 11 May 2017, <https://as.wwu.edu/board/minutes/?year=2016>
11. “For Alumni, Friends and Fans.” The Foundation for WWU & Alumni, <https://foundation.wwu.edu/>
12. “Opinion: UC Investments Are Going Fossil Free. But Not Exactly for the Reasons You May Think.” Los Angeles Times, 17 Sept. 2019 <https://www.latimes.com/opinion/story/2019-09-16/divestment-fossil-fuel-university-of-california-climate-change#:~:text=going%20fossil%20free.-,But%20not%20exactly%20for%20the%20reasons%20you%20may%20think,investments%20present%20a%20financial%20risk.>

**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: December 8, 2023

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: December 8, 2023
SUBJECT: **Board Academic Affairs and Student Success Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

DATE: December 8, 2023

SUBJECT: **Conversation with Faculty Group Leaders**

Background:

The Board of Trustees invited leaders from the United Faculty of Western Washington (UFWW) and Faculty Senate for introductions and conversation about issues important to Faculty.

Presenters were asked to prepare an introduction outlining the types of Faculty they represent and their group's priorities and challenges for the year ahead. Following those presentations, the Board will engage in conversation about shared priorities and solutions to challenges.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa and Chief Diversity Officer & Executive Director for the Office of Equity

DATE: December 8, 2023

SUBJECT: **Campus Climate Update**

PURPOSE: Information Item

Purpose of Submittal:

President Sabah Randhawa and Chief Diversity Officer & Executive Director for the Office of Equity, Jacqueline Hughes, will provide the Board with an update on the current climate on campus, within the context of the conflict in the Middle East.

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 and Financial Affairs

DATE: December 8, 2023

SUBJECT: **University Residences Commons Generator Upgrades, PW789**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the University Residences Commons Generator Upgrades, PW789. Award of the construction contract will follow Board of Trustees action. Construction is projected to start in January 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 \$1,000,040 (plus associated sales tax) for the construction contract for new generator systems for multiple university commons buildings.

Supporting Information:

This project will provide new generators and backup power distribution systems to support kitchen operations during a loss of utility power at Ridgeway Commons and Viking Commons, as well as expanding the existing backup power distribution system at Fairhaven Commons.

This project was advertised for competitive bidding on October 11, 2023, with the bid opening held November 8, 2023. Two bids were received by the University (see below bid summary). K Engineers Inc., Lynden, WA, prepared the plans and specifications for this project.

Advertisement for bids included language promoting Minority and Women's Business Enterprises (MWBE) participation, and the consultants and Western staff conducted extensive outreach to promote this project to MWBE certified firms. Neither bidder indicated MWBE participation on their bid.

The total budget for the project is \$1,600,000.

Source of Funding:

State Appropriations – Bonds
State Appropriations – Local

BID SUMMARYPROJECT: **PW789 - University Residences Commons Generators**DATE OF OPENING: **November 8, 2023**

Bidder Name:	Dutton Electric Company, Inc.	Valley Electric Company
Base Bid:	\$ 860,700	\$ 1,248,980
Add Alt. 01 - Expanded FA scope:	\$ 139,340	\$ 142,050
MWBE Participation	0.0%	0.0%
Sub-Total (Base Bid plus Alternates):	\$ 1,000,040	\$ 1,391,030
Sales Tax (8.8%):	\$ 88,004	\$ 122,411
Total:	\$ 1,088,044	\$ 1,513,441

Selected Bidder, Scope of Work Awarding

RESOLUTION NO. 2023-06

**A RESOLUTION OF THE
BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY
BOARD POLICY ON OPERATING BUDGET RESERVE**

WHEREAS, the Western Washington University Board of Trustees is vested with full authority to manage the assets and affairs of the University.

WHEREAS, the Board's powers and duties are granted by Washington State law, in particular the Revised Code of Washington Chapter 28B.10 and 28B.35 (RCW 28B.10 and 28B.35) and other statutory provisions.

WHEREAS, the Board engages in responsible institutional governance by the proper exercise of its fiduciary duties to the institution.

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that the attached Operating Budget Reserve Policy is formally adopted.

WESTERN WASHINGTON UNIVERSITY

BOARD OF TRUSTEES

RESOLUTION NO 2023-06 OPERATING BUDGET RESERVE

This policy establishes budget reserve and designated balances in the local tuition operating fee account, a funding source for the University's annual operating budget. It also establishes budget reserve requirements for certain self-support units.

Definitions:

Budget reserve – Funding held in reserve for future or contingent use (such as economic uncertainties, cash flow shortages, and unexpected expenses and losses) rather than for current on-going operating needs.

Designated balances – Fund balances earmarked for specified purposes. The term *designated balances* is used to differentiate between GASB-defined fund balance classifications and other funds that are set aside for more specific categories such as capital improvements, maintenance, and equipment purchases.

Policy Statement

It is the policy of Western Washington University to maintain an operating budget reserve of ten percent of its annual operating budget, and designated balances as an essential component of responsible fiscal management. The intent of this policy is to ensure that the university has sufficient levels of reserves to:

1. Build reserves to limit the negative impact of extraordinary events and to sustain continuity for university operations during periods of economic uncertainty, and
2. Develop capacity for longer-term strategic initiatives (earmarked as designated balances).

Background

Establishing reserves is common practice in the higher education sector and maintaining adequate reserves is key to maintaining stable fiscal operations and timely delivery of educational programs.

Setting resources aside can help reduce potential disruptions stemming from a prolonged economic downturn or catastrophic event such as a natural disaster. Without adequate reserves the university could experience periods of cash flow strain which impedes long-term planning and pursuit of strategic initiatives.

Reserves accumulate when tuition revenues exceed annual operating expenses over time or by deposits from other resources. Reserves are intended to pay for one-time investments or unanticipated short-term costs. Drawing on reserves for current on-going operating expenses is not a long-term solution. Additional state funding, and fee increases or other ongoing revenue sources, are necessary to sustain core educational activities. Use of reserves should be accompanied by a plan and timeframe for replenishment.

Reserves and Designated Balances

Budget reserves and designated balances are established as follows:

- Operating Budget Reserve
- Designated Balances
- Auxiliary Services and Self-Support Unit Reserves

Operating Budget Reserve. An accumulation of unused contingency budget (a portion of the unrestricted local tuition operating fee fund that is budgeted annually to cover unexpected costs or unrealized revenues within the fiscal year) plus any actual net operating revenue above the budgeted amount for the fiscal year set aside for economic uncertainties. This reserve provides limited bridge capacity to cover fiscal gaps due to unforeseen economic events such as temporary enrollment decline, statewide recessions, natural disasters, and major infrastructure failure.

At a minimum, reserves shall be sufficient to cover operating expenses equal to 10% of base budget. The maximum amount may change based on operating conditions or requirements. At times, reserves may be used to respond to emergencies or urgent needs. Use of reserves below the minimum threshold must be approved by the Board of Trustees and accompanied by a plan to replenish within a specified timeframe.

Designated Balances. Operating budget reserves that exceed the minimum required balance as outlined in Appendix A may be designated (earmarked) and used for specific purposes such as strategic initiatives.

Auxiliary Services and Self-Support Unit Reserves. University support services include auxiliary service funds which operate as enterprise funds. In addition, certain other budgetary units are expected to be self-supporting. Maintaining an adequate budget reserve within these units is an essential component for providing sustainable university services while covering operational expenses, debt service, and future replacement of facilities and equipment. Maintaining a budget reserve is favorable when bond rating agencies evaluate debt capacity since it lowers the debt-to-equity ratio (a measurement of financial viability), which may contribute to higher bond ratings and lower borrowing costs. Such policies should be supported by long-term strategic planning.

Auxiliary services and self-support units which are required to maintain budget reserves are specified in Appendix B.

Reserves in specified auxiliary and self-support units will be set at a minimum of 10% of recurring expenditures, with the maximum threshold adjusted for unique operating requirements such as debt service, bond covenants, and other considerations specific to those operations.

Accountability and Transparency

The Office of Strategy, Management and Budget (SMB) shall establish procedures for administering Budget Reserves and designated balances following the framework shown in Appendix A, which includes criteria for allowable use of reserves. Given the dynamic environment, funding level targets for reserves and designated balances should be recalculated at least annually.

SMB will report annually to the university President, the Finance, Audit and Risk Management (FARM) Committee of the Board of Trustees, the President's Cabinet (executive leadership team), and relevant budget committees regarding any uses of reserves and designated balances.

Appendix A: WWU Framework for Operating Budget Reserves - Types, Sources and Uses
Appendix B: Auxiliary Services and Self-Support Units (subject to this policy)

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

DATE: December 8, 2023

TO: Members of the Board of Trustees

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

SUBJECT: BOARD POLICY ON OPERATING BUDGET RESERVE

PURPOSE: Action Item

Purpose of Submittal:

Formal adoption of a Board of Trustees level institutional Operating Budget Reserve Policy.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No.2023-06 for approval of the Operating Budget Reserve Policy.

Supporting Information:

The Board of Trustees' Finance, Audit and Enterprise Risk Management (FARM) Committee was tasked with developing a Board-level institutional Operating Budget Reserve policy. The FARM Committee has provided guidance and input through multiple discussions dating back to 2019. The policy was developed by reviewing prior guidance and discussions with the Trustees, as well as examining similar policies at other institutions. At each stage of policy development, policy drafts were presented to the FARM Committee for feedback and direction.

The policy (Attachment A) directs the University to maintain adequate budget reserves and designated balances, an essential component of responsible fiscal management. The intent of this policy is to ensure that the university has sufficient levels of reserves to:

1. Build reserves to limit the negative impact of extraordinary events and to sustain continuity for university operations during periods of economic uncertainty, and
2. Develop capacity for longer-term strategic initiatives (earmarked as designated balances).

Brief History

Timeline

- In fall 2018, the University Budget Office (since renamed Office of Strategy, Management and Budget) researched reserve policies and best practices at peer institutions and other public universities in Washington state. The results were summarized and presented to the FARM Committee in December 2019.
- In spring 2019, former BFA Vice President Van Den Hul provided additional supporting information to the FARM Committee regarding establishing institutional reserve guidelines.

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- In June 2019, institutional reserve guidelines were presented to the Board of Trustees. Former budget director, Linda Teater, provided a historical review of the relationship between Western's institutional reserves and the contingency fund. Former Vice President Van Den Hul led a discussion on what is an appropriate reserve level. He suggested maintaining the nonexpendable (recurring) reserves between 10% and an amount equal to one quarter's worth of tuition revenue. He provided definitions and situations when the reserves could be used. It was determined that the university president will notify the Board of Trustees when planning to use reserves exceeding the amount designated as expendable. He further noted this information would be provided to the FARM Committee and will include an explanation of progress to restore the nonexpendable reserves to the target minimum amount, if required. No formal action was taken by the Board of Trustees to adopt a Board policy at that time.
- In early spring 2023, current chair of the FARM Committee, Sue Sharpe, asked that Business and Financial Affairs develop an institutional reserves policy for the Trustees to consider for adoption. Strategy, Management and Budget (SMB) staff reviewed their prior work and performed additional research, specifically looking for similar institutions where board level policy provides the overall framework and authority, which is then further defined by university procedures.

Process Used

How Do We Establish and Maintain an Operating Budget Reserve?

SMB will develop guidance for sources and uses of reserves with an annual review as part of the budgeting process. These procedures will be guided by university policy adopted by the Board of Trustees. The framework for funding mechanisms and spending authority (i.e., source and use) for the Operating Budget Reserve and designated balances are outlined in Appendix A of the Board Policy on Operating Budget Reserve, in Resolution No. 2023-06.

Other sources of funding shall be considered prior to use of the Operating Budget Reserve, such as departmental reserves (the portion of unused departmental operating budget authority that is retained and carried forward by the administering unit) or position vacancy savings (the portion of salary expense saved when positions are held vacant during the fiscal year).

Following adoption of the Operating Budget Reserve Policy, the university will implement the policy with the goal of full compliance with minimum reserve levels within three biennia.

How Do We Provide Accountability and Transparency for an Operating Budget Reserve?

The university president will approve all uses of the Operating Budget Reserve based on established guidelines yet may exercise full discretion considering the immediate issues while weighing the outlook for other unanticipated near-term needs which may arise. For transparency, SMB will prepare an annual report to the university president and the FARM Committee outlining the sources and uses of the Operating Budget Reserve and designated balances.

WWU Framework for Operating Budget Reserves -- Types, Sources and Uses

Type/ Designation	Policy and Definition	Funding Mechanism	Funding Level	Spending Authority	Allowable Uses	FY Target \$
Operating Budget Reserve	Set aside to sustain university operations during unanticipated fiscal impacts resulting from extraordinary events	Funded by the unused portion of the annual contingency budget plus annual net operating revenues above budgeted amounts; annual transfer to occur immediately following fiscal year end close	Hold one-time reserves sufficient to fully cover operating expenses equal to a minimum of 10% of base operating budget; balance is considered non-expendable (must be replenished) since one-time funding is not intended to cover recurring (on-going) expenses	Vetted by AVP SMB, shared with Cabinet by VP BFA, and approved by President with plan to replenish within specified timeframe (not intended to resolve long term structural issues)*	Recovery from natural disasters or major infrastructure failures, bridging temporary enrollment decline, filling funding gaps from statewide recession; spending triggered by threshold events such as % drop in enrollment or state funding.	\$XX million minimum (10% of current fiscal year base operating budget)
Auxiliary and Self-Support Reserves	Set aside to sustain operations for auxiliary services and self-supporting units during unanticipated fiscal impacts resulting from extraordinary events	Funded by net income generated by the respective auxiliary services and self-support unit. Reserves are in addition to amounts set aside for legal and other necessary obligations (e.g., bond covenants, repair and replacement, etc.)	Hold reserves sufficient to cover mission critical operations during unexpected interruptions of daily operations equal to a minimum of 10% of recurring expenses for the respective unit; maximum threshold adjusted for unique operating requirements	Vetted by VP BFA and approved by President with plan to replenish within specified timeframe; balance is considered non-expendable (must be replenished)	Extraordinary one-time (non-recurring) expenses of the respective auxiliary and self-support unit	Specific to the units shown in Appendix B

*President informs Board of Trustees as needed

Auxiliary Services and Self-Support Units

Auxiliary services and self-support units which are required to maintain budget reserves are specified below.

