



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

Thursday, October 12, 2023

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

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

Time: 2:00 p.m.

1. CALL TO ORDER

2:00 - 2:01

2. CAMPUS TOUR

2:01-3:45

BREAK

3:45-4:00

3. CONVERSATION WITH STAFF GROUP LEADERSHIP

4:00-5:00

- a. Washington Federation of State Employees (WFSE)
Presentation: Britta Eschete, Events Coordinator 1, Career Services Center, WFSE
Bargaining Unit A Representative for Administrative and Clerical Staff
- b. Public School Employees (PSE)
Presentation: 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)
Presentation: Joe Bailey, Sergeant, Police Supervisors Bargaining Unit
Terrence Cunningham, Officer, Police Officers Bargaining Unit
- d. Professional Staff Organization (PSO)

Presentation: Chris Casquilho, Manager of Marketing and Special Events, College of Fine and Performing Arts, PSO President
Joanne DeMark, Leadership Development Specialist, Viking Union

Friday, October 13, 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, August 17-18, 2023

5. PUBLIC COMMENT
8:05 – 8:15

6. LAND ACKNOWLEDGMENT
8:15 - 8:30

Presentation: Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President
Raven Brosey, WWU Student, Lummi Nation Tribal Member

7. BOARD CHAIR REPORT
8:30 - 8:40

8. UNIVERSITY PRESIDENT REPORT
8:40 – 8:50

a. Introduction of New Athletics Director, Jim Sterk

9. FACULTY SENATE REPORT
8:50 – 9:00

10. ASSOCIATED STUDENTS REPORT
9:00 - 9:10

11. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT
9:10-9:20

Presentation: Trustee Sue Sharpe, Committee Chair

12. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT
9:20 - 9:30

Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEMS

13. INTRODUCTION OF DEANS, PRIORITIES FOR ACADEMIC AFFAIRS

9:30 - 10:15

Presentation: 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

BREAK

10:15-10:30

14. OPERATING BUDGET UPDATE

10:30-11:00

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Brad Johnson, Provost and Executive Vice President

ACTION ITEMS

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

11:00-11:10

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

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

16. APPROVAL OF 2024-25 HOUSING AND DINING RATES

11:10-11:20

Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
Leonard Jones, Executive Director of University Residences

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

11:20 -11:35

a. Delegation of Authority

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

b. Peninsulas Update

Presentation: Becca Kenna-Schenck, Chief of Staff, President's Office

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

11:35-11:40

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

INFORMATION ITEMS

19. REPORTS

11:40-11:50

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

20. TRUSTEE REMARKS

11:50-12:00

21. EXECUTIVE SESSION

12:00-12:20

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

22. DATES FOR NEXT REGULAR MEETING: December 7-8, 2023 in Bellingham, WA

23. ADJOURNMENT

Rick Benner, University Architect / Sr Director, Facilities Development and Operations – Planning and Development
Steve Hollenhorst, Acting Associate Vice President for Facilities Development and Operations

Stop 5 Environmental Science Building

3:00-3:10pm Presenters: Teena Gabrielson, Dean, College of the Environment
Steve Hollenhorst, Acting Associate Vice President
for Facilities Development and Operations

Stop 6 Student Recreation Center

3:10-3:20pm Presenters: Adam Leonard, Director of Campus Recreation
Services
Bob Hofstetter, Associate Director of Campus Recreation
Services

Stop 7 Fairhaven College and Childhood Development Center

3:20-3:30pm Presenters: Caskey Russell, Dean of Fairhaven College
Carolyn Mulder, Child Development Center Director

Stop 8 Kaiser-Borsari Hall, Photo with Construction Crane

3:30-3:45pm Photographer: Luke Hollister, Communications Consultant 3

End at 3:45pm Old Main

Attached:

See Campus Map

Directions

When approaching Bellingham from the north or south on Interstate 5, take Exit #252, marked Samish Way and WWU, turn west onto Samish Way and follow the signs to Bill McDonald Parkway and the University campus.

49 Parking Directions, call (360) 650-2945 or visit the Visitor Information Center in the Campus Services Building at 2001 Bill McDonald Parkway. Visitor parking permits are available in kiosks in parking lots. See Parking Map at www.wvu.edu/campusmaps.

E EMERGENCY TELEPHONES

Construction Zone



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Academic Instructional Center (AI).....52	Campus Services (CS) 49	Haggard Hall (Library) (HH).....15	Parks Hall (PH)39	Sigma [Residence].....Σ
Academic Instructional West (AW).....53	Canada House (CA)..... 17	Haskell Plaza..... 50	Performing Arts Center (PA).....16	Ross Engineering Technology (ET) 40
Administrative Services (AC).....47	Carver (CV).....22	Higginson Hall [Residence] (HG).....3	Physical Plant (PP)35	Science, Mathematics, & Technology Education (SL).....43
Alma Clark Glass Hall (CG)..... 28	College Hall (CH)..... 19	High Street Hall (HS).....18	Public Safety/University Police (CS)..... 49	Steam Plant (SP)25
Alumni House (AL).....6	Commissary (CM).....33	Humanities Building (HU).....14	Recreation Center (SV)..... 38	Student Business/Parking Office (OM).....55
Arntzen Hall (AH)26	Communications Facility (CF) 30	Interdisciplinary Science Building (IS).....56	Recycling Center (RE)..... 46	Student Health Center (CS)..... 49
Art Annex (AA).....23	Edens Hall [Residence] (EH)5	Maintenance Garage (MG)34	Ridgeway Commons.....29	Ticket Office and Restrooms (MU).....54
Biology (Bi).....42	Edens Hall North [Residence] (EN)4	Mathes Hall [Residence] (MA)..... 1	Alpha [Residence]..... A	Vikings Commons [Dining] (VC).....7
Biology Greenhouse (BG).....45	Environmental Studies (ES)27	Miller Hall (MH).....12	Beta [Residence]..... B	Viking Union (VU).....8
Birnam Wood [Residence] (BW).....36	Fairhaven Academic (FA)31	Morse Hall Chemistry Bldg. (CB)41	Delta [Residence]..... Δ	Washington State Archives (AB)..... 44
Bond Hall (BH).....21	Fairhaven Complex [Residence] (FX)51	Multicultural Center (VU).....10	Gamma [Residence]..... Γ	Wilson Library (WL) 20
Bookstore (BK)10	Fine Arts, Western Gallery (FI)24	Nash Hall [Residence] (NA).....2	Kappa [Residence]..... K	
Buchanan Towers [Residence] (BT).....32	Fraser Hall (FR)..... 13	Old Main (OM)..... 11	Omega [Residence]..... Ω	

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

TO: Members of the Board of Trustees

DATE: October 12, 2023

SUBJECT: **Conversation with Staff Group Leaders**

Background:

The Board of Trustees invited leaders from groups representing University staff for introductions and conversation about issues important to staff. Representatives from Washington Federation of State Employees (WFSE), Public School Employees (PSE), Fraternal Order of Police (FOP) and the Professional Staff Organization (PSO) will attend.

Each group was asked to prepare a 6-8 minute introduction outlining the types of employees they represent and each 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
DATE: October 13, 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, August 17-18, 2023

Supporting Information:

Minutes of August 17-18, 2023 Regular Meeting



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES MEETING
AUGUST 17-18, 2023**

1. CALL TO ORDER

Chair Faith Pettis called the meeting to order at 11:00am at Olympic College, Building 119-120 in Poulsbo, WA.

Board of Trustees: Faith

Pettis, Chair

Chris Witherspoon, Vice Chair Sue

Sharpe, Trustee

Mo West, Trustee

Chase Franklin, Trustee

Max Stone, Trustee

Ash Awad, Trustee

Western Washington University

Sabah Randhawa, President

Brad Johnson, Provost and Executive Vice President

Kim O'Neill, Vice President for University Advancement, Chief Executive Officer WWU Foundation

Joyce Lopes, Vice President for Business and Financial Affairs

Donna Gibbs, Vice President for University Relations & Marketing

Jenise Bauman, Associate Prof. and Academic Program Director, College of the Environment, Salish Sea Region

Erik Fretheim, Director, Cybersecurity Programs

Melissa Nelson, Assistant Attorney General

Holly Hill, Director of Western Locations, Outreach and Continuing Education

Rebecca Hansen-Zeller, Secretary to the Board of Trustees

Annie Byers, Administrative Assistant to the Board of Trustees and President's Office

2. EXECUTIVE SESSION

Chair Pettis called an Executive session for 90 minutes at 11:03am to conduct their performance review of the President. This Executive Session is authorized by RCW 42.30.110(1)(g). The Executive Session ended at 12:31pm. No action was taken.

The Board took a break at 12:31pm and reconvened at 12:47pm

3. BOARD OF TRUSTEES SELF-EVALUATION

The Board of Trustees aims to conduct a self-evaluation every two years. In July 2023, Trustees responded to a self-evaluation survey. Secretary to the Board, Rebecca Hansen-Zeller, presented the summary report. The Board discussed its strengths and highlighted areas for continued development.

4. BOARD OF TRUSTEES PLANNING FOR 2023-24

The self-evaluation conversation continued with recommendations on how to improve operations and Board engagement over the coming year.

The Board took a Break at 1:42pm and reconvened at 3:00pm.

5. WESTERN WASHINGTON UNIVERSITY ON THE PENINSULAS

President Randhawa gave an introduction outlining the overall purpose for Western's expansion on the Peninsulas and how the growth fits within Western's mission to serve Washington State. Attendees saw a video highlighting the work of faculty and students in programs with a strong sense of place and flexible modalities. Provost and Executive Vice President, Brad Johnson, talked about the past, present, and future of Western on the Peninsulas and the particular models that work for delivering education in this specific region. Johnson introduced Jenise Bauman and Erik Fretheim, faculty who teach in programs offered at Western on the Peninsulas.

Bauman shared her experiences teaching students in the College of the Environment. She shared how Western on the Peninsula's expansion is diversity, equity, and inclusion in action and how it brings education to remote students who are often place-bound. Dr. Bauman spoke to the demographics of students on the Peninsulas, including the number of first-generation students and the higher average age of the students starting the programs. Bauman shared the strategic plan for the College for the Environment which includes expansion into other areas on the Peninsulas and the possibility of a Graduate program.

Erik Fretheim shared the exciting work being done in Poulsbo at Western's Cyber Range. Erik outlined a number of partnerships fostered by the facility and shared how the Public Infrastructure Security Collaboration and Exchange System (PISCES) public sector security monitoring program works. Fretheim noted graduates of the Cybersecurity program have the highest median salary of WWU graduates.

At the close of the session, Chair Pettis welcomed Washington State Representative Drew Hansen, who shared words of support for Western's expanded presence on the Peninsulas. Representative Hansen expressed excitement about the partnerships that are possible and the positive impact on the community.

6. CALL TO ORDER, APPROVAL OF MINUTES

Chair Faith Pettis called the meeting to order at 8:00am at Olympic College, Building 119-120 in Poulsbo, WA.

Board of Trustees:

Faith Pettis, Chair
Chris Witherspoon, Vice Chair Sue
Sharpe, Trustee
Mo West, Trustee
Chase Franklin, Trustee
Max Stone, Trustee
Ash Awad, Trustee

Western Washington University

Sabah Randhawa, President
Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President for Business and Financial Affairs
Kim O'Neill, Vice President for University Advancement, Chief Executive Officer WWU Foundation
Donna Gibbs, Vice President of University Relations & Marketing
Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity
Becca Kenna-Schenck, President's Office Chief of Staff
Faye Gallant, Assistant Vice President for Strategy, Management and Budget
Melissa Nelson, Assistant Attorney General
Keara Ryan, Associated Student President
Brandon Dupont, Faculty Senate President
Annie Byers, Administrative Assistant to the President's Office and Board of Trustees
Robert Clark, Manager of Digital Video Services
Rebecca Hansen-Zeller, Secretary to the Board of Trustees
Holly Hill, Director of Western Locations, Outreach and Continuing Education
Robert Squires, Vice Provost for Outreach and Continuing Education
Paige Morris, Recruitment Specialist
Adam Morris, Chief of Staff, Olympic College

The Trustees reviewed the minutes.

MOTION 08-01-2023

Trustee Ash Awad moved that the Board of Trustees approve the Regular Meeting minutes from June 8-9,

2023, and the Special Meeting minutes from June 20, 2023 and June 30, 2023.

Trustee Chase Franklin Seconded the motion. The motion passed 7-0.

7. PUBLIC COMMENT

There was no public comment.

8. BOARD CHAIR REPORT

Chair Pettis began by thanking President Randhawa for the Council of Presidents Statement on Inclusivity, and noted it was a timely and important message for students to hear. Pettis shared reflections from the Thursday, August 17th afternoon session, which included an evaluation of President Randhawa and goal-setting for the year ahead. She mentioned that Trustee Max Stone has been onboarded and that the administration of the student trustee application and appointment process is shifting to the President's Office. Trustee Pettis proudly mentioned that Western recently appeared in the news for a faculty member and Associate Dean of the College of Science and Engineering, Jackie Caplan-Aurbach, who had the foresight in measuring the Taylor Swift concerts seismic activity that occurred during the Seattle concert.

RESOLUTION 2023-05: WELCOMING TRUSTEE MAX STONE

WHEREAS, beginning on July 3, 2023, Governor Jay Inslee appointed **MAX STONE** of Surrey, British Columbia to serve a one-year term ending on June 30, 2024 on the Western Washington University Board of Trustees; and

WHEREAS, **MAX STONE** is a student in good standing at Western Washington University pursuing a bachelor's degree with majors in History and Philosophy, and minors in Holocaust and Genocide Studies and Honors Intradisciplinary Studies; and

WHEREAS, **MAX STONE** brings to his appointment as a trustee a record of involvement in activities at Western including serving as president of the Men's Rugby Club and the Philosophy Club; and

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

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

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on August 18, 2023.

Motion 08-02-2023

Trustee Mo West moved that the Board of Trustees approve Resolution 2023-05, welcoming Trustee Max Stone.

Trustee Chris Witherspoon seconded the motion. The motion passed 6-0, with Max Stone abstaining.

9. UNIVERSITY PRESIDENT REPORT

President Sabah Randhawa commented on the reception that was hosted on Thursday afternoon at the Olympic College campus. He elaborated that the connections being made move the needle to make a Memorandum of Understanding (MOU) with Olympic College come to fruition in the coming months. President Randhawa shared that his priorities for the year ahead include a focus on the recruitment cycle, Office of Continuing Education strategy, Access, Diversity, Equity and Inclusion initiatives, data-driven retention analysis, fundraising and preparation for the April Accreditation visit.

10. FACULTY SENATE REPORT

Faculty Senate President, Brandon Dupont, reported that the Senate has been working on reconstituting Senate committees and setting priorities for the academic year ahead. One project he outlined will be updating the Faculty Handbook, which was last updated in 2008. He noted that the Faculty Senate website has recently been updated. He also stated that recruitment of new faculty and development of an academic honesty policy that incorporates Artificial Intelligence technology are challenges for the upcoming year.

11. ASSOCIATED STUDENTS REPORT

Associated Students President, Keara Ryan, reported that the shared objectives for the academic year include transparency and accountability. She and Associated Students (AS) Executive Board aim to increase student participation by engaging the student body with a regular newsletter or video. She added that this fall, the AS will be evaluating the AS Charter, reviewing operational processes, and developing a handbook of expectations for elected leaders.

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

Trustee Sue Sharpe, Chair, FARM Committee, began by acknowledging Joyce Lopes, Vice President for Business and Financial Affairs (BFA), and the BFA team and the work they do to prepare for committee meetings of the Board of Trustees. Sharpe noted the Finance, Audit, and

Enterprise Risk Management (FARM) committee is working on prioritizing and focusing their work plan. She added that the FARM Committee had a session with former Trustee, Earl Overstreet, to analyze the Enterprise Risk Management model and discuss best ways to identify opportunities and think strategically about enterprise risk. FARM committee members will be involved in the selection of the external auditor through a Request for Proposal (RFP) process. She shared that the committee had a robust discussion about community engagement with the Strategic Vision and Capital Development Planning consultants. The committee was also briefed on the Dining Services contract and shift from Aramark to Chartwells. The Audit & Consulting Services report on Presidential Expenses and the Sustainability, Equity & Justice Fund were also shared with the committee.

13. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West, Chair, Academic Affairs and Student Success Committee, shared a summary of the committee's July meeting. West noted the meeting included a presentation on Western's supplemental budget by Nora Selander and a presentation on Western in the High Schools, and Western's campus locations beyond Bellingham. West reported that the committee discussed their work plan for the year and developed a list of topics that they would like to discuss at future meetings.

DISCUSSION ITEMS

14. WESTERN WASHINGTON UNIVERSITY BEYOND BELLINGHAM

Brad Johnson, Provost and Executive Vice President; Robert Squires, Vice Provost for Outreach and Continuing Education; and Holly Hill, Director of Western Locations, Outreach and Continuing Education, prepared the presentation to the Board.

Presenters shared the entrepreneurial strategy of the Office of Continuing Education. It was noted how the programs offered serve Washington State's workforce needs and generate revenue for Western. They see the Office of Continuing Education as a pathway to higher education. They also discussed our College in the High Schools programs. It was highlighted that over sixty classes will be offered in high schools over the next few years, which is another strong pathway to higher ed.

Following the presentation, Ed Stern, Poulsbo City Councilmember, addressed the Board and thanked them for their continued partnership. Stern presented the Trustees with City of Poulsbo pins.

The Board took a break at 10:23am and reconvened at 10:41am.

ACTION ITEMS

15. APPROVAL OF 2024-25 SUPPLEMENTAL OPERATING BUDGET REQUEST

Joyce Lopes, Vice President for Business and Financial Affairs, and Faye Gallant, Assistant Vice President for Strategy, Management and Budget, provided a brief report on the 2024-2025 supplemental budget before the board took action.

MOTION 08-03-2023

Trustee Sue Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2024-2025 Supplemental Operating Budget Request of \$1,993,052. With concurrence of the Board Chair, the President may make adjustments to the approved budget request in response to subsequent instructions from the Office of Financial Management, to advance consistency among the submissions of Washington's six public baccalaureate institutions, or other adjustments as appropriate.

Trustee Mo West Seconded. The motion passed 7-0.

16. APPROVAL OF 2024 SUPPLEMENTAL CAPITAL BUDGET REQUEST

Joyce Lopes, Vice President for Business and Financial Affairs, and Brian Ross, Director of Capital Budget and Public Works Procurement, Facilities Development and Operations presented the 2024 Supplemental Capital Budget Request.

MOTION 08-04-2023

Trustee Chase Franklin moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2024 Supplemental Capital Budget Request totaling \$6.9 million for: Minor Works – Preservation (\$500,000); Classroom, Lab, and Collaborative Space Upgrades (\$1.5 million), and Electrical Engineering and Computer Science Building (maximum \$4.9 million).

Trustee Chris Witherspoon Seconded the motion. The motion passed 6-0 with Ash Awad abstaining.

17. APPROVAL OF SUMMER QUARTER DEGREES

Provost and Executive Vice President, Brad Johnson, presented the candidates for Summer Quarter Degrees.

MOTION 08-05-2023

Trustee Max Stone moved, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the

Registrar and Graduate Dean, for Summer Quarter 2023,
effective August 19, 2023.

Trustee Chase Franklin Seconded the motion. The motion passed 7-0.

INFORMATION ITEMS

19. REPORTS

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. Affirmative Action Programs Report

21. TRUSTEE REMARKS

Chair Pettis expressed excitement about the collaboration and community support for Western on the Peninsulas expansion. Pettis urged everyone to continue the momentum and remain committed to an excellent outcome for the state of Washington and Western. She also thanked staff who were involved in planning the meeting for their extra work to make the off-site meeting possible.

22. DATES FOR NEXT REGULAR MEETING

The next regular meeting of the Board of Trustees is on October 12-13, 2023 in Bellingham, Washington.

23. ADJOURNMENT

The meeting adjourned at 11:04am.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 13, 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
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

DATE: October 13, 2023

SUBJECT: Land Acknowledgment

Background:

Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President, will give history and context for Western Washington University's Land Acknowledgement. WWU Student and Lummi Nation Tribal Member, Raven Brosey, will read the statement.

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

TO: Members of the Board of Trustees
FROM: Faith Pettis, Chair, Board of Trustees
DATE: October 13, 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: October 13, 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

October 13, 2023

Dear Trustees,

Since my last update at the August meeting in Poulsbo, we have been busy preparing for the new academic year. The Senate has several important issues to deal with this year and while we have only just begun, I am pleased with our progress thus far.

At our first Faculty Senate meeting on October 2, we approved a motion from the Senate Executive Council (“Exec”) to create a new ad hoc committee that is charged with reviewing and updating the Faculty Handbook. The committee charge and membership, as approved by the Senate, is as follows:

The Ad Hoc Committee on Revising the WWU Faculty Handbook is charged with conducting a comprehensive review of the Faculty Handbook, including the appendices, and drafting proposed revisions. The committee is expected to conduct most of its work during the Fall and Winter quarters of AY 2023-24 and make its report and recommendations to the Faculty Senate during the Spring 2024 quarter. It is expected that once approved by the Senate, the revised draft of the handbook will be presented to the Board of Trustees for final approval by the end of the 2023-24 academic year.

The committee will be comprised of the following Faculty Senate-approved voting members:

- *Faculty Senate President*
- *1 Faculty Senate Representative (appointed by the Faculty Senate)*
- *1 UFWW Representative (appointed by the UFWW Executive Board)*
- *3 At-Large Members of WWU Faculty (2 Tenured or Tenure Track plus 1 NTT, appointed by the Faculty Senate)*
- *1 Board of Trustees Representative (appointed by the Board of Trustees)*

Since the Faculty Senate can only effectively participate in governance at the university if its standing committees are fully staffed and functioning, I have been working with colleagues across campus to rebuild previously dormant committees including the Senate Library Committee, and the Senate Outreach and Continuing Education (OCE) Committee. The college faculty governance committees appoint most of the members to these committees, so I have been working with them to ensure this happens quickly. We have a nearly fully staffed Senate Library Committee which I expect to have its first meeting within a couple of weeks. We have been slower to staff the OCE committee, but several faculty members have agreed to serve on it, and we are working on filling the other vacancies.

We have also been discussing ways to more effectively participate in university resource and budget conversations. Historically, this has been done through the University Planning and Resources Council (UPRC), a Faculty Senate standing committee. However, with the creation of the University Budget Committee in 2022, we now have two budget committees with similar charges, so the UPRC has struggled to understand its role. We have therefore recently discussed

a possible restructuring of UPRC. While this has not yet come before the Senate for action, we have had discussions in both Senate Exec and the first full Senate meeting about the possibility of eliminating UPRC and replacing it with a budget liaison who would serve on Exec and the University Budget Committee. Ideally, this person would represent faculty interests in budget-related discussions and regularly update the Senate. As long as the faculty do not lose any of the three seats held by faculty members on the University Budget Committee, this may be a way to streamline the process while keeping faculty engaged and informed about the critical issues that impact our work here at Western. There was a robust discussion of the budget situation at our first Senate meeting on October 2 in which it was made clear that we need better communication with the faculty about the complex budget issues. While I intend to provide opportunities for senators to ask more questions and provide feedback to the administration at upcoming Senate meetings, having a designated member of the Senate who can help lead those discussions would be valuable.

I have also been focused on improving the Faculty Senate's communication with the broader campus. In part, this can be done through our new website, which went live in mid-September. But there are other tools at our disposal including the Faculty Senate President's blog that I recently revived after several years of inactivity. I have also asked Senators to make sure that they are sharing pertinent information about Senate actions and discussions with their constituents. Starting this fall, I will be attending a Council of Deans on a quarterly basis to help further build effective and clear communication between the faculty and the administrative leadership of the colleges. I also appreciate the ongoing "talk times" with President Randhawa and Provost Johnson, which I think is a valuable communication channel outside of the formal Senate meetings.

In the weeks ahead, we plan to hear from Chief Diversity Officer Jacqueline Hughes about DEI efforts on campus. Jacqueline and I have had several conversations about ways to communicate important issues to the faculty and we agreed that a short presentation followed by Q&A at Faculty Senate is one way to do that. Given the concerns among faculty about enrollment patterns, I have also asked Associate Vice President for Enrollment Management Shelli Soto to update the Senate and answer questions that Senators or their constituents may have. We will also hear from Provost Johnson and Vice Provost for Outreach and Continuing Education Robert Squires about the various off-campus programs that are now underway. I am committed to ensuring that the faculty have a way to provide input on these important initiatives. While our effort to revive the OCE Committee is an important way to do that, I also think that discussions at the full Senate will be valuable.

As I noted in my August update, the Senate has struggled with staffing issues for several months. A search committee that we put together in the spring recently reviewed applications and started interviewing candidates for a new Faculty Senate Specialist position. We hope to complete the interviews and make an offer no later than the end of October. We are also in the process of updating the Shared Governance Operations Manager position before trying to hire for that currently vacant position.

Finally, I want to express my gratitude to Elissa Hicks for stepping in to help us out in the fall quarter. Elissa will be assisting me in completing the efforts to fill vacancies on our committees

and with setting up agendas and meetings while we work to hire staff. I also want to thank Jamie Lawson who has done (and continues to do) great work on our new website, and for making our new web-based agendas and meeting materials available ahead of our meetings. These and other wonderful colleagues here at Western have been invaluable in helping me navigate the staffing challenges that could otherwise have seriously disrupted the Senate's operations.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Associated Students

DATE: October 13, 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.

Dear Trustees,

I hope this message finds you well. First and foremost, I would like to extend my sincere gratitude for the opportunity to present an update on the activities and progress of the Associated Students of Western Washington University (ASWWU) Student Government for the month of October. A special thank you goes to Trustee Stone for his collaborative spirit and the insightful discussion we had earlier this summer. Collaboration and communication between student leaders are vital components that have been missing from our campus, and we are committed to addressing this issue.

As we progress into the academic year, it's imperative to revisit our overarching objectives of transparency and accountability as outlined in my August report. These objectives continue to serve as the guiding pillars of our work within the ASWWU Student Government. Specifically, we remain steadfast in our commitment to enhancing transparency and fostering accountability.

1. Outreach and Engagement:

A cornerstone of these objectives is effective outreach and engagement with the student body. We have been actively working with various campus offices to attend or speak at key back-to-school events, including the highly successful First Night Out. These events offer invaluable opportunities to connect with students, particularly those in their first and second years of study. An initiative that the student government has undertaken is the reinstatement of class visits for introductory and FIG classes—a practice our student government had prior to the pandemic. Both Student Senate and Executive Board members have been proactive in reaching out to introductory classes, clubs, and campus offices related to their respective positions. Personally, as AS President, I have committed to visiting two different classes each week to introduce myself and provide students with insights on how they can actively participate in the student government. Our outreach efforts are multifaceted, encompassing on-campus events, AS club visits, regular updates on social media and via email, as well as open Q&A sessions with student government officials.

2. Addressing Student Concerns:

In addition to engagement, we are dedicated to understanding and addressing the concerns of our student body. To this end, we have initiated conversations with students and are creating a survey to identify the issues that matter most to them. We recognize that the best solutions are born from informed perspectives, and our conversations with students are proving invaluable in this regard. Once we have identified these concerns, our intention is not to scatter our efforts across a multitude of issues, a pitfall that student governments often encounter. Instead, we aim to discern a central issue that garners significant support and warrants our undivided attention. By focusing on this key issue, we can channel our resources, energy, and the passionate commitment of our engaged students into a concentrated effort that yields tangible results.

3. Recruitment Challenges:

Despite our outreach efforts, we have encountered challenges in recruiting students for leadership roles within AS. Committee membership, a vital component of AS governance, has not yet fully recovered to pre-pandemic levels. While we are optimistic that this issue will gradually resolve as our outreach efforts expand throughout the academic year, the need for many students to fill at-large positions within the first month of the academic year does pose a challenge.

4. Vacancies:

Currently, there is one vacancy in the Executive Board and three vacancies in the Student Senate. The Student Senate is diligently working to fill the three vacancies through an appointment process. The Executive Board vacancy is a more complex matter and will be filled either through a special election or an appointment process. Our aim is to have the position of Vice President for Activities filled by mid-November.

In conclusion, I would like to emphasize our unwavering commitment to our objectives of enhancing transparency, fostering accountability, and actively engaging with the student body. While we face challenges, we remain dedicated to our mission and optimistic about the positive changes we can make. Your support and guidance are invaluable to us as we strive to achieve our goals and we will continue to keep you updated on our progress.

Once again, I extend my heartfelt thanks for your continued support and interest in the ASWWU Student Government.

Sincerely,



Keara Ryan | [she/her/hers](#)
AS President | [AS Executive Board](#)
Western Washington University
516 High Street, Bellingham WA 98225
aspres@wwu.edu | Viking Union 514

**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: October 13, 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: October 13, 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
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

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

DATE: October 13, 2023

SUBJECT: **Introductions of New Deans, Priorities for Academic Affairs**

PURPOSE: Discussion Item

Purpose of Submittal:

An opportunity for the Board of Trustees to meet and connect with academic leadership of the university, and a discussion of Academic Affairs priorities by the Provost and Executive Vice President.

Background:

With an influx of new leaders, Academic Affairs looks a little different this year. Three new Academic Deans join along with three internal deans who have been appointed to fixed two-year appointments. Each new academic leader will spend a few minutes outlining their journey to Western Washington University and sharing a little about what brought them to the WWU community and their new roles.

Brad Johnson, Provost and Executive Vice President will share his priorities for the Academic Affairs division for the 2023 –2024 Academic Year. These include a framework built from three essential contexts, with the intent of building a pathway to changing important internal processes such as scheduling, and ultimately, aligning programmatic resources to a stable equilibrium throughput.

Strategic Questions:

1. How best can Board of Trustees members partner with academic leaders?
2. Working within a constrained budget issue, what will Academic Affairs leadership be focused on doing to enhance education at WWU?
3. How do Academic Affairs priorities align with university priorities?
4. What challenges will academic affairs be facing this year, and how will leadership be approaching them?

Introductions of New Deans

Dr. Christopher Bianco, Dean of the College of Fine and Performing Arts

Dr. Christopher Bianco serves as the Dean of the College of Fine and Performing Arts at Western Washington University. Dr. Bianco, who previously served as Chair of the WWU Department of Music and Director of Bands has taught at the WWU since 2006; he came to Bellingham from a faculty position at Baylor University in Waco, Texas and earned his doctorate from the University of Texas at Austin in 2004. He has held positions at Libertyville High School in Libertyville, Illinois, Boise High School in Boise, Idaho, St. Francis High School in St. Francis Minnesota and Baylor University in Waco Texas.

He received a Bachelor's Degree in Music Education from Northwestern University in Evanston, Illinois. While in the Chicago area, Dr. Bianco maintained an active trumpet studio as well as holding the position of Artistic Director and Conductor of the Wilmette Community Band.

He completed his formal training at The University of Texas at Austin as a student of Jerry Junkin where he served as a teaching assistant for the conducting program, UT Wind Ensemble, Chamber Winds and Longhorn Band. He received the Doctor of Musical Arts Degree in Wind Conducting in December of 2004.

In addition to his work with Jerry Junkin, Dr. Bianco has studied, conducting with John Paynter, Kevin Sedatole and Steve Bolstad. His trumpet teachers have included Vincent Cichowicz, Ray Sasaki, Steve Bolstad, David Coleman and Vince DiMartino.

Dr. Bianco has served as President of the Northwest Region of the *College Band Director's National Association*, President of the *San Juan Music Educators Association*, Executive Board for the *Washington Music Educators Association*, an organization that awarded him *WA Higher Education Educator of the Year* in 2015. He served a three year term on the Board of Directors for the *National Association of Schools of Music*, and is a member of the *International Council of Fine Arts Deans*.

He lives in Ferndale WA, with his wife and partner Laurie and their daughters Elena and Sophia.

John Danneker, Dean of Western Libraries

Following a nationwide search, John Danneker was hired as the Dean of Western Libraries in spring 2023, starting officially on August 21, 2023. Danneker came to Western from the University of Washington in Seattle, where he was serving as the director of Learning Services and the Odegaard Undergraduate Library for UW Libraries. He held a concurrent role as a Strategic Projects Librarian for the Research and Learning Services division, which spans most user services ranging from teaching, scholarship support, and access to collections and spaces. He joined the UW in 2014.

Professionally, John is particularly interested in how we translate the concept of belonging into our learning environments and incorporating sustainability into these efforts. He regularly writes about and presents on collaborations and partnerships in academic libraries and their roles toward holistic student success, and he is active in several regional and national libraries organizations. He is interested in furthering the Western Libraries' reach in supporting students' exploration of their roles in our information ecosystem throughout their lives, particularly around current topics of mis- and disinformation, information ethics, and digital privacy.

Danneker earned his bachelor's degree in Music History at Bucknell University, a master's degree in Musicology from the University of Wisconsin at Madison, and a master's degree in Library and Information Science from The Catholic University of America. Before joining the staff at the UW, Danneker held a series of positions at The George Washington University, including director of the Eckles Memorial Library.

Dr. Deanna Kennedy, Dean of the College of Business and Economics

Following a nationwide search, Dr. Deanna Kennedy started on September 18, 2023 as Western's Dean of the College of Business and Economics. Kennedy comes to Western from the University of Washington at Bothell, where she was the Associate Dean for Academics in the School of Business. Kennedy earned her bachelor's degree in Biological Sciences from the University of California at Davis, her MBA in Operations and Supply Chain Management from Golden Gate University, and a doctorate in Management Science from the University of Massachusetts at Amherst. Before joining the faculty at UW Bothell, she held a visiting professorship at Texas A&M University.

Her research spans across fields where she has over 30 publications including refereed papers, book chapters and books. She studies the operations, communication, and processes of project teams. Recently her research team introduced the new framework of mental model shifts to explain how teams work at being on the same page. Her work has been funded by NASA and the Army Research Office and she is an Associate Editor focused on team-based approaches and research at the *Group and Organization Management Journal*. She is also an avid speaker and writer about the need for Native American and Indigenous business research and teaching that advances diversity and culturally based values in business strategies. Such work supports the training of a global mindset for all students, and particularly addresses approaches of Native entrepreneurs and business leaders in driving the future of Native economic development. She is a founding member of the *Indigenous Business and Public Administration Journal*, a lecturer in the Renewing Native and Indigenous Economies at the Hoover Institution and serves as co-chair of the taskforce for increasing the pipeline of black and indigenous talent as part of the state working group of Washington Business School's for Racial Equity.

Dr. Janelle Leger, Dean of the College of Science and Engineering

Dr. Janelle Leger was appointed as Dean of the College of Science and Engineering (CSE) at Western Washington University in Fall 2023, after serving in that role in an interim capacity during the 2022/23 academic year. Dr. Leger joined Western as an assistant professor in the Department of Physics and Astronomy and the Department of Chemistry in 2008, and was promoted to full professor in 2016. She served as Director of the Advanced Materials Science and Engineering Center (AMSEC) from 2017 to 2019, and as Chair of the Department of Physics and Astronomy from 2019 to 2022.

Dr. Leger holds a Ph.D. in physics from the University of California, Santa Cruz and a B.S. in physics from University of California, Davis. Prior to coming to Western, she was a postdoctoral research associate and National Science Foundation Discovery Corps Postdoctoral Fellow at the University of Washington's Department of Chemistry.

Dr. Leger's research explores organic and hybrid materials for electronic and optoelectronic devices such as diodes, transistors and solar cells, as well as structures for subwavelength optics. She was awarded the NSF CAREER award in 2011, and has mentored over 50 students in interdisciplinary research projects since joining WWU in 2008. She was awarded Western's Paul J. Olscamp Research Award in 2017, and the Alumni Association's Outstanding Faculty Mentor Award in 2016. In 2015, she was named a Cottrell Scholar by the Research Corporation for Science Advancement.

Dr. Kevin Roxas, Dean of Woodring College of Education

Dr. Kevin Roxas serves as the Dean of the Woodring College of Education. Since 2014, Dr. Roxas has served Woodring College as a Professor, the Department Chair for the Secondary Education Department, the Associate Dean for Student Success, and now as Dean.

Prior to his appointment at WWU in 2014, Dr. Roxas taught in the Department of Education Studies at the University of Wyoming for six years and was a teacher and upper school principal at the Marist Brothers International School in Japan for 10 years.

Dr. Roxas holds a doctorate in Teaching, Curriculum and Educational Policy from Michigan State University, with a master's degree in Educational Administration from the University of San Francisco and a bachelor's degree in Government and Accounting from the University of Notre Dame.

Dr. Roxas has been a principal investigator and co-investigator on several grants that focus on social justice, retaining faculty of color and supporting immigrant students, and his publications share a similar focus on access, diversity, equity and inclusion. His most recent research project focuses on work with immigrant students, parents, and other family members as they use photography and visual and written narratives to powerfully describe their experiences in U.S. public schools and local communities.

His honors and awards include winning the Carl A. Grant Outstanding Research Award from the National Association of Multicultural Education in 2019 and a 2016 Best Paper Award from the American Educational Studies Association for his article “Multicultural education and newcomer youth: Re-imagining a more inclusive vision for immigrant and refugee students.”

Dr. Keith Russell, Dean of the College of Humanities and Social Sciences

Following a national search, Dr. Keith C. Russell, Ph.D., was hired into his new role as Dean of the College of Humanities and Social Sciences, starting on August 1, 2023.

Dr. Russell, grew up in Oregon, received his Ph.D. at the University of Idaho and taught at the University of New Hampshire and the University of Minnesota prior to arriving at WWU in 2008. He chaired the department of Health and Human Development from 2015 - 2023. In 2020, he received the Faculty Leadership award for his work chairing the department during the renovation of the Carver Academic Facility and in helping establish WWU’s first human cadaver lab to better prepare our pre-healthcare students for careers in allied health. In 2010 he received the Distinguished Researcher Award from the International Association for Experiential Education and has served the profession in many roles, including recently serving on the American Camping Association’s National Research Advisory Board (2016 - 2023). He teaches courses in research methods, adventure education and therapy, and human relations.

His research over the past 15 years has involved working with non-profit organizations in Alberta, Canada and Southeast Alaska that serve primarily First Nation and Alaska Native youth and young adults struggling with addiction. His over 60 publications have appeared in Psychotherapy, Group Dynamics, Mindfulness, Journal of Health Services Psychology, Residential Treatment for Children and Youth, and Child and Youth Care Forum. He is the author of several book chapters and is a co-author of the text titled Adventure Therapy: Theory, Research and Practice (2nd ed. 2020; Routledge Mental Health) with Michael Gass and Lee Gillis.

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

DATE: October 13, 2023

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa
Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President for Business and Financial Affairs

**SUBJECT: DISCUSSION ITEM
Operating Budget Update**

Purpose of Submittal:

An Operating Budget Update will be provided, including an update on the FY2024 and FY2025 outlooks and progress towards implementing the three percent budget reductions.

Additional Information:

Fiscal Year 2023: While final FY2023 closing data is not yet available at the time of this submittal, preliminary figures indicate that WWU's operating budget ended the year in alignment with the budget plan adopted by the Board of Trustees.

Fiscal Year 2024 Enrollments: While final fall enrollment numbers are not available at the time of this submittal, overall enrollments are on track with the assumptions used to build the FY2024 budget. Following student payment and refund deadlines, we will compare projected tuition revenues associated with these enrollments to actual tuition revenues received.

Fiscal Year 2024 Budget Reductions: A three percent reduction was included in the university's FY2024 operating budget. This reduction was applied to the recurring base budget distributed to each division and the institutional budget during our budget build process. Within the divisions there was not an across-the-board approach; rather, each division assessed the opportunities for reductions that would least impact fulfillment of Western's mission and operations. In some areas, the strategies identified to meet the reduction this year are one-time in nature and there is ongoing work to identify longer-term recurring strategies in those areas. Divisions met the budget reduction primarily through evaluation of vacancies. In some areas, budget was pulled from vacant positions and will cycle through as some positions are filled and others turn over. In other areas, vacant management positions were eliminated, and front-line staff were added with net savings. Budget plans also included reductions in some goods and services budgets where capacity was identified.

Fiscal Year 2025 Outlook: With continued fixed cost increases exceeding projected revenue increases, a gap remains in the FY2024 forecast at this time. This forecast will evolve as more information on enrollments and state funding is received, and as other strategies are considered, in order to bring a sustainable budget to the Board of Trustees in June 2024.

Western Washington University, Projection of State-Funded Operating Budget

	<u>FY24</u>
<u>Beginning Institutional Reserves Balance (Excluding Stimulus Funds)</u>	\$19,425,857
<u>Estimated Revenues</u>	\$218,967,700
Tuition	\$95,682,099
State Appropriations (Recurring)	\$116,338,000
Administrative Services Assessment	\$5,064,601
One-Time State Appropriations	\$1,883,000
Stimulus	\$0
New Revenue Proposals	
<u>Budgeted Expenditures</u>	\$221,141,040
Recurring Base Budget (Including Recurring Additions/Reductions from Previous Year)	\$227,259,500
Recurring Budget Reductions (Implemented FY24)	(\$6,302,122)
One-time Investments (Budgeted)	\$6,618,000
One-time Investments (Non-Budgeted, Mid-year Changes)	\$0
Short Term Expenditure Reduction Strategies (Mid-level Estimated Annual Impact, non-permanent)	(\$6,434,338)
COVID Response	\$0
<u>Annual Net Income/(Deficit)</u>	<u>(\$2,173,340)</u>
Minus: One-time Reductions	(\$6,434,338)
Minus: One-time Revenues	(\$1,883,000)
Plus: One-time Investments and COVID Response Expenditures	\$6,618,000
<u>Recurring Budget Gap</u>	<u>(\$3,872,678)</u>
<u>Projected Reserves</u>	
Ending Institutional Reserves Balance	\$17,252,517
Outstanding Institutional Commitments	(\$1,599,851)
<u>Ending Uncommitted Institutional Reserves Balance</u>	<u>\$15,652,666</u>
<u>Ending Uncommitted Institutional Reserves Balance as % of Budgeted Revenue</u>	<u>7.2%</u>

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

DATE: October 13, 2023

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Joyce Lopes, Vice President, Business and Financial Affairs
Melynda Huskey, Vice President, Enrollment and Student Services
Faye Gallant, Assistant Vice President, Strategy, Management and Budget

SUBJECT: Action Item
Approval of 2024-2025 Academic Year Tuition Rates and Mandatory Fees

Purpose of Submittal:

The Board is requested to approve 2024-2025 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student. The Board is also asked to approve the mandatory student fee levels and revenue distributions for academic year 2024-2025.

Proposed Motion:

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).

Additional Information:

The fiscal year 2025 operating budget plan which relies on tuition operating fee revenue generated by the tuition changes proposed under this submittal will be presented at the June 14, 2024 Board meeting.

Supporting Information:

- Attachment A: Supporting Information on Setting 2024-2025 Academic Year Tuition
- Attachment B: Proposed 2024-2025 Tuition Rates (Operating Fee and Capital Building Fee)
- Attachment C: Washington State Higher Education Sector Tuition Comparison – FY 2025
- Attachment D: WWU Mandatory Student Fees Current and Proposed Levels, 5-year Summary
- Attachment E: Services and Activities Fee Memo
- Attachment F: Student Health Services Fee Recommendation

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Joyce Lopes, Vice President, Business and Financial Affairs
Faye Gallant, Assistant Vice President, Strategy, Management and Budget

DATE: October 13, 2023

SUBJECT: **Supporting Information on Setting 2024-2025 Academic Year Tuition**

In accordance with the College Affordability Act of 2015, Western has the authority to raise *resident undergraduate (RUG) tuition operating fees* by the average annual percentage growth rate in the median hourly wage for Washington for the previous 14 years as determined by the Federal Bureau of Labor Statistics. For fiscal year 2024-2025, this average rate is 3.0%. In the 2023 legislative session, a change was made to the timing of calculating and communicating the allowable rate, which will mean that for FY25 and future years, tuition rates can be set in the fall of the previous year.

Tuition rates for *nonresident undergraduate (NRUG)*, *resident graduate (RG)*, and *nonresident graduate (NRG)* students are set by the Board of Trustees after analyses of market constraints of supply and demand, consideration of fixed cost increases, and comparison costing with our peers.

Proposed 2024-2025 Tuition Rates for WWU

State policy makers pass an expenditure budget, including new items such as compensation, which is only partially funded by state appropriations; the remainder must come through tuition revenue increases funded by rate adjustments. Executing the budget as signed into law requires the proposed tuition rate increase. In short, Western's tuition rates are determined in large part by the legislature.

Upon the recommendation of the President's Cabinet, it is proposed that Western increase the state-funded resident undergraduate tuition rate by 3.0% as authorized by the College Affordability Act of 2015. It is further recommended to increase all other rates (non-resident undergraduate, resident graduate, non-resident graduate, resident and non-resident MBA, resident and non-resident students in the Clinical Mental Health and School Counseling Master's programs, and resident and non-resident students in the Audiology and Speech Language Pathology programs) by 3.0%.

As required by law, proposed capital building fee percentage increases are equivalent to the tuition operating fee percentage increases for each student category. Please see detailed percentage and dollar increases above for all student categories below.

The Washington Student Achievement Council (WSAC) national average data we have utilized in the past for comparative purposes is not currently available. The Washington state higher

education institutional data analysis we provide in Attachment C provides additional information on these proposed rates in comparison to the rest of the sector.

Resident Undergraduate Tuition: A tuition increase of 3.0% as recommended for this student group equates to an annual increase of \$218.

- Tuition increased for this classification by 3.0% in 2023-2024.

Non-Resident Undergraduate Tuition: The proposed tuition increase for non-resident undergraduate students is 3.0% equating to an annual increase of \$775.

- Tuition increased for this classification by 3.5% in 2023-2024.
- Market and comparison costing analyses indicate that Western's non-resident tuition was previously extremely low in comparison to the other Washington public four-year institutions. For 2022-2023 and 2023-2024, the 3.5% increase was intended to balance market position with changing conditions.

Resident Graduate Tuition: The proposed tuition increase for resident graduate students is 3.0% equating to an annual increase of \$343.

- Tuition increased for this classification by 3.5% in 2023-2024.

Non-Resident Graduate Tuition: The proposed tuition increase for non-resident graduate students is 3.0%, representing an annual increase of \$736.

- Tuition increased for this classification by 3.5% in 2023-2024.

Differential Tuition:

Clinical Mental Health and School Counseling Graduate Programs: The Clinical Mental Health and School Counseling programs are Masters programs intended to prepare students for licensure (CMHC) and certification (SC) as a counselor in the state of Washington. Both programs have been continuously accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) since 1992.

These programs are distinct in that they leverage a small cohort size to create an intensive training experience unlike any other program in the state. Each program is limited to six students. During their first year, students receive clinical supervision from faculty in our in-house Counseling Training Clinic (CTC). During their second year, students are placed in external internships, where they work three days a week as a counselor in a school, community mental health clinic, counseling clinic, or private or group practice. Accreditation assessments indicate that WWU pass rates for the National Counseling Examination (NCE), completion rates, and job placement rates are almost invariably at 100%. A great many of these graduates remain employed in Washington state as a school or a clinical mental health counselor.

For these reasons a new graduate tuition fee rate was established for the Clinical Mental Health and School Counseling programs in the 2020-2021 academic year. CMC and SC resident and non-resident students are annually assessed 10.8% and 5.0% higher than other resident and non-resident graduate students, respectively, and yet are competitive with comparable programs in the region.

The proposed 2024-2025 increase for Clinical Mental Health and School Counseling programs is 3.0%, representing an annual increase of \$381 for resident students and \$774 for non-resident students.

Master's in Business Administration (MBA): Tuition increased for this student classification by 3.5% in 2023-24 for both residents and non-residents. It is recommended that the MBA rate be increased by 3.0% representing an annual increase of \$398 for resident students and \$991 for non-resident students.

Speech Language Pathology: Graduate students in speech language pathology are required to earn 400 clinical clock hours (working with patients) before they complete the program and become certified. The majority of these hours are earned in Western's Speech Language and Hearing Clinic under the supervision of certified speech language pathologists (Clinical Educators). Changes in medical billing practices and Medicare requirements have made clinic revenue more unpredictable (some third-party payers no longer cover speech-language services, and those that do are reimbursing at lower rates).

The proposed tuition increase for Speech Language Pathology students is 3.0%, representing an annual increase of \$524 for resident students and \$967 for non-resident students.

Clinical Doctorate in Audiology (Au.D): The proposed tuition increase for Clinical Doctorate in Audiology students is 3.0%, representing an annual increase of \$559 for resident students and \$803 for non-resident students.

education institutional data analysis we provide in Attachment C provides additional information on these proposed rates in comparison to the rest of the sector.

Resident Undergraduate Tuition: A tuition increase of 3.0% as recommended for this student group equates to an annual increase of \$218.

- Tuition increased for this classification by 3.0% in 2023-2024.

Non-Resident Undergraduate Tuition: The proposed tuition increase for non-resident undergraduate students is 3.5% equating to an annual increase of \$775.

- Tuition increased for this classification by 3.5% in 2023-2024.
- Market and comparison costing analyses indicate that Western's non-resident tuition was previously extremely low in comparison to the other Washington public four-year institutions. For 2022-2023 and 2023-2024, the 3.5% increase is intended to balance market position with changing conditions.

Resident Graduate Tuition: The proposed tuition increase for resident graduate students is 3.0% equating to an annual increase of \$343.

- Tuition increased for this classification by 3.5% in 2023-2024.

Non-Resident Graduate Tuition: The proposed tuition increase for non-resident graduate students is 3.0%, representing an annual increase of \$736.

- Tuition increased for this classification by 3.5% in 2023-2024.

Differential Tuition:

Clinical Mental Health and School Counseling Graduate Programs: The Clinical Mental Health and School Counseling programs are Masters programs intended to prepare students for licensure (CMHC) and certification (SC) as a counselor in the state of Washington. Both programs have been continuously accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) since 1992.

These programs are distinct in that they leverage a small cohort size to create an intensive training experience unlike any other program in the state. Each program is limited to six students. During their first year, students receive clinical supervision from faculty in our in-house Counseling Training Clinic (CTC). During their second year, students are placed in external internships, where they work three days a week as a counselor in a school, community mental health clinic, counseling clinic, or private or group practice. Accreditation assessments indicate that WWU pass rates for the National Counseling Examination (NCE), completion rates, and job placement rates are almost invariably at 100%. A great many of these graduates remain employed in Washington state as a school or a clinical mental health counselor.

For these reasons a new graduate tuition fee rate was established for the Clinical Mental Health and School Counseling programs in the 2020-2021 academic year. CMC and SC resident and non-resident students are annually assessed 10.8% and 5.0% higher than other resident and non-resident graduate students, respectively, and yet are competitive with comparable programs in the region.

The proposed 2024-2025 increase for Clinical Mental Health and School Counseling programs is 3.0%, representing an annual increase of \$381 for resident students and \$774 for non-resident students.

Master's in Business Administration (MBA): Tuition increased for this student classification by 3.5% in 2023-24 for both residents and non-residents. It is recommended that the MBA rate be increased by 3.0% representing an annual increase of \$398 for resident students and \$991 for non-resident students.

Speech Language Pathology: Graduate students in speech language pathology are required to earn 400 clinical clock hours (working with patients) before they complete the program and become certified. The majority of these hours are earned in Western's Speech Language and Hearing Clinic under the supervision of certified speech language pathologists (Clinical Educators). Changes in medical billing practices and Medicare requirements have made clinic revenue more unpredictable (some third-party payers no longer cover speech-language services, and those that do are reimbursing at lower rates).

The proposed tuition increase for Speech Language Pathology students is 3.0%, representing an annual increase of \$524 for resident students and \$967 for non-resident students.

Clinical Doctorate in Audiology (Au.D): The proposed tuition increase for Clinical Doctorate in Audiology students is 3.0%, representing an annual increase of \$559 for resident students and \$803 for non-resident students.

Western Washington University
Proposed 2024-25 Tuition Rates (Operating Fee and Capital Building Fee)

TUITION FEES				
Operating Fee	2023-24	2024-25	\$ Change	% Change
Resident Undergraduate	\$6,921	\$7,129	\$208	3.0%
Non-Resident Undergraduate	\$24,814	\$25,558	\$744	3.0%
Resident Graduate	\$11,144	\$11,478	\$334	3.0%
Non-Resident Graduate	\$23,814	\$24,528	\$714	3.0%
Resident MBA	\$12,919	\$13,307	\$388	3.0%
Non-Resident MBA	\$32,040	\$33,001	\$961	3.0%
Resident Speech Language Pathology	\$16,928	\$17,436	\$508	3.0%
Non-Resident Speech Language Pathology	\$31,283	\$32,221	\$938	3.0%
Resident Audiology - Au.D.	\$18,060	\$18,602	\$542	3.0%
Non-Resident Audiology - Au.D.	\$25,961	\$26,740	\$779	3.0%
Resident Clinical Mental Health and School Counseling	\$12,352	\$12,723	\$371	3.0%
Non-Resident Clinical Mental Health and School Counseling	\$25,023	\$25,774	\$751	3.0%
Capital Building Fee	2023-24	2024-25	\$ Change	% Change
Resident Undergraduate	\$349	\$359	\$10	3.0%
Non-Resident Undergraduate	\$1,024	\$1,055	\$31	3.0%
Resident Graduate	\$297	\$306	\$9	3.0%
Non-Resident Graduate	\$745	\$767	\$22	3.0%
Resident MBA	\$317	\$327	\$10	3.0%
Non-Resident MBA	\$987	\$1,017	\$30	3.0%
Resident Speech Language Pathology	\$524	\$540	\$16	3.0%
Non-Resident Speech Lanuguage Pathology	\$968	\$997	\$29	3.0%
Resident Audiology - Au.D.	\$558	\$575	\$17	3.0%
Non-Resident Audiology - Au.D.	\$802	\$826	\$24	3.0%
Resident Clinical Mental Health and School Counseling	\$328	\$338	\$10	3.0%
Non-Resident Clinical Mental Health and School Counseling	\$783	\$806	\$23	3.0%
TOTAL TUITION (Operating Fee and Capital Building Fee)	2023-24	2024-25	\$ Change	% Change
Resident Undergraduate	\$7,270	\$7,488	\$218	3.0%
Non-Resident Undergraduate	\$25,838	\$26,613	\$775	3.0%
Resident Graduate	\$11,441	\$11,784	\$343	3.0%
Non-Resident Graduate	\$24,559	\$25,295	\$736	3.0%
Resident MBA	\$13,236	\$13,634	\$398	3.0%
Non-Resident MBA	\$33,027	\$34,018	\$991	3.0%
Resident Speech Language Pathology	\$17,452	\$17,976	\$524	3.0%
Non-Resident Speech Language Pathology	\$32,251	\$33,218	\$967	3.0%
Resident Audiology - Au.D.	\$18,618	\$19,177	\$559	3.0%
Non-Resident Audiology - Au.D.	\$26,763	\$27,566	\$803	3.0%
Resident Clinical Mental Health and School Counseling	\$12,680	\$13,061	\$381	3.0%
Non-Resident Clinical Mental Health and School Counseling	\$25,806	\$26,580	\$774	3.0%

Note: Academic year tuition for full-time students (banded tuition 10-18 credit hours per quarter)

Western Washington University

Washington State Higher Education Sector Tuition Comparison - FY 2025 est.

Resident Undergraduate		Resident Graduate		Non-Resident Undergraduate		Non Resident Graduate	
UW	\$ 11,525	UW	\$ 17,649	UW	\$ 41,199	UW	\$ 31,636
WSU	\$ 11,266	WSU	\$ 12,675	TESC	\$ 29,681	EWU	\$ 29,364
TESC	\$ 7,790	EWU	\$ 12,648	WSU	\$ 26,950	WSU	\$ 27,842
WWU	\$ 7,488	TESC	\$ 12,341	WWU	\$ 26,613	TESC	\$ 27,769
EWU	\$ 7,272	WWU	\$ 11,385	EWU	\$ 25,976	WWU	\$ 25,296
CWU	\$ 7,021	CWU	\$ 10,712	CWU	\$ 24,594	CWU	\$ 25,092

* Operating and capital building fee only

Note. Tuition rate information for FY2025 is not available for Washington State Higher Education Sector peers as of this submittal. For the purposes of this comparison, we show a 3% increase at WWU compared to 0% increases at all other institutions. However, most schools are expected to increase rates by the 3% NRUG amount allowed by law, which would keep WWU in the middle or lower end of the regionals.

**Attachment D
WWU Mandatory Student Fees - 5-Year Summary**

WWU proposes increasing the nine existing mandatory student fees for 2024-2025 as described below. This proposal constitutes a net average increase of 3.9% for all existing mandatory student fees (\$25.96 per quarter.)

Proposed Fee Increases - Effective Fall Quarter for 2024-2015

Mandatory Fee	Notes	Proposed Change for 2024-2025	Quarterly Fees					Academic Year Fees					% INC	\$/QTR
			Actual				Proposed	Actual				Proposed		
			2020-21	2021-2022	2022-2023	2023-2024	2024-2025	2020-21	2021-2022	2022-2023	2023-2024	2024-2025		
Existing Fees														
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of 4% increase to the non-bond pledged portion of the S&A fee for 2024-2025, an effective rate of 3.47% on the entire fee. RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds. Fee is prorated per credit with 10+ credits paying the full fee.	\$223.98	\$226.38	\$234.16	\$242.25	\$250.66	\$671.94	\$679.14	\$702.48	\$726.75	\$751.98		
Student Recreation Fee (S&A)	(1)	Proposed increase of 4%. RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services. The increased fee supports approved employee compensation increases, annual maintenance costs, equipment replacement, and ongoing maintenance funds.	\$109.46	\$109.46	\$109.46	\$113.84	\$118.39	\$328.38	\$328.38	\$328.38	\$341.52	\$355.17	3.47%	\$8.41
Student Health Services Fee		Proposed increase of \$6.00 per quarter. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services. The increased fee supports approved compensation increases and stable funding for student resilience support.	\$117.00	\$117.00	\$138.00	\$159.00	\$165.00	\$351.00	\$351.00	\$414.00	\$477.00	\$495.00	4.00%	\$4.55
Student Technology Fee		No proposed change. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. This fee is approved by students every five years.	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	3.77%	\$6.00
Non-Academic Building Fee		Proposed increase of \$2.00 per quarter. Fee is charged to students taking 6+ credits.	\$47.00	\$47.00	\$50.00	\$52.00	\$54.00	\$141.00	\$141.00	\$150.00	\$156.00	\$162.00	0.00%	\$0.00
Sustainable Action Fund Fee (renamed from "Green Energy Fee")		No proposed increase. This fee was authorized for a five year period with a \$9 per quarter maximum, renewed in 2022. The fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects.	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	3.85%	\$2.00
Active Transportation Fee (renamed from "Alternative Transportation Fee")		Proposed increase of \$5.00 per quarter for students taking 6 or more credits. There is no fee for students under age 18. This fee covers unlimited rides on WTA and Skagit Transit fixed routes, WTA Paratransit rides for those that qualify, free rides on the student late night shuttle, and events and outreach that promote active transportation. The proposed fee increase is due to an increase in cost to operate the late night shuttle service, variables with regional transit authorities, and bringing more bike lockers to campus.	\$28.50	\$28.50	\$30.00	\$30.00	\$35.00	\$85.50	\$85.50	\$90.00	\$90.00	\$105.00	0.00%	\$0.00
Legislative Action Fee	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	16.67%	\$5.00
Multicultural Services Fee	(1) (4)	No proposed increase. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	0.00%	\$0.00
Total Mandatory Fees			\$600.94	\$603.34	\$636.62	\$672.09	\$698.05	\$1,802.82	\$1,810.02	\$1,909.86	\$2,016.27	\$2,094.15	5.57%	
\$ Amount Increase				\$2.40	\$33.28	\$35.47	\$25.96		\$7.20	\$99.84	\$106.41	\$77.88		
Annual % Increase				0.4%	5.5%	5.6%	3.9%		0.4%	5.5%	5.6%	3.9%		
Cumulative Increase							16.2%					16.2%		
Average Annual Increase (non compounded)							4.0%					4.0%		

Notes:

- (1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.
- (2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.
- (3) Mandatory \$1 per quarter billed but with the ability to "opt-out."
- (4) The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.



MEMO

Services & Activities Fee Committee

To: Melynda Huskey, Vice President for Enrollment and Student Services

From: Michael Sledge, staff facilitator, Services & Activities Fee Committee

Date: September 27, 2023

Subject: ***S & A Fee Committee Initial Recommendation for 2024-25***

Earlier this year, SB 5079 – Tuition Establishment Date, changed the timeline for Western’s decisions regarding tuition and fees. Because the Services & Activities (S & A) Fee Committee is comprised of student voting members, the 2022-23 S & A Fee Committee, following their work to review the fee and allocation of the fee to constituents for the 2023-24 academic year, also considered the fee level for the 2024-25 year. This committee had great familiarity with the budgets of constituent members. Decisions were made in anticipation of future classified and professional staff pay increases, increases in minimum wage for students, and other rising additional costs. During the committee’s work, members acknowledged the difficulty of keeping up with increasing costs in light of past committees’ decisions to not increase, or only slightly increase, past fee levels.

On May 26, 2023, the committee voted on the fee level for 2024-25 (but not the distribution to constituents which will be recommended by next year’s committee.) The committee voted 8-0-0 to recommend a 4% increase to the non-bond pledged portion of the 2023-25 fee. The committee did not consider or provide recommendations on the allocation of the fee among constituents; the new S & A Fee Committee will do so based on updated constituent budgets during the 2023-24 academic year.

The 2023-24 fee is \$242.25 per quarter, or \$726.75 per academic year.

The committee recommends a 4% increase to the non-bond pledged portion of the S & A fee for 2024-25, an effective rate of 3.47% on the entire fee. The fee will increase to \$250.66 for 2024-25 (\$751.98 per academic year). Per RCW 28B.15.069 S & A fee increases are capped at 4% on the non-bond pledged portion of the fee.

2022-23 S & A Fee Committee student members:

- Allison Mazurek, chair (DRAC)
- Lyd Haindfield (DRAC)
- Daniela Rodriguez (AEDI)
- Sam Farmer (Campus Recreation)
- Janelle Grant (Athletics)
- Brandon Locke (Athletics)
- Brandon Denny (Associated Students)
- Sargun Handa (Associated Students)

Background

The S & A Fee Committee operates under the authority of [RCW 28B.15.045](#) and makes recommendations on the distribution of S & A Fees for the following constituent groups: Housing & Dining (set rate); Associated Students; Access, Diversity, Equity and Identity unit (new constituent in 2022-23); Athletics; Campus Recreation; and Department-Related Activities Committee (DRAC). Per the RCW, students have a strong voice in recommending budgets for services and activities fees.

2024 - 2025 Mandatory Student Fees

Student Health Services Fee

Proposed 3.8% Increase to Fee

The proposed increase is \$6 per quarter for students taking 6 or more credits effective Fall Quarter 2024 (an increase from \$159 to \$165 per quarter or from \$477 to \$495 per academic year).

The Health Services Fee is mandatory for students enrolled with the Bellingham campus for six or more credits. It is also available as an opt-in fee paid by other students enrolled for at least one credit at any WWU campus that desire access to Counseling, Health & Wellness (CHW) services. The fee was last increased from \$138/qtr. to \$159/qtr. for 2023- 2024.

The fee is a primary funding source used to support health related services to Western students by providing comprehensive medical, mental health and wellness services. For a list of services: <http://www.wvu.edu/chw/>

Budgeted Health Services Fee revenue would increase from \$6,102,420 in FY24 to \$6,332,700 for FY25 with the proposed \$18/academic year fee increase generating \$230,280 in additional revenue for increased expenses in the following functional areas of Counseling, Health & Wellness.

Counseling & Wellness Ctr. (CWC)*	\$ 89,960
Counseling, Health & Wellness Admin.	\$ 20,575
Student Resilience	\$101,610
WWU Administrative Services Assessment	\$ 18,135

*CWC's FY24 total budget of \$3,029,810 is 48% self-sustaining (Health Services Fee revenue) and 52% state.

Increased expenses for the Student Health Center (SHC) are not included this request for additional Health Services Fee revenue. An increase in the Health Center's Medical Services revenue due to the implementation of the insurance billing model will cover increased SHC expenses for FY25.

Classified Staff - \$17,375 Salaries & Benefits

- Salary increase (3% COLA & 2% of new FY25 base for regional market adjustment) and step increases.

Professional Staff – \$175,570 Salaries & Benefits

- 4% salary increase and step increases funded @95% of full step per Prof Staff Salary Grid. **\$73,960**
- Support for .75 FTE of 1.0 FTE Director of Student Resilience position that currently has only .25 FTE in recurring funding. **\$101,610**

Goods & Services – \$6,000

- Increased allowance due to vendor price increases, new programming needs and recruitment costs.

Contingency - \$13,200

- This will primarily be for yet to be determined increases to personnel costs due to state job reclassifications, salaries for new hires and cash outs. Moving the approval of mandatory fees for FY25 to October 2023 from June 2024 will greatly benefit students and WWU but it does mean that in this year of transition there is less info than usual available now to plan for FY25. An assumption that enrollment would remain more or less level from FY24 to FY25 was used to estimate FY25 revenue.

WWU Administrative Services Assessment (ASA) - \$18,135

- The assessment process is under review and a transition is planned for FY25. Currently CHW gross revenue is assessed at 7.875%. FY24 and FY25 budgets allow for this level of payment plus contingencies for ASA for any new sources of self-sustaining revenue.

Counseling, Health & Wellness Services	FY24 Budget	Proposed \$6/qtr. Increase	Proposed FY25 Budget	% of Fee Revenue
Health Services Fee Revenue	6,102,420	230,280	6,332,700	
Health Services Fee Distribution				
Student Health Center (SHC)	3,836,945	0	3,836,945	60.6%
Counseling & Wellness Center (CWC)	1,457,830	89,960	1,547,790	24.5%
Counseling, Health & Wellness Admin	314,085	20,575	334,660	5.3%
Student Resilience (SR)	0	101,610	101,610	1.6%
CHW Health Services Fee Dept. Total	5,608,860	212,145	5,821,005	
WWU Administrative Services (ASA)	493,560	18,135	511,695	8.0%
Total Budgeted Expenses	6,102,420	230,280	6,332,700	100.0%

	Fee Paying Events / Year	Quarterly Health Services Fee	Health Fee Budgeted Revenue
FY25	38,380	\$165	\$6,332,700
FY24	38,380	\$159	\$6,102,420
3.8% Fee Increase		\$6	\$230,280

FY25 WILL BE THE FIRST YEAR OF STUDENT HEALTH CENTER INSURANCE BILLING

Extensive planning, testing and advertisement of this change will continue through FY24 to prepare for Fall 2024 implementation. Adding this significant, additional revenue source is a way to supplement the mandatory fee revenue and provide funding for ongoing clinic expenses, campus health & safety requirements, increased cost of all goods and services, and the replacement of medical equipment and furnishings.

THE OFFICE OF STUDENT RESILIENCE

Funding from the proposed fee increase will be allocated to support .75% of staff salaries for the Office of Student Resilience. This office was created to promote positive and healthy collegiate experience for all students through weekly meetings, student tracking, and reinforcing positive mental and physical wellness practices while encouraging a proactive approach to healthier living on and off campus. This office also supports Western students by providing leadership and management oversight of the Okanagan Charter through establishment of the Wellbeing Collaborative. The Okanagan Charter was adopted by the institution in September 2021 and represents Western's commitment to move toward more settings and systems-level strategies that influence health, equity, and wellbeing of every member of the WWU community.

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Vice President, Melynda Huskey
DATE: October 13, 2023
SUBJECT: Approval of Housing & Dining Rates
PURPOSE: Action Item

Purpose of Submittal:

Approval from the Board for increases in rate for Housing and Dining room and board for 2024-2025.

Proposed Motion:

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.

Introduction:

The attached rate increase, budget, and supporting documentation represent recommendations for FY2024-25 for the Housing & Dining System [the System] which consists of University Residences, and facilities and operations of the Viking Union. This budget and rate proposal responsibly responds to inflationary pressures, maintains core functions of Western's quality residential program, and enables the System to continue comprehensive program of facility renewals and renovations. As with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing & Dining system. This recommended budget meets those standards and ensures the necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

Management's Comments:

Strong occupancy demand during 2023-24 means the System can continue to replenish its reserves going into 2024-25. For Fall 2023 housing anticipates opening at full capacity, leaving a few bed spaces for room transfers to address mental health and interpersonal management concerns. Operational plans for Fiscal 2024 are designed to move the System forward. For FY2025, emphasis is placed on maintaining affordability, safety, and access. With dining rates increasing 6.9%, room increases are proposed to increase between 4.47% - 4.50% to maintain an aggregate average increase of 4.47%.

Birnam Wood apartments are proposed to increase 4.5%. With the increase, the monthly rate for Birnam Wood will go from \$539 to \$563 per month. Even with the \$24 per month increase, Birnam Wood is significantly lower than other comparable off-campus apartments in the area, which are approximately \$950/mo., save utilities, based on a October 2023 review.

Budget and Rate Planning Influencers:

Inflation: Several large expenditure components of the System's budget, e.g., wages, benefits, food service, and certain recharges are tied to legislative, contractual, or collectively bargained requirements. It is expected inflation rates continue to increase. Once again, the increase in inflation was 5.7% (less food and energy) from one-year earlier. Food prices increased 7.2% while the cost of food away from home (restaurant dining) increased 7.7% from one-year earlier. University Residences leadership continues to seek opportunities for cost reductions and efficiency.

The Capital Plan and System Renovations: The Housing & Dining Capital Plan addresses the long-term financial strength of the System and ensures the System's facilities meet Western's enrollment expectations and meet or exceed the Board of Trustees' fiscal principles. It also invests in infrastructure to ensure longevity, health, and safety, and responds to changing needs and expectations, including significant and much-needed renovations. A development plan was completed in March 2020 to integrate these efforts with the University's strategic and enrollment plans. System resource planning will ensure the number of units, condition, and appropriateness for programmatic needs are optimized

The attached presentation to student leaders contains important additional information about the rate increase, differential pricing, and System budget planning.

WESTERN WASHINGTON UNIVERSITY

HOUSING & DINING SYSTEM

2023-2024 PROPOSED RATES

Information shared with Residential Students

October 2023

Introduction

The attached rate increase, budget, and supporting material represent recommendations for FY2024-25 for the Housing & Dining System (the System) which consists of University Residences, Dining Services, and the facilities & operations components of the Viking Union. This budget and rate proposal responsibly approaches inflationary and recharge pressures, maintains the functions of Western's quality residential program, and allows the System continue recovery from the FY2020 and 2021 financial disruptions as needed capital investments loom. This recommended budget meets those standards of necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

Why is a Housing Rate Increase Needed?