Auxiliary Services and Self-Support Units

- Athletics Department
- Associated Students Bookstore
- Housing and Dining System (University Residences, University Dining Services, and Viking Union/Student Activities)
- Outreach and Continuing Education
- Parking Services
- Student Health Services
- U.S. Post Office (Mail Services)
- Wade King Student Recreation Center

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa by Provost Brad Johnson
DATE: December 8, 2023
SUBJECT: Approval of Fall Quarter Degrees
PURPOSE: Action Item

Purpose of Submittal:

Board of Trustees responsibility to approve awarding of degrees

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Fall Quarter 2023, effective December 16, 2023.

Supporting Information:

Lists on file with the Registrar and Graduate Dean.

<i>Students</i>	<i>December 2023</i>	<i>Comparison: December 2022</i>
<i>Undergraduates</i>	658	684
<i>Masters</i>	62	77

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: December 8, 2023

SUBJECT: 2024 Legislative Session Preview

PURPOSE: Information Item

Purpose of Submittal:

For this agenda item, Nora Selander, Director of Government Relations, will provide a brief preview of the 2024 legislative session and answer any questions the Trustees may have.

Background:

The 60-day, 2024 Legislative Session will begin on January 8th, and is scheduled to end on March 7th. WWU's legislative priorities this session include:

- Academic access and outreach;
- Electrical and computer engineering;
- College in the high school; and
- Minor works preservation, classroom and lab upgrades, finishing Kaiser-Borsari Hall.

Other updates:

- November revenue forecast
- Governor's 2024 supplemental budget
- House and Senate committee days update

Key 2024 session cut offs:

- January 7th – Legislative session begins
- January 31st – Policy cutoff
- February 13th – House of origin cutoff
- February 20th – Revenue forecast due
- March 1st – Opposite chamber cutoff
- March 7th – Expected to adjourn

**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: **December 8, 2023**

SUBJECT: **Enrollment Management**

PURPOSE: Information Item

I. Enrollment

We are busy! And, it is great. We started the year in a fortunate position. We are tracking new applications at a rate that distinguishes us positively among our peers. Strategic Enrollment Management planning is in full swing, and we have exciting new initiatives like College in the High School launching this year.

Strategic Enrollment Management (SEM) Planning

Our Strategic Enrollment Management planning effort is taking shape this year, 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 outlining the process for producing 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 move toward the writing of the plan.

Fall 2023 Enrollment

As census day for fall (Monday, October 9th) fell after the writing of the last report to the Board of Trustees, this report presents the first opportunity to provide final census day numbers for Fall 2023.

Between the writing of the last report and census day, our **total enrollment** increased by 12 to a count of 14,651, leaving us down slightly (.6%) from the year prior.

[See graph on next page]

Fall Enrollment - All Students

Enrollment by Race/Ethnicity

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Hispanic or Latino Ethnicity	1,495 (9.3%)	1,617 (10.0%)	1,575 (10.4%)	1,596 (10.6%)	1,565 (10.6%)	1,602 (10.9%)
American Indian or AK Native	317 (2.0%)	311 (1.9%)	288 (1.9%)	270 (1.8%)	232 (1.6%)	202 (1.4%)
Asian	1,697 (10.5%)	1,721 (10.7%)	1,711 (11.3%)	1,725 (11.4%)	1,620 (11.0%)	1,586 (10.8%)
Black or African American	418 (2.6%)	433 (2.7%)	432 (2.8%)	491 (3.2%)	500 (3.4%)	470 (3.2%)
Native HI or Other Pacific Isl	70 (0.4%)	64 (0.4%)	66 (0.4%)	72 (0.5%)	72 (0.5%)	93 (0.6%)
White	11,429 (70.9%)	11,249 (69.7%)	10,463 (68.8%)	10,313 (68.2%)	10,096 (68.5%)	10,071 (68.7%)
Two or more races: Other	198 (1.2%)	197 (1.2%)	191 (1.3%)	188 (1.2%)	181 (1.2%)	155 (1.1%)
International	183 (1.1%)	198 (1.2%)	128 (0.8%)	148 (1.0%)	189 (1.3%)	174 (1.2%)
Race and ethnicity unknown	314 (1.9%)	352 (2.2%)	343 (2.3%)	322 (2.1%)	291 (2.0%)	298 (2.0%)
Total	16,121	16,142	15,197	15,125	14,746	14,651
<i>Students of Color</i>	4,195 (26.0%)	4,343 (26.9%)	4,263 (28.1%)	4,342 (28.7%)	4,170 (28.3%)	4,108 (28.0%)
<i>Non-Resident</i>	2,035 (12.6%)	1,993 (12.3%)	1,745 (11.5%)	1,990 (13.2%)	2,084 (14.1%)	2,129 (14.5%)
<i>First Generation</i>	5,114 (31.7%)	4,977 (30.8%)	4,580 (30.1%)	4,253 (28.1%)	3,453 (23.4%)	3,366 (23.0%)
<i>PELL-Eligible</i>	3,956 (24.5%)	3,717 (23.0%)	3,370 (22.2%)	3,094 (20.5%)	2,887 (19.6%)	2,941 (20.1%)

Our report on **new first-year students** remains virtually unchanged after census day, with a decrease in enrollment of only one student. As of census day, we can report a final count of 3,184 new first-year students. Again, this class is only modestly smaller than last year's record-breaking class which was at 3,222. This signals extraordinary interest in Western among college-bound students and is undoubtedly the most compelling sign of the strength of the future health of the institution.

Fall Enrollment - New First-Year Students

Enrollment by Race/Ethnicity

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Hispanic or Latino Ethnicity	328 (10.4%)	341 (10.9%)	280 (11.2%)	335 (11.7%)	385 (11.9%)	374 (11.7%)
American Indian or Alaska N	55 (1.7%)	60 (1.9%)	56 (2.2%)	41 (1.4%)	52 (1.6%)	47 (1.5%)
Asian	386 (12.3%)	391 (12.5%)	321 (12.9%)	327 (11.4%)	344 (10.7%)	357 (11.2%)
Black or African American	86 (2.7%)	111 (3.6%)	88 (3.5%)	116 (4.0%)	143 (4.4%)	112 (3.5%)
Native Hawaiian or Other Pa	16 (0.5%)	14 (0.4%)	16 (0.6%)	18 (0.6%)	18 (0.6%)	27 (0.8%)
White	2,166 (68.8%)	2,098 (67.3%)	1,635 (65.6%)	1,970 (68.5%)	2,200 (68.3%)	2,185 (68.6%)
Two or more races: Other	47 (1.5%)	43 (1.4%)	40 (1.6%)	32 (1.1%)	43 (1.3%)	32 (1.0%)
International	6 (0.2%)	11 (0.4%)	2 (0.1%)	7 (0.2%)	8 (0.2%)	12 (0.4%)
Race and ethnicity unknown	57 (1.8%)	48 (1.5%)	56 (2.2%)	28 (1.0%)	29 (0.9%)	38 (1.2%)
Total	3,147	3,117	2,494	2,874	3,222	3,184
<i>Students of Color</i>	918 (29.2%)	960 (30.8%)	801 (32.1%)	869 (30.2%)	985 (30.6%)	949 (29.8%)
<i>Non-Resident</i>	473 (15.0%)	436 (14.0%)	348 (14.0%)	513 (17.8%)	533 (16.5%)	514 (16.1%)
<i>First Generation</i>	905 (28.8%)	908 (29.1%)	719 (28.8%)	746 (26.0%)	555 (17.2%)	769 (24.2%)
<i>PELL-Eligible</i>	756 (24.0%)	742 (23.8%)	575 (23.1%)	579 (20.1%)	666 (20.7%)	691 (21.7%)

Our final census day count of **new transfer students** did not change from the amount reported to the Board in October.

[See graph on next page]

Fall Enrollment - New Transfer Students

Enrollment by Race/Ethnicity						
	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Hispanic or Latino Ethnicity	126 (10.8%)	128 (11.1%)	134 (12.8%)	125 (11.7%)	103 (11.2%)	97 (10.8%)
American Indian or Alaska N:	27 (2.3%)	24 (2.1%)	22 (2.1%)	23 (2.2%)	19 (2.1%)	11 (1.2%)
Asian	88 (7.6%)	92 (8.0%)	92 (8.8%)	95 (8.9%)	73 (7.9%)	86 (9.6%)
Black or African American	24 (2.1%)	28 (2.4%)	27 (2.6%)	30 (2.8%)	40 (4.4%)	32 (3.6%)
Native Hawaiian or Other Pa	3 (0.3%)	6 (0.5%)	3 (0.3%)	7 (0.7%)	9 (1.0%)	8 (0.9%)
White	830 (71.2%)	815 (70.5%)	722 (69.0%)	731 (68.6%)	629 (68.4%)	640 (71.1%)
Two or more races: Other	10 (0.9%)	10 (0.9%)	10 (1.0%)	18 (1.7%)	11 (1.2%)	3 (0.3%)
International	27 (2.3%)	28 (2.4%)	19 (1.8%)	26 (2.4%)	24 (2.6%)	15 (1.7%)
Race and ethnicity unknown	30 (2.6%)	25 (2.2%)	18 (1.7%)	10 (0.9%)	11 (1.2%)	8 (0.9%)
Total	1,165	1,156	1,047	1,065	919	900
<i>Students of Color</i>	<i>278 (23.9%)</i>	<i>288 (24.9%)</i>	<i>288 (27.5%)</i>	<i>298 (28.0%)</i>	<i>255 (27.8%)</i>	<i>237 (26.3%)</i>
<i>Non-Resident</i>	<i>91 (7.8%)</i>	<i>93 (8.0%)</i>	<i>92 (8.8%)</i>	<i>137 (12.9%)</i>	<i>122 (13.3%)</i>	<i>100 (11.1%)</i>
<i>First Generation</i>	<i>495 (42.5%)</i>	<i>488 (42.2%)</i>	<i>417 (39.8%)</i>	<i>397 (37.3%)</i>	<i>166 (18.1%)</i>	<i>303 (33.7%)</i>
<i>PELL-Eligible</i>	<i>386 (33.1%)</i>	<i>358 (31.0%)</i>	<i>330 (31.5%)</i>	<i>286 (26.9%)</i>	<i>237 (25.8%)</i>	<i>254 (28.2%)</i>

A few additional **graduate students** were added to our enrollment counts between the submission of the last report and census day, leaving us at 789 enrolled graduate students.

Fall Enrollment - All Graduate Students

Enrollment by Race/Ethnicity						
	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Hispanic or Latino Ethnicity	49 (6.5%)	49 (6.9%)	59 (7.5%)	76 (8.4%)	78 (9.7%)	85 (10.8%)
American Indian or Alaska N:	18 (2.4%)	15 (2.1%)	14 (1.8%)	16 (1.8%)	21 (2.6%)	18 (2.3%)
Asian	30 (4.0%)	44 (6.2%)	72 (9.1%)	82 (9.0%)	64 (8.0%)	65 (8.2%)
Black or African American	15 (2.0%)	19 (2.7%)	19 (2.4%)	27 (3.0%)	20 (2.5%)	19 (2.4%)
Native Hawaiian or Other Pa	3 (0.4%)	2 (0.3%)	3 (0.4%)	2 (0.2%)	1 (0.1%)	3 (0.4%)
White	599 (79.4%)	534 (74.8%)	564 (71.7%)	652 (71.6%)	549 (68.5%)	525 (66.5%)
Two or more races: Other	4 (0.5%)	4 (0.6%)	4 (0.5%)	9 (1.0%)	8 (1.0%)	7 (0.9%)
International	14 (1.9%)	14 (2.0%)	11 (1.4%)	6 (0.7%)	19 (2.4%)	28 (3.5%)
Race and ethnicity unknown	22 (2.9%)	33 (4.6%)	41 (5.2%)	40 (4.4%)	41 (5.1%)	39 (4.9%)
Total	754	714	787	910	801	789
<i>Students of Color</i>	<i>119 (15.8%)</i>	<i>133 (18.6%)</i>	<i>171 (21.7%)</i>	<i>212 (23.3%)</i>	<i>192 (24.0%)</i>	<i>197 (25.0%)</i>
<i>Non-Resident</i>	<i>162 (21.5%)</i>	<i>149 (20.9%)</i>	<i>165 (21.0%)</i>	<i>185 (20.3%)</i>	<i>182 (22.7%)</i>	<i>177 (22.4%)</i>

Winter 2024 Enrollment Outlook

Enrollment for Winter 2024 will be impacted by the smaller cohorts of new students that have enrolled in the last two years and by the lower overall enrollment this fall. Registration for winter is on pace with anticipated levels (currently down .8%). As you know, Fall 2023 enrollment was down .6% from Fall 2022.

The tables below show comparative data on applications, admits, and confirmations for new students for winter, as of the week of November 20th across several years. New first-year students continue to be a relatively small portion of our new student population for winter. The majority of our new student population in winter is consistently transfer students, and we continue to experience declines in transfer applications and confirmations. In the pool for winter, the number and proportion of first-generation students and the number and proportion of students identifying as students of color present us with a dichotomy—increases among the

new first-year students and decreases among the new transfer students. We will report on that further after census day for Winter 2023.

New transfers—Bellingham

	Applied	Admitted	Confirmed
2024	419	325	235
2023	503	370	286
2022	566	437	336
2021	541	463	320
2020	660	533	411

New transfers—other locations

	Applied	Admitted	Confirmed
2024	13	7	3
2023	7	2	2
2022	13	4	4
2021	21	7	7
2020	23	6	6

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2024	107	82	65
2023	149	105	79
2022	108	77	65
2021	117	97	62
2020	69	47	40

Fall 2024 Enrollment Outlook

At about two months from the priority application date for first-year applicants (January 31), the increase in total applications is encouraging—and largely in line with national reports.