The proposed rates represent the System's continued efforts to provide a quality residential experience at an affordable cost. The attached documents review the impact of additional costs on the System and responses to those impacts. The rate increase addresses external rate pressures such as inflationary and recharge rate increases and reflects continued financial positioning in response to the demands of facility renovations needed. The System's staff continues to research efficient operating methods and ways to develop and bring relevant services to the student residential experience. State funds are not used to support the Housing & Dining System.

Programmatic & Enhancements Considerations

Student feedback is gathered through dinner dialogue with students and a "Dessert with the Director" gathering during the first ten days of October 2023. This feedback is utilized to make programmatic and enhancement investments. The programmatic enhancements are currently being processed: Enhanced Wi-Fi, access control, gender-neutral restrooms, and updated bike storage.

Planning Considerations and Assumptions:

Occupancy

University Residences plans to open at full operating occupancy assigning most rooms at designed capacity. The System plans to offer housing to 1,100 returning students for Fall quarter, to address the housing shortages in Bellingham.

Differential Pricing

For the third year, Western continues to offer tiered pricing to accommodate student needs. Sixty-five percent (65%) of residence hall beds are at the lowest price tier, 19% of spaces at the middle tier and 16% of rooms at the top-level premium tier. The differentiating criteria for premium rooms are in-suite kitchen availability and general bathroom density. Examples of top-tier rooms are in Buchanan Towers and Buchanan Towers East. Examples of middle-tier rooms are most of the rooms in Alma Clark Glass, Edens, and Higginson Hall.

Affordability & Choice

Student input provides consideration of affordable living spaces. Coming out of a pandemic and faced with historically high inflation rates, University Residences placed student affordability as the highest priority when putting together the FY2024 budget. Feedback from students consistently showed they desire more value. Late-night dining, improved accessibility, addressing health and safety concerns, are the focus for FY2024.

Proposed Rate Increases:

The proposed **base rate** increase for all residential hall rooms with meal plans is an aggregate of 4.47%.

- Impact of the **base rate** Increase: Residence Halls (Room & Board): At a 4.70% increase, a base tier triple room with 125 Meal Plan increases \$66/month or \$594 for the academic year.
- Weighted Meal Plan average cost increase proposed is 7.2%
- Birnam Wood (shared Room): a 4.5% increase equates to an increase of \$24/month or \$216 for the academic year.

WESTERN WASHINGTON UNIVERSITY – HISTORICAL DATA

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN	% OF CHANGE
2014-15	\$9,662	4.00%
2015-16	\$9,952	3.00%
2016-17	\$10,350	4.00%
2017-18	\$10,971	6.00%
2018-19	\$11,465	4.50%
2019-20	\$12,037	5.00%
2020-21	\$12,519	4.00%
2021-22	\$13,079	4.50%
2022-23	\$13,747	3.55%
2023-24	\$14,342	4.73%
2024-25	\$15,016	4.49%
10-Year Average Percentage Change		4.34%

Based on the Double Room, Level 1 or Value Rooms with a 125 Meal Plan for each Academic Year.

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2024-2025

Room & Board Plans: Academic Year	2023-24 Estimated	2024-25 Proposed	2024-25 Rate of Change
Double Room with 125 meal plan - Level 1 or Value Rooms	\$14,342	\$15,016	4.5%
Double Room with 125 meal plan - Level 2 or Standard Rooms	\$14,895	\$15,613	4.6%
Double Room with 125 meal plan - Level 3 or Premium Rooms	\$15,811	\$16,563	4.5%
Triple Room with 125 meal plan - Level 1 or Value Rooms	\$12,067	\$12,661	4.7%
Triple Room with 125 meal plan - Level 2 or Standard Rooms	\$12,452	\$13,078	4.8%
Triple Room with 125 meal plan - Level 3 or Premium Rooms	\$13,279	\$13,936	4.7%
Birnam Wood Apartment Rents: Academic Year			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$539	\$563	4.5%



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

Thursday, October 12, 2023

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

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

Time: 2:00 p.m.

1. CALL TO ORDER

2:00 - 2:01

2. CAMPUS TOUR

2:01-3:45

BREAK

3:45-4:00

3. CONVERSATION WITH STAFF GROUP LEADERSHIP

4:00-5:00

- a. Washington Federation of State Employees (WFSE)
Presentation: Britta Eschete, Events Coordinator 1, Career Services Center, WFSE
Bargaining Unit A Representative for Administrative and Clerical Staff
- b. Public School Employees (PSE)
Presentation: 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)
Presentation: Joe Bailey, Sergeant, Police Supervisors Bargaining Unit
Terrence Cunningham, Officer, Police Officers Bargaining Unit
- d. Professional Staff Organization (PSO)

Presentation: Chris Casquilho, Manager of Marketing and Special Events, College of Fine and Performing Arts, PSO President
Joanne DeMark, Leadership Development Specialist, Viking Union

Friday, October 13, 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, August 17-18, 2023

5. PUBLIC COMMENT
8:05 – 8:15

6. LAND ACKNOWLEDGMENT
8:15 - 8:30

Presentation: Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President
Raven Brosey, WWU Student, Lummi Nation Tribal Member

7. BOARD CHAIR REPORT
8:30 - 8:40

8. UNIVERSITY PRESIDENT REPORT
8:40 – 8:50

a. Introduction of New Athletics Director, Jim Sterk

9. FACULTY SENATE REPORT
8:50 – 9:00

10. ASSOCIATED STUDENTS REPORT
9:00 - 9:10

11. BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT
9:10-9:20

Presentation: Trustee Sue Sharpe, Committee Chair

12. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT
9:20 - 9:30

Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEMS

13. INTRODUCTION OF DEANS, PRIORITIES FOR ACADEMIC AFFAIRS

9:30 - 10:15

Presentation: 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

BREAK

10:15-10:30

14. OPERATING BUDGET UPDATE

10:30-11:00

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Brad Johnson, Provost and Executive Vice President

ACTION ITEMS

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

11:00-11:10

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

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

16. APPROVAL OF 2024-25 HOUSING AND DINING RATES

11:10-11:20

Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
Leonard Jones, Executive Director of University Residences

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

11:20 -11:35

a. Peninsulas Update

Presentation: Becca Kenna-Schenck, Chief of Staff, President's Office

b. Delegation of Authority

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

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

11:35-11:40

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

INFORMATION ITEMS

19. REPORTS

11:40-11:50

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

20. TRUSTEE REMARKS

11:50-12:00

21. EXECUTIVE SESSION

12:00-12:20

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

22. DATES FOR NEXT REGULAR MEETING: December 7-8, 2023 in Bellingham, WA

23. ADJOURNMENT

1. CALL TO ORDER

Rick Benner, University Architect / Sr Director, Facilities
Development and Operations – Planning and Development
Steve Hollenhorst, Associate Vice President for Facilities
Development and Operations

Stop 5 Environmental Science Building

3:00-3:10pm Presenters: Teena Gabrielson, Dean, College of the Environment
Steve Hollenhorst, Associate Vice President for Facilities
Development and Operations

Stop 6 Student Recreation Center

3:10-3:20pm Presenters: Adam Leonard, Director of Campus Recreation
Services
Bob Hofstetter, Associate Director of Campus Recreation
Services

Stop 7 Fairhaven College and Childhood Development Center

3:20-3:30pm Presenters: Caskey Russell, Dean of Fairhaven College
Carolyn Mulder, Child Development Center Director

Stop 8 Kaiser-Borsari Hall, Photo with Construction Crane

3:30-3:45pm Photographer: Luke Hollister, Communications Consultant 3

End at 3:45pm Old Main

Attached:

See Campus Map

Directions

When approaching Bellingham from the north or south on Interstate 5, take Exit #252, marked Samish Way and WWU, turn west onto Samish Way and follow the signs to Bill McDonald Parkway and the University campus.

49 Parking Directions, call (360) 650-2945 or visit the Visitor Information Center in the Campus Services Building at 2001 Bill McDonald Parkway. Visitor parking permits are available in kiosks in parking lots. See Parking Map at www.wvu.edu/campusmaps.

E EMERGENCY TELEPHONES

Construction Zone



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Academic Instructional Center (AI).....52	Campus Services (CS) 49	Haggard Hall (Library) (HH).....15	Parks Hall (PH)39	Sigma [Residence].....Σ
Academic Instructional West (AW).....53	Canada House (CA)..... 17	Haskell Plaza..... 50	Performing Arts Center (PA).....16	Ross Engineering Technology (ET) 40
Administrative Services (AC).....47	Carver (CV).....22	Higginson Hall [Residence] (HG).....3	Physical Plant (PP)35	Science, Mathematics, & Technology Education (SL).....43
Alma Clark Glass Hall (CG)..... 28	College Hall (CH)..... 19	High Street Hall (HS).....18	Public Safety/University Police (CS)..... 49	Steam Plant (SP)25
Alumni House (AL).....6	Commissary (CM).....33	Humanities Building (HU).....14	Recreation Center (SV)..... 38	Student Business/Parking Office (OM).....55
Arntzen Hall (AH)26	Communications Facility (CF) 30	Interdisciplinary Science Building (IS).....56	Recycling Center (RE)..... 46	Student Health Center (CS)..... 49
Art Annex (AA).....23	Edens Hall [Residence] (EH)5	Maintenance Garage (MG)34	Ridgeway Commons.....29	Ticket Office and Restrooms (MU).....54
Biology (Bi).....42	Edens Hall North [Residence] (EN)4	Mathes Hall [Residence] (MA)..... 1	Alpha [Residence]..... A	Vikings Commons [Dining] (VC).....7
Biology Greenhouse (BG).....45	Environmental Studies (ES)27	Miller Hall (MH).....12	Beta [Residence]..... B	Viking Union (VU).....8
Birnam Wood [Residence] (BW).....36	Fairhaven Academic (FA)31	Morse Hall Chemistry Bldg. (CB)41	Delta [Residence]..... Δ	Washington State Archives (AB)..... 44
Bond Hall (BH).....21	Fairhaven Complex [Residence] (FX)51	Multicultural Center (VU).....10	Gamma [Residence]..... Γ	Wilson Library (WL) 20
Bookstore (BK)10	Fine Arts, Western Gallery (FI)24	Nash Hall [Residence] (NA)2	Kappa [Residence]..... K	
Buchanan Towers [Residence] (BT).....32	Fraser Hall (FR)..... 13	Old Main (OM)..... 11	Omega [Residence]..... Ω	

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

TO: Members of the Board of Trustees

DATE: October 12, 2023

SUBJECT: **Conversation with Staff Group Leaders**

Background:

The Board of Trustees invited leaders from groups representing University staff for introductions and conversation about issues important to staff. Representatives from Washington Federation of State Employees (WFSE), Public School Employees (PSE), Fraternal Order of Police (FOP) and the Professional Staff Organization (PSO) will attend.

Each group was asked to prepare a 6-8 minute introduction outlining the types of employees they represent and each 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

DATE: October 13, 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, August 17-18, 2023

Supporting Information:

Minutes of August 17-18, 2023 Regular Meeting

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: October 13, 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
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

DATE: October 13, 2023

SUBJECT: Land Acknowledgment

Background:

Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President, will give history and context for Western Washington University's Land Acknowledgement. WWU Student and Lummi Nation Tribal Member, Raven Brosey, will read the statement.

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

TO: Members of the Board of Trustees
FROM: Faith Pettis, Chair, Board of Trustees
DATE: October 13, 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: October 13, 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

October 13, 2023

Dear Trustees,

Since my last update at the August meeting in Poulsbo, we have been busy preparing for the new academic year. The Senate has several important issues to deal with this year and while we have only just begun, I am pleased with our progress thus far.

At our first Faculty Senate meeting on October 2, we approved a motion from the Senate Executive Council (“Exec”) to create a new ad hoc committee that is charged with reviewing and updating the Faculty Handbook. The committee charge and membership, as approved by the Senate, is as follows:

The Ad Hoc Committee on Revising the WWU Faculty Handbook is charged with conducting a comprehensive review of the Faculty Handbook, including the appendices, and drafting proposed revisions. The committee is expected to conduct most of its work during the Fall and Winter quarters of AY 2023-24 and make its report and recommendations to the Faculty Senate during the Spring 2024 quarter. It is expected that once approved by the Senate, the revised draft of the handbook will be presented to the Board of Trustees for final approval by the end of the 2023-24 academic year.

The committee will be comprised of the following Faculty Senate-approved voting members:

- *Faculty Senate President*
- *1 Faculty Senate Representative (appointed by the Faculty Senate)*
- *1 UFWW Representative (appointed by the UFWW Executive Board)*
- *3 At-Large Members of WWU Faculty (2 Tenured or Tenure Track plus 1 NTT, appointed by the Faculty Senate)*
- *1 Board of Trustees Representative (appointed by the Board of Trustees)*

Since the Faculty Senate can only effectively participate in governance at the university if its standing committees are fully staffed and functioning, I have been working with colleagues across campus to rebuild previously dormant committees including the Senate Library Committee, and the Senate Outreach and Continuing Education (OCE) Committee. The college faculty governance committees appoint most of the members to these committees, so I have been working with them to ensure this happens quickly. We have a nearly fully staffed Senate Library Committee which I expect to have its first meeting within a couple of weeks. We have been slower to staff the OCE committee, but several faculty members have agreed to serve on it, and we are working on filling the other vacancies.

We have also been discussing ways to more effectively participate in university resource and budget conversations. Historically, this has been done through the University Planning and Resources Council (UPRC), a Faculty Senate standing committee. However, with the creation of the University Budget Committee in 2022, we now have two budget committees with similar charges, so the UPRC has struggled to understand its role. We have therefore recently discussed

a possible restructuring of UPRC. While this has not yet come before the Senate for action, we have had discussions in both Senate Exec and the first full Senate meeting about the possibility of eliminating UPRC and replacing it with a budget liaison who would serve on Exec and the University Budget Committee. Ideally, this person would represent faculty interests in budget-related discussions and regularly update the Senate. As long as the faculty do not lose any of the three seats held by faculty members on the University Budget Committee, this may be a way to streamline the process while keeping faculty engaged and informed about the critical issues that impact our work here at Western. There was a robust discussion of the budget situation at our first Senate meeting on October 2 in which it was made clear that we need better communication with the faculty about the complex budget issues. While I intend to provide opportunities for senators to ask more questions and provide feedback to the administration at upcoming Senate meetings, having a designated member of the Senate who can help lead those discussions would be valuable.

I have also been focused on improving the Faculty Senate's communication with the broader campus. In part, this can be done through our new website, which went live in mid-September. But there are other tools at our disposal including the Faculty Senate President's blog that I recently revived after several years of inactivity. I have also asked Senators to make sure that they are sharing pertinent information about Senate actions and discussions with their constituents. Starting this fall, I will be attending a Council of Deans on a quarterly basis to help further build effective and clear communication between the faculty and the administrative leadership of the colleges. I also appreciate the ongoing "talk times" with President Randhawa and Provost Johnson, which I think is a valuable communication channel outside of the formal Senate meetings.

In the weeks ahead, we plan to hear from Chief Diversity Officer Jacqueline Hughes about DEI efforts on campus. Jacqueline and I have had several conversations about ways to communicate important issues to the faculty and we agreed that a short presentation followed by Q&A at Faculty Senate is one way to do that. Given the concerns among faculty about enrollment patterns, I have also asked Associate Vice President for Enrollment Management Shelli Soto to update the Senate and answer questions that Senators or their constituents may have. We will also hear from Provost Johnson and Vice Provost for Outreach and Continuing Education Robert Squires about the various off-campus programs that are now underway. I am committed to ensuring that the faculty have a way to provide input on these important initiatives. While our effort to revive the OCE Committee is an important way to do that, I also think that discussions at the full Senate will be valuable.

As I noted in my August update, the Senate has struggled with staffing issues for several months. A search committee that we put together in the spring recently reviewed applications and started interviewing candidates for a new Faculty Senate Specialist position. We hope to complete the interviews and make an offer no later than the end of October. We are also in the process of updating the Shared Governance Operations Manager position before trying to hire for that currently vacant position.

Finally, I want to express my gratitude to Elissa Hicks for stepping in to help us out in the fall quarter. Elissa will be assisting me in completing the efforts to fill vacancies on our committees

and with setting up agendas and meetings while we work to hire staff. I also want to thank Jamie Lawson who has done (and continues to do) great work on our new website, and for making our new web-based agendas and meeting materials available ahead of our meetings. These and other wonderful colleagues here at Western have been invaluable in helping me navigate the staffing challenges that could otherwise have seriously disrupted the Senate's operations.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Associated Students

DATE: October 13, 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.

Dear Trustees,

I hope this message finds you well. First and foremost, I would like to extend my sincere gratitude for the opportunity to present an update on the activities and progress of the Associated Students of Western Washington University (ASWWU) Student Government for the month of October. A special thank you goes to Trustee Stone for his collaborative spirit and the insightful discussion we had earlier this summer. Collaboration and communication between student leaders are vital components that have been missing from our campus, and we are committed to addressing this issue.

As we progress into the academic year, it's imperative to revisit our overarching objectives of transparency and accountability as outlined in my August report. These objectives continue to serve as the guiding pillars of our work within the ASWWU Student Government. Specifically, we remain steadfast in our commitment to enhancing transparency and fostering accountability.

1. Outreach and Engagement:

A cornerstone of these objectives is effective outreach and engagement with the student body. We have been actively working with various campus offices to attend or speak at key back-to-school events, including the highly successful First Night Out. These events offer invaluable opportunities to connect with students, particularly those in their first and second years of study. An initiative that the student government has undertaken is the reinstatement of class visits for introductory and FIG classes—a practice our student government had prior to the pandemic. Both Student Senate and Executive Board members have been proactive in reaching out to introductory classes, clubs, and campus offices related to their respective positions. Personally, as AS President, I have committed to visiting two different classes each week to introduce myself and provide students with insights on how they can actively participate in the student government. Our outreach efforts are multifaceted, encompassing on-campus events, AS club visits, regular updates on social media and via email, as well as open Q&A sessions with student government officials.

2. Addressing Student Concerns:

In addition to engagement, we are dedicated to understanding and addressing the concerns of our student body. To this end, we have initiated conversations with students and are creating a survey to identify the issues that matter most to them. We recognize that the best solutions are born from informed perspectives, and our conversations with students are proving invaluable in this regard. Once we have identified these concerns, our intention is not to scatter our efforts across a multitude of issues, a pitfall that student governments often encounter. Instead, we aim to discern a central issue that garners significant support and warrants our undivided attention. By focusing on this key issue, we can channel our resources, energy, and the passionate commitment of our engaged students into a concentrated effort that yields tangible results.

3. Recruitment Challenges:

Despite our outreach efforts, we have encountered challenges in recruiting students for leadership roles within AS. Committee membership, a vital component of AS governance, has not yet fully recovered to pre-pandemic levels. While we are optimistic that this issue will gradually resolve as our outreach efforts expand throughout the academic year, the need for many students to fill at-large positions within the first month of the academic year does pose a challenge.

4. Vacancies:

Currently, there is one vacancy in the Executive Board and three vacancies in the Student Senate. The Student Senate is diligently working to fill the three vacancies through an appointment process. The Executive Board vacancy is a more complex matter and will be filled either through a special election or an appointment process. Our aim is to have the position of Vice President for Activities filled by mid-November.

In conclusion, I would like to emphasize our unwavering commitment to our objectives of enhancing transparency, fostering accountability, and actively engaging with the student body. While we face challenges, we remain dedicated to our mission and optimistic about the positive changes we can make. Your support and guidance are invaluable to us as we strive to achieve our goals and we will continue to keep you updated on our progress.

Once again, I extend my heartfelt thanks for your continued support and interest in the ASWWU Student Government.

Sincerely,



Keara Ryan | [she/her/hers](#)
AS President | [AS Executive Board](#)
Western Washington University
516 High Street, Bellingham WA 98225
aspres@wwu.edu | Viking Union 514

**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: October 13, 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: October 13, 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
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

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

DATE: October 13, 2023

SUBJECT: **Introductions of New Deans, Priorities for Academic Affairs**

PURPOSE: Discussion Item

Purpose of Submittal:

An opportunity for the Board of Trustees to meet and connect with academic leadership of the university, and a discussion of Academic Affairs priorities by the Provost and Executive Vice President.

Background:

With an influx of new leaders, Academic Affairs looks a little different this year. Three new Academic Deans join along with three internal deans who have been appointed to fixed two-year appointments. Each new academic leader will spend a few minutes outlining their journey to Western Washington University and sharing a little about what brought them to the WWU community and their new roles.

Brad Johnson, Provost and Executive Vice President will share his priorities for the Academic Affairs division for the 2023 –2024 Academic Year. These include a framework built from three essential contexts, with the intent of building a pathway to changing important internal processes such as scheduling, and ultimately, aligning programmatic resources to a stable equilibrium throughput.

Strategic Questions:

1. How best can Board of Trustees members partner with academic leaders?
2. Working within a constrained budget issue, what will Academic Affairs leadership be focused on doing to enhance education at WWU?
3. How do Academic Affairs priorities align with university priorities?
4. What challenges will academic affairs be facing this year, and how will leadership be approaching them?

Introductions of New Deans

Dr. Christopher Bianco, Dean of the College of Fine and Performing Arts

Dr. Christopher Bianco serves as the Dean of the College of Fine and Performing Arts at Western Washington University. Dr. Bianco, who previously served as Chair of the WWU Department of Music and Director of Bands has taught at the WWU since 2006; he came to Bellingham from a faculty position at Baylor University in Waco, Texas and earned his doctorate from the University of Texas at Austin in 2004. He has held positions at Libertyville High School in Libertyville, Illinois, Boise High School in Boise, Idaho, St. Francis High School in St. Francis Minnesota and Baylor University in Waco Texas.

He received a Bachelor's Degree in Music Education from Northwestern University in Evanston, Illinois. While in the Chicago area, Dr. Bianco maintained an active trumpet studio as well as holding the position of Artistic Director and Conductor of the Wilmette Community Band.

He completed his formal training at The University of Texas at Austin as a student of Jerry Junkin where he served as a teaching assistant for the conducting program, UT Wind Ensemble, Chamber Winds and Longhorn Band. He received the Doctor of Musical Arts Degree in Wind Conducting in December of 2004.

In addition to his work with Jerry Junkin, Dr. Bianco has studied, conducting with John Paynter, Kevin Sedatole and Steve Bolstad. His trumpet teachers have included Vincent Cichowicz, Ray Sasaki, Steve Bolstad, David Coleman and Vince DiMartino.

Dr. Bianco has served as President of the Northwest Region of the *College Band Director's National Association*, President of the *San Juan Music Educators Association*, Executive Board for the *Washington Music Educators Association*, an organization that awarded him *WA Higher Education Educator of the Year* in 2015. He served a three year term on the Board of Directors for the *National Association of Schools of Music*, and is a member of the *International Council of Fine Arts Deans*.

He lives in Ferndale WA, with his wife and partner Laurie and their daughters Elena and Sophia.

John Danneker, Dean of Western Libraries

Following a nationwide search, John Danneker was hired as the Dean of Western Libraries in spring 2023, starting officially on August 21, 2023. Danneker came to Western from the University of Washington in Seattle, where he was serving as the director of Learning Services and the Odegaard Undergraduate Library for UW Libraries. He held a concurrent role as a Strategic Projects Librarian for the Research and Learning Services division, which spans most user services ranging from teaching, scholarship support, and access to collections and spaces. He joined the UW in 2014.

Professionally, John is particularly interested in how we translate the concept of belonging into our learning environments and incorporating sustainability into these efforts. He regularly writes about and presents on collaborations and partnerships in academic libraries and their roles toward holistic student success, and he is active in several regional and national libraries organizations. He is interested in furthering the Western Libraries' reach in supporting students' exploration of their roles in our information ecosystem throughout their lives, particularly around current topics of mis- and disinformation, information ethics, and digital privacy.

Danneker earned his bachelor's degree in Music History at Bucknell University, a master's degree in Musicology from the University of Wisconsin at Madison, and a master's degree in Library and Information Science from The Catholic University of America. Before joining the staff at the UW, Danneker held a series of positions at The George Washington University, including director of the Eckles Memorial Library.

Dr. Deanna Kennedy, Dean of the College of Business and Economics

Following a nationwide search, Dr. Deanna Kennedy started on September 18, 2023 as Western's Dean of the College of Business and Economics. Kennedy comes to Western from the University of Washington at Bothell, where she was the Associate Dean for Academics in the School of Business. Kennedy earned her bachelor's degree in Biological Sciences from the University of California at Davis, her MBA in Operations and Supply Chain Management from Golden Gate University, and a doctorate in Management Science from the University of Massachusetts at Amherst. Before joining the faculty at UW Bothell, she held a visiting professorship at Texas A&M University.

Her research spans across fields where she has over 30 publications including refereed papers, book chapters and books. She studies the operations, communication, and processes of project teams. Recently her research team introduced the new framework of mental model shifts to explain how teams work at being on the same page. Her work has been funded by NASA and the Army Research Office and she is an Associate Editor focused on team-based approaches and research at the *Group and Organization Management Journal*. She is also an avid speaker and writer about the need for Native American and Indigenous business research and teaching that advances diversity and culturally based values in business strategies. Such work supports the training of a global mindset for all students, and particularly addresses approaches of Native entrepreneurs and business leaders in driving the future of Native economic development. She is a founding member of the *Indigenous Business and Public Administration Journal*, a lecturer in the Renewing Native and Indigenous Economies at the Hoover Institution and serves as co-chair of the taskforce for increasing the pipeline of black and indigenous talent as part of the state working group of Washington Business School's for Racial Equity.

Dr. Janelle Leger, Dean of the College of Science and Engineering

Dr. Janelle Leger was appointed as Dean of the College of Science and Engineering (CSE) at Western Washington University in Fall 2023, after serving in that role in an interim capacity during the 2022/23 academic year. Dr. Leger joined Western as an assistant professor in the Department of Physics and Astronomy and the Department of Chemistry in 2008, and was promoted to full professor in 2016. She served as Director of the Advanced Materials Science and Engineering Center (AMSEC) from 2017 to 2019, and as Chair of the Department of Physics and Astronomy from 2019 to 2022.

Dr. Leger holds a Ph.D. in physics from the University of California, Santa Cruz and a B.S. in physics from University of California, Davis. Prior to coming to Western, she was a postdoctoral research associate and National Science Foundation Discovery Corps Postdoctoral Fellow at the University of Washington's Department of Chemistry.

Dr. Leger's research explores organic and hybrid materials for electronic and optoelectronic devices such as diodes, transistors and solar cells, as well as structures for subwavelength optics. She was awarded the NSF CAREER award in 2011, and has mentored over 50 students in interdisciplinary research projects since joining WWU in 2008. She was awarded Western's Paul J. Olscamp Research Award in 2017, and the Alumni Association's Outstanding Faculty Mentor Award in 2016. In 2015, she was named a Cottrell Scholar by the Research Corporation for Science Advancement.

Dr. Kevin Roxas, Dean of Woodring College of Education

Dr. Kevin Roxas serves as the Dean of the Woodring College of Education. Since 2014, Dr. Roxas has served Woodring College as a Professor, the Department Chair for the Secondary Education Department, the Associate Dean for Student Success, and now as Dean.

Prior to his appointment at WWU in 2014, Dr. Roxas taught in the Department of Education Studies at the University of Wyoming for six years and was a teacher and upper school principal at the Marist Brothers International School in Japan for 10 years.

Dr. Roxas holds a doctorate in Teaching, Curriculum and Educational Policy from Michigan State University, with a master's degree in Educational Administration from the University of San Francisco and a bachelor's degree in Government and Accounting from the University of Notre Dame.

Dr. Roxas has been a principal investigator and co-investigator on several grants that focus on social justice, retaining faculty of color and supporting immigrant students, and his publications share a similar focus on access, diversity, equity and inclusion. His most recent research project focuses on work with immigrant students, parents, and other family members as they use photography and visual and written narratives to powerfully describe their experiences in U.S. public schools and local communities.

His honors and awards include winning the Carl A. Grant Outstanding Research Award from the National Association of Multicultural Education in 2019 and a 2016 Best Paper Award from the American Educational Studies Association for his article “Multicultural education and newcomer youth: Re-imagining a more inclusive vision for immigrant and refugee students.”

Dr. Keith Russell, Dean of the College of Humanities and Social Sciences

Following a national search, Dr. Keith C. Russell, Ph.D., was hired into his new role as Dean of the College of Humanities and Social Sciences, starting on August 1, 2023.

Dr. Russell, grew up in Oregon, received his Ph.D. at the University of Idaho and taught at the University of New Hampshire and the University of Minnesota prior to arriving at WWU in 2008. He chaired the department of Health and Human Development from 2015 - 2023. In 2020, he received the Faculty Leadership award for his work chairing the department during the renovation of the Carver Academic Facility and in helping establish WWU's first human cadaver lab to better prepare our pre-healthcare students for careers in allied health. In 2010 he received the Distinguished Researcher Award from the International Association for Experiential Education and has served the profession in many roles, including recently serving on the American Camping Association's National Research Advisory Board (2016 - 2023). He teaches courses in research methods, adventure education and therapy, and human relations.

His research over the past 15 years has involved working with non-profit organizations in Alberta, Canada and Southeast Alaska that serve primarily First Nation and Alaska Native youth and young adults struggling with addiction. His over 60 publications have appeared in Psychotherapy, Group Dynamics, Mindfulness, Journal of Health Services Psychology, Residential Treatment for Children and Youth, and Child and Youth Care Forum. He is the author of several book chapters and is a co-author of the text titled Adventure Therapy: Theory, Research and Practice (2nd ed. 2020; Routledge Mental Health) with Michael Gass and Lee Gillis.

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

DATE: October 13, 2023

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa
Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President for Business and Financial Affairs

**SUBJECT: DISCUSSION ITEM
Operating Budget Update**

Purpose of Submittal:

An Operating Budget Update will be provided, including an update on the FY2024 and FY2025 outlooks and progress towards implementing the three percent budget reductions.

Additional Information:

Fiscal Year 2023: While final FY2023 closing data is not yet available at the time of this submittal, preliminary figures indicate that WWU's operating budget ended the year in alignment with the budget plan adopted by the Board of Trustees.

Fiscal Year 2024 Enrollments: While final fall enrollment numbers are not available at the time of this submittal, overall enrollments are on track with the assumptions used to build the FY2024 budget. Following student payment and refund deadlines, we will compare projected tuition revenues associated with these enrollments to actual tuition revenues received.

Fiscal Year 2024 Budget Reductions: A three percent reduction was included in the university's FY2024 operating budget. This reduction was applied to the recurring base budget distributed to each division and the institutional budget during our budget build process. Within the divisions there was not an across-the-board approach; rather, each division assessed the opportunities for reductions that would least impact fulfillment of Western's mission and operations. In some areas, the strategies identified to meet the reduction this year are one-time in nature and there is ongoing work to identify longer-term recurring strategies in those areas. Divisions met the budget reduction primarily through evaluation of vacancies. In some areas, budget was pulled from vacant positions and will cycle through as some positions are filled and others turn over. In other areas, vacant management positions were eliminated, and front-line staff were added with net savings. Budget plans also included reductions in some goods and services budgets where capacity was identified.

Fiscal Year 2025 Outlook: With continued fixed cost increases exceeding projected revenue increases, a gap remains in the FY2024 forecast at this time. This forecast will evolve as more information on enrollments and state funding is received, and as other strategies are considered, in order to bring a sustainable budget to the Board of Trustees in June 2024.

Western Washington University, Projection of State-Funded Operating Budget

	<u>FY24</u>
<u>Beginning Institutional Reserves Balance (Excluding Stimulus Funds)</u>	\$19,425,857
<u>Estimated Revenues</u>	\$218,967,700
Tuition	\$95,682,099
State Appropriations (Recurring)	\$116,338,000
Administrative Services Assessment	\$5,064,601
One-Time State Appropriations	\$1,883,000
Stimulus	\$0
New Revenue Proposals	
<u>Budgeted Expenditures</u>	\$221,141,040
Recurring Base Budget (Including Recurring Additions/Reductions from Previous Year)	\$227,259,500
Recurring Budget Reductions (Implemented FY24)	(\$6,302,122)
One-time Investments (Budgeted)	\$6,618,000
One-time Investments (Non-Budgeted, Mid-year Changes)	\$0
Short Term Expenditure Reduction Strategies (Mid-level Estimated Annual Impact, non-permanent)	(\$6,434,338)
COVID Response	\$0
<u>Annual Net Income/(Deficit)</u>	<u>(\$2,173,340)</u>
Minus: One-time Reductions	(\$6,434,338)
Minus: One-time Revenues	(\$1,883,000)
Plus: One-time Investments and COVID Response Expenditures	\$6,618,000
<u>Recurring Budget Gap</u>	<u>(\$3,872,678)</u>
<u>Projected Reserves</u>	
Ending Institutional Reserves Balance	\$17,252,517
Outstanding Institutional Commitments	(\$1,599,851)
<u>Ending Uncommitted Institutional Reserves Balance</u>	<u>\$15,652,666</u>
<u>Ending Uncommitted Institutional Reserves Balance as % of Budgeted Revenue</u>	<u>7.2%</u>

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

DATE: October 13, 2023

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Joyce Lopes, Vice President, Business and Financial Affairs
Melynda Huskey, Vice President, Enrollment and Student Services
Faye Gallant, Assistant Vice President, Strategy, Management and Budget

SUBJECT: Action Item
Approval of 2024-2025 Academic Year Tuition Rates and Mandatory Fees

Purpose of Submittal:

The Board is requested to approve 2024-2025 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student. The Board is also asked to approve the mandatory student fee levels and revenue distributions for academic year 2024-2025.

Proposed Motion:

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).

Additional Information:

The fiscal year 2025 operating budget plan which relies on tuition operating fee revenue generated by the tuition changes proposed under this submittal will be presented at the June 14, 2024 Board meeting.

Supporting Information:

- Attachment A: Supporting Information on Setting 2024-2025 Academic Year Tuition
- Attachment B: Proposed 2024-2025 Tuition Rates (Operating Fee and Capital Building Fee)
- Attachment C: Washington State Higher Education Sector Tuition Comparison – FY 2025
- Attachment D: WWU Mandatory Student Fees Current and Proposed Levels, 5-year Summary
- Attachment E: Services and Activities Fee Memo
- Attachment F: Student Health Services Fee Recommendation

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Joyce Lopes, Vice President, Business and Financial Affairs
Faye Gallant, Assistant Vice President, Strategy, Management and Budget

DATE: October 13, 2023

SUBJECT: Supporting Information on Setting 2024-2025 Academic Year Tuition

In accordance with the College Affordability Act of 2015, Western has the authority to raise *resident undergraduate (RUG) tuition operating fees* by the average annual percentage growth rate in the median hourly wage for Washington for the previous 14 years as determined by the Federal Bureau of Labor Statistics. For fiscal year 2024-2025, this average rate is 3.0%. In the 2023 legislative session, a change was made to the timing of calculating and communicating the allowable rate, which will mean that for FY25 and future years, tuition rates can be set in the fall of the previous year.

Tuition rates for *nonresident undergraduate (NRUG)*, *resident graduate (RG)*, and *nonresident graduate (NRG)* students are set by the Board of Trustees after analyses of market constraints of supply and demand, consideration of fixed cost increases, and comparison costing with our peers.

Proposed 2024-2025 Tuition Rates for WWU

State policy makers pass an expenditure budget, including new items such as compensation, which is only partially funded by state appropriations; the remainder must come through tuition revenue increases funded by rate adjustments. Executing the budget as signed into law requires the proposed tuition rate increase. In short, Western's tuition rates are determined in large part by the legislature.

Upon the recommendation of the President's Cabinet, it is proposed that Western increase the state-funded resident undergraduate tuition rate by 3.0% as authorized by the College Affordability Act of 2015. It is further recommended to increase all other rates (non-resident undergraduate, resident graduate, non-resident graduate, resident and non-resident MBA, resident and non-resident students in the Clinical Mental Health and School Counseling Master's programs, and resident and non-resident students in the Audiology and Speech Language Pathology programs) by 3.0%.

As required by law, proposed capital building fee percentage increases are equivalent to the tuition operating fee percentage increases for each student category. Please see detailed percentage and dollar increases above for all student categories below.

The Washington Student Achievement Council (WSAC) national average data we have utilized in the past for comparative purposes is not currently available. The Washington state higher

education institutional data analysis we provide in Attachment C provides additional information on these proposed rates in comparison to the rest of the sector.

Resident Undergraduate Tuition: A tuition increase of 3.0% as recommended for this student group equates to an annual increase of \$218.

- Tuition increased for this classification by 3.0% in 2023-2024.

Non-Resident Undergraduate Tuition: The proposed tuition increase for non-resident undergraduate students is 3.0% equating to an annual increase of \$775.

- Tuition increased for this classification by 3.5% in 2023-2024.
- Market and comparison costing analyses indicate that Western's non-resident tuition was previously extremely low in comparison to the other Washington public four-year institutions. For 2022-2023 and 2023-2024, the 3.5% increase was intended to balance market position with changing conditions.

Resident Graduate Tuition: The proposed tuition increase for resident graduate students is 3.0% equating to an annual increase of \$343.

- Tuition increased for this classification by 3.5% in 2023-2024.

Non-Resident Graduate Tuition: The proposed tuition increase for non-resident graduate students is 3.0%, representing an annual increase of \$736.

- Tuition increased for this classification by 3.5% in 2023-2024.

Differential Tuition:

Clinical Mental Health and School Counseling Graduate Programs: The Clinical Mental Health and School Counseling programs are Masters programs intended to prepare students for licensure (CMHC) and certification (SC) as a counselor in the state of Washington. Both programs have been continuously accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) since 1992.

These programs are distinct in that they leverage a small cohort size to create an intensive training experience unlike any other program in the state. Each program is limited to six students. During their first year, students receive clinical supervision from faculty in our in-house Counseling Training Clinic (CTC). During their second year, students are placed in external internships, where they work three days a week as a counselor in a school, community mental health clinic, counseling clinic, or private or group practice. Accreditation assessments indicate that WWU pass rates for the National Counseling Examination (NCE), completion rates, and job placement rates are almost invariably at 100%. A great many of these graduates remain employed in Washington state as a school or a clinical mental health counselor.

For these reasons a new graduate tuition fee rate was established for the Clinical Mental Health and School Counseling programs in the 2020-2021 academic year. CMC and SC resident and non-resident students are annually assessed 10.8% and 5.0% higher than other resident and non-resident graduate students, respectively, and yet are competitive with comparable programs in the region.

The proposed 2024-2025 increase for Clinical Mental Health and School Counseling programs is 3.0%, representing an annual increase of \$381 for resident students and \$774 for non-resident students.

Master's in Business Administration (MBA): Tuition increased for this student classification by 3.5% in 2023-24 for both residents and non-residents. It is recommended that the MBA rate be increased by 3.0% representing an annual increase of \$398 for resident students and \$991 for non-resident students.

Speech Language Pathology: Graduate students in speech language pathology are required to earn 400 clinical clock hours (working with patients) before they complete the program and become certified. The majority of these hours are earned in Western's Speech Language and Hearing Clinic under the supervision of certified speech language pathologists (Clinical Educators). Changes in medical billing practices and Medicare requirements have made clinic revenue more unpredictable (some third-party payers no longer cover speech-language services, and those that do are reimbursing at lower rates).

The proposed tuition increase for Speech Language Pathology students is 3.0%, representing an annual increase of \$524 for resident students and \$967 for non-resident students.

Clinical Doctorate in Audiology (Au.D): The proposed tuition increase for Clinical Doctorate in Audiology students is 3.0%, representing an annual increase of \$559 for resident students and \$803 for non-resident students.

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Western Washington University
Proposed 2024-25 Tuition Rates (Operating Fee and Capital Building Fee)

TUITION FEES				
Operating Fee	2023-24	2024-25	\$ Change	% Change
Resident Undergraduate	\$6,921	\$7,129	\$208	3.0%
Non-Resident Undergraduate	\$24,814	\$25,558	\$744	3.0%
Resident Graduate	\$11,144	\$11,478	\$334	3.0%
Non-Resident Graduate	\$23,814	\$24,528	\$714	3.0%
Resident MBA	\$12,919	\$13,307	\$388	3.0%
Non-Resident MBA	\$32,040	\$33,001	\$961	3.0%
Resident Speech Language Pathology	\$16,928	\$17,436	\$508	3.0%
Non-Resident Speech Language Pathology	\$31,283	\$32,221	\$938	3.0%
Resident Audiology - Au.D.	\$18,060	\$18,602	\$542	3.0%
Non-Resident Audiology - Au.D.	\$25,961	\$26,740	\$779	3.0%
Resident Clinical Mental Health and School Counseling	\$12,352	\$12,723	\$371	3.0%
Non-Resident Clinical Mental Health and School Counseling	\$25,023	\$25,774	\$751	3.0%
Capital Building Fee	2023-24	2024-25	\$ Change	% Change
Resident Undergraduate	\$349	\$359	\$10	3.0%
Non-Resident Undergraduate	\$1,024	\$1,055	\$31	3.0%
Resident Graduate	\$297	\$306	\$9	3.0%
Non-Resident Graduate	\$745	\$767	\$22	3.0%
Resident MBA	\$317	\$327	\$10	3.0%
Non-Resident MBA	\$987	\$1,017	\$30	3.0%
Resident Speech Language Pathology	\$524	\$540	\$16	3.0%
Non-Resident Speech Lanuguage Pathology	\$968	\$997	\$29	3.0%
Resident Audiology - Au.D.	\$558	\$575	\$17	3.0%
Non-Resident Audiology - Au.D.	\$802	\$826	\$24	3.0%
Resident Clinical Mental Health and School Counseling	\$328	\$338	\$10	3.0%
Non-Resident Clinical Mental Health and School Counseling	\$783	\$806	\$23	3.0%
TOTAL TUITION (Operating Fee and Capital Building Fee)	2023-24	2024-25	\$ Change	% Change
Resident Undergraduate	\$7,270	\$7,488	\$218	3.0%
Non-Resident Undergraduate	\$25,838	\$26,613	\$775	3.0%
Resident Graduate	\$11,441	\$11,784	\$343	3.0%
Non-Resident Graduate	\$24,559	\$25,295	\$736	3.0%
Resident MBA	\$13,236	\$13,634	\$398	3.0%
Non-Resident MBA	\$33,027	\$34,018	\$991	3.0%
Resident Speech Language Pathology	\$17,452	\$17,976	\$524	3.0%
Non-Resident Speech Language Pathology	\$32,251	\$33,218	\$967	3.0%
Resident Audiology - Au.D.	\$18,618	\$19,177	\$559	3.0%
Non-Resident Audiology - Au.D.	\$26,763	\$27,566	\$803	3.0%
Resident Clinical Mental Health and School Counseling	\$12,680	\$13,061	\$381	3.0%
Non-Resident Clinical Mental Health and School Counseling	\$25,806	\$26,580	\$774	3.0%

Note: Academic year tuition for full-time students (banded tuition 10-18 credit hours per quarter)

Western Washington University

Washington State Higher Education Sector Tuition Comparison - FY 2025 est.

Resident Undergraduate		Resident Graduate		Non-Resident Undergraduate		Non Resident Graduate	
UW	\$ 11,525	UW	\$ 17,649	UW	\$ 41,199	UW	\$ 31,636
WSU	\$ 11,266	WSU	\$ 12,675	TESC	\$ 29,681	EWU	\$ 29,364
TESC	\$ 7,790	EWU	\$ 12,648	WSU	\$ 26,950	WSU	\$ 27,842
WWU	\$ 7,488	TESC	\$ 12,341	WWU	\$ 26,613	TESC	\$ 27,769
EWU	\$ 7,272	WWU	\$ 11,385	EWU	\$ 25,976	WWU	\$ 25,296
CWU	\$ 7,021	CWU	\$ 10,712	CWU	\$ 24,594	CWU	\$ 25,092

* Operating and capital building fee only

Note. Tuition rate information for FY2025 is not available for Washington State Higher Education Sector peers as of this submittal. For the purposes of this comparison, we show a 3% increase at WWU compared to 0% increases at all other institutions. However, most schools are expected to increase rates by the 3% NRUG amount allowed by law, which would keep WWU in the middle or lower end of the regionals.

**Attachment D
WWU Mandatory Student Fees - 5-Year Summary**

WWU proposes increasing the nine existing mandatory student fees for 2024-2025 as described below. This proposal constitutes a net average increase of 3.9% for all existing mandatory student fees (\$25.96 per quarter.)

Proposed Fee Increases - Effective Fall Quarter for 2024-2015

Mandatory Fee	Notes	Proposed Change for 2024-2025	Quarterly Fees					Academic Year Fees					% INC	\$/QTR
			Actual				Proposed	Actual				Proposed		
			2020-21	2021-2022	2022-2023	2023-2024	2024-2025	2020-21	2021-2022	2022-2023	2023-2024	2024-2025		
Existing Fees														
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of 4% increase to the non-bond pledged portion of the S&A fee for 2024-2025, an effective rate of 3.47% on the entire fee. RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds. Fee is prorated per credit with 10+ credits paying the full fee.	\$223.98	\$226.38	\$234.16	\$242.25	\$250.66	\$671.94	\$679.14	\$702.48	\$726.75	\$751.98		
Student Recreation Fee (S&A)	(1)	Proposed increase of 4%. RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services. The increased fee supports approved employee compensation increases, annual maintenance costs, equipment replacement, and ongoing maintenance funds.	\$109.46	\$109.46	\$109.46	\$113.84	\$118.39	\$328.38	\$328.38	\$328.38	\$341.52	\$355.17	3.47%	\$8.41
Student Health Services Fee		Proposed increase of \$6.00 per quarter. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services. The increased fee supports approved compensation increases and stable funding for student resilience support.	\$117.00	\$117.00	\$138.00	\$159.00	\$165.00	\$351.00	\$351.00	\$414.00	\$477.00	\$495.00	4.00%	\$4.55
Student Technology Fee		No proposed change. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. This fee is approved by students every five years.	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	3.77%	\$6.00
Non-Academic Building Fee		Proposed increase of \$2.00 per quarter. Fee is charged to students taking 6+ credits.	\$47.00	\$47.00	\$50.00	\$52.00	\$54.00	\$141.00	\$141.00	\$150.00	\$156.00	\$162.00	0.00%	\$0.00
Sustainable Action Fund Fee (renamed from "Green Energy Fee")		No proposed increase. This fee was authorized for a five year period with a \$9 per quarter maximum, renewed in 2022. The fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects.	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$27.00	\$27.00	\$27.00	\$27.00	\$27.00	3.85%	\$2.00
Active Transportation Fee (renamed from "Alternative Transportation Fee")		Proposed increase of \$5.00 per quarter for students taking 6 or more credits. There is no fee for students under age 18. This fee covers unlimited rides on WTA and Skagit Transit fixed routes, WTA Paratransit rides for those that qualify, free rides on the student late night shuttle, and events and outreach that promote active transportation. The proposed fee increase is due to an increase in cost to operate the late night shuttle service, variables with regional transit authorities, and bringing more bike lockers to campus.	\$28.50	\$28.50	\$30.00	\$30.00	\$35.00	\$85.50	\$85.50	\$90.00	\$90.00	\$105.00	0.00%	\$0.00
Legislative Action Fee	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	16.67%	\$5.00
Multicultural Services Fee	(1) (4)	No proposed increase. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00	0.00%	\$0.00
Total Mandatory Fees			\$600.94	\$603.34	\$636.62	\$672.09	\$698.05	\$1,802.82	\$1,810.02	\$1,909.86	\$2,016.27	\$2,094.15	5.57%	
<i>\$ Amount Increase</i>				\$2.40	\$33.28	\$35.47	\$25.96		\$7.20	\$99.84	\$106.41	\$77.88		
<i>Annual % Increase</i>				0.4%	5.5%	5.6%	3.9%		0.4%	5.5%	5.6%	3.9%		
<i>Cumulative Increase</i>							16.2%					16.2%		
<i>Average Annual Increase (non compounded)</i>							4.0%					4.0%		

Notes:

- (1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.
- (2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.
- (3) Mandatory \$1 per quarter billed but with the ability to "opt-out."
- (4) The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.



MEMO

Services & Activities Fee Committee

To: Melynda Huskey, Vice President for Enrollment and Student Services

From: Michael Sledge, staff facilitator, Services & Activities Fee Committee

Date: September 27, 2023

Subject: *S & A Fee Committee Initial Recommendation for 2024-25*

Earlier this year, SB 5079 – Tuition Establishment Date, changed the timeline for Western’s decisions regarding tuition and fees. Because the Services & Activities (S & A) Fee Committee is comprised of student voting members, the 2022-23 S & A Fee Committee, following their work to review the fee and allocation of the fee to constituents for the 2023-24 academic year, also considered the fee level for the 2024-25 year. This committee had great familiarity with the budgets of constituent members. Decisions were made in anticipation of future classified and professional staff pay increases, increases in minimum wage for students, and other rising additional costs. During the committee’s work, members acknowledged the difficulty of keeping up with increasing costs in light of past committees’ decisions to not increase, or only slightly increase, past fee levels.

On May 26, 2023, the committee voted on the fee level for 2024-25 (but not the distribution to constituents which will be recommended by next year’s committee.) The committee voted 8-0-0 to recommend a 4% increase to the non-bond pledged portion of the 2023-25 fee. The committee did not consider or provide recommendations on the allocation of the fee among constituents; the new S & A Fee Committee will do so based on updated constituent budgets during the 2023-24 academic year.

The 2023-24 fee is \$242.25 per quarter, or \$726.75 per academic year.

The committee recommends a 4% increase to the non-bond pledged portion of the S & A fee for 2024-25, an effective rate of 3.47% on the entire fee. The fee will increase to \$250.66 for 2024-25 (\$751.98 per academic year). Per RCW 28B.15.069 S & A fee increases are capped at 4% on the non-bond pledged portion of the fee.

2022-23 S & A Fee Committee student members:

- Allison Mazurek, chair (DRAC)
- Lyd Haindfield (DRAC)
- Daniela Rodriguez (AEDI)
- Sam Farmer (Campus Recreation)
- Janelle Grant (Athletics)
- Brandon Locke (Athletics)
- Brandon Denny (Associated Students)
- Sargun Handa (Associated Students)

Background

The S & A Fee Committee operates under the authority of [RCW 28B.15.045](#) and makes recommendations on the distribution of S & A Fees for the following constituent groups: Housing & Dining (set rate); Associated Students; Access, Diversity, Equity and Identity unit (new constituent in 2022-23); Athletics; Campus Recreation; and Department-Related Activities Committee (DRAC). Per the RCW, students have a strong voice in recommending budgets for services and activities fees.

2024 - 2025 Mandatory Student Fees

Student Health Services Fee

Proposed 3.8% Increase to Fee

The proposed increase is \$6 per quarter for students taking 6 or more credits effective Fall Quarter 2024 (an increase from \$159 to \$165 per quarter or from \$477 to \$495 per academic year).

The Health Services Fee is mandatory for students enrolled with the Bellingham campus for six or more credits. It is also available as an opt-in fee paid by other students enrolled for at least one credit at any WWU campus that desire access to Counseling, Health & Wellness (CHW) services. The fee was last increased from \$138/qtr. to \$159/qtr. for 2023- 2024.

The fee is a primary funding source used to support health related services to Western students by providing comprehensive medical, mental health and wellness services. For a list of services: <http://www.wvu.edu/chw/>

Budgeted Health Services Fee revenue would increase from \$6,102,420 in FY24 to \$6,332,700 for FY25 with the proposed \$18/academic year fee increase generating \$230,280 in additional revenue for increased expenses in the following functional areas of Counseling, Health & Wellness.

Counseling & Wellness Ctr. (CWC)*	\$ 89,960
Counseling, Health & Wellness Admin.	\$ 20,575
Student Resilience	\$101,610
WWU Administrative Services Assessment	\$ 18,135

*CWC's FY24 total budget of \$3,029,810 is 48% self-sustaining (Health Services Fee revenue) and 52% state.

Increased expenses for the Student Health Center (SHC) are not included this request for additional Health Services Fee revenue. An increase in the Health Center's Medical Services revenue due to the implementation of the insurance billing model will cover increased SHC expenses for FY25.

Classified Staff - \$17,375 Salaries & Benefits

- Salary increase (3% COLA & 2% of new FY25 base for regional market adjustment) and step increases.

Professional Staff – \$175,570 Salaries & Benefits

- 4% salary increase and step increases funded @95% of full step per Prof Staff Salary Grid. **\$73,960**
- Support for .75 FTE of 1.0 FTE Director of Student Resilience position that currently has only .25 FTE in recurring funding. **\$101,610**

Goods & Services – \$6,000

- Increased allowance due to vendor price increases, new programming needs and recruitment costs.

Contingency - \$13,200

- This will primarily be for yet to be determined increases to personnel costs due to state job reclassifications, salaries for new hires and cash outs. Moving the approval of mandatory fees for FY25 to October 2023 from June 2024 will greatly benefit students and WWU but it does mean that in this year of transition there is less info than usual available now to plan for FY25. An assumption that enrollment would remain more or less level from FY24 to FY25 was used to estimate FY25 revenue.

WWU Administrative Services Assessment (ASA) - \$18,135

- The assessment process is under review and a transition is planned for FY25. Currently CHW gross revenue is assessed at 7.875%. FY24 and FY25 budgets allow for this level of payment plus contingencies for ASA for any new sources of self-sustaining revenue.

Counseling, Health & Wellness Services	FY24 Budget	Proposed \$6/qtr. Increase	Proposed FY25 Budget	% of Fee Revenue
Health Services Fee Revenue	6,102,420	230,280	6,332,700	
Health Services Fee Distribution				
Student Health Center (SHC)	3,836,945	0	3,836,945	60.6%
Counseling & Wellness Center (CWC)	1,457,830	89,960	1,547,790	24.5%
Counseling, Health & Wellness Admin	314,085	20,575	334,660	5.3%
Student Resilience (SR)	0	101,610	101,610	1.6%
CHW Health Services Fee Dept. Total	5,608,860	212,145	5,821,005	
WWU Administrative Services (ASA)	493,560	18,135	511,695	8.0%
Total Budgeted Expenses	6,102,420	230,280	6,332,700	100.0%

	Fee Paying Events / Year	Quarterly Health Services Fee	Health Fee Budgeted Revenue
FY25	38,380	\$165	\$6,332,700
FY24	38,380	\$159	\$6,102,420
3.8% Fee Increase		\$6	\$230,280

FY25 WILL BE THE FIRST YEAR OF STUDENT HEALTH CENTER INSURANCE BILLING

Extensive planning, testing and advertisement of this change will continue through FY24 to prepare for Fall 2024 implementation. Adding this significant, additional revenue source is a way to supplement the mandatory fee revenue and provide funding for ongoing clinic expenses, campus health & safety requirements, increased cost of all goods and services, and the replacement of medical equipment and furnishings.

THE OFFICE OF STUDENT RESILIENCE

Funding from the proposed fee increase will be allocated to support .75% of staff salaries for the Office of Student Resilience. This office was created to promote positive and healthy collegiate experience for all students through weekly meetings, student tracking, and reinforcing positive mental and physical wellness practices while encouraging a proactive approach to healthier living on and off campus. This office also supports Western students by providing leadership and management oversight of the Okanagan Charter through establishment of the Wellbeing Collaborative. The Okanagan Charter was adopted by the institution in September 2021 and represents Western's commitment to move toward more settings and systems-level strategies that influence health, equity, and wellbeing of every member of the WWU community.

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Vice President, Melynda Huskey
DATE: October 13, 2023
SUBJECT: Approval of Housing & Dining Rates
PURPOSE: Action Item

Purpose of Submittal:

Approval from the Board for increases in rate for Housing and Dining room and board for 2024-2025.

Proposed Motion:

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.

Introduction:

The attached rate increase, budget, and supporting documentation represent recommendations for FY2024-25 for the Housing & Dining System [the System] which consists of University Residences, and facilities and operations of the Viking Union. This budget and rate proposal responsibly responds to inflationary pressures, maintains core functions of Western's quality residential program, and enables the System to continue comprehensive program of facility renewals and renovations. As with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing & Dining system. This recommended budget meets those standards and ensures the necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

Management's Comments:

Strong occupancy demand during 2023-24 means the System can continue to replenish its reserves going into 2024-25. For Fall 2023 housing anticipates opening at full capacity, leaving a few bed spaces for room transfers to address mental health and interpersonal management concerns. Operational plans for Fiscal 2024 are designed to move the System forward. For FY2025, emphasis is placed on maintaining affordability, safety, and access. With dining rates increasing 6.9%, room increases are proposed to increase between 4.47% - 4.50% to maintain an aggregate average increase of 4.47%.

Birnam Wood apartments are proposed to increase 4.5%. With the increase, the monthly rate for Birnam Wood will go from \$539 to \$563 per month. Even with the \$24 per month increase, Birnam Wood is significantly lower than other comparable off-campus apartments in the area, which are approximately \$950/mo., save utilities, based on a October 2023 review.

Budget and Rate Planning Influencers:

Inflation: Several large expenditure components of the System's budget, e.g., wages, benefits, food service, and certain recharges are tied to legislative, contractual, or collectively bargained requirements. It is expected inflation rates continue to increase. Once again, the increase in inflation was 5.7% (less food and energy) from one-year earlier. Food prices increased 7.2% while the cost of food away from home (restaurant dining) increased 7.7% from one-year earlier. University Residences leadership continues to seek opportunities for cost reductions and efficiency.

The Capital Plan and System Renovations: The Housing & Dining Capital Plan addresses the long-term financial strength of the System and ensures the System's facilities meet Western's enrollment expectations and meet or exceed the Board of Trustees' fiscal principles. It also invests in infrastructure to ensure longevity, health, and safety, and responds to changing needs and expectations, including significant and much-needed renovations. A development plan was completed in March 2020 to integrate these efforts with the University's strategic and enrollment plans. System resource planning will ensure the number of units, condition, and appropriateness for programmatic needs are optimized

The attached presentation to student leaders contains important additional information about the rate increase, differential pricing, and System budget planning.

WESTERN WASHINGTON UNIVERSITY

HOUSING & DINING SYSTEM

2023-2024 PROPOSED RATES

Information shared with Residential Students

October 2023

Introduction

The attached rate increase, budget, and supporting material represent recommendations for FY2024-25 for the Housing & Dining System (the System) which consists of University Residences, Dining Services, and the facilities & operations components of the Viking Union. This budget and rate proposal responsibly approaches inflationary and recharge pressures, maintains the functions of Western's quality residential program, and allows the System continue recovery from the FY2020 and 2021 financial disruptions as needed capital investments loom. This recommended budget meets those standards of necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

Why is a Housing Rate Increase Needed?

The proposed rates represent the System's continued efforts to provide a quality residential experience at an affordable cost. The attached documents review the impact of additional costs on the System and responses to those impacts. The rate increase addresses external rate pressures such as inflationary and recharge rate increases and reflects continued financial positioning in response to the demands of facility renovations needed. The System's staff continues to research efficient operating methods and ways to develop and bring relevant services to the student residential experience. State funds are not used to support the Housing & Dining System.

Programmatic & Enhancements Considerations

Student feedback is gathered through dinner dialogue with students and a "Dessert with the Director" gathering during the first ten days of October 2023. This feedback is utilized to make programmatic and enhancement investments. The programmatic enhancements are currently being processed: Enhanced Wi-Fi, access control, gender-neutral restrooms, and updated bike storage.

Planning Considerations and Assumptions:

Occupancy

University Residences plans to open at full operating occupancy assigning most rooms at designed capacity. The System plans to offer housing to 1,100 returning students for Fall quarter, to address the housing shortages in Bellingham.

Differential Pricing

For the third year, Western continues to offer tiered pricing to accommodate student needs. Sixty-five percent (65%) of residence hall beds are at the lowest price tier, 19% of spaces at the middle tier and 16% of rooms at the top-level premium tier. The differentiating criteria for premium rooms are in-suite kitchen availability and general bathroom density. Examples of top-tier rooms are in Buchanan Towers and Buchanan Towers East. Examples of middle-tier rooms are most of the rooms in Alma Clark Glass, Edens, and Higginson Hall.

Affordability & Choice

Student input provides consideration of affordable living spaces. Coming out of a pandemic and faced with historically high inflation rates, University Residences placed student affordability as the highest priority when putting together the FY2024 budget. Feedback from students consistently showed they desire more value. Late-night dining, improved accessibility, addressing health and safety concerns, are the focus for FY2024.

Proposed Rate Increases:

The proposed **base rate** increase for all residential hall rooms with meal plans is an aggregate of 4.47%.

- Impact of the **base rate** Increase: Residence Halls (Room & Board): At a 4.70% increase, a base tier triple room with 125 Meal Plan increases \$66/month or \$594 for the academic year.
- Weighted Meal Plan average cost increase proposed is 7.2%
- Birnam Wood (shared Room): a 4.5% increase equates to an increase of \$24/month or \$216 for the academic year.

WESTERN WASHINGTON UNIVERSITY – HISTORICAL DATA

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN	% OF CHANGE
2014-15	\$9,662	4.00%
2015-16	\$9,952	3.00%
2016-17	\$10,350	4.00%
2017-18	\$10,971	6.00%
2018-19	\$11,465	4.50%
2019-20	\$12,037	5.00%
2020-21	\$12,519	4.00%
2021-22	\$13,079	4.50%
2022-23	\$13,747	3.55%
2023-24	\$14,342	4.73%
2024-25	\$15,016	4.49%
10-Year Average Percentage Change		4.34%

Based on the Double Room, Level 1 or Value Rooms with a 125 Meal Plan for each Academic Year.

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2024-2025

Room & Board Plans: Academic Year	2023-24 Estimated	2024-25 Proposed	2024-25 Rate of Change
Double Room with 125 meal plan - Level 1 or Value Rooms	\$14,342	\$15,016	4.5%
Double Room with 125 meal plan - Level 2 or Standard Rooms	\$14,895	\$15,613	4.6%
Double Room with 125 meal plan - Level 3 or Premium Rooms	\$15,811	\$16,563	4.5%
Triple Room with 125 meal plan - Level 1 or Value Rooms	\$12,067	\$12,661	4.7%
Triple Room with 125 meal plan - Level 2 or Standard Rooms	\$12,452	\$13,078	4.8%
Triple Room with 125 meal plan - Level 3 or Premium Rooms	\$13,279	\$13,936	4.7%
Birnam Wood Apartment Rents: Academic Year			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$539	\$563	4.5%

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

TO: Members of the Board of Trustees

DATE: October 13, 2023

SUBJECT: Peninsulas Update

Background:

President's Office Chief of Staff, Becca Kenna-Schenck, will update Trustees on the current dynamics related to Western's expansion on the Peninsulas. She will provide context for the Delegation of Authority vote to authorize predesign on a Poulsbo building that will follow her presentation.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Lopes

DATE: October 13, 2023

SUBJECT: **Delegation of Authority to Award a Consultant Contract for the Poulsbo Academic Building Predesign, PW809**

PURPOSE: Action Item

Purpose of Submittal:

To delegate the authority to award a consultant contract for the Poulsbo Academic Building Predesign, PW809. Services to start in mid-November 2023, upon execution of contract.

Proposed Motion:

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.

Supporting Information:

This project is to complete a predesign report for the construction of a new Cyber Range and academic building of approximately 40,000 GSF to establish a physical presence for Western Washington University's "Western on the Peninsulas" programs and serve as a hub for these programs across all the locations currently served there. The primary spatial program planned for the facility will house the Cybersecurity program's Cyber Range, administrative functions, and student services, as well as other educational and collaborative programs. The building will enhance the University's ongoing partnership with Olympic College-Poulsbo.

Technology-enabled learning spaces are also needed to accommodate future enrollment growth as the number of students attending WWU-Peninsulas increases over the next several years and the breadth of undergraduate and graduate degree programs offered at WWU-Peninsulas expands.

To support and grow the Cybersecurity program, Western built Cyber Range Poulsbo at the WWU Center at Olympic College-Poulsbo to serve as an educational resource for the state of Washington. A cyber range is a secure and controlled virtual environment used for cybersecurity training and cyber technology development. Cyber Range Poulsbo is one of only nine educational ranges in the nation and supports students in cybersecurity programs throughout the state.

Due to the rapid expansion of programs and supporting administrative structures, the Cyber Range Poulosbo operations have outgrown the current facility. This well-established and highly sought-after operation needs a long-term facility and infrastructure solution both to house and provide support for Range operations. The physical infrastructure requirements include a control room, a ready room and main server room, and auxiliary server rooms, all with adequate power and cooling, collaboration spaces for hosting work with private industry on scenario planning, administrative offices for the range master and other support staff, and a Sensitive Compartmented Information Facilities (SCIF) ([IC-Tech-Specs-for-Const-and-Mgmt-of-SCIFs-v15.pdf \(adamosecurity.com\)](#)) to provide collaborative space suitable for work with local military and Homeland Security partners.

The total Predesign project budget is \$400,000. The budget for this consultant contract is approximately \$300,000. The consultant selection process began with advertisement of the RFQ in early August 2023. The committee made a recommendation of the most qualified firm after in-person interviews on September 20 and 21, 2023. The final Predesign is due to the Office of Financial Management by July 1, 2024.

Poulosbo Predesign Consultant Selection Committee:

- Rick Benner, Chair / University Architect and Sr. Director, Facilities Development and Operations – Planning and Development
- Forest Payne, Project Manager, Facilities Development and Operations
- Jack Herring, Associate Vice President for Academic Affairs
- Robert Squires, Vice Provost, Outreach and Continuing Education
- Janelle Leger, Dean, College of Science and Engineering
- Becca Kenna-Schenk, Chief of Staff, President's Office
- Steve Hollenhorst, Associate Vice President, Facilities Development and Operations
- Alexis Blue, Assistant Director, Capital Planning and Development, Facilities Development and Operations
- Ellen Kuhlmann, Space Manager, Capital Planning and Development, Facilities Development and Operations

The selection committee also included a technical advisor consultant with representatives from Tetra Tech/Glumac, for their expertise in judging qualifications of the potential Predesign consultants in the realm of cybersecurity and SCIF design and estimating.

Source of Funding:

WWU Institutional Funds

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Lopes

DATE: October 13, 2023

SUBJECT: **Delegation of Authority to Award a Consultant Contract for the Environmental Studies Renovation Predesign, PW808**

PURPOSE: Action Item

Purpose of Submittal:

To delegate the authority to award a consultant contract for the Environmental Studies Renovation Predesign, PW808. Services to start in mid-November 2023, upon execution of contract.

Proposed Motion:

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.

Supporting Information:

This project is to complete a predesign for the renovation and modernization of the Environmental Studies Center (ESC). Completed in 1973, the building (approximately 111,000 GSF) is home to WWU's nationally recognized College of the Environment, the Department of Environmental Sciences, the Department of Geology, general use classrooms, and other programs that support interdisciplinary learning and collaboration.

The predesign will involve a deep assessment of the existing programmatic and functional uses of the facility and the building infrastructure systems currently in place supporting those needs. Additionally, the consultant will perform an assessment of the need for renewal, modernization, and code required upgrades, as well as analyze the existing structural system to gain an understanding of the suitability and adaptability to 21st century models of science instruction, research, and dynamic and interdisciplinary collaboration.

General needs of the University will be considered, such as, the general use classrooms, the scientific technical support departments currently housed in the building (Advanced Materials Science and Engineering Center – AMSEC, and Scientific Technical Services - SciTech) that support multiple research and instruction programs across campus, opportunities for student collaboration, amenity spaces, and food services.

Institutional principles of health, wellness, and ADEI principles will be explored and incorporated into the project goals. And, perhaps most importantly, the predesign will need to establish a viable swing space strategy. The team will consider options and strategies for developing temporary swing spaces or permanent relocation of the programs, functions, and occupants that will need to vacate the building ahead of and during the extensive construction period, including scheduling and sharing of existing compatible facilities across campus.

The total budget for the Predesign project is \$500,000. The budget for this consultant contract is approximately \$440,000. The consultant selection process began with advertisement of the RFQ in early August 2023. The committee made a recommendation of the most qualified firm after in-person interviews on September 29 and October 3. Predesigns are a requirement of OFM for projects that will request design and construction funding in the State capital request and are due to OFM no later than July 1, 2024.

Environmental Studies Renovation Predesign Consultant Selection Committee:

- Rick Benner, Chair / University Architect and Sr. Director, Facilities Development and Operations – Planning and Development
- Forest Payne, Project Manager, Facilities Development and Operations
- Jack Herring, Associate Vice President for Academic Affairs
- Teena Gabrielson, Dean, College of the Environment
- David Patrick, Vice Provost for Research and Dean of the Graduate School
- Steve Hollenhorst, Associate Vice President for Facilities Development and Operations
- Alexis Blue, Assistant Director, Capital Planning and Development, Facilities Development and Operations
- Ellen Kuhlmann, Space Manager, Capital Planning and Development, Facilities Development and Operations

Source of Funding:

State Appropriations – Bonds

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey

DATE: **October 13, 2023**

SUBJECT: **Enrollment Management**

PURPOSE: Information Item

I. **Enrollment**

Last year, when Western matriculated the largest class of new first-year students in its history, we recognized that our experience differentiated us from the other regional public institutions of higher education, and we understood that as a strong sign of recovery from the pandemic. With the small Fall 2020 cohort of students cycling through and now in their fourth year of study, some recovery in retention, and another year of new first-year numbers that exceeds anything Western had experienced prior to the pandemic, our trajectory provides a strong reason for optimism in Western's future.

Strategic Enrollment Management (SEM) Planning

Our Strategic Enrollment Management planning effort will continue through much of this academic year, all while 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 focusing on their plan for the year and taking necessary steps to address pressing issues while committing to the work of institutional planning. President Randhawa and university leadership are prioritizing their direct involvement in enrollment discussions. Conversations around retention strategies are taking place across campus and deep into our organizational structure, and we continue to think about the challenge of corralling those office or department-level strategies and incorporating them into the larger institutional effort on SEM planning.