Totals as of November 29, 2023:

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2024	7,440	6,210	269
2023	7,023	5,970	330
2022	5,334	4,487	228
2021	5,371	4,354	345
2020	5,004	3,552	193

New transfers—Bellingham

	Applied	Admitted	Confirmed
2024	177	14	7
2023	193	13	5
2022	195	34	34
2021	139	31	15
2020	110	9	1

New transfers—other locations

	Applied	Admitted	Confirmed
2024	4	0	0
2023	10	0	0
2022	9	1	1
2021	21	6	6
2020	12	0	0

Important notes on New First-Year Applicants

- First-year applications are up modestly after huge increases last year. (up by 5.9% from this week in the Fall 2023 cycle and up by 32.7% from this time in the Fall 2020 cycle—the last pre-pandemic cycle).
- The percentage of applicants who have been offered admission is down slightly. (83.5% currently, compared to 85% at this time in the Fall 2023 cycle)
- The percentage of first-year applicants who identify as students of color is up slightly from what it was at this time in the cycle for Fall 2023. (33.5% this cycle, compared to 32.7% for Fall 2023)
- The percentage of first-year applicants who identify as first-generation college students is down slightly from what it was at this time in the cycle for Fall 2023. (20.4% this cycle, compared to 21.1% for Fall 2023)
- The percentage of first-year applicants who self-identified as Running Start students is up slightly from what it was at this time in the cycle for Fall 2023. (19.5% this cycle, compared to 18.2% for Fall 2023)

It is still early in the cycle, so these small differences from the prior year in segments of our applicant pool largely serve to affirm that we do not have any surprises as we move through the application process.

The Common App recently reported a 41% increase in applications compared with the 2019-20 year following the November 1 date (a commonly referenced date to initially gauge activity for the application cycle). It is important to point out that the number of Common App member schools increased by some 22% during that same period, and included several state flagship institutions, such as the University of Washington (which, like Western, joined the Common App for the Fall 2023 recruitment year). By comparison, Western’s mid-November count of 7,181 first-year applications is a full 59 percentage points higher than four years ago. In the *Inside Higher Ed* article [“Early Application Data Are Rosy, if Complex,”](#) Robert Massa, vice president emeritus for enrollment at Dickinson College (Carlisle, PA), cautioned that this increase may be a reflection of students feeling increasing pressure to apply to more schools, as well as the propagation and growing popularity of Early Action and Early Decision programs.

Our consortium’s own Washington Guaranteed Admissions Program (WAGAP) is quickly becoming a highlight of the state’s work to increase college-going rates among the state’s high school graduates. The program has grown substantially since the 2021-2022 inaugural year, now with over 130 partnering high schools, and we continue to work to increase participation among high schools and school districts. The Council of Presidents (WAGAP’s operating partner) recently reported that more than 14,000 students have been contacted in the first three months of the academic year—a figure which already eclipses all outreach completed during the entirety of 2022-2023.

Riding the momentum of this sector-wide commitment to post-secondary access and achievement, Western is developing additional partnerships with select schools—Ferndale and Mt Vernon, specifically—to pilot modified direct admission, outreach, and grant-awarding

processes. We anticipate forward progress in the coming months, especially as we near our January 31st priority application date, and turn our attention to the scholarship, financial aid, and yield season which marks the winter and spring calendar.

There is much being written (and even more conversation) about the eventual rollout of the new, **simplified FAFSA application**. Hopeful speculation surrounds the potential increase in the number of students who may qualify for federal aid dollars, particularly the Pell Grant. The overwhelming focus at present, however, is on the timing of the FAFSA’s rollout. In mid-November, the Department of Education pre-empted expectations by notifying institutions of higher education that colleges and universities will not begin receiving FAFSA data that can be used for aid packaging until late January. The late release of the FAFSA for students and families, and the later release of that data to financial aid offices puts significant pressure on students and families, as they will not have the information that they need to make college decisions until later in the cycle.

Speaking to the *Chronicle of Higher Education*, for the article “[Buckle Up: FAFSA-Processing Delays Are Coming](#),” Justin Draeger, president of the National Association of Student Financial Aid Administrators (NASFAA), expressed that “any significant delays in delivering applicant data to schools would...[leave] the most vulnerable student populations in limbo as they wait for the financial aid information they need to make vital college-going decisions.” The article also makes note of the growing concern that delays will effectively compress students’ and families’ decisioning timeline, to include aid packaging, springtime campus visits, and enrollment confirmations all within a narrow two- to three-month window.

With nearly 85% of Western’s incoming Fall 2023 first-year class submitting their FAFSA (and around 66% of new transfers), it is clear to see how Mr. Draeger’s words may serve as a cautionary note as we strive to serve students, families, and communities.

We have some early pieces in place to influence higher **retention** rates for Fall 2024. Knowing that we have experience showing that students who take 15 or more credits in their first quarter of enrollment are more likely to persist to the following year of study, we took steps to try to influence registration at that level. The percentage of new first-year students taking 15 or more credits in Fall 2023 is up 2.6 percentage points from Fall 2022 (from 50.3% last year to 52.9% this year), providing one measure for optimism in the retention of this cohort.

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
<15 Credits	1,476	1,440	1,404	1,118	1,417	1,601	1,501
Returned 2nd Fall	1,164	1,153	1,055	863	1,069	1,230	
not Returned	312	287	349	255	348	371	
% Returned	78.9%	80.1%	75.1%	77.2%	75.4%	76.8%	
15+ Credits	1,638	1,707	1,713	1,376	1,457	1,621	1,683
Returned 2nd Fall	1,364	1,426	1,400	1,141	1,146	1,315	
not Returned	274	281	313	235	311	306	
% Returned	83.3%	83.5%	81.7%	82.9%	78.7%	81.1%	
Total	3,114	3,147	3,117	2,494	2,874	3,222	3,184
%15+ Credits	52.6%	54.2%	55.0%	55.2%	50.7%	50.3%	52.9%

II. Registrar

Awarding of Degrees

We have a few students continuing to file late degree applications for graduation this fall. As of November 29, 2023, we have 721 students pending graduation in Fall 2023—659 undergraduate students and 62 graduate students. After fall grading is completed, graduation will be certified for all students who successfully complete their final degree requirements.

Diplomas

Western is now able to provide new WWU graduates and alumni with secure digital copies of their diplomas. This enhancement is being implemented to meet growing demand for verified electronic credentials, as more institutions, employers, and government agencies accept digital diplomas in lieu of—and in many cases, in preference to—paper copies. Increasingly, alumni and students not only want but also expect that their diploma will be available to them in a PDF/electronic format. To meet that expectation, we again have partnered with Parchment, our existing provider for secure electronic transcripts.

In late 2022, the Registrar's Office initiated a conversation with Parchment about the possibility of adding electronic diplomas. Ultimately, the decision was made to proceed, with a goal of first issuing electronic diplomas in the 2023-24 academic year. Implementation work began in earnest in late April, with design work to ensure a match to the look and formatting of the official WWU diploma. Testing took place over the summer and continued into the start of the fall quarter. A small batch of live test diplomas were successfully issued in early October, with the first official electronic Western diplomas going out into the world on October 17, 2023. Western graduates who complete their degrees in Fall 2023 will be the first class to receive both a paper and an electronic copy of their diploma as a standard issue.

Replacement/reissued diplomas were added as an ordering option to the WWU storefront online, allowing alumni who need a replacement or reissued credential for employment or international study to opt for a digital version only or a paper copy and a digital version.

Students and alumni overwhelmingly prefer electronic options where those are available. As has been reported previously, about 95% of the transcripts ordered by Western students and alumni are now issued in an electronic format, instead of paper (up from about 50% at the start of 2020). While the sample size is small, so far, alumni ordering replacement diplomas also show a preference for electronic copies, with 90% of the orders in November being for digital format only. Digital diplomas increase student options for sharing and displaying their Western degrees, allowing them to share verified electronic copies through email, text, and on social media. In addition to increased visibility, digital diplomas can limit the need to create (and pay for) multiple copies of a student's credential when applying to graduate schools or when applying for employment and visas in countries outside the United States.

III. Student Aid

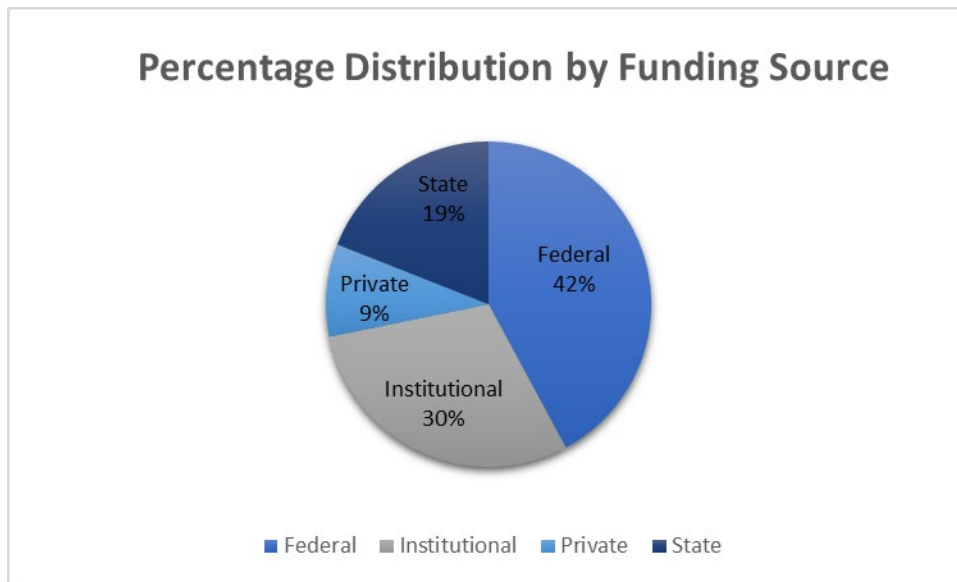
Financial Aid Disbursements for 2022-23

Financial aid disbursements for 2022-23 totaled \$135,395,458 to 9,850 students compared to \$135,864,671 to 9,892 students in 2021-22. The slight decrease is attributed to a decrease in available HEERF funds and a decrease in total enrollment, in addition to a slight increase in institutional employment and student loan borrowing.

2022-23 Financial Aid Disbursements by Type

• Grants	\$	46,449,660	34.31%
• Scholarships	\$	27,617,251	20.40%
• Employment	\$	13,466,148	09.94%
• Loans	\$	47,505,557	35.09%
• Misc.	\$	<u>356,842</u>	<u>00.26%</u>
Total		\$135,395,458	100.00%

2022-23 Financial Aid Disbursements by Funding Source



• Federal		\$57,045,026
• State	\$	25,732,993
• Institutional	\$	40,151,508
• Private	\$	<u>12,465,931</u>
Total	\$	135,395,458

Aid disbursements made to students as emergency funding totaled \$3,193,416, which included the remaining HEERF emergency funding.

- \$3,032,988 through HEERF dollars
- \$160,428 in repurposed institutional scholarships and grants

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

Campus Collaborations

During fall quarter, financial aid staff have had several opportunities to collaborate with other departments and provide additional support to students across campus. Financial Aid staff members have been providing weekly advising hours within the Black Student Coalition and Multicultural Center. In addition, Financial Aid Counselors offered advising sessions in the

Disability Access Center. Although turn out has been modest initially, we are excited about establishing strong relationships with our campus partners and increasing the accessibility of our services.

FAFSA Simplification Updates

In November 2023, the Department of Education announced that the new FAFSA will be available for students and parents by December 31st, 2023. Although students will have access to the new FAFSA at that time, the announcement also indicated that the Department would not begin processing and sending out FAFSA records to institutions until late January 2024, causing further delays in processing the 2024-25 aid year. Further, specifications for the new FAFSA have not been provided to institutions, so we are not yet able to engage in the reconfiguration of our systems to accommodate the new information from FAFSA records that will ultimately come to us. The financial aid staff continue to be adaptable as they proceed with their preparations for implementation of these significant changes.

FAFSA and WASFA Outreach Efforts

With the implementation of the new FAFSA, Western's Financial Aid Counselors are scheduled to participate in local and state-wide high school in-person FAFSA and WASFA completion events starting in January. These events, through partnership with Futures Northwest, will serve most high schools in Whatcom and Skagit county. In addition, the Financial Aid Department will be hosting a number of on-campus filing events to support current Western students in FAFSA/WASFA completion. Through collaborative efforts with the Blue Group, Western Success Scholars, Black Student Coalition, Woodring's Diversity, Recruitment and Retention Office and various others, Financial Aid will be hosting in-person FAFSA and WASFA sessions for at-risk student populations. Financial Aid counselors will also be providing drop-in assistance most Fridays during January and February to ensure current WWU students have support to complete the FAFSA/WASFA prior to Western's priority filing date of February 28th.

In addition, the financial aid staff have been working to communicate the FAFSA changes to our current and prospective students as we get more information from the Department of Education. Our website has been updated to include a FAQ page and reflect up-to-date information about the opening of the 2024-2025 FAFSA by December 31, 2023. A marketing campaign has been created by Western's marketing team, to assist in educating students on the changes for the new FAFSA. Initial marketing messages are focused on steps students can take now to prepare for the new 24-25 FAFSA. Western's marketing team has also created a landing page where students can sign up for continued updates regarding the new FAFSA.

IV. New Student Services/Family Outreach

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

Winter 2024 Advising & Registration (A&R) Sessions have already begun for new winter quarter students. Four A&R Sessions are scheduled, with two in November specifically for transfer students, and additional sessions in December and January for both transfer and first-year students. All A&R Sessions are completed virtually via Zoom with academic advising in the morning and individual advising appointments in the afternoon to support registration preparation. The first round of Orientation packets will be mailed to all new students around the first week of December.

Family Outreach

Fall Family Weekend (FFW) 2023 was a very successful weekend of on and off campus events and activities. The schedule and variety of offerings continues to grow, influenced by institutional goals, student interests, and parent/family demand. New and additional events and

shows were layered in this year bolstering our campus-community partnership with local businesses, some of which are owned or managed by Western alums. For example, the SPARK Museum of Electrical Invention (tours and shows), Bellinghistory Tours with the Good Time Girls (walking and virtual tours), the Upfront Theatre (Comedy Improv Shows), and Experience International/Bike Northwest (Urban Agriculture and Marine Ecology bike tours) were very successful again. An unexpected new partner was the Northwest Mushroomers Association, who held their 31st Annual Wild Mushroom Show on campus after a 4-year hiatus. NSSFO was able to launch a new collaboration which included access to the show (reduced fee for students), lectures, identification hikes in the arboretum and exhibits. On campus, the College of Fine & Performing Arts partnership saw a coordinated effort to match up event dates to offer a theatre performance, concert, and sculpture facility tour. Additionally, new staff at the Lakewood Watersports Facility went beyond offering discounted rental rates, but also hosted guided large canoe trips and paddleboard activities.

The Family Outreach Manager continues to offer Family Outreach Office Hours for parents/families to connect to learn more about campus resources, receive appropriate referrals based on issues or concerns, and often families attend with their student to receive some recommendations or support with problem-solving and referrals.

V. Veterans Services

Celebration of Veterans Day

The VSO took a small pivot in recognizing Veterans Day this year, continuing to move away from a ceremony put on by Vets for the Western community, to providing programming for Vets throughout the week put on by the Western community. The programming included:

- Kayak Sunset tour hosted by the Outdoor Center
- Professional resume review supported by Career Services
- Planetarium Stargazing show hosted by the Dr. Leslie E. Spanel Planetarium
- High Ropes Course at Lakewood hosted by the Outdoor Center
- Free drop in for Western staff who are veterans in all Faculty and Staff Wellness classes supported by Faculty and Staff Wellness
- Breakfast and lunch all day in the VSO supported by the President's Office
- Campus Adventure Race supported by the Outdoor Center
- The new Veterans Day Classic, Women's basketball tournament with free entry for all veterans

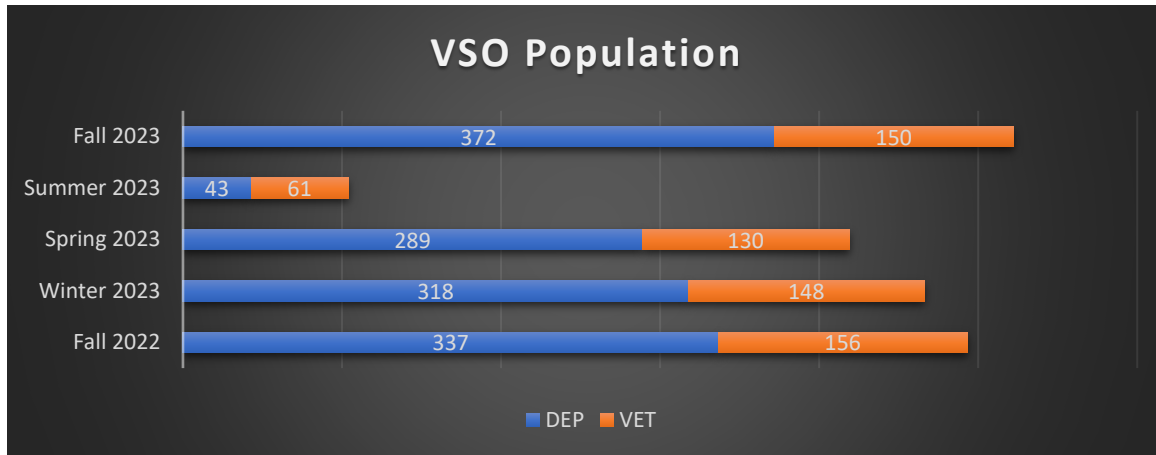
Most of the programs were well attended, and all were well received. This will continue to be the new approach to our celebration of Veterans Day going forward.

We also changed our Veterans Day message, which usually highlights student Veterans and their stories. Instead, we highlighted Veteran parents and their relationship with their Western dependent student. This was done in part to introduce Western to some of the Veterans who choose Western for their children and contribute to our community, but also to recognize our shifting military-connected demographics as our dependent population is outpacing the growth of our Veteran population. It is imperative to remind our dependents that the VSO is a place that is meant to serve them as well as our Veteran students. Western's video message can be seen here:

https://www.youtube.com/watch?v=l_BJU5XQx4 (short version) and <https://vimeo.com/882991672/230c71c1b4?share=copy> (long version).

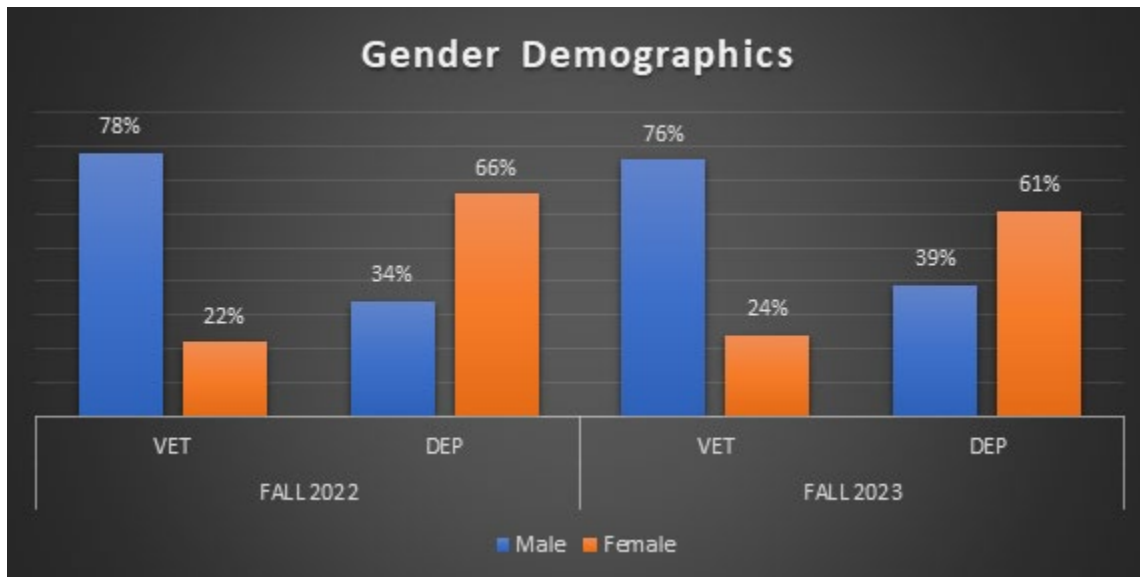
Students Served by VSO

The total number of military-connected students at Western Washington University is 656, 522 of whom are receiving benefits. Nearly 70% of the current population are dependents. While our benefit-receiving population has continued to grow over the past year (493 total in Fall '22 and 522 total in Fall '23), our dependent population has grown at a much faster rate.



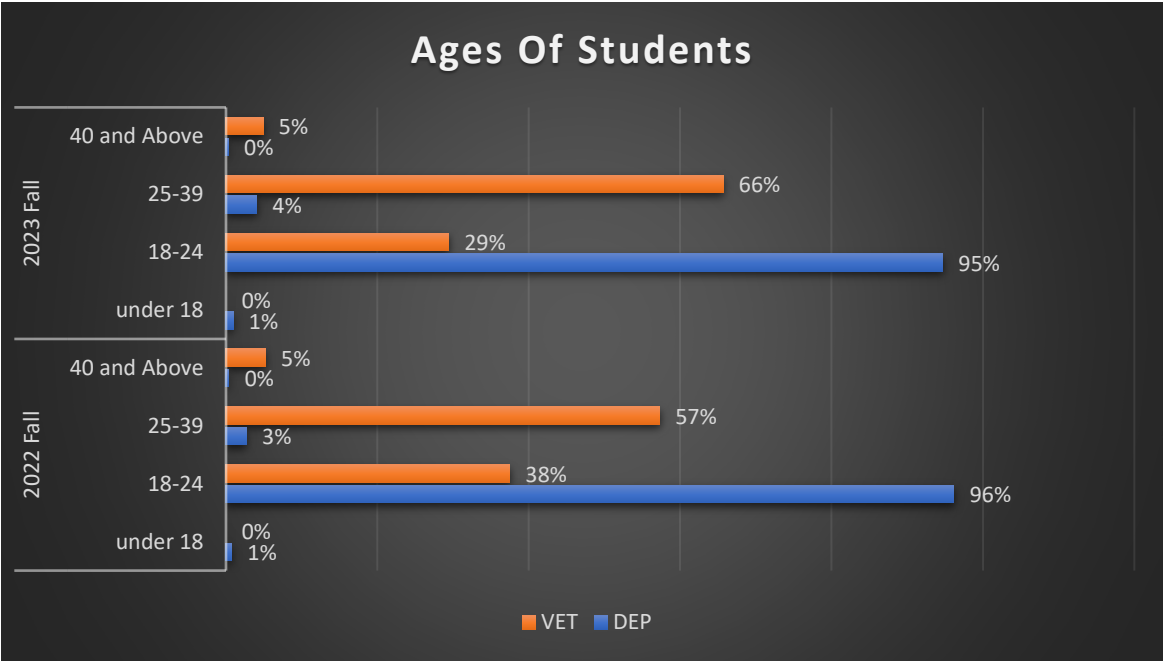
Gender

The intersection of gender with veteran/dependent status is important in understanding our population. Note that our veteran population is—unsurprisingly—dominated by males, while our dependent population is more than 60% female.



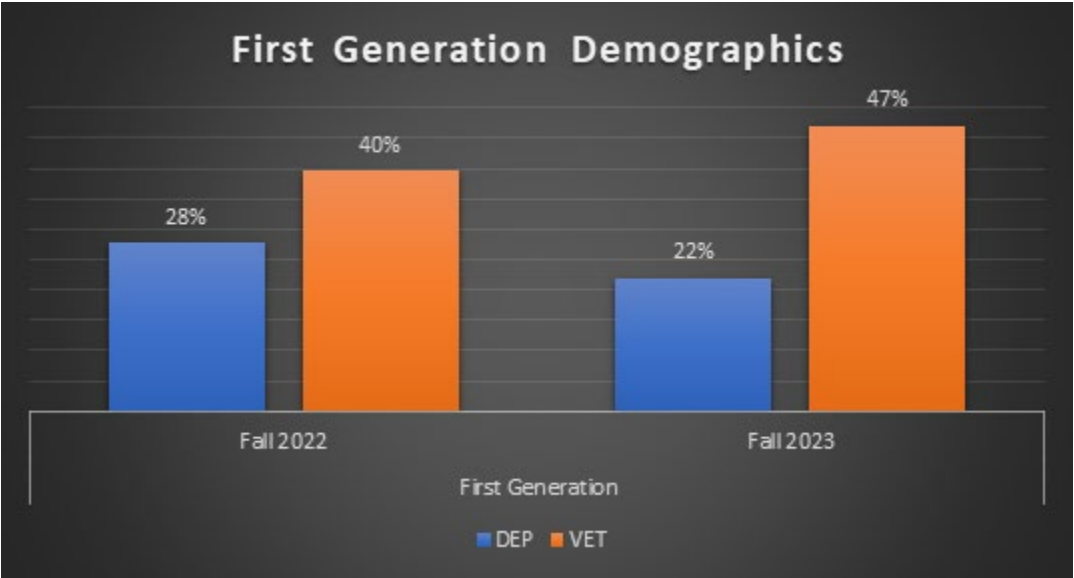
Age

The VSO is experiencing an interesting shift in its demographics. We have always had two distinct groups to serve: veteran students, who fall into non-traditional age groups, and dependents of veterans, whose ages mirror the age profile of Western's general student population. This has shifted our approach in hiring work-study students as well as our approach in highlighting the dependent experience in our Veterans Day message this year. We will continue to adjust our approach to serving our students, as dependents of veterans are becoming more and more our majority population.



First Generation

Students served by the VSO are more likely to be first generation students than are students in the general population. Our veteran population is almost 50% first-generation college students, and 40% of our population of dependents of veterans are first-generation college students.





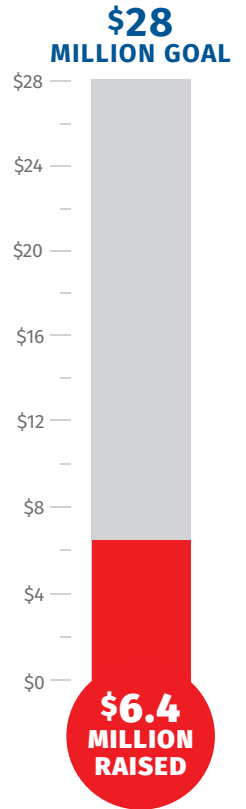
UNIVERSITY ADVANCEMENT REPORT DECEMBER 2023



INTERGENERATIONAL BRUNCH DURING FALL FAMILY WEEKEND

Fall Family Weekend is Western’s way of welcoming families to Bellingham and to campus to see how enriching and beautiful their students’ learning environment truly is. The Foundation for WWU & Alumni participated this year by hosting an intergenerational lunch with

alumni families who have students attending Western. President Randhawa hosted the event. Speakers included alumna Vini Samuel ('94), Mindy Pelton of career services, and Sislana Ledbetter of the counseling center.



KITTO GRAD HUB

On October 19, The Foundation for WWU & Alumni CEO Kim O’Neill joined President Randhawa, Provost Brad Johnson, dean of the library John Danneker, dean of the graduate school David Patrick, and director of Teaching and Learning in Western Libraries Shevelle Thibou in welcoming dean emerita of the graduate school Kathy Kitto and her husband Dennis Waller to the ribbon-cutting of the Elizabeth Mary Kitto Graduate Hub in Wilson Library. Kitto and Waller provided the funding for the Hub and are also longtime supporters of scholarships for Western students.

Group photo taken moments before the ceremonial ribbon cutting. (L to R: Brad Johnson, David Patrick, Kathy Kitto, Dennis Waller, John Danneker, and Kim O’Neill).

Photo by Luke Hollister/WWU.



STUDENTS ATTEND HOME GAMES FOR FREE

The Foundation for WWU & Alumni has teamed up with WECU to provide free tickets to students for all home Viking games. Additionally, The Foundation for WWU & Alumni engagement team has been hosting activities at home games, including serving root beer floats to more than 300 students at the annual Viking Jam basketball season kick-off event, free pizza at a women's volleyball game, a bunker party for alumni and a tailgate party for students at the WWU men's soccer game, and more. At the volleyball senior night, the engagement team handed out 350 donuts to fans to celebrate the favorite snack of the lone graduating senior, Kylie Honrud. Student attendance at games has increased substantially this year.

TEACHERS ENJOY WESTERN SWAG

To celebrate and build WWU pride among our scores of alumni who are teachers, our engagement team, in partnership with Woodring College of Education, created swag boxes for decorating classrooms. An initial social media post resulted in more than 100 requests for the boxes and an email to all our alumni teachers resulted in all 500 boxes being claimed within days. Another outreach will occur in the summer months.



ALL-RECIPIENT SCHOLARSHIP CELEBRATION

In October, The Foundation for WWU & Alumni, along with President Randhawa, deans, faculty, and staff, recognized Western's scholars at our first Scholarship Recipient Celebration. Students had the opportunity to connect with each other and meet campus leaders as they were celebrated for being awarded a scholarship through the Foundation. All the recipients received a specially designed WWU Beanie (hat). Our donor/recipient Scholarship Dinners will occur in February 2024.