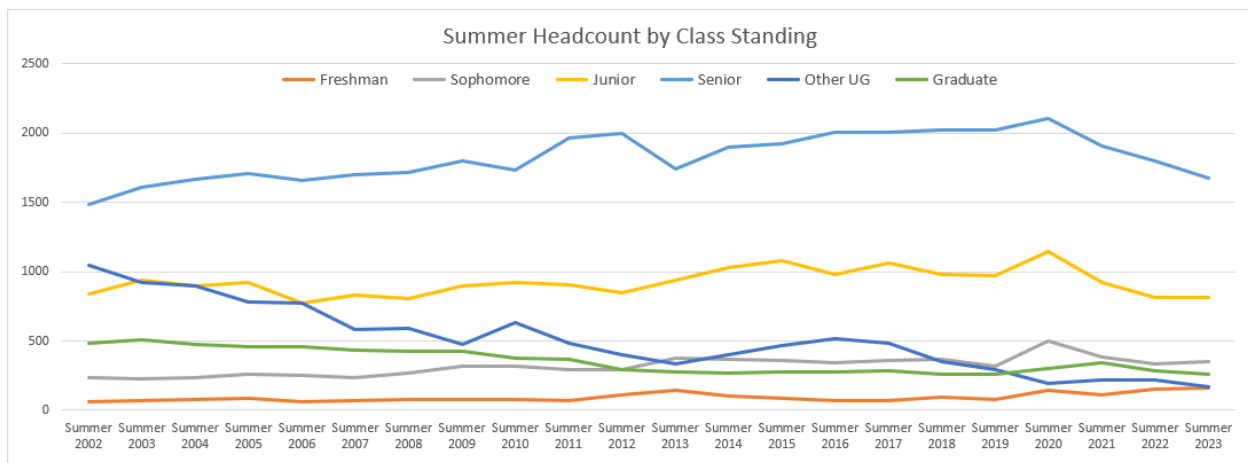
Summer 2023 Enrollment

As census day for summer (Tuesday, August 15th) fell after the writing of the last report to the Board of Trustees, this report is the first opportunity to provide final census day numbers for summer enrollment.

Summer Enrollment - All Students

Enrollment by Race/Ethnicity

	Summer 2018	Summer 2019	Summer 2020	Summer 2021	Summer 2022	Summer 2023
Hispanic or Latino Ethnicity	309 (7.6%)	339 (8.6%)	414 (9.4%)	377 (9.7%)	359 (9.9%)	361 (10.5%)
American Indian or Alaska Native	77 (1.9%)	66 (1.7%)	65 (1.5%)	54 (1.4%)	62 (1.7%)	55 (1.6%)
Asian	452 (11.1%)	409 (10.4%)	462 (10.5%)	466 (12.0%)	426 (11.8%)	411 (11.9%)
Black or African American	114 (2.8%)	83 (2.1%)	114 (2.6%)	129 (3.3%)	122 (3.4%)	101 (2.9%)
Native Hawaiian or Other Pacific Isl	13 (0.3%)	17 (0.4%)	15 (0.3%)	14 (0.4%)	9 (0.2%)	15 (0.4%)
White	2,756 (67.6%)	2,661 (67.4%)	3,054 (69.4%)	2,545 (65.5%)	2,364 (65.4%)	2,268 (65.7%)
Two or more races: Other	43 (1.1%)	47 (1.2%)	47 (1.1%)	48 (1.2%)	42 (1.2%)	39 (1.1%)
International	63 (1.5%)	62 (1.6%)	69 (1.6%)	48 (1.2%)	45 (1.2%)	49 (1.4%)
Race and ethnicity unknown	247 (6.1%)	262 (6.6%)	158 (3.6%)	203 (5.2%)	184 (5.1%)	151 (4.4%)
Total	4,074	3,946	4,398	3,884	3,613	3,450
<i>Students of Color</i>	1,008 (24.7%)	961 (24.4%)	1,117 (25.4%)	1,088 (28.0%)	1,020 (28.2%)	982 (28.5%)
<i>Non-Resident</i>	525 (12.9%)	533 (13.5%)	469 (10.7%)	457 (11.8%)	429 (11.9%)	467 (13.5%)
<i>First Generation</i>	1,162 (28.5%)	1,147 (29.1%)	1,203 (27.4%)	1,049 (27.0%)	894 (24.7%)	750 (21.7%)
<i>PELL-Eligible</i>	627 (15.4%)	675 (17.1%)	719 (16.3%)	771 (19.9%)	704 (19.5%)	620 (18.0%)



Fall 2023 Enrollment

Census day for Fall 2023 will fall on Monday, October 9th—after the writing of this report. For purposes of this report, we are using Fall 2023 enrollment numbers as of Week 1 compared to census day numbers for each of the last several years. (You will note the “*” associated with Fall 2023 in the tables below.) There will still be some small increases in enrollment for Fall 2023 between the writing of this report and census day, so direct comparisons will not have the accuracy of post census day comparisons. Also note that the Fall 2023 numbers provided in the tables in this section do not reflect accurate information specifically as to our international students, as those numbers require additional maintenance and will not be available until census day.

In short, our current overall enrollment is 14,639—down slightly (.7%) from last fall’s total enrollment of 14,746. We anticipated being down in overall enrollment this fall, again due to the cycling through of the smaller pandemic cohorts and the graduation of our larger pre-pandemic classes. As the pandemic cohorts graduate and our larger new student cohorts of this year and last take hold, enrollments will climb for the next few years before we experience the impact of declining numbers of high school graduates. While we are seeing some modest gains in retention this year, new student enrollment is the highlight.

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%)	1,601 (10.9%)
American Indian or AK Native	317 (2.0%)	311 (1.9%)	288 (1.9%)	270 (1.8%)	232 (1.6%)	203 (1.4%)
Asian	1,697 (10.5%)	1,721 (10.7%)	1,711 (11.3%)	1,725 (11.4%)	1,620 (11.0%)	1,591 (10.9%)
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%)	92 (0.6%)
White	11,429 (70.9%)	11,249 (69.7%)	10,463 (68.8%)	10,313 (68.2%)	10,096 (68.5%)	10,066 (68.8%)
Two or more races: Other	198 (1.2%)	197 (1.2%)	191 (1.3%)	188 (1.2%)	181 (1.2%)	154 (1.1%)
International	183 (1.1%)	198 (1.2%)	128 (0.8%)	148 (1.0%)	189 (1.3%)	102 (0.7%)
Race and ethnicity unknown	314 (1.9%)	352 (2.2%)	343 (2.3%)	322 (2.1%)	291 (2.0%)	360 (2.5%)
Total	16,121	16,142	15,197	15,125	14,746	14,639
<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%)	4,111 (28.1%)
<i>Non-Resident</i>	2,035 (12.6%)	1,993 (12.3%)	1,745 (11.5%)	1,990 (13.2%)	2,084 (14.1%)	2,121 (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%)	2,933 (20.0%)

Nonresident numbers continue to reflect growing awareness of Western outside of the Washington market and strong interest in Western. Despite the fact that overall enrollment is down 9.3% from our record high in Fall 2019, we have exceeded record highs in nonresident enrollment. Not only do we have the largest ever representation of nonresidents in our student body (14.5%), but we also have the highest total count of nonresidents in our student body of any fall quarter on record. This fall we have 2,121 nonresident students enrolled at Western, passing last year's record of 2,084 nonresidents and the previous record in Fall 2018 of 2,035. We have previously reported on the digital marketing campaigns critical in recent years to raising brand awareness in markets outside of Washington and to generating interest among high school students in key target regions. The Common App also provided many more nonresidents the opportunity to consider Western. It is important to note that we remain committed to ensuring that every opportunity to recruit Washington residents is pursued and that all Washington residents capable of succeeding at Western are given that chance. Our nonresident enrollment does not and will not displace a qualified Washington resident.

Students of color bring an important array of perspectives and experiences to bear on our learning environment. Unfortunately, the Supreme Court decision in June, limiting the use of race in admission to colleges and universities, has caused some students of color to opt-out of higher education, feeling less welcome. In the state of Washington, we have operated under race-neutral admissions practices for almost 25 years as a result of a voter initiative passed in 1998, but the impact of the high court's decision will have reverberating effects. This fall, students of color make up 28.1% of our student body, down slightly from the last two years, but still higher than pre-pandemic levels. Especially noteworthy is the continuing growth in our Latino student population (10.9%, compared to 10.6% for each of the last two years). The number and percentage of African-American students are comparable to that of Fall 2021, which was substantially higher than all years prior, but it is slightly down from last year.

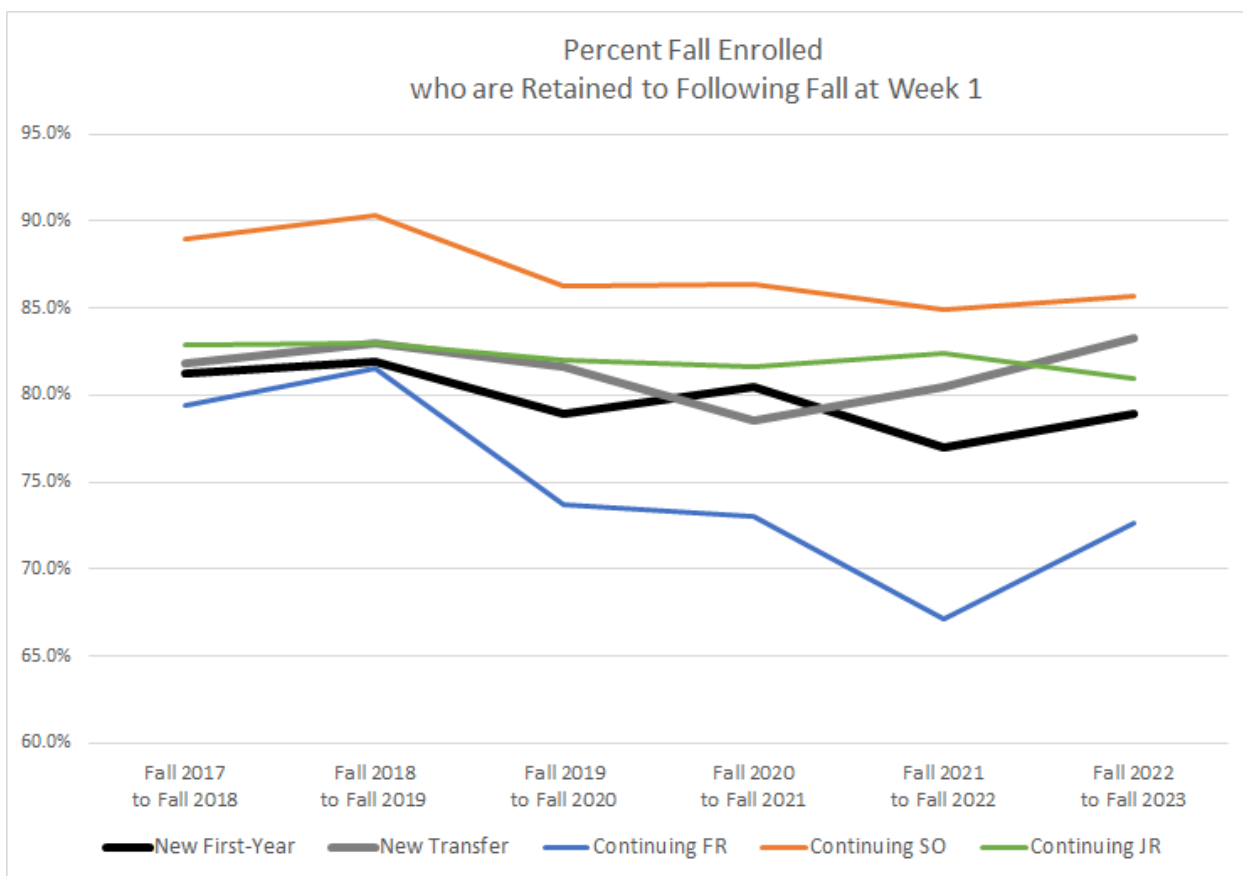
It is also evident from the table above that we are continuing to see depressed enrollment of first-generation and low-income students, a continuing impact of the pandemic. As we have reported before, the impact of the pandemic on college-going plans was greatest on first-generation students and those from lower socio-economic backgrounds. You will see in the data on our new cohort of first-year students that there are some signs of recovery.

There are positive signs in **retention**. We are pleased that some of the work done last year and through the summer has started to have an impact on what were troubling retention declines. You will see in

the following table that in a comparison of retention numbers at Week 1 of fall quarter, almost all groups have seen an improvement in their retention rate compared to last year. Of particular note is that new transfer retention rates have fully recovered to pre-pandemic levels and the rate of retention of new first-year students this year is up two percentage points from last year. We have been tracking this for the last two months, and the bump in retention across these segments of our student population appear to be holding. Much more analysis will be done on this following census day, and it will be the subject of many SEM-related conversations.

% Fall Enrolled who are Retained to following Fall at Week 1

	Fall 2017 to Fall 2018	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023
New First-Year	81.2%	82.0%	78.9%	80.4%	77.0%	78.9%
New Transfer	81.8%	83.0%	81.7%	78.5%	80.5%	83.2%
Continuing FR	79.4%	81.6%	73.7%	73.0%	67.1%	72.7%
Continuing SO	89.0%	90.3%	86.3%	86.4%	85.0%	85.7%
Continuing JR	82.9%	83.0%	82.1%	81.7%	82.4%	81.0%
Continuing SR	32.1%	30.8%	31.6%	32.9%	32.0%	32.4%



Important in the conversation about retention is the fact that, although we are currently down by 75 students compared with Week 1 last year, we have 174 more Student Credit Hours and 2.8 more FTE Students. This is partly a function of the fact that we have so many more students who are in their first or second year with us, and they tend to take higher courseloads. We also want to acknowledge valuable work done by our Academic Advising & Student Achievement Center, who spent time reaching out to new students whose course schedules in September reflected lower than optimal loads.

As of Week 1 (pre-census)

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr chg
Headcount	16,169	15,205	15,106	14,714	14,639	(75)
FTE	15,022.2	14,147.2	13,876.4	13,516.0	13,518.9	2.8
<i>FTE per HC</i>	<i>0.929</i>	<i>0.930</i>	<i>0.919</i>	<i>0.919</i>	<i>0.923</i>	
SCH	222,295	208,758	204,296	199,313	199,487	174
<i>SCH per HC</i>	<i>13.75</i>	<i>13.73</i>	<i>13.52</i>	<i>13.55</i>	<i>13.63</i>	

New first-year students have enrolled in numbers again exceeding all pre-pandemic records. With 3,185 new first year students for Fall 2023 (as of Week 1), this class is only modestly smaller than last year's record-breaking class which was at 3,222. Once again, this signals extraordinary interest in Western among college-bound students. This 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 Nat	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 Pacifi	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%)	2,186 (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%)	0 (0.0%)
Race and ethnicity unknown	57 (1.8%)	48 (1.5%)	56 (2.2%)	28 (1.0%)	29 (0.9%)	50 (1.6%)
Total	3,147	3,117	2,494	2,874	3,222	3,185
<i>Students of Color</i>	<i>918 (29.2%)</i>	<i>960 (30.8%)</i>	<i>801 (32.1%)</i>	<i>869 (30.2%)</i>	<i>985 (30.6%)</i>	<i>949 (29.8%)</i>
<i>Non-Resident</i>	<i>473 (15.0%)</i>	<i>436 (14.0%)</i>	<i>348 (14.0%)</i>	<i>513 (17.8%)</i>	<i>533 (16.5%)</i>	<i>515 (16.2%)</i>
<i>First Generation</i>	<i>905 (28.8%)</i>	<i>908 (29.1%)</i>	<i>719 (28.8%)</i>	<i>746 (26.0%)</i>	<i>555 (17.2%)</i>	<i>769 (24.1%)</i>
<i>PELL-Eligible</i>	<i>756 (24.0%)</i>	<i>742 (23.8%)</i>	<i>575 (23.1%)</i>	<i>579 (20.1%)</i>	<i>666 (20.7%)</i>	<i>690 (21.7%)</i>

Important notes on New First-year Students

- Second largest first-year cohort in history
(Fall 2023: 3,185 / Fall 2022: 3,222)
- Admit Rate: 91.3%; signaling a modest increase in selectivity
(Fall 2022: 92.7% / Fall 2021: 96.1% / Fall 2020: 93.5% / Fall 2019: 90.4%)

- Yield Rate: 24.6%; down primarily because of the rise in the number of applications submitted by more casually interested students associated with the Common App (Fall 2022: 30.5% / Fall 2021: 29.7% / Fall 2020: 27.5% / Fall 2019: 33.8%)
Resident Yield: 30.1% (compared to 34.3% for Fall 2022)
Non-Resident Yield: 13.1% (compared to 17.1% for Fall 2022)
- The percentage of new first-year students identifying as students of color is down slightly. (29.8% for Fall 2023, compared to 30.6% for Fall 2022)
- The number of new first-year students who are nonresidents is similar to the high levels of the last two years but down slightly from last year. (515 for Fall 2023, compared to 533 in Fall 2022 and 513 in Fall 2021)
- The percentage of new first-year students identifying as first generation is recovering from a down year last year and is up. (24.1% for Fall 2023, compared to 17.2% for Fall 2022)
- The percentage of new first-year students identifying as Running Start is comparable to what it was last year. (26.5% for Fall 2023, compared to 26.8% for Fall 2022)

Considering the uncertainties which marked the admissions cycle that led to Fall 2023, including the joining of the Common App consortium and a scholarship budget that was \$750,000 smaller than the year prior, this year's results are a success for Western.

Much has been written this year about higher education and the experience of regional public institutions, and much of it is worrisome. In a February 2023 article, "[Flagships Prosper, While Regionals Suffer,](#)" from *The Chronicle of Higher Education*, Dr. Andrew Koricich, an associate professor of higher education at Appalachian State University, dramatically captured the challenging reality of attempting to grow enrollment while staring down budget cuts, staff shortages, and program eliminations, when he asked "how are students supposed to be attracted to hollowed-out institutions?" Below are links to two other articles on the topic of challenging environments for regional colleges and universities:

[Regional Public Colleges Are Affordable — but Is That Enough to Draw Students?](#)

The Chronicle of Higher Education (July 2023)

[Competition for Students Presents 'Fraught' Route Forward](#)

Inside Higher Education (July 2023)

This theme of a growing divide between elite and flagship institutions and regional public institutions is finding truth among the Washington public baccalaureates. Though numbers are not official, the UW is reporting a stable year, with UW-Seattle reporting strong performance with nonresident and international enrollments and UW-Bothell claiming a record first-year class. Meanwhile, colleagues at two of Washington's public 4-years are reporting disappointing results for the Fall 2023 cohort, effectively noting four straight years of decline (Fall 2020 through Fall 2023). This was despite some optimism earlier in the process. One school is reporting some gains in first-year enrollment (about 6% over Fall 2022), but still very short of pre-pandemic enrollment levels. For schools that do not hold elite or flagship status, it is common to be in the unfortunate position of comparing new first-year student cohorts to the pandemic enrollment levels of the last three years. They are not in a position to measure themselves against their pre-pandemic enrollments.

Western's achievements are a result of considerable work by dedicated people in Admissions and across the institution. Efforts that were particularly important in achieving the outcomes reported here include

- Improved processes in Slate CRM, expediting admissions decisions being delivered to applicants;
- Modifying the campus visit experience, including deploying more “Vikings Visits” on select Fridays during the critical yield season;
- Showcasing programs for select populations, such as luncheons for Honors College applicants, and panels with current students during *Being BIPOC at Western* events (in partnership with the Black Student Union, and Afro-Caribbean Club);
- Targeting digital messaging efforts to markets with growth opportunities (e.g., WA, CA, TX, CO, OR), and in supporting important outcomes (e.g., FAFSA submission); and
- Continued review of the scholarship model and adapting to changing forces in the market.

Another key initiative was sustaining the efforts in the Washington Guaranteed Admissions Program (WAGAP), in collaboration with peer institutions—except UW—and the Council of Presidents. Western experienced noteworthy application and enrollment gains from the 66 participating school districts when compared with Fall 2019—the last high school cohort not affected by the pandemic and reflecting a before-and-after view of the Guaranteed Admission Program.

Applications for Fall 2023 from the 66 participating school districts: 4442
 (increase of 22.2% over Fall 2019 total of 3634)
 Enrollments in Fall 2023 from the 66 participating school districts: 1221
 (increase of .6% over Fall 2019 total of 1156)

New transfer student enrollment continues to decline, though we were able to avoid some of the larger declines of recent years. Across Bellingham and the other locations, Western has 900 new transfer students who have enrolled this fall. That is the number that was projected in our enrollment plan. Certainly significant (and a continuing phenomenon) is the fact that enrollment in community and technical colleges has continued to drop.

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 Nat	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 Pacif	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%)	0 (0.0%)
Race and ethnicity unknown	30 (2.6%)	25 (2.2%)	18 (1.7%)	10 (0.9%)	11 (1.2%)	23 (2.6%)
Total	1,165	1,156	1,047	1,065	919	900
Students of Color	278 (23.9%)	288 (24.9%)	288 (27.5%)	298 (28.0%)	255 (27.8%)	237 (26.3%)
Non-Resident	91 (7.8%)	93 (8.0%)	92 (8.8%)	137 (12.9%)	122 (13.3%)	100 (11.1%)
First Generation	495 (42.5%)	488 (42.2%)	417 (39.8%)	397 (37.3%)	166 (18.1%)	303 (33.7%)
PELL-Eligible	386 (33.1%)	358 (31.0%)	330 (31.5%)	286 (26.9%)	237 (25.8%)	254 (28.2%)

Important notes on New Transfer Students

- The percentage of admitted transfer students who matriculated (yield) is up to 56.9% (compared to 53.8% in Fall 2022).
- Representation of students of color in our new transfer student population is down slightly but still higher than our pre-pandemic levels—26.3% this year compared to 27.8% for Fall 2022.
- Fewer of our new transfer students are coming from out-of-state. (Nonresident: 11.1%)
- The percentage of new transfer students who are first-generation college students has recovered significantly, at 33.7% (compared to 18.1% in Fall 2022).
- The percentage of enrolled new transfer students coming from Washington community and technical colleges is up slightly to 63.2% (compared to 62.5% in Fall 2022).

The ten community colleges that are our largest feeders of transfer students have experienced steady declines since 2010 (and more pronounced declines during the pandemic). Specifically, across all ten of those community colleges, enrollment has dropped by 36% since Fall 2010 (and by 23% since Fall 2019). From Fall 2021 to Fall 2022, enrollment dropped again across this group of schools by almost 1,250 students.

Washington State Community College	Fall 2010	Fall 2011	...	Fall 2019	Fall 2020	Fall 2021	Fall 2022	% Change in enrollment since 2010	% Change in enrollment since Fall 2019
Whatcom	6,811	6,240	...	5,990	4,373	4,242	4,136	-39%	-31%
Skagit Valley	6,213	5,590	...	5,345	4,274	3,921	3,998	-36%	-25%
Everett	10,716	8,538	...	9,166	8,115	7,162	6,564	-39%	-28%
Bellevue	18,680	18,099	...	14,804	12,513	12,545	11,473	-39%	-23%
Cascadia	2,997	2,897	...	3,298	2,625	2,022	1,888	-37%	-43%
South Puget Sound	6,426	5,999	...	5,590	4,774	4,428	3,957	-38%	-29%
Pierce	12,823	11,509	...	9,659	8,468	7,612	8,964	-30%	-7%
Seattle North	8,349	7,853	...	7,129	5,882	5,632	5,623	-33%	-21%
Shoreline	6,611	6,359	...	6,034	5,440	4,878	4,606	-30%	-24%
Olympic	8,213	8,149	...	6,668	5,492	5,126	5,116	-38%	-23%

The ongoing declines in enrollment in community colleges threaten transfer enrollment as do other factors, but we will continue to diversify our efforts. We continue to work with our partner institutions, Olympic College and Peninsula College, on transfers into programs at the other Western locations. Further, we are continuing the Guaranteed Transfer Admission Program with those partner institutions and expanding it to other partner institutions.

Graduate student enrollment again reflects high interest. Though we are down from last fall and the record high of Fall 2021, at this point (Week 1) we have enrolled 786 students in graduate study at Western. That number is expected to continue to grow until census day. An additional highlight of our graduate enrollment is that the representation of students of color within that population has again grown, and students of color—at 25.7%—make up a larger percentage of our graduate population than in any previous year. Our admit rate is 44.9% for Fall 2023, compared to 40.5% for Fall 2022 and 43.8% for Fall 2021.

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 Nat	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%)	69 (8.8%)
Black or African American	15 (2.0%)	19 (2.7%)	19 (2.4%)	27 (3.0%)	20 (2.5%)	20 (2.5%)
Native Hawaiian or Other Pacif	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%)	521 (66.3%)
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%)	18 (2.3%)
Race and ethnicity unknown	22 (2.9%)	33 (4.6%)	41 (5.2%)	40 (4.4%)	41 (5.1%)	45 (5.7%)
Total	754	714	787	910	801	786
<i>Students of Color</i>	119 (15.8%)	133 (18.6%)	171 (21.7%)	212 (23.3%)	192 (24.0%)	202 (25.7%)
<i>Non-Resident</i>	162 (21.5%)	149 (20.9%)	165 (21.0%)	185 (20.3%)	182 (22.7%)	175 (22.3%)

The **Honors College** has experienced another banner recruitment year, bringing in 257 new first-year students (compared to 244 in Fall 2022 and 230 in Fall 2021). As noted in prior reports, elite and flagship universities have seen increases in applications since the pandemic began, while other institutions have struggled with enrollment. This also coincides with the move by many institutions to test-optional admissions practices. Our Honors College is benefitting in a way that is parallel to that of elite and flagship institutions, and some of the additional benefits of test-optional policies have also been realized.

II. Recruitment

Review of 2022-23 Recruitment

Western has engaged in a robust array of recruitment strategies over the past year, as in year's past. As an overview, the strategies can be roughly put into three categories: on-campus recruitment, off-campus recruitment, and outreach and marketing.

On-campus Recruitment

- Daily campus tours—offered twice a day, 6 days per week
- Daily information sessions—offered twice a day, 5 days per week
- Group visits (~60 per year)—high school, middle school, community college, and community-based groups
- Medium-sized, all-day programs (~16 per year)
 - Visit programs for prospective first-year and transfer students (current applicants and those who have not yet applied)
 - Specific visit programs tailored to admitted first-year and transfer students (students who have applied and been admitted)
- Large programs (2 per year)
 - Tailored to admitted first-year and transfer students (those who have confirmed and those not yet confirmed)
- Overnight programs (~4 per year)
 - Visit programs for students affiliated with regional non-profits (e.g., College Success Foundation, FuturesNW)

The total number of prospective and admitted students on-campus in 2022-23 was 7,002. Additionally, we offer virtual tours, and twice a month (September through May) those are offered with information sessions.

Off-campus Recruitment

- College fairs (~212 in 2022-23, ~220 planned for 2023-24)
- Application workshops
 - Admissions counselors work with high school counselors to have students come to a computer/library to complete applications on site. The Admissions Counselors provide answers to questions about the process and help students complete and submit the application.
- High School visits
 - We plan to visit all high schools in Washington state and in targeted areas outside of Washington.
 - Admissions counselors visit schools and present in a reserved room to prospective students.
 - Admissions counselors present during class periods in select rooms such as AVID, AP, and IB classes.
 - Admissions counselors meet with high school counselors so they can provide better advising to high school students.
- Admitted Student Receptions
 - Four receptions in 2022-2023
 - 360 total guests across all receptions
 - Tacoma, Spokane, Vancouver, and Denver
- College Signing Days
 - High schools, in the spring, hold events to celebrate students who have postgraduate plans. Admissions counselors attend these events in celebration with newly confirmed WWU students.
- Financial Aid Completion Workshops
 - Financial aid and admissions counselors attend high school sponsored events in our region to assist students in completing the FAFSA/WASFA.
- Scholarship Award Nights
 - High schools, in the spring, hold events to celebrate students who have received scholarships. Admissions counselors attend these events in celebration with newly confirmed WWU students, often presenting the award directly to the student or a family member.

Outreach and Marketing

- Digital Marketing in WA and key out-of-state markets
- College Search Sites and Software
 - College Board SAS
 - College Board Search
 - Litmus
 - Niche
 - Parchment
 - Power School (formerly Naviance)
 - RNL TrueCost Calculator
 - YouVisit (EAB)
 - CollegeNET
 - CollegeSource

- CommonApp
- Identification of high priority schools and development of programming for them
- MAP Scholarships
- Partnerships with Community-Based Organizations (e.g., College Success Foundation, FuturesNW)
- Communications Strategy (print, web, email, text, social media)
- Targeted Programming
 - Being BIPOC
 - QuickStart to College
 - MAP Scholarship Reception

As we finalize the Fall 2023 cohort and immerse ourselves in our Fall 2024 recruitment efforts, we take pride in having set a new record for the most applications received from students of color in Western's history. This historic milestone highlights the intentionality and importance of diversity, access, equity, and inclusion in our enrollment plan. Some foundational pillars within that plan include targeted and intentional outreach efforts, continued mutually beneficial partnerships with community-based organizations, a heavy emphasis on personal contacts, and truly conveying the inclusive community that students can join and cultivate here on campus. Our practice of identifying high priority schools continues to be vital with regard to multicultural outreach. We consistently review data from the Office of Superintendent of Public Instruction (OSPI) to identify schools with higher percentages of students of color, larger numbers of economically disadvantaged students, and disadvantageous student to counselor ratios to plan our recruitment travel and outreach strategies. Overlaying this information with our staff's knowledge and experiences working with certain schools, districts, and populations, has been an effective recruitment strategy for Admissions and for our multicultural outreach team specifically.

The MAP Scholarship continues to be a key pillar in our recruitment efforts, and this is especially true when considering students of color and students coming from underserved backgrounds. This scholarship celebrates those who display a commitment to diversity and multiculturalism, and many of the students who have been awarded have had a positive impact on our campus and have secured leadership roles within ADEI spaces at WWU and within the community. We take a great deal of time when training our staff to review for this scholarship, as well as conducting conversations around cultural competency and implicit and explicit biases. This year particularly, we were proud to think outside of the box with this awarding process. We created new subsets of scholarships within the program, incorporated on-the-spot scholarship awarding into our programs (MAP Reception), and re-evaluated our awarding structure (increasing award amounts). For example, the new Whatcom County Advocacy and Access scholarship welcomes school counselors, Gear Up Coordinators, and AVID teachers in the area to nominate student leaders, allies, and champions who advocate for change and progress in their communities. Every district—including Lummi Nation and Nooksack Valley—nominated students for this four-year scholarship opportunity. There were a total of 45 nominees, and 23 of them were awarded the four-year scholarship. Of the 23 awardees, 14 confirmed their enrollment at Western. With this new awarding structure, the rate of students who received the highest MAP Scholarship and confirmed to WWU was the highest that it has been in years at around a 35% yield.

Events and programming are critical in our multicultural outreach efforts. We provide both on-campus and community-based recruitment events geared towards students coming from underrepresented and underserved communities and backgrounds. Not only hosting these events but framing them in a way that is celebratory, encouraging, culturally relevant, and culturally responsive, has resulted in positive feedback from students, families, and community partners. In February, we hosted on campus a group from King County of more than 80 students, affiliated with the College Success Foundation. By planning

and providing funding for this trip, we were able to provide these students the opportunity to visit campus, when they otherwise may not have had access to do so. In March, we hosted our MAP Scholarship Reception to celebrate and honor our scholarship awardees along with their families and loved ones. We hosted this event in Seattle to bring the celebration to them. This was a fantastic event in which staff, current Western students, and recent alumni, shared their experiences and spoke about the community that they have been able to create on Western's campus. This event was very well received by students and families. One prospective student stated the event "was very inspirational, and it helped reassure me that going to Western was the right choice for me".

Being BIPOC at WWU was held in May for our incoming confirmed students who self-identify as students of color as well as their families. This program focused on providing students the opportunity to learn more about campus resources and support networks available to students of color here at WWU. This event gave families and students the opportunity to connect with current BIPOC students and staff to hear about their experiences. The goal was also to build community and a sense of belonging within this incoming class of students and families, as we know the importance of that connection with regard to both recruitment and retention. Students and families had the opportunity to explore campus and WWU's Multicultural Center and were encouraged to attend Lawnstock that evening if their schedule allowed them to do so.

Most recently, our office hosted QuickStart to College in early August. In partnership with local non-profit FuturesNW, our office once again led this fantastic program for rising high school seniors locally. In past years the program was geared toward students coming from Whatcom and Skagit counties. This year we extended our reach to San Juan and Island counties. This college prep program lasted for four days and three nights. Students stayed in Nash Hall and were given the opportunity to work on their college applications, essays, financial aid, and scholarship applications. This program also worked collaboratively with BTC, NWIC, and WCC, to make students aware of their options so that they could make informed decisions about their education moving forward. After hosting this event for almost ten years, we can confidently say that this was the best QuickStart to College yet. Students left feeling prepared, motivated, and excited about their future in higher education. One student stated she "was so grateful for the opportunity to attend QuickStart! I loved every minute of the program and I definitely feel a lot better about the application process". We look forward to supporting these students as they work on their applications and navigate the college search process over the coming months.

Fall 2024 Enrollment Outlook

We launched Western's application for admission on August 1st. This marks the earliest opening date for our application release in history. Our intent was to take advantage of the organic activity and publicity around the opening of the Common App, and it ensured that we were visible and available to all college-bound students searching as the application season opened. Though it is very early in the Fall 2024 application process, the numbers are promising: 641 applications from first-year students compared to 520 at this time in the Fall 2023 cycle. We anticipate a busy October, with the Early Action Deadline on November 1st.

Our biggest fall on-campus programs, *Fall Preview Days*, will run over four Fridays, October 13th through November 3rd. Each week highlights one or two colleges, as well as a couple of our interdisciplinary programs. The events are for prospective students and their families and include a campus tour and an admissions session, as well as sessions with study abroad, Honors College, and Financial Aid. There is opportunity for prospective students to engage with current students, staff, and faculty, and they can learn about support services and student life on campus. Seats are filling quickly, with the first session already at capacity.

The Guaranteed Admission Program, which began just two years ago, is now a statewide phenomenon (WAGAP) with coordinated and streamlined structures for data sharing and partnership building. Participation is quickly expanding, as we seek to get all Washington high schools onto the program. We are also monitoring the development of a statewide repository of contact information and data for the state's 9th through 12th graders, following successful work with the Washington legislature during their last session. This is a significant undertaking for Washington, and we understand that the data may not be available to institutions of higher education until late this academic year (making it available for our Fall 2025 recruitment work).

This year, our admissions team will support the rollout of the University's first group of College in the High School students (WWU in the High School), with goals of enhanced messaging to and recruitment of those prospective students for future terms.

In the coming months, the national conversation in higher education circles will be occupied with the unveiling of the new, simplified FAFSA. Our Financial Aid colleagues continue to monitor information from the Department of Education and serve as a primary resource for us. Admissions is also actively seeking information through webinars and engaging in panel discussions with colleagues across the state. There is a great deal of anticipation, as the delay in the release of the FAFSA for use by students and families (now expected in December) will cause ripple effects for this admissions cycle. We are taking information as it is released and working to minimize risk for the coming year.

We continue moving forward, focusing our efforts on off-campus outreach, on-campus visitor experiences, digital and virtual messaging, and operational efficiencies, within the context of compelling recruitment and admissions experiences, all with anticipation of a productive and engaging year ahead.

Broadly speaking, within several years, we anticipate increased competition for a gradually declining number of college-bound students across the national landscape. We hope to capitalize on college-bound student numbers in the next few years, while preparing for the impact of declining birthrates and the resultant decline in the number of high school graduates.

III. Registrar

Retention Campaign

The Registration Team conducted outreach (email and follow-up phone call) to more than 1,100 degree-seeking students who were eligible to enroll in Fall 2023 but had not taken steps to secure their classes by the first week in September. They assisted those students in working through various holds and in directing them to additional resources that allowed many of them to take the steps necessary to register.