**Capital Program Report
Board of Trustees
December 8, 2023**

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. Notice to proceed to start work was given to the contractor on April 14, 2023. The sanitary sewer line was completed in September near the Nancy Holt sculpture *Stone Enclosure: Rock Rings*, and the landscape was restored. Demolition of the Communications Facility (CF) building curtain wall and stair is completed, and the building is ready for the installation of the new stair and window system. Heavy Timber, steel brace frames, and Cross Laminated Timber (CLT) installation started in early September and is scheduled to be completed in November. The building is expected to be enclosed and dry by the end of February. The steel for the bridge connecting to the CF is installed. Dismantling the project crane is planned for the end of November. The building is scheduled for occupancy in Winter Quarter 2025.



Figure 1: CLT installation on upper floors



Figure 2: Steel installed for bridge to CF

Birnam Wood Siding and Bridges Phase 1

This project has replaced the bridges and siding at Stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. The Contractor, CDK Construction, mobilized on site on April 24, 2023. Bridges have been installed, siding and stairs are complete, and substantial completion has been achieved on all work. The contractor is currently working on punch items prior to final completion, expected by the end of November.

Science, Math and Technology Education Building (SMATE) Envelope Remediation

This project will provide the following improvements at the Science, Math, and Technology Education Building (SMATE): replace the roofing, repair leak in the south façade, and seal and repair the masonry. The design firm is HKP architects. Roofing is substantially complete. The window delivery was delayed, so the contractor sealed the opening for Fall Quarter 2024. To minimize impact, the window installation will be done during Winter Quarter 2024.

Fairhaven Recording Studio

This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. Interior build-out is nearing completion, and the construction is anticipated to be complete by early January 2024.

Multiple Building (MB) University Residences (UR) Access Controls and 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 access control scope is fully functional, and the contractor is finishing up the telecom upgrades. Construction began in June 2022 and is scheduled to be completed in Fall Quarter 2023.

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 awaiting the arrival of the access control components. The project is scheduled to be completed in Summer 2024.

Fairhaven Hydronic Pipe and Valve Replacements

This project will replace below slab piping with modern materials to ensure building heat is provided throughout the Fairhaven stacks 1, 3, 6, 7, 8, and 9. Additionally, the project will replace baseboard heating valves to ensure that heating is balanced throughout the stacks. The contractor is CDK Construction Services. The project is substantially complete and will reach final completion in November 2023.

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 currently in design with the Design Build team of Wellman-Zuck/Jones & Jones/Rolluda Architects. We anticipate submitting for guaranteed maximum price (GMP) approval to the Board of Trustees at their February 2024 meeting. Construction is scheduled to start early spring 2024 and to be complete by end of summer 2025.

Heating Conversion Project

We are reviewing/editing a Request for Proposal for an Owner's Advisor to refine the plan, phasing, delivery methods, surveys, and geotechnical information in determination of the strategies to move the project into the design phase. This project is scheduled to advertise around the first of the year.

Student Development and Success Center

Facilities Development and Operations is presenting on November 30 to the State for approval to use Progressive Design Build (PDB) as the project delivery method. We are working on the Request for Qualifications for the PDB teams to submit. We will advertise in early December 2023.

Capital Development and Strategic Visioning Plan

The team from NAC Architecture and Walker Macy have begun work on the Capital Development and Strategic Visioning Plan. The Capital Development and Strategic Visioning Plan will shape Western Washington University's campus vision for the next 10-15 years. It will drive ongoing decision-making regarding capital planning, development, campus open space, and infrastructure – in alignment with the university's values, goals, and strategy. Given the conditions of our existing academic and administrative

buildings on Western’s main campus, the current 10-year capital plan foresees that much of the development will focus on renovation and modernization of current facilities, including planning for both in-person and hybrid work settings, future modalities of academic instruction, accessibility needs, future connectivity and instructional technology needs as well as sustainability goals.

The consultant team has been focused on a robust stakeholder engagement effort during Fall Quarter 2023, largely with staff and faculty leadership, including on-campus workshops centered on the principles in the Okanagan Charter and ADEI values. Engagement with students and additional faculty/staff groups is being planned for Winter Quarter 2024. In addition, we are planning a session with the Board of Trustees in Winter Quarter 2024. The work to build WWU’s Capital Development and Strategic Visioning Plan began in Fall Quarter 2023 and is estimated to be initially completed by December 2024, although it will be developed as a living document.

Pre-design Studies: Environmental Studies Renovation and Academic Building at Olympic College-Poulsbo

The contracts with consultants for each of these Pre-designs have been executed, and initial leadership engagement and discovery began in December 2022. The pre-design for the renovation of the Environmental Studies (ESC) 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 pre-design 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 pre-design reports are due on July 1, 2024, to the state of Washington’s Office of Financial Management (OFM) for funding consideration in the 2025 legislative session.

2023-2025 Capital Budget

In May 2023, the Governor signed the final 2023-25 Capital Budget, ESSB (Engrossed Substitute Senate Bill) 5200, which 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

Western submitted a supplemental capital budget request consisting of \$500,000 in additional funding for Minor Works Preservation and \$1.5 million in additional funding for Classroom, Lab, and Collaborative Space Upgrades. The supplemental request also included authorization of up to \$4.9 million in Certificate of Participation (COP) financing to cover the fundraising gap for Kaiser Borsari Hall. The Board of Trustees approved the 2024 Supplemental Capital Budget Request at the August 2023 meeting.

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 Request | Capital Planning and Development \(wwu.edu\)](https://www.western.edu/capital-planning-and-development/2023-25-capital-budget-request).

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

TO: Members of the Board of Trustees

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

DATE: Friday, December 8th, 2023

SUBJECT: University Relations & Marketing Report

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Report Attached

WESTERN WASHINGTON UNIVERSITY

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND MARKETING

WWU has not been spared from the tensions flaring on college campuses since the Israel-Hamas war started in early October. Israel-Palestine relations have long been a topic of feverish debate on American campuses, but students on both sides of the conflict say they not only feel enraged about the number of people injured and killed during and following Hamas' Oct. 7 attack on Israel, they also increasingly feel they themselves could be in danger on their campuses. Those fears draw from an uptick in antisemitic and Islamophobic attacks nationwide.

The Anti-Defamation League, a nonprofit that fights antisemitism, recently reported that nearly four times as many instances of harassment, vandalism and assault directed at Jewish people occurred in the weeks following the Oct. 7 attack in comparison with the same period in 2022. Meanwhile, the same period has produced the most reports of Islamophobic incidents since 2015, when then presidential candidate Donald Trump proposed a ban on Muslims entering the U.S., according to the Council on American-Islamic Relations.

While WWU has thus far not had the kind of high-profile incidents that several campuses on the East Coast have experienced, we have nonetheless been engaged in responding to a very organized letter writing campaign to the President from the Jewish community, from concerned parents on both sides of the conflict, and from outside groups and social media provocateurs. Thankfully, thus far the social media chatter has been contained to small activist groups and traditional news coverage has been limited to one story in the Bellingham Herald. We expect, however, that with the resumption of hostilities we will continue to grapple with balancing free speech and campus safety in real time.

In good news, despite a dip in year-over-year budget and a decline in impressions, the first-year undergraduate digital advertising campaign outperformed last year's campaign in the same Sept 1-Nov 15 time frame. The increase in conversion volume also appears to correspond with encouraging preliminary applicant numbers.

Our attention now turns to supporting our Admissions and Financial Aid colleagues on a significant overhaul of the processes and systems used to award federal student aid starting with the 2024-25 award year. While the new form promises to deliver a more streamlined experience for students, the changes have resulted in major shifts to the standard FAFSA schedule. The Free Application for Federal Student Aid -- or FAFSA -- traditionally opened on October 1. However, due to modifications made in the FAFSA application process, the opening date has been postponed and is now scheduled for a yet-to-be-announced date in December.

University Marketing has partnered with Admissions and Financial Aid to create [a new landing page](#) focused on educating students and their families about the changes to the FAFSA. The new page also allows students and their families to sign up for updates and reminders. As of Nov 21, 159 individuals had signed up for FAFSA updates.

We were also gratified to learn that the U.S. Department of Education has [named WWU the top four-year institution in the state](#) for bachelor's degree completion rates among transfer students receiving federal financial aid (73%, Department of Education, 2023).

Finally, we were pleased to have President Randhawa invited to give a briefing on Nov 21 to the Whatcom County Small Mayors Caucus composed of the mayors of Ferndale, Lynden, Blaine, Everson, Sumas and Nooksack. Other attendees included Bellingham's mayor and the Whatcom

County Executive, as well as members of the County Council, Chambers of Commerce, Whatcom Council of Governments, and public utility districts. This was a good opportunity to share updates on university growth plans, our economic impact in the region, and our targeted efforts to connect more students to the financial resources that can make a Western education possible including increased outreach to area high schools, especially Title 1 schools that support students from low-income backgrounds.

MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

WWU News and Earned Media (September – October)

WWU news storytelling and proactive media activities in September and October were wide ranging, but centrally focused on research achievements, new student services, WWU's enrollment momentum, and stories showcasing WWU's state and local impact:

- We publicized WWU's continued positive enrollment figures with our second-largest incoming first-year class ever.
- We promoted and ran post-event coverage of the Community Consortium for Cultural Recognition (CCCR)'s Indigenous People's Day event, hosted at Lummi Nation.
- In partnership with University Advancement, we published news of Paul Merriman's \$3.6 million donation to establish the Merriman Financial Literacy Program at WWU.
- We received thought leadership publicity at the beginning of Fall Quarter around our new Academic Advising and Student Achievement Center in national higher ed publication, Inside Higher Ed, with a profile on WWU's Megan Bryson, director of the new Center.
- Just before the beginning of Fall Quarter, we also partnered with the Washington Education Association (WEA) on a Seattle Times opinion piece about recruiting more diverse teachers for Washington State schools, part of a communications strategy to promote a \$1.5 million scholarship commitment from the WEA for WWU's Woodring College of Education.
- On the research front, we promoted four primary achievements in September and October:
 - Pitched and secured coverage of the new WWU-led Pacific Northwest hub for the newly announced National Science Foundation-funded Center for Braiding Indigenous Knowledges and Science (CBIKS).
 - Pitched and secured coverage of WWU geologists participating in a new multi-institution earthquake research center, which will receive \$15 million from the NSF to study the Cascadia subduction zone and bolster earthquake preparedness in the region.
 - Published news of a \$2.7 million grant awarded to Dr. Rebekah Paci-Green, associate professor of Environmental Studies and director of the Resilience Institute at WWU, and peers in other institutions to study resilience related to rising sea levels.
 - Promoted and continue to pitch a story about WWU Sociology Associate Professor Dr. Cameron Whitley starting up a study with zoos, aquariums, and renowned wildlife photographer Tim Flach to look at how imagery can positively impact the public's views on biodiversity loss.

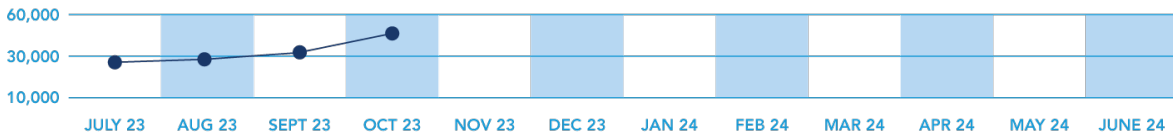


WESTERN TODAY

Total Sessions
48,840

Sep-Oct 2023 Data

- WT Sessions: 44,840
- Average Open Rate: 26.1 percent
- Highest Open Rate: 30.7 percent



Earned Media

- September stories: 392
- October stories: 957
- Total stories (Sep-Oct): 1,349 (vs. 3,872 for previous reporting period, which included the massive "Swiftquake" series of articles that skewed the numbers)
- Key media hits: Seattle Times, Inside Higher Ed, Nature Magazine, The Columbian, Quanta Magazine, Cascadia Daily News, the Daily Journal of Commerce, and Council on Foreign Relations.

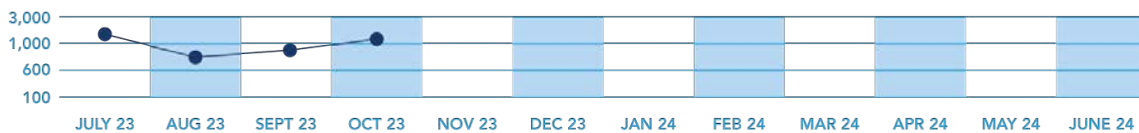
Top Stories:

- [Buried Sea Discovery Could Explain Slow-Motion Earthquakes](#) / Newsweek
- [A new approach to science rooted in Indigenous tradition](#) / WBUR Boston (Boston public Radio)
- [New on the Job: Meagan Bryson, Western Washington University](#) / Inside Higher Ed

Visit news.wvu.edu for more WWU stories and coverage information.

1,349

Total media mentions



Social Media

Performance for WWU Primary Social Media Channels

Period measured: 09/27/23 – 11/20/23

LinkedIn

Total followers: 104k vs. 106k (09/26/23)*
 New followers: 2.5k vs. 1.7k (August-Sept)
 Organic impressions: 280k vs. 180k (August-Sept)

Engagement rate: 6.8% vs. 5.3% (August-Sept) **

* Marginal drop in followers due to LinkedIn's deactivation of millions of inactive accounts

**WWU LI holds highest engagement rate out of its competitors, 2nd place WSU is 0.2% lower*
(Source: LinkedIn Analytics)

Instagram (measured in 90-day cycles – period measured: August 23 – Nov 20)

Total followers: 31.7k (+4.6% over previous days)

Total impressions: 1,965,505 (+5.2% over previous 90 days)

Accounts engaged: 13.8k (+5.9% over previous 90 days)

Accounts reached: 93.6k (-8.5% over previous 90 days)

Non-followers reached: 70k (-26% over previous 90 days)

(Source: Instagram Analytics)

Facebook (measured in 90-day cycles – period measured: August 24 – Nov 21)

Total followers: 54,335 vs 54,188 (9/26/23)

New followers: 724 (-5% over previous 90 days)

Page reach: 213.1k (+6% over previous 90 days)

Engagement: 59k (-49% over previous 90 days)

(Source: Meta)

Twitter

Total followers: 21.7k vs. 21.8K (07/31/23)

New followers: -82 vs. -121 (June-July)

Tweet impressions (organic): 39.1k vs. 44.4k (June-July)

(Source: Twitter)

Window Magazine

Website

Total visits: 8,719

Engaged visits: 89.3%

Most Read Stories

- 'She was Beautiful, Loyal and Tough'
- A Viking Comes Full Circle
- A Man of Good Cheer
- Keys, Phone, Lifesaver
- Aperture of Empathy

Monthly Window Emails

- August recipients: 151,323
- Opens: 47,258
- Clicks: 2,816
- October recipients: 142,898
- Opens: 35,633
- Clicks: 939

Note: Engagement measured by users who do at least one of the following: Visit two or more pages; Spend more than one minute on window.wvu.edu; Click through to another WWU link or a WWU Foundation link; Scroll down at least 10 percent of the page; Click on a related story; Visit window.wvu.edu for the first time.

UNIVERSITY MARKETING

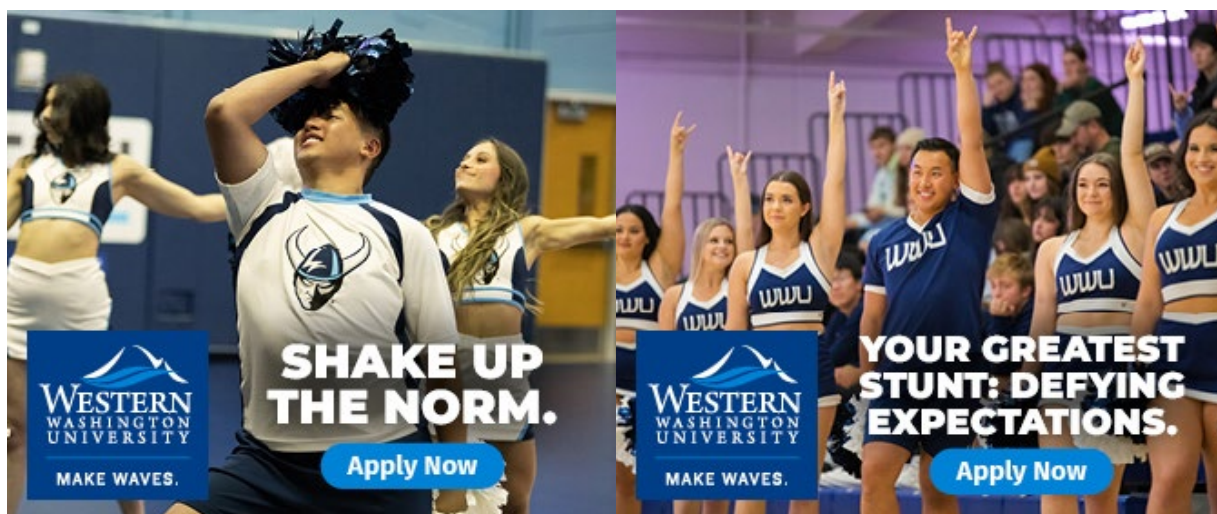
The University Marketing team is a group of creative professionals dedicated to engaging Western Washington University's audiences through strategic marketing, branding, and advertising. The team is responsible for advancing, managing, and protecting the Western brand. In addition to leading institutional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

Admissions Recruitment

First-Year Undergrad

In October, the undergraduate digital marketing continued to feature the story of Ethan Huynh, the recent WWU marketing alumnus and co-captain of the WWU Cheerleading Team. In addition to featuring in our Snapchat and display retargeting, Ethan's story was also featured in several organic channels, including an article in the October digital edition of [Window Magazine](#), a [YouTube video](#), and an Admissions email campaign.

September - October Creative



The November-January campaign also tied to a Window Magazine story. The Spring 2023 "[A New Life for Ocean Plastics](#)" story explored how Polymer Materials Engineering students and faculty played a role in Alaska's Ocean Plastics Recovery Project. During the summer of 2022, the students pulled 50,000 pounds of plastic waste from Katmai National Park and Preserve beaches and prevented the ocean plastic from making its way into a landfill. The digital marketing campaign features images taken by students during their Alaska trip and invites prospective students to play a role in engineering a cleaner, more sustainable future. The campaign is designed to reach both in-state and out-of-state prospective students through display, Snapchat, pre-roll advertising and generate conversions in the form of requests for inquiry (RFI) and applications from [the campaign landing page](#). The creative is scheduled to run through the January 31, 2024 application deadline, with periodic refreshes of the Snapchat creative.

November - January Creative



Despite a dip in year-over-year budget and a decline in impressions, the first-year undergraduate digital advertising campaign outperformed last year's campaign in the same time frame. The increase in conversion volume also appears to correspond with preliminary applicant numbers.

SEP 1 - NOV 15 UNDERGRADUATE CAMPAIGN PERFORMANCE		YOY Change
Budget	\$58,871.37	↓ 10.1%
Impressions	6,878,057	↓ 24.3%
Clicks	31,724	↓ 10.8%
Click-Through Rate (CTR)	0.46%	↑ 17.8%
Conversions	674	↑ 19.2%

TRANSFER

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 will run through February 29, 2024, and consists of display, mobile location targeting, PPC, and Snapchat advertising.

November Transfer Creative



NOV 1 - NOV 15 TRANSFER CAMPAIGN PERFORMANCE	
Budget	\$3,094.37
Impressions	191,682
Clicks	583
Click-Through Rate (CTR)	0.30%
Conversions	3

New FAFSA Rollout

The FAFSA Simplification Act will result in significant overhaul of the processes and systems used to award federal student aid starting with the 2024-25 award year. While the new form promises to deliver a more streamlined experience for students, the changes have resulted in major shifts to the standard FAFSA schedule. The Free Application for Federal Student Aid -- or FAFSA -- traditionally opened on October 1. However, due to modifications made in the FAFSA application process, the opening date has been postponed and is now scheduled for some time in December.

University Marketing partnered with Admissions and Financial Aid to create [a new landing page](#) focused on educating students and their families about the changes to the FAFSA. The new page also allows students and their families to sign up for updates and reminders. As of November 21, 159 individuals had signed up for FAFSA updates.

Starting in December, WWU will be running a campaign focused on FAFSA education and completion. The campaign will consist of targeted display ads and Clarity website pop-up and will direct students and their families to the www.wvu.edu/financial-aid landing page to learn more. Once the FAFSA opens, WWU will run a follow-up campaign encouraging students and families to complete their FAFSA before the February 28 deadline.

Microsoft Give Month

In October, University Marketing helped support Advancement's Microsoft Give Month outreach efforts by running a targeted LinkedIn campaign to Microsoft-affiliated alumni and parents. The short, one-week campaign ran off a 2,006-contact list with a 65% match rate. The campaign reached 532 unique LinkedIn members - approximately 27% of the list.



The campaign resulted in a high level of engagement with a click-through rate of 1.14%, which far exceeded the LinkedIn average of 0.62%. However, due to the narrowness of the audience, the cost per click and per impression was higher than LinkedIn's average. While University Marketing was able to track clicks, Advancement was unable to set up more advanced conversion tracking, so it is unknown whether the campaign resulted in any gifts.

MICROSOFT GIVE MONTH CAMPAIGN PERFORMANCE	
Spend	\$723.99
Impressions	16,244
Clicks	185
Click-Through Rate (CTR)	1.14%

Conversions	Unknown
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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 the development of design elements and ensuring adherence to Western's brand standards.

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

- Bias Response Team
- Career Services Center
- Communication Sciences and Disorders
- Community Relations
- Community Service Center
- Department of Economics
- Enrollment and Student Services
- Fairhaven College
- Government Relations
- Graduate School
- History Department
- Multicultural Student Services
- New Student Services/Family Outreach
- Outreach and Continuing Education
- President's Office
- Print and Copy Center
- Registrar's Office
- Small Business Development Center
- Student Outreach Services
- Student Publications
- Sustainability Engagement Institute
- Transportation Services
- Tribal Relations Office
- University Communications
- University Residences
- Western Libraries
- Woodring College of Education
- WWU Athletics

Project Highlights for October and November	
<p>Window Magazine Fall 2023 - Winter 2024</p>	
<p>The President's Report 2023</p>	
<p>Graduate School Red Square Kiosk</p>	

VISUAL MEDIA PRODUCTION

Optimizing and Facilitating Efficiencies

The URM VMP Team continues to learn and create better efficiencies within our EVO NAS Storage system. We have begun the process of consolidating the entire storage space of EVO for URM purposes. This will allow for quicker connection speeds, create better information security, and an increase of over 40% more storage space. This will allow us to continue our mission of creating,

maintaining, and archiving projects made by the URM team. The current estimate is for it to be complete in January 2024.

Equipment Upgrades

We are making a series of studio and hardware upgrades that will allow us to have a studio that is both a 4K recording system and will also have chroma key and artificial background abilities. This idea is called a “Volume” in production studios and some systems are full 3D environments, like on recent shows like “The Mandalorian”, where building a physical set is no longer required for background imagery. Our Volume will be 2D, however, with creative background choices that will open up the types of material shot in the studio. This Volume in our Studio A will be achieved with an 85” LCD TV that will act as a backdrop in the studio. Additionally, we will upgrade our cameras in the room to be full 4K resolution. We will also be purchasing new editing computer systems and using our previous machines for asset ingestion, a student editing station, and to act as a machine to control the Studio A Volume. These upgrades will have a significant positive impact on the types of material that we can create, further increasing both efficiency and quality.

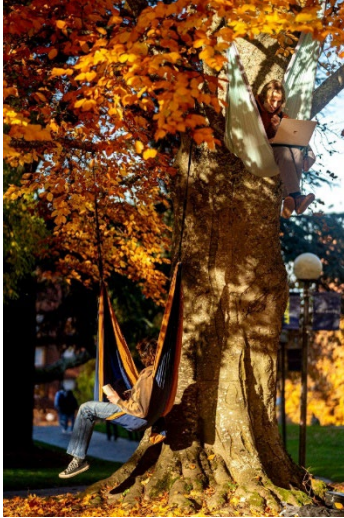
Creating Campaign and Social Media Content

With just five recent posts, in conjunction with the WWU Social Media Coordinator, we had over 60,000 views. We created a heartfelt and emotive thank you video for Veterans Day, in collaboration with the Veteran Services Office. That video had a combined 13,000 views and over ten hours of overall viewing time in the first week. Another recent video (Ethan Huynh) had around 30,000 views, across different platforms and had over 40 hours of overall view time. In an ever-media-saturated world, numbers like those are encouraging statistics in how our organic stories and content can connect and resonate with the public and WWU stakeholders.

Summer/Fall Field Shoot Campaign

Since the last update, we have continued to create great work in the field and studios. With the changing of the season, we have had a lot of lovely moments across our campus captured. We have also begun production on some new storytelling with recent alumni and current students.





Projects Recently Completed

- [Veterans Day - Thank You](#)
- [Testing Bellingham's Drinking Water - Pop Up Video](#)
- [Glacier Research with Drones - Pop Up Video](#)
- [Financial Literacy Interview w/ Paul Merriman](#)
- [Student Spotlight: Ethan \(Captain of the WWU Cheer Team\) Long Form](#)
- [Western Recap: First Night Out 2023 Celebration](#)
- [Western Recap: Move In! Welcome Back to Western!](#)
- [Western Recap: Convocation 2023](#)
- [Western Recap: Info Fair 2023](#)
- [Student Spotlight: Amira Casey](#)
- [Shannon Point Marine Center Recap](#)
- [Shannon Point Social Media Reel](#)
- [First Generation Student Video Interviews \(11 video series\)](#)
- [Ocean Plastics Campaign Ads](#)

Projects in Production/Post-Production

- Alum Spotlight: Caitlyn Blair (Salish Sea Graduate)
- Getting to Know: Jim Sterk
- Getting to Know: Mikhail Voskresensky (Visiting Pianist)
- WWU Energy Studies: Tiny House Project AKA ZeNETH
- WWU Energy Studies: Olivier Singbo (from Benin in West Africa, working on an off-grid solar project to help his home village)
- Compass 2 Campus
- Above Bellingham 2.0 (Drone video, showcasing the WWU community)
- Sculpture Garden Short Documentary
- WWU Building Repository
- 2024 WWU Anthem

Future/Potential Projects About to Begin

- Northwest Avalanche Center x WWU – Snow School
- Outdoor Center Field Experiences
Longhouse Building Documentary
Deb Donovan / Mexico 2024 Study Abroad

WEB COMMUNICATION TECHNOLOGIES (WEBTECH)

Summary October – November 2023

WebTech was focused on migrations off various platforms this last period helping unify the Enrollment Student Services suite of sites on Drupal with [LGBTQ+](#) Western being the final site to move for that division. The events put on by the department now sync with the Western events calendar in real-time.

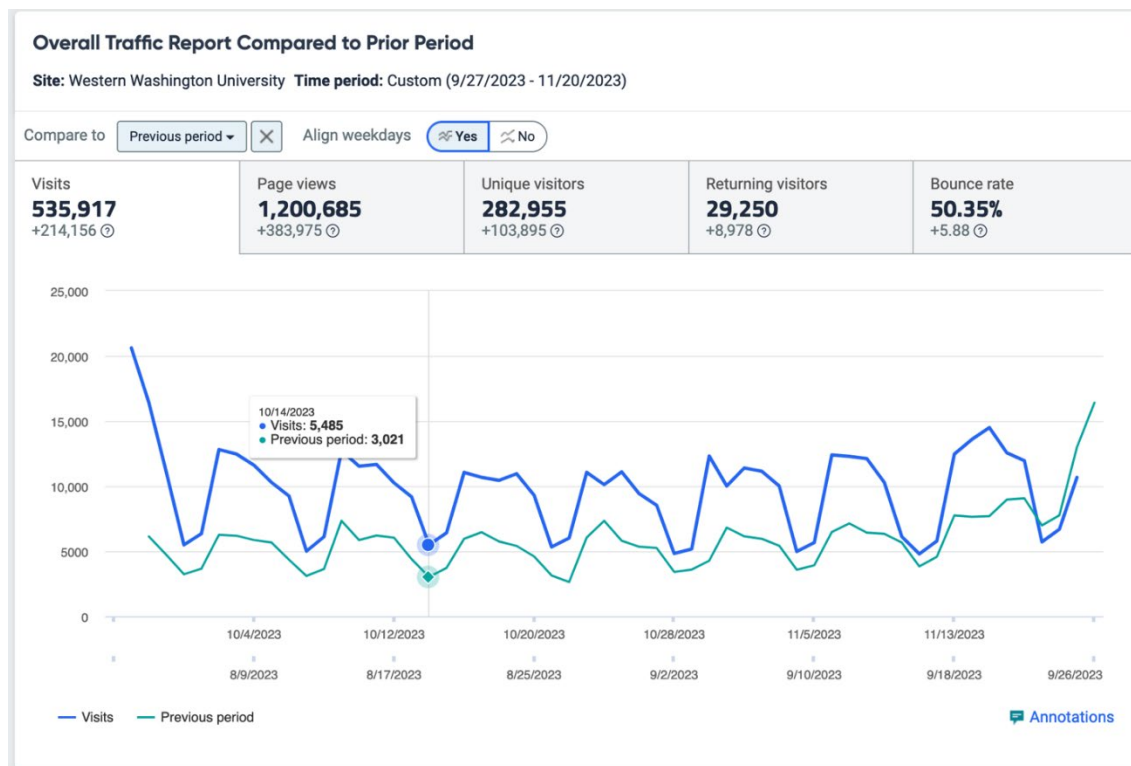
The [Peace Corps website](#) is also in a new platform as the department is no longer nested within the Career Services website. This change allows for a more consistent URL pattern and for the Peace Corp staff to update their website on their own.