Commencement

December Commencement 2023 will be held on Saturday, December 16th in Carver Gym on the Bellingham campus. We will host three ceremonies, and they will start at 10:00am, 1:00pm, and 4:00pm. We expect each ceremony to run a little over one hour. Details can be found at <https://registrar.wvu.edu/december-commencement>. After June's in-person ceremonies, where we allowed students to bring guests without limitation as to number, we will again structure our ceremonies to keep them ticketless.

IV. Student Aid

Fall 2023 Startup

The Financial Aid team provided outstanding service to students during the start up to fall quarter and was able to keep lines to a minimum, despite challenging staffing shortages. Between September 18-29th, the team answered over 1,146 phone calls, assisted 480 walk-ins, responded to over 1,759 emails, and Financial Aid Counselors hosted 139 student appointments.

Additionally, we are pleased to report that financial aid disbursement went smoothly for Fall 2023. As of the day prior to the first day of classes, 8,031 students had received financial aid totaling \$32,438,475. At this same time last year, \$31,128,292 was disbursed to 7,962 students.

Financial Aid has worked hard throughout the year to ensure student financial aid files were completed and ready for fall 2023 start up. Messages encouraging students to complete the 23-24 FAFSA/WASFA were sent out at various points in the process, including an email to over 7,000 students in August 2023.

Additional outreach efforts were made to assist students with verification requirements. For the past two years, the Department of Education had waived these requirements to provide relief to students and financial aid staff. For 2023-24 these requirements were not waived, and the team has taken extra measures to help students through this process, with the aim of minimizing any delays to financial aid disbursements and ensuring students have access to the aid that they are expecting.

2023-24 FAFSA Filing

Washington FAFSA completion rates among high school seniors continue to be of concern, with Washington state being ranked 47th out of 51. As of September 15, 2023, 44% of Washington High School seniors have completed the FAFSA. This compares to 58.5% nationally. Source: *FAFSA Tracker*, sponsored by the National College Attainment Network at <https://formyourfuture.org/fafsa-tracker/>.

New-first year students to Western continue to outperform the national averages. For the 2023-24 academic year, 83.6% of new-first year students have completed a FAFSA, compared to 83.4% at the same time last year for the 2022-23 year. FAFSA filing among the entire student body is also up slightly at 61.5%. The financial aid team continues to conduct outreach, to encourage students to complete the FAFSA and WASFA for the current year.

Financial Aid Website

At the start of this academic year, our new financial aid website went live at <https://financialaid.wvu.edu/>. The upgraded site provides an improved user interface, better accessibility features, and consistency in website formatting and branding with the University.

State Need Grant Changes Effective for Fall 2023

There were several changes to state need grant programs that were effective for Fall 2023. For Washington College Grant (WCG), the median family income (MFI) range for the maximum award was expanded from 0-60% MFI to 0-65% MFI. The Washington Bridge Grant, which is provided to students with the maximum WCG, was approved to continue for 2023-24. Additionally, the Washington College Grant – Connect (WCG-C) program began. This allows students in three specific public benefit programs to be considered to have met the financial need requirements for eligibility for the maximum Washington College Grant funding without having to complete a FAFSA or WASFA. Automatic WCG income eligibility under 2SHB 1835 is for students receiving any of the following public benefit programs:

Aged, blind, or disabled assistance benefits under Chapter 74.62 RCW

Essential needs and housing support program benefits under RCW 43.185C.220

Pregnant women assistance program financial grants under RCW 74.62.030

We have instituted new procedures to identify students who are eligible under the WCG-C provisions.

FAFSA Simplification

Financial Aid has been immersed in the implementation of FAFSA Simplification. The Department of Education has been providing additional information and training throughout the summer and bit by bit. These changes will require significant updates to numerous policies and procedures, in addition to a reconfiguration of programming in our current system. The Financial Aid Systems team is anxiously waiting for the final specifics on the FAFSA changes and then the ground level upgrades to Banner that our vendor will provide (anticipated in November). Once we have installed the baseline upgrades from the vendor, our team will begin all of the necessary work to reconfigure our systems for the many aid options that are specific to Washington.

Financial Aid has been working to educate our students on FAFSA Simplification, and the changes that may impact them. Emails were sent out to all enrolled students in Late September, reminding them that the 2024-25 FAFSA has been delayed and will not be available until December 2023. Additionally, Financial Aid has published an FAQ on the financial aid website and will continue to provide relevant updates to students and staff, as it becomes available.

New Student Outreach Activities

The Financial Aid Department once again partnered with the Student Business Office and University Residences to create informational webinars for new students and their families in the lead up to fall quarter. The webinars, called “Financial Aid, Payments and Housing: Navigating a Successful First Year at WWU”, were a big success in that we had high attendance and positive feedback from attendees. We held four sessions, two in the daytime and two in the early evening. Through these events, which were held on August 2nd, August 8th, August 24th and September 13th, we served 1,077 attendees and answered 386 questions from students and families.

We also provided financial aid staffing on move-in weekend. Financial aid staff set up an information table outside Old Main on Saturday, September 23rd to assist students and parents with financial aid questions and paperwork submission. While the weather undoubtedly reduced participation, students that stopped by were relieved to have access to financial aid staff for support.

Resumption of Student Loan Repayments

As of September 1, 2023, student loan repayments and interest accrual have resumed for student loan borrowers, after over 3 years of a government pause. Most borrowers saw their first payment due in October 2023. This comes after the decision by the Supreme Court to block the Biden-Harris Administration’s student Debt Relief Plan, that would have provided up to \$20,000 in student debt relief to millions of borrowers.

As a result of the student loan repayment pause, the official FY2020 Cohort default for Western Washington University is 0.0. Although Western has historically maintained low cohort default rates, financial aid administrators are very aware of the impacts that we will experience as obligations for student loan repayments resume. Western’s Financial Aid team is developing strategies to help our student borrowers, to ensure they have adequate knowledge and tools to navigate the repayment process.

V. New Student Services/Family Outreach

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

The 2023 Fall Advising & Registration (A&R) Sessions for new first-year, transfer, and post-baccalaureate students were fully completed prior to the start of fall classes. Over the course of five sessions, 746 new transfers and post-baccalaureates attended, completing small group academic advising, departmental/major advising, and registering for fall quarter classes. Offering 17 first-year sessions, 3,247 first-year/Running Start students completed their academic advising and course registration process, for a grand total of 3,993 students served over the summer sessions. Initial reflections on the process and attendance data show a much lower “no show” rate this year, meaning students consistently attended their A&R session (vs. skipping it, withdrawing beforehand, etc.).

The NSSFO and the Academic Advising & Student Achievement Center teams are now focused on preparations for Winter 2024 and have set A&R Session dates in November, December, and January (four total). Reservations for 2024 Winter A&R are set to open around the first week of October.

Western Welcome

Fall Western Welcome events extend across about the first six weeks of fall quarter and have provided a diverse array of events and programs for new students. {See <https://nssfo.wvu.edu/western-welcome>.} We again recognized the early arrival of students for programs like Viking Launch, Western Outdoor Orientation Trips (WOOT), residence hall Move-In, and academic program activities, by kicking off Western Welcome on September 17th. Events are scheduled to flow into October, using Fall Family Weekend (10/20-10/22) as the bookend for Western Welcome’s official programming.

Many departments contributed significant anchoring events this year to broaden the depth of outreach and engagement. Annual traditions and signature events continued, such as Welcoming Convocation which filled Carver Gym on Tuesday morning, September 26th; late night socials at the Wade King Student Recreation Center and Viking Union; the return of Bike Fest with classes and group rides; Library and Learning Commons tours; and the Associated Students Info Fair.

Redesigned this year was “Western Wednesday: First Night Out” (formerly “Paint Bellingham Blue”). The revamped event—designed to engage new students with downtown Bellingham—included local musical entertainment, free food giveaways, and a significant slate of businesses offering discounts to students on food and merchandise. New events this year included “You Belong Here!” - a community-building and learning event centering new BIPOC, disabled, and LGBTQ+ students - and “Welcome Black: Family Business”, which was hosted by the Black Student Coalition and centered African-American, Black, and African Diaspora first-year, transfer, and graduate students, and featured resources available to support wellness and success at Western.

As events continue into October, a number of Athletics events are featured, as well as tailored outreach programs such as the Disability Outreach Center welcome, Undocu Resource Panel, Queerorientation, and support for the All Industries Career & Internship Fair. Western Fall Welcome wraps up with another signature event, Fall Family Weekend (see info below).

Family Outreach

Fall Family Weekend (FFW) 2023 will be held during October 20-22, 2023. {See <https://nssfo.wvu.edu/fall-family-weekend>.} This year’s program capitalizes on the success of campus and community partnerships with activities, events, entertainment options, and exploration of the campus, Bellingham, and surrounding community. This year’s FFW highlights campus resources such as the Western Gallery and Outdoor Sculpture Collection, Library Tours, Lakewood Boathouse Paddlecraft rentals, Spanel Planetarium Shows, tours of the Outback Farm, a Campus Sustainability Walking Tour, theatre performances, concerts, and even pumpkin carving in the residence halls.

Students and their families can explore downtown Bellingham through the SPARK Museum's "WWU Night at the Museum" events, Fairhaven "Gore & Lore" guided tours, Bike Tours with Bike Northwest that feature faculty and student research, local agricultural, marine ecosystems, and conservation efforts. Participants can also explore Bellingham's local NEKO Cat Café, catch an Upfront Theatre performance, or join a mountain bike trail building party on Galbraith Mountain. NSSFO will continue to host an information table all weekend as well as our Family Resource & Info Fair where students and families can informally connect with a variety of campus departments and community organizations.



UNIVERSITY ADVANCEMENT REPORT OCTOBER 2023

THE FOUNDATION FOR WWU & ALUMNI BOARD OF DIRECTORS HAS ESTABLISHED THE FOLLOWING GOALS FOR FY 24

Increase stakeholder engagement.

- Support the engagement of industry leaders.
- Support the enhancement of alumni engagement.
- Support improved engagement with other Western constituencies.
- Support the establishment of Western on the Peninsulas.

Support university priorities to become the public comprehensive university of choice for the state of Washington.

- Partner with University Advancement to raise \$28-30 million
- Support the development and execution of a scholarship campaign for recruitment and retention.
- Assist University Advancement and the University develop a comprehensive fundraising campaign.

Become best in class board and committees.

- Conduct research, define, approve and measure how to be a best-in-class board.
- Operate as effective and efficiently as possible per the established metrics.
- Foster a diverse, collaborative, inclusive culture of the board of directors.

RECENT ENGAGEMENT ACTIVITIES

The **two summer salmon BBQs** for President's Society, Old Main Society and 1893 Society members were attended by more than 300 people—225 in Ferndale and 100 in Woodinville.



During the **Northwest Washington Fair**, our alumni relations team represented The Foundation for WWU & Alumni at Western Day at the Fair, handing out Western swag. More than 300 alumni, parents and students stopped by our booth and those wearing Western gear were treated to the county-wide famous moo-wich ice cream sandwich.

The Foundation has **hosted three receptions for new Athletic Director Jim Sterk** to welcome him back to the Western community. Former athletes, parents, donors and supporters of the Vikings have all come out to meet Jim and hear his vision for the program. With a co-sponsorship between the Foundation and Whatcom Educational Credit Union, tickets to all home athletic events are now free for students. The first two home volleyball matches of the year saw record student crowds, providing a huge boost to the team.



To celebrate and build WWU pride among our scores of alumni who are teachers, our engagement team, in partnership with Woodring College of Education, put together **swag boxes for decorating classrooms to show their Western pride** while encouraging their students to consider college someday. Within 48 hours, all 500 boxes had been claimed! The Foundation will again promote the boxes at the beginning of next academic year.

In September, University Advancement sent welcome messages from each dean to alumni and donors. **Click the thumbnails** below to see and hear each message.



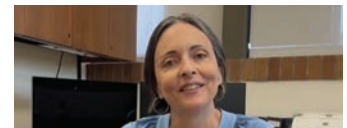
Brad Johnson, Provost and Executive Vice President



Deanna Kennedy, Dean of the College of Business and Economics



Keith Russell, Dean of the College of Humanities and Social Sciences



Janelle Leger, Dean of the College of Science and Engineering



John Danneker, Dean of Western Libraries



David Patrick, Dean of the Graduate School



Caskey Russell, Dean of Fairhaven College of Interdisciplinary Studies



Keith Russell, Dean of the College of Humanities and Social Sciences



Teena Gabrielson, Dean of the College of the Environment



Kevin Roxas, Dean of Woodring College of Education



Jim Sterk, Director of Athletics

Be sure to click on each one.



Capital Program Report
Board of Trustees
October 13, 2023

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Kaiser Borsari Hall (Electrical Engineering and Computer Science)

Western is working with Perkins+Will, the design consultant, and Mortenson Company, the General Contractor/Construction Manager. Notice to proceed to start work was given to the contractor on April 14, 2023. Utility infrastructure work and foundation aggregate pier installation are complete. Foundation, retaining wall, and level 1 concrete floor work are completed. Demolition of the Communications Facility building curtain wall and stair is completed, and the building is ready for the installation of the new stair and window system. The project crane is erected and in operation. Heavy Timber, steel brace frames, and Cross-Laminated Timber (CLT) installation started in early September and is scheduled to be completed in November 2023. The building is scheduled for occupancy in Winter Quarter 2025.



Concrete placement



Crane assembly



Construction of mass timber and steel structure

Birnam Wood Siding and Bridges PH 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. Railings have been delayed due to site measurements but are expected to be installed by the end of October. Landscaping is expected to be completed by mid-October 2023.

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. 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 demolition is nearing completion, and the construction will be completed in mid-November 2023.

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 Fall Quarter 2023.

Fairhaven Hydronic Pipe and Valve Replacements

This project will replace below slab piping with modern materials to ensure building heat is provided throughout 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 October 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 team met with City of Bellingham officials, Tribal Elders, representatives of the Native American Student Union, and WWU administrators, faculty, and staff to develop the design and discuss on-site development concepts. This project is currently in design with the Design Build team of Wellman & Zuck and Rolluda Architects. The Design Build team has almost completed design development documents. We anticipate submitting for Guaranteed Maximum Price approval to the Board of Trustees at their February 2024 meeting. Construction is scheduled to start early Spring Quarter 2024, to be complete by end of summer 2025.

Capital Development and Strategic Visioning Plan

The team from NAC Architecture and Walker Macy have begun work on the project. The consultant team has been focused on background research and analysis this summer, as well as planning a comprehensive stakeholder engagement effort for 2023-2024 Fall and Winter Quarters. The plan is expected to be completed by the end of Fall Quarter 2024.

Predesign Studies: Environmental Studies Renovation and Academic Building at WWU Center at Olympic College-Poulsbo

Request for Quotes (RFQ) processes to select design/planning consultants for two separate and concurrent predesign studies are nearing completion. The predesign for the renovation of the Environmental Studies building will assess program needs and establish facility modernization goals, as well as outline a viable

strategy for swing spaces or permanent relocations of programs, functions, and occupants to vacate the building ahead of and during the extensive construction period. The predesign for a WWU academic facility to be located on Olympic College’s Poulsbo campus will establish the program, facility, and technical needs to house Western’s Cybersecurity and Cyber Range programs and establish a physical presence for “Western on the Peninsulas” programs. The predesign reports are due by July 1, 2024, to the Office of Financial Management for funding consideration in the 2025 legislative session. Delegation of Authority to approve the consultant contracts are being requested at the October Board of Trustees meeting.

Heat Plan Conversion

(insert)

Student Development and Success Center

(insert)

2023-2025 Capital Budget

In May, the Governor signed the final 2023-2025 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 including \$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 includes 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 its August 2023 meeting.

For more information regarding the process and development of the 2023-2033 Capital 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 \(www.edu\)](#).

**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: Thursday, October 12th, 2023

SUBJECT: University Relations and Marketing Report

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

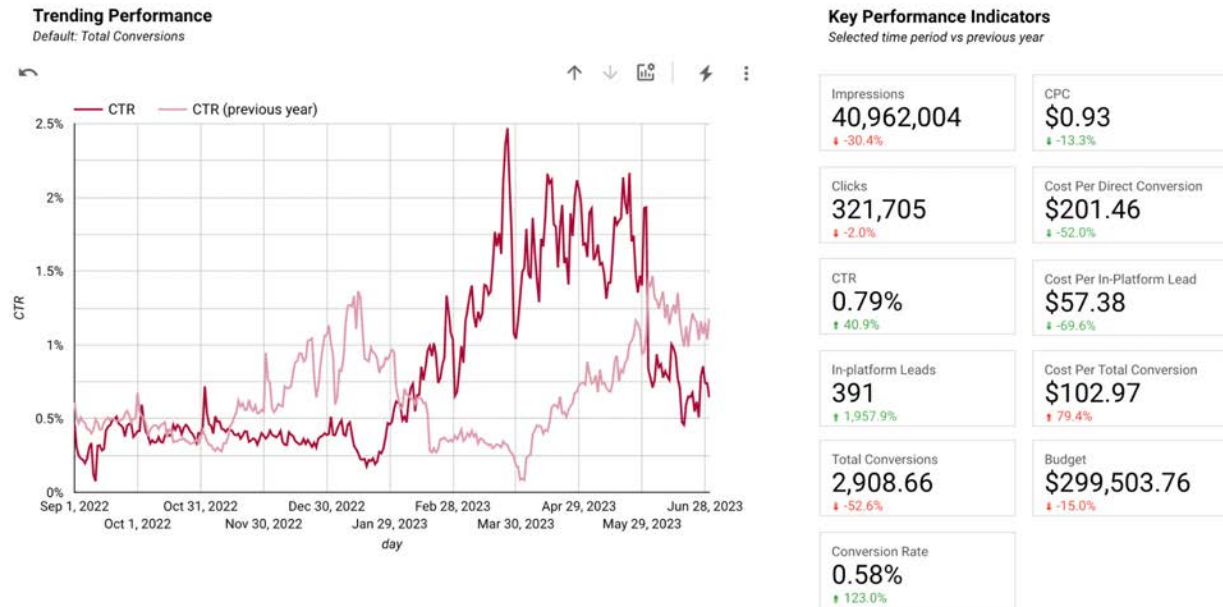
Report Attached

WESTERN WASHINGTON UNIVERSITY

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND MARKETING

Recently, the President's Cabinet met to review enrollment outreach and recruitment marketing performance for the 2022-23 year and where we may need to invest to reach our Fall 2024 enrollment goals. Following is a high-level summary of the work conducted by URM teams.

22/23 Campaign Performance

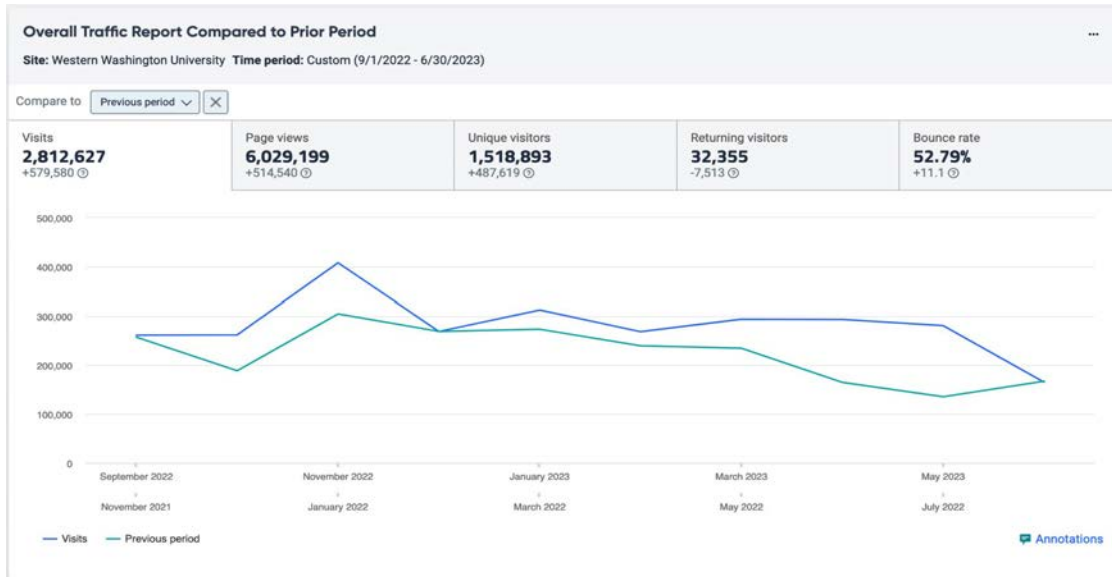


Last year's campaign earned improved year-over-year performance in several areas. Our overall click-through rate increased by 40.9%, and our conversion rate jumped by 123%. Pay Per Click (PPC), Display, and Snapchat were the best performing platforms for this year's campaign, generating 98% of the total conversions. While other tactics (video pre-roll, Facebook/Instagram and personalized web pop-ups) generated fewer leads, they promoted and solidified awareness of the Western brand.

Between September 2022 and June 2023, the campaign generated 2,908 conversions in the form of submitted inquiries, visit confirmations, or applications. Of those conversions, 415 were out-of-state prospects, most of which came from PPC (40%) or Snapchat (58%) campaigns.

Over the past two years, WWU worked with our digital marketing agency to redesign and optimize several undergraduate and graduate admissions pages for organic search. From May to August, the six most recently optimized pages generated 57,474 organic impressions and 876 organic clicks. Compared YoY, organic impressions went up 159% and organic clicks went up 143%. For example, the new [Student Experience page](#) garnered a 6.4% CTR, indicating that users found our organic listing very relevant in aiding their search.

Traffic visiting www.edu 22/23 compared to 21/22



Most popular pages

Site: Western Washington University Time period: Last 30 days (8/22/2023 - 9/20/2023)

#	Title URL	Page views % of total	Visits % of total
1	Western Washington University https://www.wvu.edu	109,196 25.8%	81,554 50.0%
2	Home myWestern Western Washington University https://mywestern.wvu.edu	43,015 10.2%	32,045 19.7%
3	Majors Western Washington University https://www.wvu.edu/majors	27,240 6.4%	16,451 10.1%
4	Find a Program Graduate School Western Washington University https://gradschool.wvu.edu/admissions	5,454 1.3%	4,094 2.5%
5	Shake Up the Norm. Western Washington University https://www.wvu.edu/makewaves?gad=1	4,917 1.2%	4,206 2.6%
6	Student Permits Transportation Services Western Washington University https://transportation.wvu.edu/student-permits	4,772 1.1%	3,874 2.4%
7	Graduate School Western Washington University https://gradschool.wvu.edu	4,546 1.1%	3,606 2.2%

It's worth noting that four of the top seven most highly trafficked pages from the past month are ones that we have invested effort in redesigning and optimizing for enrollment outreach, and it's especially encouraging to see Graduate School pages ranking so highly without the benefit of a paid campaign to drive traffic.

On another note, Wednesday, September 27 was "Western Wednesday: First Night Out," one of Western's biggest events held at the beginning of the school year. We partnered with the Downtown Bellingham Partnership, the City of Bellingham, and local businesses to welcome students back for the new school year and introduce them to their new downtown community. Led by a drumline from Sehome High School and the University's New Orleans-style student band, Analog Brass, more than a thousand students walked together from Red Square to downtown Bellingham's Depot Market Square for live music, entertainment, free food, and games. Students received a "Discover Downtown Guide," a coupon book produced in collaboration with Cascadia Daily News, that highlights more than 50 downtown businesses offering discounts to students, faculty and staff every

“Western Wednesday” throughout the year. Students were encouraged to explore downtown with friends and visit businesses offering these special discounts while earning stickers that qualify them for gift cards, merchandise, and other prizes.

We heard anecdotes from several downtown establishments that they had never seen that many people in downtown Bellingham at once, and several restaurants had lines of students out the door all evening, including Boundary Bay which ran out of its famous Mac n’ Cheese! Even the Whatcom Museum reported a record 285 student visitors. We estimate that throughout the evening about 1,500 students (new and returning) participated. It even prompted some students at Whatcom Community College to express their FOMO on social media, and so we will explore including our higher education partner institutions in Bellingham and Whatcom County next year.



MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

In August, we saw ongoing media coverage related to the viral WWU story around Seattle's Taylor Swift concert and Assistant Professor Jackie Caplan-Auerbach's research on seismic activity at large events. Additional summertime coverage included an extended piece in the Bellingham Herald on urban heat islands, centered around the expertise of WWU's Urban and Environmental Planning Department chair, Nabil Kamel.

In September, we supported important coverage of major National Science Foundation grants involving WWU researchers. As part of one of the grants, Marco Hatch, from the College of Environment, will lead the Pacific Northwest hub for the newly announced [NSF Center for Braiding Indigenous Knowledges and Science](#) (CBIKS) at UMass Amherst – a five-year, \$30 million grant. This received coverage in multiple national outlets, including Nature magazine. As part of the other grant, two WWU geologists are participating in a new multi-institution earthquake research center, which will receive \$15 million from the NSF over five years to study the Cascadia subduction zone and bolster earthquake preparedness in the Pacific Northwest and beyond. This received front page coverage in Cascadia Daily News and The Columbian (in the greater Portland and Vancouver, WA media market).

We also partnered with the Washington Education Association (WEA) on a Seattle Times opinion piece about recruiting more diverse teachers for Washington State schools. This was part of a communications strategy to promote a \$1.5 million scholarship from the WEA for WWU's Woodring College of Education.

Further news highlights shared with the Western community and beyond include the launch of the new Academic Advising and Student Achievement Center, the appointment of Darrin Magee to lead the Institute for Energy Studies, back-to-school and "Western Welcome" communications, the transition to Chartwells as WWU's campus dining vendor, and celebrations and events supporting Latine Heritage Month, among many others.

Subscriptions to the Western Today email publication now stand at 23,000 and engagement (total opens and open rate) is at a year-to-date high. Western Today is now publishing three times per week.

Western Today Readership Data

August-September 2023

Emails Opened: 62,000

Average Open Rate: 23.6%

Top stories:

[A plan to train, retain a more diverse teacher workforce](#) / Seattle Times

[NSF invests millions to unite Indigenous knowledge with Western science](#) / Nature

[Earthquake research center preps for 'The Big One'](#) / The Columbian & Cascadia Daily News

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

Social Media

Our social media channels, except for X (formerly known as Twitter), are showing strong engagement and impressions growth. WWU's organic impressions regularly number in the millions per reporting period. Refer to the below channel performance figures for more detail.

Experimental content featuring WWU alumni, included the NEKO Cat Café, to capture views on International Cat Day (a staple on social media) which generated our highest-ever views for organic content. Additional content, including vertical video shorts on Instagram and Facebook reels as well as video-formatted event announcements continue to outperform static content and traditional horizontally aligned video formats.

Our social media coordinator, Caitlyn Daniels, has revamped [WWU's Social Media Guidelines](#) and has established a new monthly appointment-based tailored training module for campus communicators and other stakeholders.

Publications

Window magazine's monthly digital distribution continues to be well received, thanks to close collaboration with University Advancement. Our August edition of Window was opened nearly 25,000 times, and the most popular story was a multimedia project about The Blue Room, an all-ages, inclusive downtown performance venue owned and operated by CFPA alumni.

Meanwhile, we're in production on the paper edition of Window magazine, scheduled to be mailed to homes in late November.

Our Family Connection newsletter has also been well received by families, with open rates of more than 50 percent. For the special edition to new WWU families, nearly a quarter of recipients clicked through to more WWU content.

Finally, we're putting the finishing touches on the President's Annual Report, which will be published in mid-October, both in paper and online.

OFFICE OF UNIVERSITY COMMUNICATIONS



METRICS DASHBOARD AUGUST – SEPTEMBER 2023

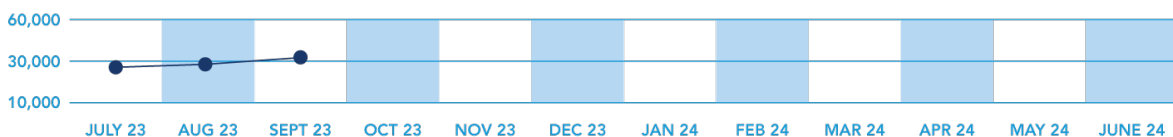
WESTERN TODAY

Total Sessions

62,000

Emails Opened

Average Open Rate: 23.6%

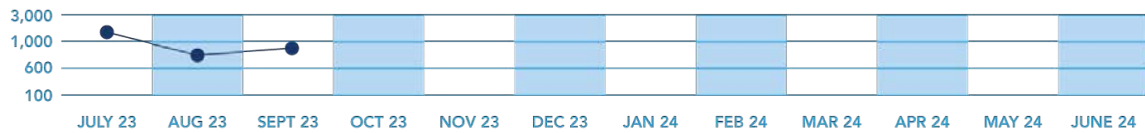


EARNED MEDIA

Key media stories: Nature Magazine, Seattle Times, King 5, Cascadia Daily News, Boston Globe, Bellingham Herald, The Columbian, Methow Valley News

931

Total media mentions



SOCIAL MEDIA

Performance for WWU Primary Social Media Channels

Period measured: 08/1/23 – 09/26/23

LinkedIn

Total followers: 106k vs. 105k (07/31/23)

New followers: 1.7k vs. 2.4k (June-July)

Organic impressions: 180k vs. 384k (June-July)

Engagement rate: 5.3% vs. 7.3% (June-July)

(Source: LinkedIn Analytics)

Instagram *(measured in 90-day cycles – period measured: June 29 – September 26)*

Total followers: 30.9k (+3.3% over previous days)

Total impressions: 1,5999,094 (-25.2% over previous 90 days)

Accounts engaged: 14.4k (+30.3% over previous 90 days)

Accounts reached: 121k (+90.6% over previous 90 days)

Non-followers reached: 95k (+131% over previous 90 days)

(Source: Instagram Analytics)

Facebook *(measured in 90-day cycles – period measured: June 30 – September 27)*

Total followers: 54,188 vs 53,870 (7/31/23)

New followers: 759 (+1.4% over previous 90 days)

Page reach: 201.9k (-61% over previous 90 days)

Interactions: 4.8k (Meta metric replacement for "Engagement")

(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: 6,199

Engaged visits: 85.8% (5319)

Most-read stories:

- Class Notes
- A Showplace for All
- Cow Meets Girl
- Cross-Border Coach (fall '22)
- Safe Plates (fall '21)

Monthly Window emails

August recipients: 80,213

Opens: 24,924

Clicks: 1,076

Top stories clicked:

- A Showplace for All
- Commencement Speakers Video
- Cow Meets Girl
- Where Are We on Hydrogen Power?
- WWU Welcomes Athletic Director Jim Sterk

Next email scheduled for Sept. 28

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 WVU link or a WVU Foundation link; Scroll down at least 10 percent of the page; Click on a related story; Visit window.wvu.edu for the first time.

FAMILY CONNECTION NEWSLETTER

August edition for new families

Recipients: 5,764

Open rate: 62%

Click-through rate: 25%

Top clicks:

- NSSFO New Families page
- Orientation Events
- NSSFO New Students page
- Housing's Move-In page
- NSSFO Parents and Families page

September Edition for All Families

Recipients: 12,334

Open Rate: 55.8%

Click-through rate: 5.1%

Top clicks:

- Housing's Move-In page
- Convocation
- On-Campus Dining
- Western Alert signups
- Fall Family Weekend

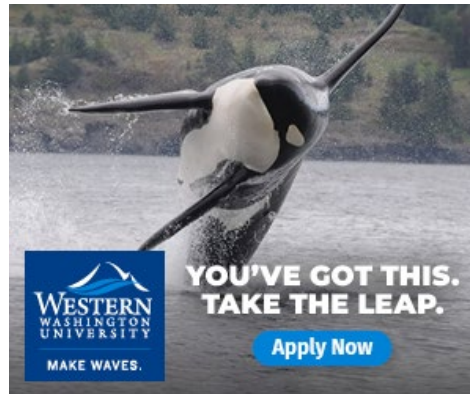
UNIVERSITY MARKETING

Admissions Recruitment Digital Marketing

August 2023

This year's August admissions recruitment campaign looked a little different from the campaigns in years past. In previous years, Western focused primarily on anti-melt efforts through the month of August. This year, Western's application for Fall 2024 admission opened on August 1, allowing Admissions and University Marketing to promote the application to our pool of prospective students earlier than usual.

In the summer of 2023, orcas made a splash in public discourse. The battle to bring, Sk’aliCh’elh-tenaut home to the Salish Sea from the Miami Seaquarium fueled the debate about captivity, and #TeamOrca campaigns gained traction on social media, rallying for conservation and stricter regulations. This movement united a global effort to raise awareness and support for orcas in the wild. Our September campaign rode the wave of heightened interest in orcas while sharing our commitment to the health of our environment. A retargeting ad, featuring an orca known as L78 or “Gaia,” was served to prospective students who had previously visited Western’s admissions site and encouraged them to start an application.



The increased budget for August combined with compelling creative and a strong application-related appeal yielded positive results with the digital retargeting and Snapchat ads. Compared to the previous August’s campaign, this year’s campaign resulted in substantial increases in clicks, impressions, and conversions. The strong performance suggests that we should continue to push a strong admissions-focused message early in the fiscal year.

AUG 1 - AUG 31 CAMPAIGN PERFORMANCE		YOY Change
Budget	\$10,381.92	↑ 556%
Impressions	1,419,017	↑ 415%
Clicks	7,564	↑ 4,748%
Conversions	132	↑ 475%

September 2023

Western’s September and October campaign creative features the story of Ethan Huynh. During his time at Western, Ethan served as the co-captain of the WWU Cheerleading Squad and earned his bachelor’s degree in marketing. By combining his newly honed marketing skills with his lifelong passion for cheerleading, Ethan landed his dream job as a content marketing specialist with Varsity Spirit before he even graduated. His story exemplifies how Western students blend passion with professionalism and promotes the strengths of Western’s popular marketing program in the College of Business and Economics.



The digital retargeting and Snapchat ads performed well, earning increased year-over-year conversions and clicks despite a smaller budget and lower number of impressions. The high levels of engagement indicate that the creative is effectively appealing to prospective students.

SEP 1 - SEP 24 CAMPAIGN PERFORMANCE		YOY Change
Budget	\$15,805.48	↓ 14.9%
Impressions	1,772,503	↓ 28.5%
Clicks	7,564	↑ 10.6
Conversions	174	↑ 65.4%

Web Content Optimization

This Spring, University Marketing and WebTech met with Enrollment and Student Services (ESS) leaders to discuss resource navigation challenges among students. ESS had received feedback that suggested students were having a hard time finding resources on the main website. In response to the feedback, University Marketing and WebTech reorganized the main website's navigation and developed new landing pages that better consolidate, define, and contextualize groups of services or resources. The changes to the main site menu also align navigation structure to those utilized by aspirant peer universities. The new structure was launched in mid-September.