Finally, the transition from a legacy web platform that has been in existence for nearly 20 years is scheduled for dissolution at the start of the new year. The transition has been going on for several years but in the final wave of migrations, WebTech has assisted a dozen faculty and a handful of labs to move to a cloud solution provided by Microsoft Azure. This also allows other systems on campus that require a URL for a variety of purposes to continue functioning behind the scenes without disruption.

We are preparing to migrate to new hosting that has been developed internally by WebTech and Enterprise Infrastructure Services by the end of November or early in December. This will allow for greater speed of websites for end-users, a modern operating system, and the ability to migrate all the Drupal sites to Drupal 10, which is the next long term supported release.

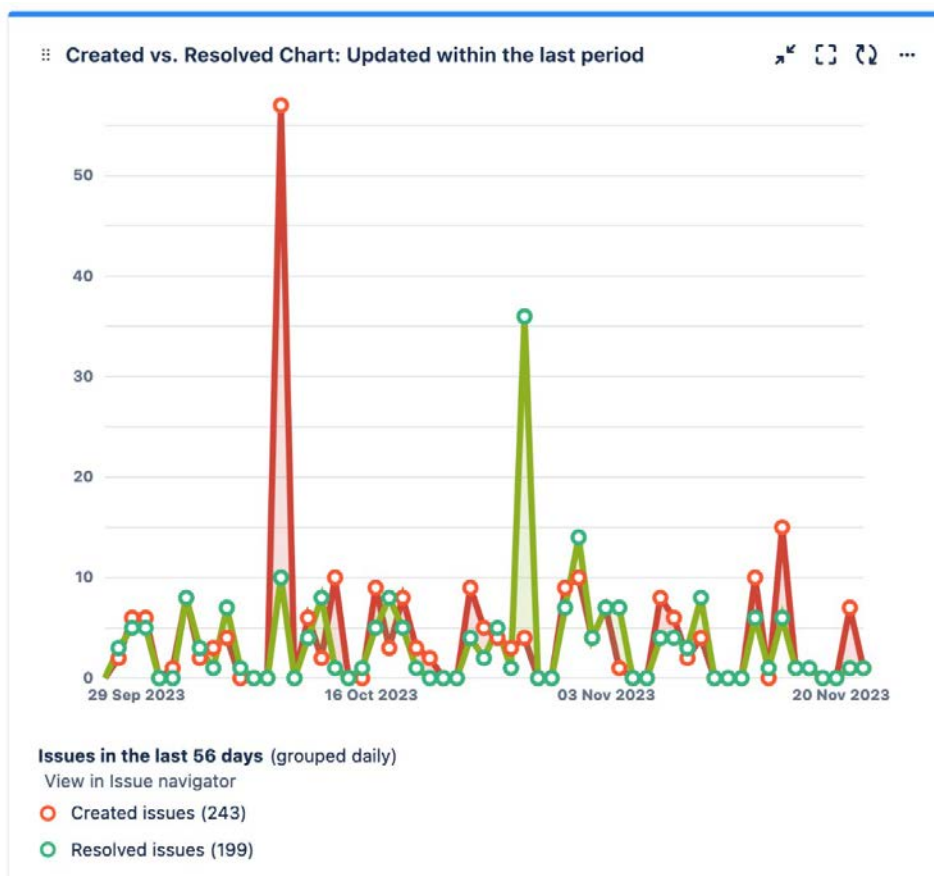
Institutional Website Traffic

Traffic continued to be positive and the reworked landing pages for Admissions, Student Life at Western, Housing and Dining all showed significant traffic increases. Prior to the revamp this traffic was scattered across numerous pages and sites making it more difficult for both prospective and current students to find the information they are searching for.



Label	Events % of parent	Visits with events	Pages
Academics	13,339 21.4%	10,210	205
Admissions and Aid	12,646 20.3%	10,265	173
Life at Western	7,281 11.7%	5,739	155
About	7,270 11.7%	5,819	192
Majors and Programs	3,979 6.4%	3,714	133
First-Year Admissions	2,817 4.5%	2,719	88
Tuition and Cost	1,661 2.7%	1,589	63
Housing and Dining	1,492 2.4%	1,377	71
About Western	1,091 1.8%	1,046	70
Colleges	1,034 1.7%	989	63
Libraries	1,012 1.6%	913	25
Transfer Admissions	918 1.5%	866	56
Student Experience	745 1.2%	722	54
Clubs, Organizations, and Events	700 1.1%	659	43
Graduate Admissions	666 1.1%	629	42
Academic Advising	582 0.9%	542	44

WebTech Workload



UNIVERSITY RELATIONS

COMMUNITY RELATIONS

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

Western Wednesday Web Page

Community Relations has collaborated with the Downtown Bellingham Partnership to launch Western Wednesday which is a year-long initiative created to support the local business community and boost retention. WWU has formalized and expanded Western Wednesday to include more than 60 diverse businesses in Downtown Bellingham. Every Wednesday, participating businesses offer discounts to anyone with a WWU identification card. In addition to building a positive rapport with the local business community, Western Wednesday contributes to a livelier city center, supports businesses during a slow time of the week, and helps students connect with their community which is important for retention. New students use Western Wednesday guides to navigate their new community in search of participating businesses while faculty and staff use Western Wednesday as a reason to go out and support local businesses. A growing list of businesses can be found at WWU's new Western Wednesday web page. www.wwu.edu/westernwednesday

Indigenous Peoples' Day

Monday, October 9 was Indigenous Peoples' Day. For the third year, the Director of Community Relations facilitated a community event with a growing group of off-campus partners that make up the Community Consortium for Cultural Recognition (CCCR). In all, this collective effort consisted of support from WWU, Whatcom Community College, Bellingham Technical College, Northwest Indian College, City of Bellingham, Peace Health, Bellingham Public Schools, Ferndale School District, Lummi Nation, Swinomish Indian Tribal Community and Children of the Setting Sun Productions. More than 1,000 people from Whatcom County and beyond attended this year's event which is an increase of 150% over last year. This year's event, themed "Smoke Signals: Messages from Mother Earth," was held at Lummi Nation's Wex'liem Community Building. The event keynote featured Evan Adams who is an award-winning Canadian actor and medical doctor best known for his role in the movie, "Smoke Signals." He is also a member of the Tla'amin First Nation located in British Columbia. This unique community and cultural event also featured a free community salmon dinner, talks from Native youth, cultural song and dance, and sales of cultural arts and crafts from Native vendors. www.wwu.edu/ipd

Martin Luther King Jr. Day

Martin Luther King Jr. Day is Monday, January 15, 2024, and for the fifth consecutive year, Community Relations is facilitating a community-wide commemoration of this important day of service. This year's event is co-facilitated in partnership with Nia Gipson of WWU's Black Student Coalition. The theme of this year's event is "Community in Action: Materializing Hope" and will be offered in person at Whatcom Community College's Syre Center. The event will feature local speakers of varying ages including local students. A free community breakfast will also be offered. Finally, as a federally recognized day of service, a variety of opportunities will be made available for community members to participate in service projects following the event. This event, like Indigenous Peoples' Day's event, is made possible through a collaboration of community organizations that make up the Community Consortium for Cultural Recognition. More information will be available in mid-December at www.wwu.edu/mlk.

Promoting the City of Bellingham's Comprehensive Plan

The City of Bellingham is in the initial stages of updating their comprehensive plan, called the Bellingham Plan. Community Relations partnered with the City of Bellingham and the WWU Associated Students Local Issues Coordinator to host Bellingham's city planners on campus to

garner input from students on how they would like to see Bellingham grow over the next 20 years. Approximately 100 students shared their input by submitting feedback in person and online.

Ensuring WWU is Visible in the Community

Community Relations works to ensure WWU is a visible and participatory member of the community. For the sixth consecutive year, the director of Community Relations will serve as the master of ceremonies of the annual Chamber Awards Dinner this December. Additionally, he was recently named the chair of the Whatcom County Commission Against Domestic Violence and Sexual Assault where he leads monthly meetings with community leaders and practitioners. He was also recently confirmed as Vice Chair of the Bellingham Regional Chamber of Commerce Board of Directors. The director also continues to attend community functions where WWU's presence is recognized including Bellingham Alive Magazine's Awards Gala where WWU was once again voted "top place to work." Finally, the director of Community Relations continues to serve on multiple boards and community commissions including Team Whatcom, Bellingham City Club, Economic Alliance of Snohomish County, Mayor's Neighborhood Advisory Commission, Downtown Bellingham Partnership, and Bellingham Whatcom County Tourism.

TRIBAL LIAISON

Events and Planning

The priority for the Tribal Relations Department continues to be guiding the planning and development of the House of Healing longhouse project. The base scope and building portion of the project continue to be developed by the contractors and design team, and we are nearing completion of a ground lease with the City of Bellingham on the City-owned parcel of land in the Sehome Arboretum where the House of Healing will be located. We remain committed to being able to break ground in the spring of 2024 and be open by fall of 2025.

The Tribal Relations Department along with Multicultural Services have collaborated to schedule several events for November which recognizes Native American Heritage Month. The event kick-off celebration was held on Thursday, November 2, 2023, with a keynote presentation by alumni Rena Priest, Lummi tribal member and Washington State's 6th Poet Laureate. There is also a Library Display of Native and Indigenous authors near the Hacheri Research and Writing Studio in Haggard Hall. More events can be found at the website: [Native American Heritage Month | Western Washington University \(www.wvu.edu\)](https://www.wvu.edu/native-american-heritage-month/)

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

With the return of the fall quarter, the Tribal Liaison has also been actively involved in consultation with students, staff, faculty, and administration regarding issues and policies related to tribal nation concerns, including advising the WWU Native American Graves Protection and Repatriation Act Committee.

Relationship-Building

The Tribal Liaison maintains a position on the Northwest Indian College Board of Trustees and maintains working relationships with several other Tribal Liaisons for Washington State government offices and higher educational institutions.

SMALL BUSINESS DEVELOPMENT CENTER

SBDC Bellingham Q3 Highlights

Businesses Served	Q3 2023	Q3 2022	YTD 2023
Business Counseling Received	157	168	382
SBDC Sponsored Training Participants	13	8	35
Research or Students Projects	2	1	6
Information or Resources Provided	59	80	203

Clients' Economic Impacts	Q3 2023	Q3 2022	YTD 2023
Capital Formation	\$2.1M	\$4.7M	\$10.9M
Business Starts	6	13	21
Jobs Created or Retained	335	337	990

Top Areas of Counseling

Start-up assistance, Buy/Sell Business, Managing a business, Marketing/sales, Human Resources/Managing employees

Rolling 12-month Demographics

Top Industries: Retail, Service Establishments, Healthcare/Social Assistance, Accommodation/Food Services, and Professional/Scientific/Technical Services

Annualized Sales: \$162M

Jobs Supported: 1,577

Highlights

Department of Commerce Support for Entrepreneurial Refugee Pilot Project

The WWU Small Business Development Center (SBDC) recently received funding from the Washington State Department of Commerce to support and enhance our services to refugees in Whatcom County in 2024. Led by Dr. Liliana Deck, this project will utilize an evidence-based approach to develop a scalable pilot model of effective business advising assistance to entrepreneurs who come to our community as refugees. Our team will strengthen partnerships with complimentary community organizations to develop a model for providing effective and comprehensive support for refugees who seek to start small businesses.

APEX Accelerator Monthly Drop-In Clinic

Our team at WWU SBDC is pleased to continue our partnership with Cara Buckingham of the Washington APEX Accelerator (formerly PTAC) to support small businesses interested in getting started with government contracting. In August, Cara held the first monthly drop-in clinic at the SBDC office since the COVID-19 shutdown. We look forward to continuing our partnership with this ongoing drop-in clinic and future joint events to provide resources for small business owners in Whatcom.

Kitsap Q3 Highlights

Businesses Served	Q3 2023	Q3 2022	YTD 2023
Business Counseling Received	47	47	128
SBDC Sponsored Training Participants	14	9	81
Research or Students Projects	2	0	8
Information or Resources Provided	103	14	185

Clients' Economic Impacts	Q3 2023	Q3 2022	YTD 2023
Capital Formation	\$1.1M	\$9.4M	\$1.8M
Business Starts	5	2	9
Jobs Created or Retained	46	69	97

Top Areas of Counseling

Managing a Business, Start-up Assistance, Financing/Capital, Business Plan, Buy/Sell Business

Rolling 12-Month Demographics

Top Industries: Retail, Arts/Entertainment/Recreation, Healthcare/Social Assistance, Technology Services, and Professional/Scientific/Technical Services

Clients' Annualized Sales: \$32.8M

Jobs Supported: 499

Highlights

BIPOC Forum

The WWU SBDC was pleased to once again partner with Kitsap Economic Development Alliance to cohost the second BIPOC Business Forum in October. In coordination with Kitsap Strong, NAACP Bremerton, and the Up From Slavery Initiative, the event featured presentations on financial resilience, access to capital, managing business finances, and connecting with regional business resources.

Internship: Farewell to Collin

Collin Niles completed his summer internship with the WWU SBDC. Collin is a Senior in Western Washington University in the Peninsula's Business program, on track to graduate in 2024. In addition to learning about all aspects of the SBDC, Collin compiled a resource database to eventually launch to clients and wrote an article on the Navy's Shipyard Infrastructure Optimization Program (SIOP) for our monthly SBDC newsletter.

Preparation for Cruise Ship Docking

Certified Business Advisor and Center Director Joyce Oswald is actively coordinating with local chambers, visitors, and business associations to prepare for the economic opportunities presented by the 2024 cruise ship dockings by American Cruise Lines. As the tourism and service industries gradually recover from the COVID shutdowns, the new cruise ship dockings offer an exciting opportunity for small businesses in the region.

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

MLK Jr. Grant Awarded to Western Washington University

Washington Campus Coalition for the Public Good, as part of the National Partnership Alliance, received a grant from AmeriCorps to support MLK day-of-service projects across Washington.

Western Washington University was selected as a grantee for this program. The successful proposal was submitted by Nia Gipson, Coordinator of the Black Student Coalition with support from Amy Westmoreland, Director of Multicultural Student Services. Below is the description of the project that will be funded:

The Martin Luther King Jr. Day celebration will be led by the Black Student Coalition at Western Washington University in collaboration with the Bellingham Community Consortium for Cultural Recognition which includes Whatcom Community College, Bellingham Public Schools, Bellingham Technical College, Northwest Indian College, Western Washington University, Peace Health, and the City of Bellingham. The day of

celebration will begin with a community breakfast where we will have speakers and performances. The day will then conclude with several satellite volunteer opportunities around the Bellingham area. Participants will engage in creating care kits for those who are unhoused, blanket-making for those in local hospitals, projects within our local K-12 schools, and other local service projects. We will also incorporate local BIPOC businesses to not only participate in service opportunities but to also serve as vendors for the opening ceremony to increase efforts in addressing economic equity. The funds from this grant will go towards providing refreshments at the banquet, gifting honorariums to speakers and performers, transporting students and community members to service locations, and the purchase of supplies needed to execute each service project.

Additional higher education institutions in Washington selected as grantees for this program include Everett College, Walla Walla University, Eastern Washington University, and Washington State University Global. They will coordinate projects in their local communities on Martin Luther King Jr. Day (January 15, 2024).

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by
Vice President Melynda Huskey, Enrollment and Student Services
Vice President Joyce Lopes, Business and Financial Affairs

DATE: December 8, 2023

SUBJECT: **2023 Annual Security and Fire Safety Update (Clery Act)**

PURPOSE: Information item

Purpose of Submittal:

To provide an update on our ongoing work to remain in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, and to share how we are striving to align with best practices in doing so. The WWU 2022 Annual Security and Fire Safety Report, dated October 2023 (see link below), covers calendar, not academic, years, and the statistics include one year during the pandemic with fewer students living on-campus.

Background

In November 1990, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (referred to as the “Clery Act”) was signed into law. As a result, all institutions participating in federal student aid programs are required to:

- Prepare and distribute an annual security and fire safety report to all members of the university community which sets forth the law enforcement authority of university police, includes information on where and how crimes should be reported, and discloses three years’ worth of crime trends including alcohol and other drug-related statistics, arrests and disciplinary referrals for the university, areas immediately adjacent to or running through the university, and certain non-university facilities including leased housing and remote classrooms; and
- Provide timely warning to the university community of crimes which may pose a threat to the safety and/or welfare of students and employees.

Steering Committee Updates

Following an outside consultant’s report in 2019, Western formed a university wide Clery Compliance Steering Committee that meets regularly to move forward several ongoing projects. This year, the Steering Committee is chaired by the Assistant Vice President for Safety and Security/WWU Chief of Police Katy Potts and the Executive Director for Student Life Michael Sledge. This committee is comprised of key stakeholders from the following areas: University Police Department, Athletics, Counseling, Health and Wellness, University Residences, Business Services, University Communications, Human Resources, Facilities Development and Operations, Office of Civil Rights and Title IX Compliance, and Western’s Assistant Attorney General’s Office.

Reference: WWU 2022 Annual Security and Fire Safety Report
[Western Washington University Annual Security and Fire Safety Report - 2022 \(www.edu\)](https://www.wvu.edu)

WESTERN WASHINGTON UNIVERSITY

ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Jacqueline Hughes

DATE: December 7th, 2023

SUBJECT: Chief Diversity Officer’s Office of Equity Update

PURPOSE: Information Item

Office of Equity – Board of Trustees December 2023 Report

Western Washington University established the institutional-level Office of Equity in June 2021 with the vision to deepen university-wide efforts to foster equity and inclusion in the broadest sense possible, to further develop a nurturing, respectful and supportive learning environment that advances inclusive student success, and coordinate university-wide efforts to develop a diverse community of faculty, students, and staff.

The Office of Equity brings together two complementary functions—compliance, and community education and development—and provides broad oversight to policies and initiatives that promote a learning and work environment where accessibility, diversity, equity, and inclusion (A DEI) are valued and integrated in institutional planning and operations.

From a compliance perspective, the Office of Equity provides oversight to the University’s responsibility to protect the rights of each individual, to ensure equal access in all aspects of employment, education, and participation within the university, and maintain an environment that is free of discrimination and harassment against an individual on the basis of a person’s race, color, religion, gender, age, sexual orientation, national origin, ancestry, physical or mental disability, or veteran status.

The Office of Equity also leads efforts related to organizational and community development functions, including engaging individuals and groups in education, dialogue, and learning; examining Western’s systems and structures through an equity lens; and advancing,

coordinating, and providing visibility to key initiatives for inclusive student success and ADEI work on campus.

In many ways, the work of the Office of Equity is to nurture a community that values and respects individuals of all backgrounds, identities, and experiences and to proactively build an institutional culture of respect, inclusion and belonging that enables all its members to reach their full potential. This community building work includes:

- Developing and delivering education programs concerning discrimination, harassment, antiracism, diversity, inclusion, and respectful workplace conduct.
- Reviewing policies and systems through an equity lens.
- Advancing university-wide initiatives to increase diversity of faculty, staff, and students.
- Setting the direction for institution-level ADEI initiatives and coordinating the work among diverse groups across campus.
- Cultivating an inclusive culture and climate that values human worth and dignity for all.

Goals for 2023-24

Goals for the 2023-24 academic year are based on extensive work done during the 2022-23 academic year after Dr. Jacqueline Hughes joined Western in Summer 2022. This work included listening sessions with over 41 groups of students, faculty, and staff; meetings with ADEI-related committees, groups, and units in colleges and divisions; a review of the 2022 climate survey; and the 2022 and past reports from the Structural Equity Team. The key takeaway from this work include:

- Desire for community and belonging, especially among members of our BIPOC and historically marginalized communities.
- Desire for greater accountability, especially on matters related to discrimination, harassment, and retaliation.
- Need to remove silos to facilitate collaboration and improve impact and achieve outcomes (e.g., ADEI).
- Need for greater physical and psychological safety.

ADEI Resource Analysis (ongoing effort)

An inventory of ADEI programs and activities indicate that Western is spending millions of dollars annually across the institution. An update on the general ADEI expenditures will be provided later. Note that the inventory does not include investments that have made in the past few years in establishing the Office of Equity, the Office of Tribal Liaison, the LGBTQ+ Office, and expanding several areas like the ADA, Veterans Services, and multicultural student services within the Division of Enrollment and Student Services. These investments were required for several important reasons, including the lack of attention to many of these areas in the past, the need to serve a changing student and employee demographics, and the need to coordinate and provide services to a growing campus in a rapidly changing societal, political, and economic landscape. Nevertheless, the current resources' investments in programmatic activities begs the question if those resources are being optimally used to advance inclusive student success and

build the desired institutional culture and climate. The Office of Equity will continue to examine the ADEI resources and establish an assessment and accountability process to evaluate the impact of current ADEI programs across the institution.

The 2023-24 goals for the Office of Equity are further informed by state and federal mandates for education and training, including SB 5227 passed by the Washington State legislature in April 2021 requiring all public post-secondary education institutions to provide professional development program for all faculty and staff with the purpose of eliminating structural racism against all races and promoting DEI. To date the Office of equity has launched professional development for staff on understanding self and others and will offer a program of courses to fulfill the SB5227 and to meet the immediate needs of the campus community listed under the key takeaways.

Additionally, the Office of Equity will engage in the following specific goals during the 2023-24 academic year:

- Lead an effort to assess the effectiveness and impact of current institution wide ADEI programs. The goal is to build on the passion and interest of faculty and staff, with an eye to streamline efforts where possible, develop synergies across programs, redirect resources to minimize duplication of effort, and widen the impact of the work across the institution.
- Implement professional development program for faculty and staff to ensure that Western meets the mandates of SB 5227. To date two training on understanding self and others have been offered to staff and additional training will be added for winter and spring.
- Assess the Provost's Diversity and Inclusion Hiring Initiative to ensure that it continues to be effective in recruiting a diverse mix of faculty and staff, and that it meets any new federal mandates.
- Engage in capacity development through professional development programs for students, faculty, and staff, community dialogue, forums, etc.

Institutional ADEI Training Plan 2023-24

In alignment with Washington State mandates, Western's strategic plan, and information gathered from the campus climate survey and listening sessions, we will create a variety of resources, professional development trainings, and engagement opportunities to increase communication, build capacity and nurture connections across campus.

A major part of the professional development and training plan is informed by the requirements set forth in WA SB5227 (now [RCW28B.10.145](#), [RCWB28B.10.149](#)) which requires that all public institutions of higher education in WA state provide professional development training focused on ADEI and anti-racism to eliminate structural racism, close equity gaps, promote ADEI and belonging and increase successful student outcomes including academic, social, and health &

wellness for students of historically marginalized communities. Additional program elements include:

- Student/Faculty/Staff focused training programs.
- Campus climate survey every 5 years.
- Listening sessions and community dialogue.
- Evaluation & Report of ADEI work and outcomes.

The Program Manager of Institutional ADEI Program Development & Training and the Director of Equity and Inclusion will develop and implement training programs to meet the professional development needs of Western's community, build relationships with the campus community and key partners, assess needs, and collaborate to maximize efforts and minimize duplication.

Foundations of Organizational and Community Development

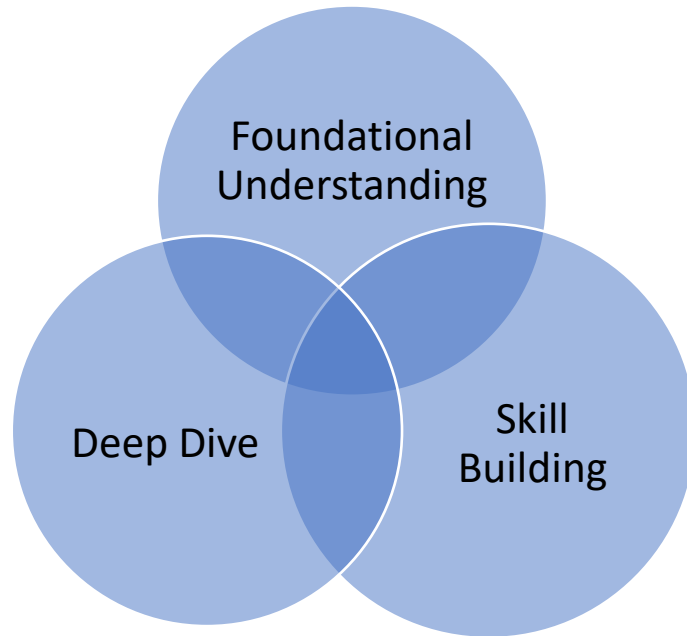
The ADEI training plan will include three elements, communication, capacity building, and vertical alignment & structural change.

Communication: Foundational Understanding of ADEI and Equity-Related Terminology

Create foundational understanding and reduce confusion about what is meant by accessibility, diversity, equity, inclusion, and other equity-related terms. This foundational knowledge will provide the clarity to move our community in the same direction.

Capacity Building: Western's Accessibility, Diversity, Equity, Inclusion (ADEI) work is grounded in a community/capacity building framework—to develop a nurturing, respectful, and supportive learning and work environment that advances student success and fosters equity and inclusion. Workshops, trainings, and resources to help deepen knowledge, encourage critical self-reflection, identity formation-understanding self & others, and open dialogue around common ADEI topics will be offered throughout the academic year. Our work will include exploration of Cycle of Socialization theory as a framework for understanding power, privilege and oppression, participants will consider ways they may be contributing to othering and belonging.

Vertical Alignment & Structural Change: Facilitate a centralized ADEI alignment and review policies, systems, and structures through an equity lens. The Director of Equity and Inclusion (search for this position is currently on the way), will develop and implement a plan to engage in this work.



Events and Trainings to Date:

Date	Topic/Focus	Group	# Participants	Next Steps
AY: 2022-23	Listening Sessions (41)	Students/Faculty/Staff BIPOC and Affinity Groups	700+	Ongoing/As needed.
April 19 th , 2023	Community & Public Safety Forum	All Campus	103	2 X / per year
September 2023	Professional Development: understanding self and others	Staff	30	
October 6 th , 2023	Presentation – Data from listening session (Part 1)	All Campus	117	Annual Check-in
November 2 nd , 2023	Listening Session Data: Next Steps	All Campus	122	One Time

November 8th, 2023	Open-forum Community Discussion	All Campus	106	On-going/As needed
November 30th, 2023	Professional development: Understanding self and others	Staff	15 registered at time of submission.	

Observations and Challenges

WWU is committed to fostering a campus that is diverse, equitable, and inclusive. However, the current decentralized approach presents numerous challenges to achieve this goal. These include, missed opportunities for collaboration across the university, limited communication about ADEI efforts and initiatives, lack of shared understanding of ADEI purpose, goals, and approach, to name a few.

To improve value and impact the Office of Equity will bring representatives from across the university in the form of an advisory body to discuss and explore how we collaborate and approach our ADEI work, create transparency, accountability, and ongoing assessment.

**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: December 8, 2023
SUBJECT: Board of Trustees Remarks
PURPOSE: Information Item

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. DATE FOR NEXT REGULAR MEETING

- **February 8-9 in Bellingham, Washington**

21. ADJOURNMENT