The new landing pages for the reworked home site include:

- [About Western](#)
- [Student Experience](#)
- [Housing and Dining](#)
- [Accessibility, Diversity, Equity and Inclusion](#)

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 August and September, the University Marketing team created brand identities and provided creative services for the following Western offices:

- Career Services Center
- Center for Canadian American Studies
- Center for Operations Research and Management Science
- College of Business and Economics
- Community Relations
- Department of Mathematics
- Disability Access Center
- Emergency Management and Business Continuity
- Facilities Development and Operations
- Global Humanities and Religions
- Graduate School
- Institute for Global Engagement
- LGBTQ+ Western
- Multicultural Student Services
- New Student Services/Family Outreach
- Office of Equity
- Outreach and Continuing Education
- President's Office
- Print and Copy Center
- Registrar's Office
- Small Business Development Center
- The Foundation for WWU & Alumni
- University Communications
- University Residences
- Viking Union
- Western Libraries
- WWU Athletics

Project Highlights for August and September

Western Wednesday: First Night Out



Guide to University Residences



**Kitto Graduate Student Hub
Signage and Wayfinding**



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 opened up partitions to internal collaborators like the WWU Social Media Coordinator, Athletics Comms Director, and the URM Assistant Director of Creative, who can now access our entire repository and use anything we have created without asking for specific assets or requesting permission. This allows for more nimble collaboration and faster and more creative output with campus partners.

Creating Campaign and Social Media Content

URM VMP has been on a roll when it comes to creating content for both social media and the continued campaign work. With just four recent reels we created, in conjunction with the WWU Social Media Coordinator, we had over 75,000 views.

Spring/Summer Field Shoot Campaign

Since the last update, we have continued to capture great field work over the summer. We shot material at Shannon Point Marine Center two times and embedded ourselves with a Water Quality Survey, led by a Biology professor. We also captured imagery of the Climate Leadership Certificate program while on an outing in Twisp.





Future Work Study Program

We have begun a relationship with the chair of the Journalism Department to create a more sustained pipeline of Visual Journalism interns to assist with the creation of content. Our experiment last quarter with our first was a great success and is just the beginning of a great connection with the department.

Projects Recently Completed

- [Western Recap: Move In! Welcome Back to Western!](#)
- [Western Recap: Convocation 2023](#)
- [Western Recap: Info Fair 2023](#)
- [First Night Out Teaser Promo](#)
- [Student Spotlight: Ethan \(Social Media Content\)](#)
- [Student Spotlight: Amira Casey](#)
- [Shannon Point Marine Center Recap](#)
- [Shannon Point Social Media Reel](#)
- [Western Recap: Drone Snow Coring](#)
- [Multicultural Center Tour](#)
- [First Generation Student Video Interviews \(11 video series\)](#)
- Shoots at Fairhaven College, Libraries & Special Collections, and the College of Business and Economics
- Field shoot in the Methow Valley for the WWU Sustainability Engagement Institute

Projects in Production/Post-Production

- Getting to Know: Jim Sterk, new athletic director
- First Night Out 2023 Celebration
- WWU West Fest
- WWU Energy Studies Tiny House aka: Project ZeNETH
- Financial Literacy Interview w/ Paul Merriman
- Compass 2 Campus
- Student Spotlight: Ethan (Captain of the WWU Cheer Team) Long Form
- Student Spotlight: Cameron (Visual Journalist Work Study)
- Sculpture Garden Short Documentary

Future/Potential Projects About to Begin

- Above Bellingham 2.0 (Drone video, showcasing the WWU community)

- VAMOS Outdoor Project
- Outdoor Center Field Experiences
- WWU Building Repository
- Longhouse Planning & Building Documenting

WEB COMMUNICATION TECHNOLOGIES (WEBTECH)

Summary August – September

The Libraries and WebTech collaborated to build [Find A Space](#), a study and service locator for library resources. There was a lot of collaboration both with digital accessibility experts in WebTech and users of the library to make it as useful as possible. With feedback from students, we expect it to evolve further.

WordPress has a new theme that aligns properly with Western's brand guidelines. Staff and faculty when working with sites should now have a seamless experience navigating between the primary enterprise content management system, Drupal, and WordPress.

The long-term goal of providing a fully accessible video and audio player moved one step closer these past two months. WebTech released the [first stable version of Able Player for Drupal](#). This allows Western to participate in security coverage of the code by Drupal itself which is typically a prerequisite for Western to use code in our Drupal environment. You can [experience it in action on the Celebration of Excellence webpage](#). Our plan is to deploy to over 150 websites over the next several months.

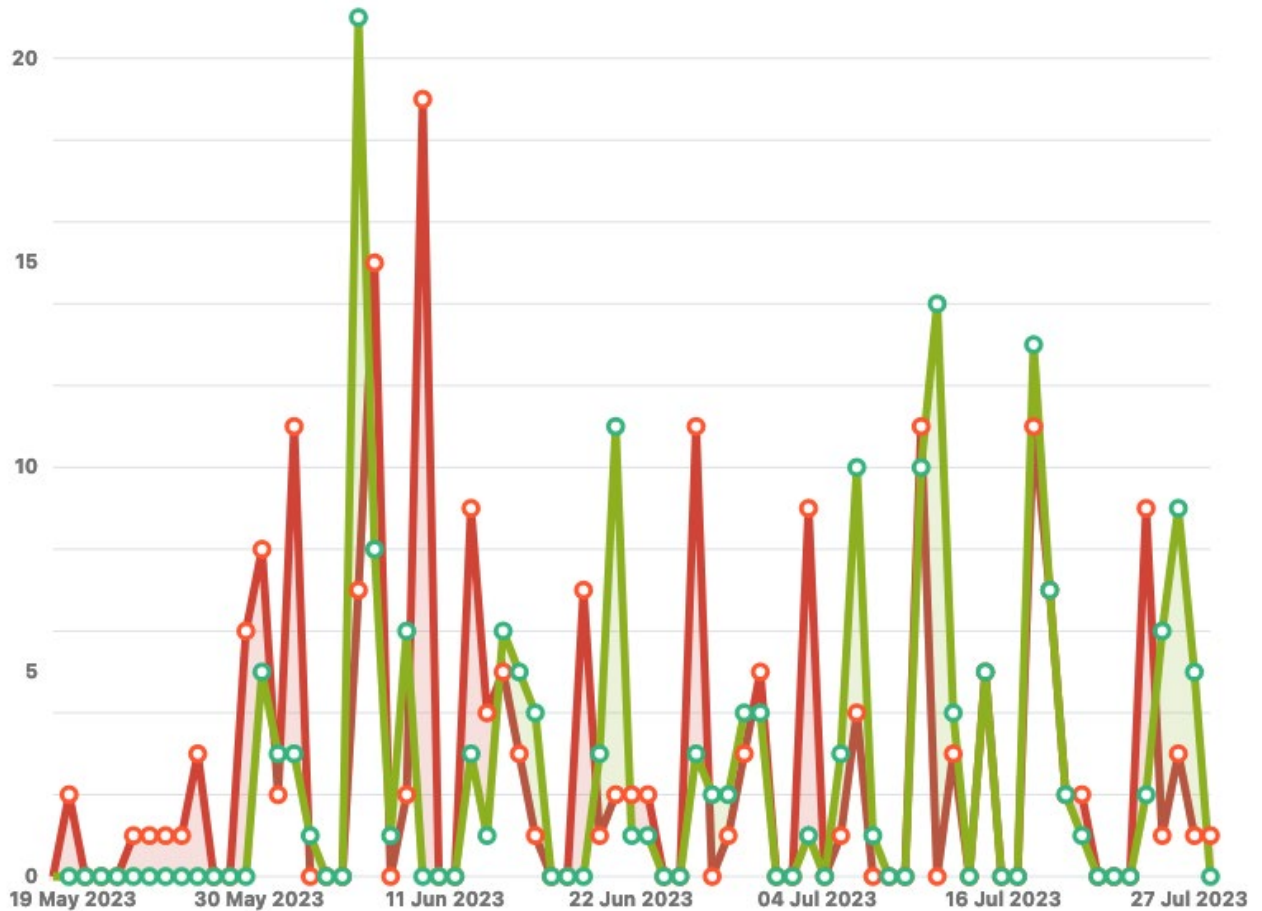
WebTech also worked closely with subject matter experts to improve the content and migrate the [Financial Aid](#) website to Drupal, launch a [new version of the campus map](#) hosted in Azure, and an updated [Latine Heritage Month](#), [Indigenous People's Day](#), and a new page for [the First Night Out program](#).

The Professional Continuing Education website received a makeover for their [program pages with the goal of increasing leads](#) for Western hosted programming. The Small Business Development Center rolled out a [series of new content entirely in Español](#).

Recruitment Campaign Traffic

As the campaign for 22-23 winds to a close, it's worth noting that even though it has slowed, it still generates 6.1% of all traffic to wwu.edu, including a total of 25,005 new visitors between May 19th and July 27th. Snapchat continues to be the most popular social media program driving 3,524 visits to the Make Waves landing page.

WebTech Workload



Issues in the last 72 days (grouped daily)

[View in Issue navigator](#)

- Created issues (205)
- Resolved issues (191)

UNIVERSITY RELATIONS

COMMUNITY RELATIONS

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

WWU Day at the Northwest Washington Fair

Thursday, August 17, 2023, was the second annual [Western Washington University Day](#) at the Northwest Washington Fair. This sponsorship, in partnership with University Advancement and the AS Bookstore, is a part of Western's ongoing effort to boost visibility in rural Whatcom County and beyond. Western was visible in multiple ways including:

- The first 300 attendees who visited WWU's booth at the fair wearing WWU logo merchandise received a token for a free Moo-Wich, the iconic ice cream and cookie treat introduced by the Whatcom County Dairy Women in 1980.
- All students, faculty, staff and alumni received \$2 off admission.

- The first 1,500 fans into that evening's Chase Rice concert received a complimentary blue WWU glow stick that added to the concert experience for all.
- WWU's banners were hung at every entrance to the NW Washington Fairgrounds.
- Western's Mascot, Victor E. Viking, was the fair's most popular person as fairgoers took photos with him while he roamed the fairgrounds throughout the day.
- A WWU promotional video played on the giant screens at the event center before all shows and concerts during The Fair's ten-day run.

Western Wednesday: First Night Out

Wednesday, September 27, 2023, was Western Wednesday: First Night Out, one of Western's biggest events held at the beginning of the school year. Community Relations partnered with the Downtown Bellingham Partnership, the City of Bellingham, and local businesses to welcome students back for the school year and introduce them to their new downtown community. Led by a drumline and a New Orleans-style student band, more than a thousand students walked together from Red Square to downtown Bellingham's Depot Market Square where there was live music, entertainment, free food, and games. Students received a "Discover Downtown Guide," a coupon book, that highlights more than 50 downtown businesses offering discounts to students, faculty and staff every "Western Wednesday" throughout the year. Students were encouraged to explore downtown with friends and visit businesses offering these special discounts while earning stickers that qualify them for gift cards, merchandise, and other prizes. www.wwu.edu/firstnightout

WWU Banners and Blue Lights Downtown

In conjunction with Western Wednesday: First Night Out and in preparation for the return of students, Community Relations facilitated a partnership with the City of Bellingham to install 84 WWU banners lining downtown streets and blue LED twinkle lights on more than 200 trees throughout downtown. The banners and lights not only create a welcoming environment for new WWU students and families arriving in town, but it also reminds the Bellingham Community of Western's important presence in the community.

Indigenous Peoples' Day

Monday, October 9 is Indigenous Peoples' Day. For the third year, the Director of Community Relations is facilitating a community event in partnership with the Community Consortium for Cultural Recognition (CCCR). The CCCR consists of partners from WWU, Whatcom Community College, Bellingham Technical College, Northwest Indian College, City of Bellingham, Peace Health, and Bellingham Public Schools.

Additional partners have joined for Indigenous Peoples' Day including the Swinomish Indian Tribal Community, Lummi Nation, Children of the Setting Sun Productions, and Ferndale Public Schools.

This year's event is themed "Smoke Signals: Messages from Mother Earth" and will be held at Lummi Nation's Wex'liem Community Building. The event will feature keynote speaker Dr. Evan Adams, who is an award-winning Canadian actor & medical doctor who is also a member of the Tla'amin First Nation located in British Columbia. He's known for his role in the movie, "Smoke Signals." The event will also feature a free community salmon dinner, talks from Native youth and sales of cultural arts and crafts from vendors.

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 University's land use attorney and City of Bellingham attorney are continuing negotiations regarding the land lease and city requirements for road improvements on Arboretum Drive. The base scope and building portion of the project

continues to be worked on by the contractors and design team to stay within budget. We remain committed to a construction start in April 2024 and completion by fall of 2025.

The planning for the annual Indigenous People's Day continues in collaboration with WWU Community Relations and our community consortium partners. For the first time ever, this event will be held in Lummi, and in addition to keynote speaker Evan Adams, our student speaker is Santana Rabang, WWU student and a member of WWU's Native American Student Union.

Advisory Functions

Internally the Tribal Liaison continues to advise and support Native students daily. The summer quarter activity has slowed down, but it is beginning to pick up as students prepare for the return of fall quarter. The Tribal Liaison also been actively involved in consultation with students, staff, faculty, and administration with issues and policies about tribal nations and concerns.

The Tribal Liaison has been selected to join the WWU NAGRPA Advisory Committee and we have begun our regular monthly meetings. The committee will provide oversight for the decisions regarding repatriation or disposition of Native American ancestral remains and cultural items, and overall implementation of the Native American Graves Protection and Repatriation Act including the completion of Notices of Inventory Completion (NICS) in accordance with NAGPRA and related policy and procedures.

Relationship-Building

The Tribal Liaison maintains a position on the Northwest Indian College Board of Trustees and has attended several meetings over the summer. NWIC hosted the Presidents Hy'shqe Gala celebrating the 40th Anniversary of Northwest Indian College on Saturday, September 9, 2023, at the Silver Reef Casino Even Center. The event was an exciting event celebrating the accomplishments of NWIC while honoring several tribal leaders (past and present) for their supportive roles in reaching the 40th anniversary milestone.

The Tribal Liaison attended the Affiliated Tribes of Northwest Indians (ATNI) annual convention September 17 – 19, 2023 in Chehalis, Washington, including the Education Committee meeting with other tribal liaisons and education leaders in higher educational institutions throughout the Northwest region. This joint gathering supports Native students at higher ed institutions and provides visual and effective recognition for Western Washington University.

SMALL BUSINESS DEVELOPMENT CENTER

Sourdough Fire Response

The WWU Small Business Development Center has partnered with the Whatcom County Sheriff's Office Division of Emergency Management, Whatcom Community Foundation, and the Port of Bellingham to support businesses impacted by the Sourdough fire. Certified Business Advisor Asche Rider reached out to 30 businesses in the region to provide support and assess economic impact. As this developing situation unfolds, our team will continue to assist business owners in accessing financial resources and recovering from the resulting impacts of the fire.

Celebrating Hispanic Heritage

Our team was honored to participate in the Hispanic Heritage Celebration hosted by the Northwest Washington Hispanic Chamber of Commerce at Pioneer Park in Ferndale. Executive Director CJ Seitz, Community Development Director and Certified Business Advisor Dr. Liliانا Deck, and Graduate Assistant Emma Thompson shared a canopy with our partners from Sustainable Connections. Our team enjoyed connecting with local community members and leaders.

WWU SBDC Website: Spanish Language Resources

Our team has developed and launched a new section of our website (sbdc.wwu.edu) to provide business resources in both English and Spanish. As we have expanded our outreach and business advising services to reach and serve Spanish-speaking entrepreneurs, we have continuously sought and translated Spanish-language resources. In our efforts to provide a consistent advising experience for our English- and Spanish-speaking clients, we look forward to further development of supplementary support resources.

Presentations

- Tax Workshop for Small Business at the BE\$T program in Kitsap
- Entrepreneurship workshop for Young Minds, Big Business at Kitsap Community Resources
- Team Whatcom – presented update on SBDC services and outreach to underserved communities at this monthly forum for multiple agencies devoted to regional economic development.

Selected Outreach – Whatcom

- Bellingham Chamber of Commerce
- Bellingham SCORE
- Blaine Chamber of Commerce
- City of Bellingham
- Ferndale Chamber of Commerce
- Hispanic Heritage Celebration
- Latine Leadership Initiative
- Northwest Workforce Council
- Seamar Community Center – services for newcomers (migrants and refugees)
- Small Cities Partnership
- Sustainable Connections
- US Department of Labor – Sumas Mega Project
- Whatcom Business Alliance
- Whatcom Community Foundation
- Whatcom County Business and Commerce Advisory
- Women’s Professional Network
- WWU Career Services Center
- WWU Center for Economic and Business Research and Outreach – Whatcom

Selected Outreach – Kitsap

- Bainbridge Island Chamber of Commerce
- Bainbridge Island Economic Development Committee / Winslow Subarea Plan workshop
- Bremerton Greendrinks
- Cruise Ship Planning Committee with downtown, visitor associations and chambers
- Downtown Bremerton Association monthly meetings and networking event
- Entrepreneurship and Innovation Committee
- Greater Kingston Chamber of Commerce
- Greater Kitsap Chamber of Commerce – hosted resource table
- Greater Seattle SCORE
- Illuminate.me Mixer
- Kitsap Bank, Kitsap County fair rodeo event
- Kitsap Building Association, networking event
- Kitsap Economic Development Alliance BIPOC Business Forum planning and 40th Anniversary event
- Kitsap Industrial Readiness Summit, hosted by KEDA about the Navy’s SIOP
- Marvin Williams Center, Young Minds Big Business

- Northwest Cooperative Development – Kitsap Caregivers' Academy
- Poulsbo Chamber of Commerce luncheon – hosted resource table
- Silverdale Greendrinks
- South Kitsap Chamber luncheon – met with speaker U.S. Congressman Derek Kilmer and hosted resource table
- State Representative Tarra Simmons, Champions of Justice event
- Voices of Pacific Island event

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

Program Audit Follow-up:

In July 2022, WWU Audit and Consulting Services conducted an audit of our AmeriCorps grant's criminal history check processes and procedures. This was conducted in response to a request from AmeriCorps, the federal funding agency. There were several findings that identified areas where the program was out of compliance with AmeriCorps policies and procedures regarding the criminal history checks conducted for the program. Staff used the audit feedback to strengthen the program's policies and procedures. This summer, WWU Audit and Consulting Services conducted a follow-up audit. As a result of the improved systems and processes implemented by the Washington Campus Coalition staff, we received a clean audit with no out-of-compliance findings identified.

Additional Grant Funding

AmeriCorps invited Washington Campus Coalition for the Public Good to request carryforward funding into the current 2023-24 program year. As a result, WACC will receive approximately \$450,000 of additional funds for the Civic Leadership & Engagement Corps program. This is great news in that it could be indicative that AmeriCorps has increased confidence in WWU and WACC to administer a larger program. Given that a year before, there were compliance findings, we are optimistic that their former concerns have been alleviated. In addition, we will be recompeting for another three-year grant in January 2024, and hope to expand the program even further.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost and Executive Vice President
Brad Johnson

DATE: **October 13, 2023**

SUBJECT: **Tenure and Promotion Report**

PURPOSE: Information Item

Purpose of Submittal:

The credentials and accomplishments of these faculty members have been examined by their peers, tenure and promotion committees, department chairs, college deans, as well as the Provost and Vice President for Academic Affairs. Each person approved meets or exceeds the internal (college and all-university) and external (comparative, disciplinary, and professional) standards Western Washington University requires for tenure and/or promotion. This extensive review process confirms the merit of each faculty member's teaching, research or creative activity, and service to the University and the community.

Supporting Information:

Provided below are two tables that list the following:

- 1) Thirty-seven tenure track assistant professors granted tenure and promoted to the rank of associate professor effective 9/16/2023.
- 2) Twenty-three tenured associate professors promoted to the rank of full professor effective 9/16/2023.

Tenure and Promotion - Effective September 16, 2023

Tenure and Promotion to Associate Professor

Steve	Bennett	Health and Human Development Department
Carrie	Brennan	Elementary Education Department
Tim	Bruce	Education Leadership and Inclusive Teaching
Ethan	Bushelle	Global Humanities and Religions Department
Pedro	Cameselle-Pesce	History Department
Kristen	Chmielewski	Health and Human Development Department
Jill	Davishahl	Engineering and Design Department
Virginia	Dawson	Linguistics Department
Christine	Espina	Health and Community Studies Department
Stephanie	Gomez	Communication Studies Department
Charles	Halka	Music Department
Ernest	Hartwell	Modern and Classical Languages Department
Mary	Hunt	Health and Human Development Department
Meilan	Jin	Elementary Education Department
Alia	Khan	Environmental Sciences Department
Thanh	Le	Physics and Astronomy/SMATE Department
Ceci	Lopez	Fairhaven College of Interdisciplinary Studies
James	Miller	Urban and Environmental Planning and Policy Dept
Tesla	Monson	Anthropology Department
Manuel	Montaño	Environmental Sciences Department
Heather	Moore	Communications Sciences and Disorders Department
Melissa	Osborne	Sociology Department
Sasha	Petrenko	Art and Art History Department
Allison	Pfeiffer	Geology Department
Peter	Pihos	History Department
Hunter	Price	History Department
Jason	Query	Economics Department
James	Ray	Music Department
Margarita	Ruiz Guerrero	Elementary Education Department
Austin	Shaw	Design Department
Imran	Sheikh	Environmental Sciences Department
Kathryn	Sobocinski	Environmental Sciences Department
Adrian	Villicana	Fairhaven College of Interdisciplinary Studies
Adrienne	Wang	Biology Department
Scott	Wehrwein	Computer Science Department
Felicia	Youngblood	Music Department
Batool	Zaidi	Sociology Department

Promotion to Full Professor

Cat	Armstrong Soule	Finance and Marketing Department
Rebecca	Bunn	Environmental Sciences Department
Dolores	Calderon	Fairhaven College of Interdisciplinary Studies
Lina	Dahlberg	Biology Department
Masanori	Deguchi	Modern and Classical Languages Department
Dawn	Dietrich	English Department
Dawna	Drum	Accounting Department
Steven	Emory	Chemistry Department
Lillian	Fok	Decision Sciences Department
Jasmine	Goodnow	Health and Human Development Department
Brian	Hutchinson	Computer Science Department
Filip	Jagodzinski	Computer Science Department
Monique	Kerman	Art and Art History Department
Yudong	Liu	Computer Science Department
John	McLaughlin	Environmental Sciences Department
Jared	Moore	Accounting Department
Derek	Moscato	Journalism Department
Melissa	Rice	Geology/Physics and Astronomy Departments
Lysa	Rivera	English Department
Michael	Slouber	Global Humanities and Religions Department
Veronica	Velez	Secondary Education Department
Nicholas	Washburn	Health and Human Development Department
Sarah	Zimmerman	History Department

**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: October 13, 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.

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

22. DATE FOR NEXT REGULAR MEETING

- **December 7-8, 2023 in Bellingham, Washington**

23. ADJOURNMENT

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Lopes

DATE: October 13, 2023

SUBJECT: **Delegation of Authority to Award a Consultant Contract for the Environmental Studies Renovation Predesign, PW808**

PURPOSE: Action Item

Purpose of Submittal:

To delegate the authority to award a consultant contract for the Environmental Studies Renovation Predesign, PW808. Services to start in mid-November 2023, upon execution of contract.

Proposed Motion:

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.

Supporting Information:

This project is to complete a predesign for the renovation and modernization of the Environmental Studies Center (ESC). Completed in 1973, the building (approximately 111,000 GSF) is home to WWU's nationally recognized College of the Environment, the Department of Environmental Sciences, the Department of Geology, general use classrooms, and other programs that support interdisciplinary learning and collaboration.

The predesign will involve a deep assessment of the existing programmatic and functional uses of the facility and the building infrastructure systems currently in place supporting those needs. Additionally, the consultant will perform an assessment of the need for renewal, modernization, and code required upgrades, as well as analyze the existing structural system to gain an understanding of the suitability and adaptability to 21st century models of science instruction, research, and dynamic and interdisciplinary collaboration.

General needs of the University will be considered, such as, the general use classrooms, the scientific technical support departments currently housed in the building (Advanced Materials Science and Engineering Center – AMSEC, and Scientific Technical Services - SciTech) that support multiple research and instruction programs across campus, opportunities for student collaboration, amenity spaces, and food services.

Institutional principles of health, wellness, and ADEI principles will be explored and incorporated into the project goals. And, perhaps most importantly, the predesign will need to establish a viable swing space strategy. The team will consider options and strategies for developing temporary swing spaces or permanent relocation of the programs, functions, and occupants that will need to vacate the building ahead of and during the extensive construction period, including scheduling and sharing of existing compatible facilities across campus.

The total budget for the Predesign project is \$500,000. The budget for this consultant contract is approximately \$440,000. The consultant selection process began with advertisement of the RFQ in early August 2023. The committee made a recommendation of the most qualified firm after in-person interviews on September 29 and October 3. Predesigns are a requirement of OFM for projects that will request design and construction funding in the State capital request and are due to OFM no later than July 1, 2024.

Environmental Studies Renovation Predesign Consultant Selection Committee:

- Rick Benner, Chair / University Architect and Sr. Director, Facilities Development and Operations – Planning and Development
- Forest Payne, Project Manager, Facilities Development and Operations
- Jack Herring, Associate Vice President for Academic Affairs
- Teena Gabrielson, Dean, College of the Environment
- David Patrick, Vice Provost for Research and Dean of the Graduate School
- Steve Hollenhorst, Associate Vice President for Facilities Development and Operations
- Alexis Blue, Assistant Director, Capital Planning and Development, Facilities Development and Operations
- Ellen Kuhlmann, Space Manager, Capital Planning and Development, Facilities Development and Operations

Source of Funding:

State Appropriations – Bonds

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey

DATE: **October 13, 2023**

SUBJECT: **Enrollment Management**

PURPOSE: Information Item

I. Enrollment

Last year, when Western matriculated the largest class of new first-year students in its history, we recognized that our experience differentiated us from the other regional public institutions of higher education, and we understood that as a strong sign of recovery from the pandemic. With the small Fall 2020 cohort of students cycling through and now in their fourth year of study, some recovery in retention, and another year of new first-year numbers that exceeds anything Western had experienced prior to the pandemic, our trajectory provides a strong reason for optimism in Western's future.

Strategic Enrollment Management (SEM) Planning

Our Strategic Enrollment Management planning effort will continue through much of this academic year, all while 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 focusing on their plan for the year and taking necessary steps to address pressing issues while committing to the work of institutional planning. President Randhawa and university leadership are prioritizing their direct involvement in enrollment discussions. Conversations around retention strategies are taking place across campus and deep into our organizational structure, and we continue to think about the challenge of corralling those office or department-level strategies and incorporating them into the larger institutional effort on SEM planning.

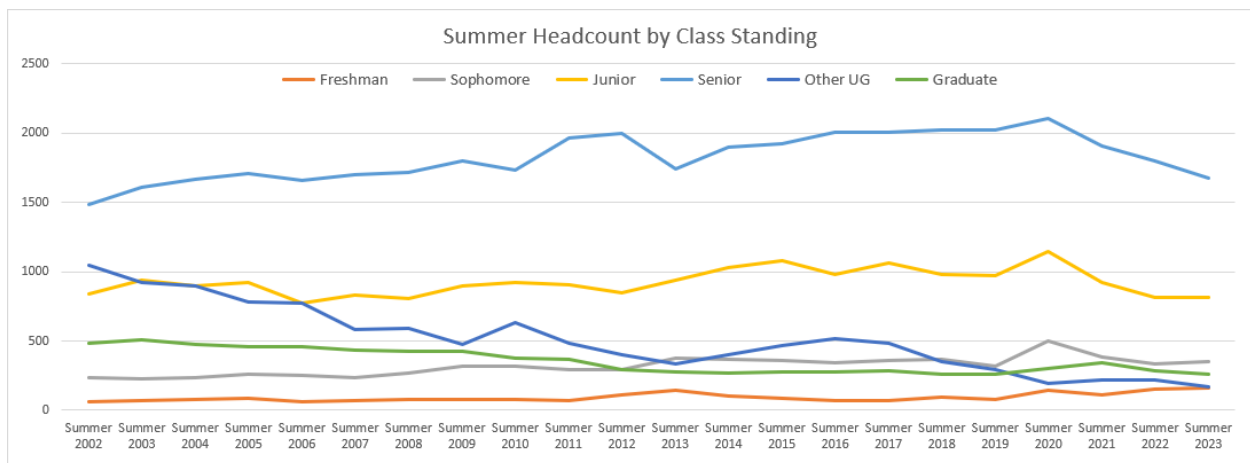
Summer 2023 Enrollment

As census day for summer (Tuesday, August 15th) fell after the writing of the last report to the Board of Trustees, this report is the first opportunity to provide final census day numbers for summer enrollment.

Summer Enrollment - All Students

Enrollment by Race/Ethnicity

	Summer 2018	Summer 2019	Summer 2020	Summer 2021	Summer 2022	Summer 2023
Hispanic or Latino Ethnicity	309 (7.6%)	339 (8.6%)	414 (9.4%)	377 (9.7%)	359 (9.9%)	361 (10.5%)
American Indian or Alaska Native	77 (1.9%)	66 (1.7%)	65 (1.5%)	54 (1.4%)	62 (1.7%)	55 (1.6%)
Asian	452 (11.1%)	409 (10.4%)	462 (10.5%)	466 (12.0%)	426 (11.8%)	411 (11.9%)
Black or African American	114 (2.8%)	83 (2.1%)	114 (2.6%)	129 (3.3%)	122 (3.4%)	101 (2.9%)
Native Hawaiian or Other Pacific Isl	13 (0.3%)	17 (0.4%)	15 (0.3%)	14 (0.4%)	9 (0.2%)	15 (0.4%)
White	2,756 (67.6%)	2,661 (67.4%)	3,054 (69.4%)	2,545 (65.5%)	2,364 (65.4%)	2,268 (65.7%)
Two or more races: Other	43 (1.1%)	47 (1.2%)	47 (1.1%)	48 (1.2%)	42 (1.2%)	39 (1.1%)
International	63 (1.5%)	62 (1.6%)	69 (1.6%)	48 (1.2%)	45 (1.2%)	49 (1.4%)
Race and ethnicity unknown	247 (6.1%)	262 (6.6%)	158 (3.6%)	203 (5.2%)	184 (5.1%)	151 (4.4%)
Total	4,074	3,946	4,398	3,884	3,613	3,450
<i>Students of Color</i>	1,008 (24.7%)	961 (24.4%)	1,117 (25.4%)	1,088 (28.0%)	1,020 (28.2%)	982 (28.5%)
<i>Non-Resident</i>	525 (12.9%)	533 (13.5%)	469 (10.7%)	457 (11.8%)	429 (11.9%)	467 (13.5%)
<i>First Generation</i>	1,162 (28.5%)	1,147 (29.1%)	1,203 (27.4%)	1,049 (27.0%)	894 (24.7%)	750 (21.7%)
<i>PELL-Eligible</i>	627 (15.4%)	675 (17.1%)	719 (16.3%)	771 (19.9%)	704 (19.5%)	620 (18.0%)



Fall 2023 Enrollment

Census day for Fall 2023 will fall on Monday, October 9th—after the writing of this report. For purposes of this report, we are using Fall 2023 enrollment numbers as of Week 1 compared to census day numbers for each of the last several years. (You will note the “*” associated with Fall 2023 in the tables below.) There will still be some small increases in enrollment for Fall 2023 between the writing of this report and census day, so direct comparisons will not have the accuracy of post census day comparisons. Also note that the Fall 2023 numbers provided in the tables in this section do not reflect accurate information specifically as to our international students, as those numbers require additional maintenance and will not be available until census day.

In short, our current overall enrollment is 14,639—down slightly (.7%) from last fall’s total enrollment of 14,746. We anticipated being down in overall enrollment this fall, again due to the cycling through of the smaller pandemic cohorts and the graduation of our larger pre-pandemic classes. As the pandemic cohorts graduate and our larger new student cohorts of this year and last take hold, enrollments will climb for the next few years before we experience the impact of declining numbers of high school graduates. While we are seeing some modest gains in retention this year, new student enrollment is the highlight.

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%)	1,601 (10.9%)
American Indian or AK Native	317 (2.0%)	311 (1.9%)	288 (1.9%)	270 (1.8%)	232 (1.6%)	203 (1.4%)
Asian	1,697 (10.5%)	1,721 (10.7%)	1,711 (11.3%)	1,725 (11.4%)	1,620 (11.0%)	1,591 (10.9%)
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%)	92 (0.6%)
White	11,429 (70.9%)	11,249 (69.7%)	10,463 (68.8%)	10,313 (68.2%)	10,096 (68.5%)	10,066 (68.8%)
Two or more races: Other	198 (1.2%)	197 (1.2%)	191 (1.3%)	188 (1.2%)	181 (1.2%)	154 (1.1%)
International	183 (1.1%)	198 (1.2%)	128 (0.8%)	148 (1.0%)	189 (1.3%)	102 (0.7%)
Race and ethnicity unknown	314 (1.9%)	352 (2.2%)	343 (2.3%)	322 (2.1%)	291 (2.0%)	360 (2.5%)
Total	16,121	16,142	15,197	15,125	14,746	14,639
<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%)	4,111 (28.1%)
<i>Non-Resident</i>	2,035 (12.6%)	1,993 (12.3%)	1,745 (11.5%)	1,990 (13.2%)	2,084 (14.1%)	2,121 (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%)	2,933 (20.0%)

Nonresident numbers continue to reflect growing awareness of Western outside of the Washington market and strong interest in Western. Despite the fact that overall enrollment is down 9.3% from our record high in Fall 2019, we have exceeded record highs in nonresident enrollment. Not only do we have the largest ever representation of nonresidents in our student body (14.5%), but we also have the highest total count of nonresidents in our student body of any fall quarter on record. This fall we have 2,121 nonresident students enrolled at Western, passing last year's record of 2,084 nonresidents and the previous record in Fall 2018 of 2,035. We have previously reported on the digital marketing campaigns critical in recent years to raising brand awareness in markets outside of Washington and to generating interest among high school students in key target regions. The Common App also provided many more nonresidents the opportunity to consider Western. It is important to note that we remain committed to ensuring that every opportunity to recruit Washington residents is pursued and that all Washington residents capable of succeeding at Western are given that chance. Our nonresident enrollment does not and will not displace a qualified Washington resident.

Students of color bring an important array of perspectives and experiences to bear on our learning environment. Unfortunately, the Supreme Court decision in June, limiting the use of race in admission to colleges and universities, has caused some students of color to opt-out of higher education, feeling less welcome. In the state of Washington, we have operated under race-neutral admissions practices for almost 25 years as a result of a voter initiative passed in 1998, but the impact of the high court's decision will have reverberating effects. This fall, students of color make up 28.1% of our student body, down slightly from the last two years, but still higher than pre-pandemic levels. Especially noteworthy is the continuing growth in our Latino student population (10.9%, compared to 10.6% for each of the last two years). The number and percentage of African-American students are comparable to that of Fall 2021, which was substantially higher than all years prior, but it is slightly down from last year.

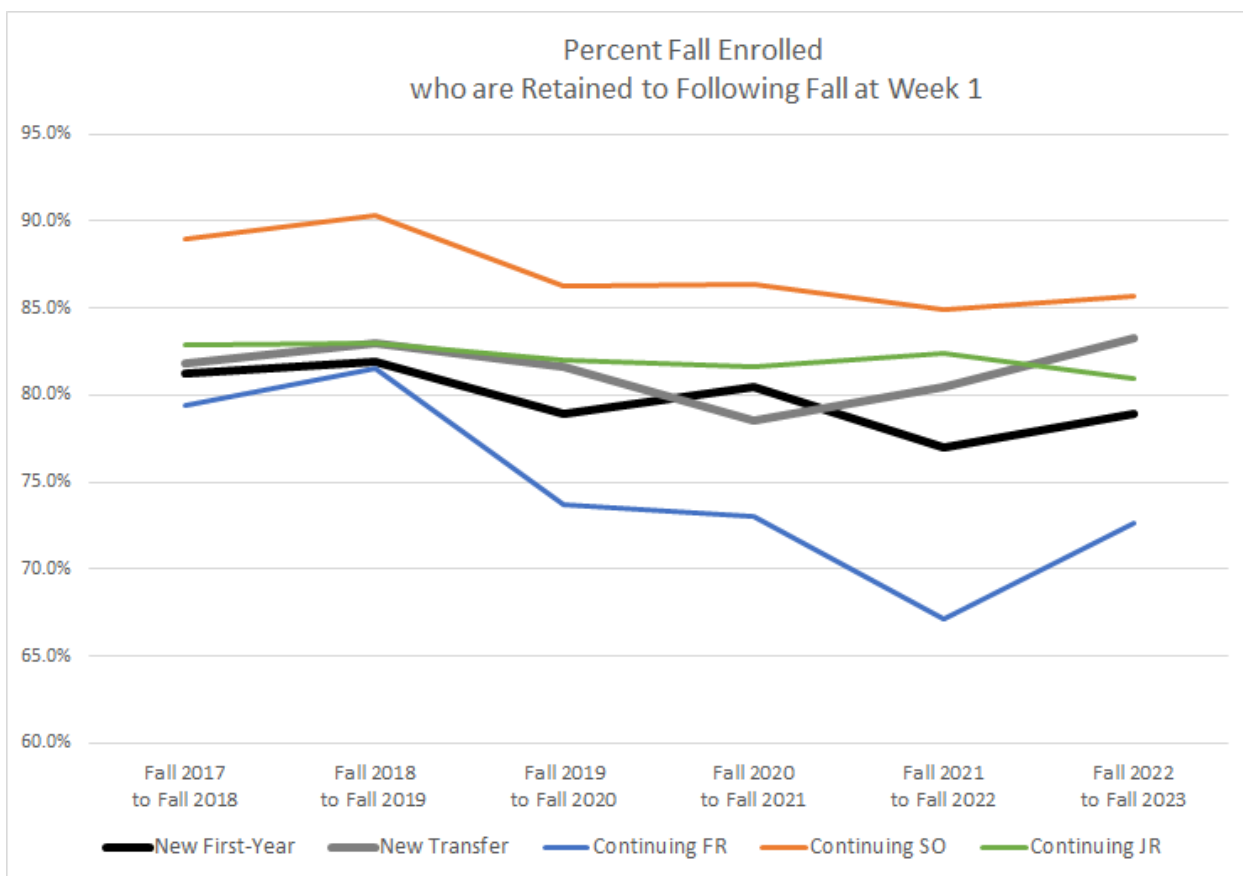
It is also evident from the table above that we are continuing to see depressed enrollment of first-generation and low-income students, a continuing impact of the pandemic. As we have reported before, the impact of the pandemic on college-going plans was greatest on first-generation students and those from lower socio-economic backgrounds. You will see in the data on our new cohort of first-year students that there are some signs of recovery.

There are positive signs in **retention**. We are pleased that some of the work done last year and through the summer has started to have an impact on what were troubling retention declines. You will see in

the following table that in a comparison of retention numbers at Week 1 of fall quarter, almost all groups have seen an improvement in their retention rate compared to last year. Of particular note is that new transfer retention rates have fully recovered to pre-pandemic levels and the rate of retention of new first-year students this year is up two percentage points from last year. We have been tracking this for the last two months, and the bump in retention across these segments of our student population appear to be holding. Much more analysis will be done on this following census day, and it will be the subject of many SEM-related conversations.

% Fall Enrolled who are Retained to following Fall at Week 1

	Fall 2017 to Fall 2018	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023
New First-Year	81.2%	82.0%	78.9%	80.4%	77.0%	78.9%
New Transfer	81.8%	83.0%	81.7%	78.5%	80.5%	83.2%
Continuing FR	79.4%	81.6%	73.7%	73.0%	67.1%	72.7%
Continuing SO	89.0%	90.3%	86.3%	86.4%	85.0%	85.7%
Continuing JR	82.9%	83.0%	82.1%	81.7%	82.4%	81.0%
Continuing SR	32.1%	30.8%	31.6%	32.9%	32.0%	32.4%



Important in the conversation about retention is the fact that, although we are currently down by 75 students compared with Week 1 last year, we have 174 more Student Credit Hours and 2.8 more FTE Students. This is partly a function of the fact that we have so many more students who are in their first or second year with us, and they tend to take higher courseloads. We also want to acknowledge valuable work done by our Academic Advising & Student Achievement Center, who spent time reaching out to new students whose course schedules in September reflected lower than optimal loads.

As of Week 1 (pre-census)

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	1yr chg
Headcount	16,169	15,205	15,106	14,714	14,639	(75)
FTE	15,022.2	14,147.2	13,876.4	13,516.0	13,518.9	2.8
<i>FTE per HC</i>	<i>0.929</i>	<i>0.930</i>	<i>0.919</i>	<i>0.919</i>	<i>0.923</i>	
SCH	222,295	208,758	204,296	199,313	199,487	174
<i>SCH per HC</i>	<i>13.75</i>	<i>13.73</i>	<i>13.52</i>	<i>13.55</i>	<i>13.63</i>	

New first-year students have enrolled in numbers again exceeding all pre-pandemic records. With 3,185 new first year students for Fall 2023 (as of Week 1), this class is only modestly smaller than last year's record-breaking class which was at 3,222. Once again, this signals extraordinary interest in Western among college-bound students. This 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 Nat	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 Pacifi	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%)	2,186 (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%)	0 (0.0%)
Race and ethnicity unknown	57 (1.8%)	48 (1.5%)	56 (2.2%)	28 (1.0%)	29 (0.9%)	50 (1.6%)
Total	3,147	3,117	2,494	2,874	3,222	3,185
<i>Students of Color</i>	<i>918 (29.2%)</i>	<i>960 (30.8%)</i>	<i>801 (32.1%)</i>	<i>869 (30.2%)</i>	<i>985 (30.6%)</i>	<i>949 (29.8%)</i>
<i>Non-Resident</i>	<i>473 (15.0%)</i>	<i>436 (14.0%)</i>	<i>348 (14.0%)</i>	<i>513 (17.8%)</i>	<i>533 (16.5%)</i>	<i>515 (16.2%)</i>
<i>First Generation</i>	<i>905 (28.8%)</i>	<i>908 (29.1%)</i>	<i>719 (28.8%)</i>	<i>746 (26.0%)</i>	<i>555 (17.2%)</i>	<i>769 (24.1%)</i>
<i>PELL-Eligible</i>	<i>756 (24.0%)</i>	<i>742 (23.8%)</i>	<i>575 (23.1%)</i>	<i>579 (20.1%)</i>	<i>666 (20.7%)</i>	<i>690 (21.7%)</i>

Important notes on New First-year Students

- Second largest first-year cohort in history
(Fall 2023: 3,185 / Fall 2022: 3,222)
- Admit Rate: 91.3%; signaling a modest increase in selectivity
(Fall 2022: 92.7% / Fall 2021: 96.1% / Fall 2020: 93.5% / Fall 2019: 90.4%)

- Yield Rate: 24.6%; down primarily because of the rise in the number of applications submitted by more casually interested students associated with the Common App (Fall 2022: 30.5% / Fall 2021: 29.7% / Fall 2020: 27.5% / Fall 2019: 33.8%)
Resident Yield: 30.1% (compared to 34.3% for Fall 2022)
Non-Resident Yield: 13.1% (compared to 17.1% for Fall 2022)
- The percentage of new first-year students identifying as students of color is down slightly. (29.8% for Fall 2023, compared to 30.6% for Fall 2022)
- The number of new first-year students who are nonresidents is similar to the high levels of the last two years but down slightly from last year. (515 for Fall 2023, compared to 533 in Fall 2022 and 513 in Fall 2021)
- The percentage of new first-year students identifying as first generation is recovering from a down year last year and is up. (24.1% for Fall 2023, compared to 17.2% for Fall 2022)
- The percentage of new first-year students identifying as Running Start is comparable to what it was last year. (26.5% for Fall 2023, compared to 26.8% for Fall 2022)

Considering the uncertainties which marked the admissions cycle that led to Fall 2023, including the joining of the Common App consortium and a scholarship budget that was \$750,000 smaller than the year prior, this year's results are a success for Western.

Much has been written this year about higher education and the experience of regional public institutions, and much of it is worrisome. In a February 2023 article, "[Flagships Prosper, While Regionals Suffer,](#)" from *The Chronicle of Higher Education*, Dr. Andrew Koricich, an associate professor of higher education at Appalachian State University, dramatically captured the challenging reality of attempting to grow enrollment while staring down budget cuts, staff shortages, and program eliminations, when he asked "how are students supposed to be attracted to hollowed-out institutions?" Below are links to two other articles on the topic of challenging environments for regional colleges and universities:

[Regional Public Colleges Are Affordable — but Is That Enough to Draw Students?](#)

The Chronicle of Higher Education (July 2023)

[Competition for Students Presents 'Fraught' Route Forward](#)

Inside Higher Education (July 2023)

This theme of a growing divide between elite and flagship institutions and regional public institutions is finding truth among the Washington public baccalaureates. Though numbers are not official, the UW is reporting a stable year, with UW-Seattle reporting strong performance with nonresident and international enrollments and UW-Bothell claiming a record first-year class. Meanwhile, colleagues at two of Washington's public 4-years are reporting disappointing results for the Fall 2023 cohort, effectively noting four straight years of decline (Fall 2020 through Fall 2023). This was despite some optimism earlier in the process. One school is reporting some gains in first-year enrollment (about 6% over Fall 2022), but still very short of pre-pandemic enrollment levels. For schools that do not hold elite or flagship status, it is common to be in the unfortunate position of comparing new first-year student cohorts to the pandemic enrollment levels of the last three years. They are not in a position to measure themselves against their pre-pandemic enrollments.

Western's achievements are a result of considerable work by dedicated people in Admissions and across the institution. Efforts that were particularly important in achieving the outcomes reported here include

- Improved processes in Slate CRM, expediting admissions decisions being delivered to applicants;
- Modifying the campus visit experience, including deploying more “Vikings Visits” on select Fridays during the critical yield season;
- Showcasing programs for select populations, such as luncheons for Honors College applicants, and panels with current students during *Being BIPOC at Western* events (in partnership with the Black Student Union, and Afro-Caribbean Club);
- Targeting digital messaging efforts to markets with growth opportunities (e.g., WA, CA, TX, CO, OR), and in supporting important outcomes (e.g., FAFSA submission); and
- Continued review of the scholarship model and adapting to changing forces in the market.

Another key initiative was sustaining the efforts in the Washington Guaranteed Admissions Program (WAGAP), in collaboration with peer institutions—except UW—and the Council of Presidents. Western experienced noteworthy application and enrollment gains from the 66 participating school districts when compared with Fall 2019—the last high school cohort not affected by the pandemic and reflecting a before-and-after view of the Guaranteed Admission Program.

Applications for Fall 2023 from the 66 participating school districts: 4442
 (increase of 22.2% over Fall 2019 total of 3634)
 Enrollments in Fall 2023 from the 66 participating school districts: 1221
 (increase of .6% over Fall 2019 total of 1156)

New transfer student enrollment continues to decline, though we were able to avoid some of the larger declines of recent years. Across Bellingham and the other locations, Western has 900 new transfer students who have enrolled this fall. That is the number that was projected in our enrollment plan. Certainly significant (and a continuing phenomenon) is the fact that enrollment in community and technical colleges has continued to drop.

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 Nat	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 Pacif	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%)	0 (0.0%)
Race and ethnicity unknown	30 (2.6%)	25 (2.2%)	18 (1.7%)	10 (0.9%)	11 (1.2%)	23 (2.6%)
Total	1,165	1,156	1,047	1,065	919	900
Students of Color	278 (23.9%)	288 (24.9%)	288 (27.5%)	298 (28.0%)	255 (27.8%)	237 (26.3%)
Non-Resident	91 (7.8%)	93 (8.0%)	92 (8.8%)	137 (12.9%)	122 (13.3%)	100 (11.1%)
First Generation	495 (42.5%)	488 (42.2%)	417 (39.8%)	397 (37.3%)	166 (18.1%)	303 (33.7%)
PELL-Eligible	386 (33.1%)	358 (31.0%)	330 (31.5%)	286 (26.9%)	237 (25.8%)	254 (28.2%)

Important notes on New Transfer Students

- The percentage of admitted transfer students who matriculated (yield) is up to 56.9% (compared to 53.8% in Fall 2022).
- Representation of students of color in our new transfer student population is down slightly but still higher than our pre-pandemic levels—26.3% this year compared to 27.8% for Fall 2022.
- Fewer of our new transfer students are coming from out-of-state. (Nonresident: 11.1%)
- The percentage of new transfer students who are first-generation college students has recovered significantly, at 33.7% (compared to 18.1% in Fall 2022).
- The percentage of enrolled new transfer students coming from Washington community and technical colleges is up slightly to 63.2% (compared to 62.5% in Fall 2022).

The ten community colleges that are our largest feeders of transfer students have experienced steady declines since 2010 (and more pronounced declines during the pandemic). Specifically, across all ten of those community colleges, enrollment has dropped by 36% since Fall 2010 (and by 23% since Fall 2019). From Fall 2021 to Fall 2022, enrollment dropped again across this group of schools by almost 1,250 students.

Washington State Community College	Fall 2010	Fall 2011	...	Fall 2019	Fall 2020	Fall 2021	Fall 2022	% Change in enrollment since 2010	% Change in enrollment since Fall 2019
Whatcom	6,811	6,240	...	5,990	4,373	4,242	4,136	-39%	-31%
Skagit Valley	6,213	5,590	...	5,345	4,274	3,921	3,998	-36%	-25%
Everett	10,716	8,538	...	9,166	8,115	7,162	6,564	-39%	-28%
Bellevue	18,680	18,099	...	14,804	12,513	12,545	11,473	-39%	-23%
Cascadia	2,997	2,897	...	3,298	2,625	2,022	1,888	-37%	-43%
South Puget Sound	6,426	5,999	...	5,590	4,774	4,428	3,957	-38%	-29%
Pierce	12,823	11,509	...	9,659	8,468	7,612	8,964	-30%	-7%
Seattle North	8,349	7,853	...	7,129	5,882	5,632	5,623	-33%	-21%
Shoreline	6,611	6,359	...	6,034	5,440	4,878	4,606	-30%	-24%
Olympic	8,213	8,149	...	6,668	5,492	5,126	5,116	-38%	-23%

The ongoing declines in enrollment in community colleges threaten transfer enrollment as do other factors, but we will continue to diversify our efforts. We continue to work with our partner institutions, Olympic College and Peninsula College, on transfers into programs at the other Western locations. Further, we are continuing the Guaranteed Transfer Admission Program with those partner institutions and expanding it to other partner institutions.

Graduate student enrollment again reflects high interest. Though we are down from last fall and the record high of Fall 2021, at this point (Week 1) we have enrolled 786 students in graduate study at Western. That number is expected to continue to grow until census day. An additional highlight of our graduate enrollment is that the representation of students of color within that population has again grown, and students of color—at 25.7%—make up a larger percentage of our graduate population than in any previous year. Our admit rate is 44.9% for Fall 2023, compared to 40.5% for Fall 2022 and 43.8% for Fall 2021.

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 Nat	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%)	69 (8.8%)
Black or African American	15 (2.0%)	19 (2.7%)	19 (2.4%)	27 (3.0%)	20 (2.5%)	20 (2.5%)
Native Hawaiian or Other Pacif	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%)	521 (66.3%)
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%)	18 (2.3%)
Race and ethnicity unknown	22 (2.9%)	33 (4.6%)	41 (5.2%)	40 (4.4%)	41 (5.1%)	45 (5.7%)
Total	754	714	787	910	801	786
<i>Students of Color</i>	119 (15.8%)	133 (18.6%)	171 (21.7%)	212 (23.3%)	192 (24.0%)	202 (25.7%)
<i>Non-Resident</i>	162 (21.5%)	149 (20.9%)	165 (21.0%)	185 (20.3%)	182 (22.7%)	175 (22.3%)

The **Honors College** has experienced another banner recruitment year, bringing in 257 new first-year students (compared to 244 in Fall 2022 and 230 in Fall 2021). As noted in prior reports, elite and flagship universities have seen increases in applications since the pandemic began, while other institutions have struggled with enrollment. This also coincides with the move by many institutions to test-optional admissions practices. Our Honors College is benefitting in a way that is parallel to that of elite and flagship institutions, and some of the additional benefits of test-optional policies have also been realized.

II. Recruitment

Review of 2022-23 Recruitment

Western has engaged in a robust array of recruitment strategies over the past year, as in year's past. As an overview, the strategies can be roughly put into three categories: on-campus recruitment, off-campus recruitment, and outreach and marketing.

On-campus Recruitment

- Daily campus tours—offered twice a day, 6 days per week
- Daily information sessions—offered twice a day, 5 days per week
- Group visits (~60 per year)—high school, middle school, community college, and community-based groups
- Medium-sized, all-day programs (~16 per year)
 - Visit programs for prospective first-year and transfer students (current applicants and those who have not yet applied)
 - Specific visit programs tailored to admitted first-year and transfer students (students who have applied and been admitted)
- Large programs (2 per year)
 - Tailored to admitted first-year and transfer students (those who have confirmed and those not yet confirmed)
- Overnight programs (~4 per year)
 - Visit programs for students affiliated with regional non-profits (e.g., College Success Foundation, FuturesNW)

The total number of prospective and admitted students on-campus in 2022-23 was 7,002. Additionally, we offer virtual tours, and twice a month (September through May) those are offered with information sessions.

Off-campus Recruitment

- College fairs (~212 in 2022-23, ~220 planned for 2023-24)
- Application workshops
 - Admissions counselors work with high school counselors to have students come to a computer/library to complete applications on site. The Admissions Counselors provide answers to questions about the process and help students complete and submit the application.
- High School visits
 - We plan to visit all high schools in Washington state and in targeted areas outside of Washington.
 - Admissions counselors visit schools and present in a reserved room to prospective students.
 - Admissions counselors present during class periods in select rooms such as AVID, AP, and IB classes.
 - Admissions counselors meet with high school counselors so they can provide better advising to high school students.
- Admitted Student Receptions
 - Four receptions in 2022-2023
 - 360 total guests across all receptions
 - Tacoma, Spokane, Vancouver, and Denver
- College Signing Days
 - High schools, in the spring, hold events to celebrate students who have postgraduate plans. Admissions counselors attend these events in celebration with newly confirmed WWU students.
- Financial Aid Completion Workshops
 - Financial aid and admissions counselors attend high school sponsored events in our region to assist students in completing the FAFSA/WASFA.
- Scholarship Award Nights
 - High schools, in the spring, hold events to celebrate students who have received scholarships. Admissions counselors attend these events in celebration with newly confirmed WWU students, often presenting the award directly to the student or a family member.

Outreach and Marketing

- Digital Marketing in WA and key out-of-state markets
- College Search Sites and Software
 - College Board SAS
 - College Board Search
 - Litmus
 - Niche
 - Parchment
 - Power School (formerly Naviance)
 - RNL TrueCost Calculator
 - YouVisit (EAB)
 - CollegeNET
 - CollegeSource

- CommonApp
- Identification of high priority schools and development of programming for them
- MAP Scholarships
- Partnerships with Community-Based Organizations (e.g., College Success Foundation, FuturesNW)
- Communications Strategy (print, web, email, text, social media)
- Targeted Programming
 - Being BIPOC
 - QuickStart to College
 - MAP Scholarship Reception

As we finalize the Fall 2023 cohort and immerse ourselves in our Fall 2024 recruitment efforts, we take pride in having set a new record for the most applications received from students of color in Western's history. This historic milestone highlights the intentionality and importance of diversity, access, equity, and inclusion in our enrollment plan. Some foundational pillars within that plan include targeted and intentional outreach efforts, continued mutually beneficial partnerships with community-based organizations, a heavy emphasis on personal contacts, and truly conveying the inclusive community that students can join and cultivate here on campus. Our practice of identifying high priority schools continues to be vital with regard to multicultural outreach. We consistently review data from the Office of Superintendent of Public Instruction (OSPI) to identify schools with higher percentages of students of color, larger numbers of economically disadvantaged students, and disadvantageous student to counselor ratios to plan our recruitment travel and outreach strategies. Overlaying this information with our staff's knowledge and experiences working with certain schools, districts, and populations, has been an effective recruitment strategy for Admissions and for our multicultural outreach team specifically.

The MAP Scholarship continues to be a key pillar in our recruitment efforts, and this is especially true when considering students of color and students coming from underserved backgrounds. This scholarship celebrates those who display a commitment to diversity and multiculturalism, and many of the students who have been awarded have had a positive impact on our campus and have secured leadership roles within ADEI spaces at WWU and within the community. We take a great deal of time when training our staff to review for this scholarship, as well as conducting conversations around cultural competency and implicit and explicit biases. This year particularly, we were proud to think outside of the box with this awarding process. We created new subsets of scholarships within the program, incorporated on-the-spot scholarship awarding into our programs (MAP Reception), and re-evaluated our awarding structure (increasing award amounts). For example, the new Whatcom County Advocacy and Access scholarship welcomes school counselors, Gear Up Coordinators, and AVID teachers in the area to nominate student leaders, allies, and champions who advocate for change and progress in their communities. Every district—including Lummi Nation and Nooksack Valley—nominated students for this four-year scholarship opportunity. There were a total of 45 nominees, and 23 of them were awarded the four-year scholarship. Of the 23 awardees, 14 confirmed their enrollment at Western. With this new awarding structure, the rate of students who received the highest MAP Scholarship and confirmed to WWU was the highest that it has been in years at around a 35% yield.

Events and programming are critical in our multicultural outreach efforts. We provide both on-campus and community-based recruitment events geared towards students coming from underrepresented and underserved communities and backgrounds. Not only hosting these events but framing them in a way that is celebratory, encouraging, culturally relevant, and culturally responsive, has resulted in positive feedback from students, families, and community partners. In February, we hosted on campus a group from King County of more than 80 students, affiliated with the College Success Foundation. By planning

and providing funding for this trip, we were able to provide these students the opportunity to visit campus, when they otherwise may not have had access to do so. In March, we hosted our MAP Scholarship Reception to celebrate and honor our scholarship awardees along with their families and loved ones. We hosted this event in Seattle to bring the celebration to them. This was a fantastic event in which staff, current Western students, and recent alumni, shared their experiences and spoke about the community that they have been able to create on Western's campus. This event was very well received by students and families. One prospective student stated the event "was very inspirational, and it helped reassure me that going to Western was the right choice for me".

Being BIPOC at WWU was held in May for our incoming confirmed students who self-identify as students of color as well as their families. This program focused on providing students the opportunity to learn more about campus resources and support networks available to students of color here at WWU. This event gave families and students the opportunity to connect with current BIPOC students and staff to hear about their experiences. The goal was also to build community and a sense of belonging within this incoming class of students and families, as we know the importance of that connection with regard to both recruitment and retention. Students and families had the opportunity to explore campus and WWU's Multicultural Center and were encouraged to attend Lawnstock that evening if their schedule allowed them to do so.

Most recently, our office hosted QuickStart to College in early August. In partnership with local non-profit FuturesNW, our office once again led this fantastic program for rising high school seniors locally. In past years the program was geared toward students coming from Whatcom and Skagit counties. This year we extended our reach to San Juan and Island counties. This college prep program lasted for four days and three nights. Students stayed in Nash Hall and were given the opportunity to work on their college applications, essays, financial aid, and scholarship applications. This program also worked collaboratively with BTC, NWIC, and WCC, to make students aware of their options so that they could make informed decisions about their education moving forward. After hosting this event for almost ten years, we can confidently say that this was the best QuickStart to College yet. Students left feeling prepared, motivated, and excited about their future in higher education. One student stated she "was so grateful for the opportunity to attend QuickStart! I loved every minute of the program and I definitely feel a lot better about the application process". We look forward to supporting these students as they work on their applications and navigate the college search process over the coming months.

Fall 2024 Enrollment Outlook

We launched Western's application for admission on August 1st. This marks the earliest opening date for our application release in history. Our intent was to take advantage of the organic activity and publicity around the opening of the Common App, and it ensured that we were visible and available to all college-bound students searching as the application season opened. Though it is very early in the Fall 2024 application process, the numbers are promising: 641 applications from first-year students compared to 520 at this time in the Fall 2023 cycle. We anticipate a busy October, with the Early Action Deadline on November 1st.

Our biggest fall on-campus programs, *Fall Preview Days*, will run over four Fridays, October 13th through November 3rd. Each week highlights one or two colleges, as well as a couple of our interdisciplinary programs. The events are for prospective students and their families and include a campus tour and an admissions session, as well as sessions with study abroad, Honors College, and Financial Aid. There is opportunity for prospective students to engage with current students, staff, and faculty, and they can learn about support services and student life on campus. Seats are filling quickly, with the first session already at capacity.

The Guaranteed Admission Program, which began just two years ago, is now a statewide phenomenon (WAGAP) with coordinated and streamlined structures for data sharing and partnership building. Participation is quickly expanding, as we seek to get all Washington high schools onto the program. We are also monitoring the development of a statewide repository of contact information and data for the state's 9th through 12th graders, following successful work with the Washington legislature during their last session. This is a significant undertaking for Washington, and we understand that the data may not be available to institutions of higher education until late this academic year (making it available for our Fall 2025 recruitment work).

This year, our admissions team will support the rollout of the University's first group of College in the High School students (WWU in the High School), with goals of enhanced messaging to and recruitment of those prospective students for future terms.

In the coming months, the national conversation in higher education circles will be occupied with the unveiling of the new, simplified FAFSA. Our Financial Aid colleagues continue to monitor information from the Department of Education and serve as a primary resource for us. Admissions is also actively seeking information through webinars and engaging in panel discussions with colleagues across the state. There is a great deal of anticipation, as the delay in the release of the FAFSA for use by students and families (now expected in December) will cause ripple effects for this admissions cycle. We are taking information as it is released and working to minimize risk for the coming year.

We continue moving forward, focusing our efforts on off-campus outreach, on-campus visitor experiences, digital and virtual messaging, and operational efficiencies, within the context of compelling recruitment and admissions experiences, all with anticipation of a productive and engaging year ahead.

Broadly speaking, within several years, we anticipate increased competition for a gradually declining number of college-bound students across the national landscape. We hope to capitalize on college-bound student numbers in the next few years, while preparing for the impact of declining birthrates and the resultant decline in the number of high school graduates.

III. Registrar

Retention Campaign

The Registration Team conducted outreach (email and follow-up phone call) to more than 1,100 degree-seeking students who were eligible to enroll in Fall 2023 but had not taken steps to secure their classes by the first week in September. They assisted those students in working through various holds and in directing them to additional resources that allowed many of them to take the steps necessary to register.

Commencement

December Commencement 2023 will be held on Saturday, December 16th in Carver Gym on the Bellingham campus. We will host three ceremonies, and they will start at 10:00am, 1:00pm, and 4:00pm. We expect each ceremony to run a little over one hour. Details can be found at <https://registrar.wvu.edu/december-commencement>. After June's in-person ceremonies, where we allowed students to bring guests without limitation as to number, we will again structure our ceremonies to keep them ticketless.

IV. Student Aid

Fall 2023 Startup

The Financial Aid team provided outstanding service to students during the start up to fall quarter and was able to keep lines to a minimum, despite challenging staffing shortages. Between September 18-29th, the team answered over 1,146 phone calls, assisted 480 walk-ins, responded to over 1,759 emails, and Financial Aid Counselors hosted 139 student appointments.

Additionally, we are pleased to report that financial aid disbursement went smoothly for Fall 2023. As of the day prior to the first day of classes, 8,031 students had received financial aid totaling \$32,438,475. At this same time last year, \$31,128,292 was disbursed to 7,962 students.

Financial Aid has worked hard throughout the year to ensure student financial aid files were completed and ready for fall 2023 start up. Messages encouraging students to complete the 23-24 FAFSA/WASFA were sent out at various points in the process, including an email to over 7,000 students in August 2023.

Additional outreach efforts were made to assist students with verification requirements. For the past two years, the Department of Education had waived these requirements to provide relief to students and financial aid staff. For 2023-24 these requirements were not waived, and the team has taken extra measures to help students through this process, with the aim of minimizing any delays to financial aid disbursements and ensuring students have access to the aid that they are expecting.

2023-24 FAFSA Filing

Washington FAFSA completion rates among high school seniors continue to be of concern, with Washington state being ranked 47th out of 51. As of September 15, 2023, 44% of Washington High School seniors have completed the FAFSA. This compares to 58.5% nationally. Source: *FAFSA Tracker*, sponsored by the National College Attainment Network at <https://formyourfuture.org/fafsa-tracker/>.

New-first year students to Western continue to outperform the national averages. For the 2023-24 academic year, 83.6% of new-first year students have completed a FAFSA, compared to 83.4% at the same time last year for the 2022-23 year. FAFSA filing among the entire student body is also up slightly at 61.5%. The financial aid team continues to conduct outreach, to encourage students to complete the FAFSA and WASFA for the current year.

Financial Aid Website

At the start of this academic year, our new financial aid website went live at <https://financialaid.wvu.edu/>. The upgraded site provides an improved user interface, better accessibility features, and consistency in website formatting and branding with the University.

State Need Grant Changes Effective for Fall 2023

There were several changes to state need grant programs that were effective for Fall 2023. For Washington College Grant (WCG), the median family income (MFI) range for the maximum award was expanded from 0-60% MFI to 0-65% MFI. The Washington Bridge Grant, which is provided to students with the maximum WCG, was approved to continue for 2023-24. Additionally, the Washington College Grant – Connect (WCG-C) program began. This allows students in three specific public benefit programs to be considered to have met the financial need requirements for eligibility for the maximum Washington College Grant funding without having to complete a FAFSA or WASFA. Automatic WCG income eligibility under 2SHB 1835 is for students receiving any of the following public benefit programs:

Aged, blind, or disabled assistance benefits under Chapter 74.62 RCW

Essential needs and housing support program benefits under RCW 43.185C.220

Pregnant women assistance program financial grants under RCW 74.62.030

We have instituted new procedures to identify students who are eligible under the WCG-C provisions.

FAFSA Simplification

Financial Aid has been immersed in the implementation of FAFSA Simplification. The Department of Education has been providing additional information and training throughout the summer and bit by bit. These changes will require significant updates to numerous policies and procedures, in addition to a reconfiguration of programming in our current system. The Financial Aid Systems team is anxiously waiting for the final specifics on the FAFSA changes and then the ground level upgrades to Banner that our vendor will provide (anticipated in November). Once we have installed the baseline upgrades from the vendor, our team will begin all of the necessary work to reconfigure our systems for the many aid options that are specific to Washington.

Financial Aid has been working to educate our students on FAFSA Simplification, and the changes that may impact them. Emails were sent out to all enrolled students in Late September, reminding them that the 2024-25 FAFSA has been delayed and will not be available until December 2023. Additionally, Financial Aid has published an FAQ on the financial aid website and will continue to provide relevant updates to students and staff, as it becomes available.

New Student Outreach Activities

The Financial Aid Department once again partnered with the Student Business Office and University Residences to create informational webinars for new students and their families in the lead up to fall quarter. The webinars, called “Financial Aid, Payments and Housing: Navigating a Successful First Year at WWU”, were a big success in that we had high attendance and positive feedback from attendees. We held four sessions, two in the daytime and two in the early evening. Through these events, which were held on August 2nd, August 8th, August 24th and September 13th, we served 1,077 attendees and answered 386 questions from students and families.

We also provided financial aid staffing on move-in weekend. Financial aid staff set up an information table outside Old Main on Saturday, September 23rd to assist students and parents with financial aid questions and paperwork submission. While the weather undoubtedly reduced participation, students that stopped by were relieved to have access to financial aid staff for support.

Resumption of Student Loan Repayments

As of September 1, 2023, student loan repayments and interest accrual have resumed for student loan borrowers, after over 3 years of a government pause. Most borrowers saw their first payment due in October 2023. This comes after the decision by the Supreme Court to block the Biden-Harris Administration’s student Debt Relief Plan, that would have provided up to \$20,000 in student debt relief to millions of borrowers.

As a result of the student loan repayment pause, the official FY2020 Cohort default for Western Washington University is 0.0. Although Western has historically maintained low cohort default rates, financial aid administrators are very aware of the impacts that we will experience as obligations for student loan repayments resume. Western’s Financial Aid team is developing strategies to help our student borrowers, to ensure they have adequate knowledge and tools to navigate the repayment process.

V. New Student Services/Family Outreach

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

The 2023 Fall Advising & Registration (A&R) Sessions for new first-year, transfer, and post-baccalaureate students were fully completed prior to the start of fall classes. Over the course of five sessions, 746 new transfers and post-baccalaureates attended, completing small group academic advising, departmental/major advising, and registering for fall quarter classes. Offering 17 first-year sessions, 3,247 first-year/Running Start students completed their academic advising and course registration process, for a grand total of 3,993 students served over the summer sessions. Initial reflections on the process and attendance data show a much lower “no show” rate this year, meaning students consistently attended their A&R session (vs. skipping it, withdrawing beforehand, etc.).

The NSSFO and the Academic Advising & Student Achievement Center teams are now focused on preparations for Winter 2024 and have set A&R Session dates in November, December, and January (four total). Reservations for 2024 Winter A&R are set to open around the first week of October.

Western Welcome

Fall Western Welcome events extend across about the first six weeks of fall quarter and have provided a diverse array of events and programs for new students. {See <https://nssfo.wvu.edu/western-welcome>.} We again recognized the early arrival of students for programs like Viking Launch, Western Outdoor Orientation Trips (WOOT), residence hall Move-In, and academic program activities, by kicking off Western Welcome on September 17th. Events are scheduled to flow into October, using Fall Family Weekend (10/20-10/22) as the bookend for Western Welcome’s official programming.

Many departments contributed significant anchoring events this year to broaden the depth of outreach and engagement. Annual traditions and signature events continued, such as Welcoming Convocation which filled Carver Gym on Tuesday morning, September 26th; late night socials at the Wade King Student Recreation Center and Viking Union; the return of Bike Fest with classes and group rides; Library and Learning Commons tours; and the Associated Students Info Fair.

Redesigned this year was “Western Wednesday: First Night Out” (formerly “Paint Bellingham Blue”). The revamped event—designed to engage new students with downtown Bellingham—included local musical entertainment, free food giveaways, and a significant slate of businesses offering discounts to students on food and merchandise. New events this year included “You Belong Here!” - a community-building and learning event centering new BIPOC, disabled, and LGBTQ+ students - and “Welcome Black: Family Business”, which was hosted by the Black Student Coalition and centered African-American, Black, and African Diaspora first-year, transfer, and graduate students, and featured resources available to support wellness and success at Western.

As events continue into October, a number of Athletics events are featured, as well as tailored outreach programs such as the Disability Outreach Center welcome, Undocu Resource Panel, Queerorientation, and support for the All Industries Career & Internship Fair. Western Fall Welcome wraps up with another signature event, Fall Family Weekend (see info below).

Family Outreach

Fall Family Weekend (FFW) 2023 will be held during October 20-22, 2023. {See <https://nssfo.wvu.edu/fall-family-weekend>.} This year’s program capitalizes on the success of campus and community partnerships with activities, events, entertainment options, and exploration of the campus, Bellingham, and surrounding community. This year’s FFW highlights campus resources such as the Western Gallery and Outdoor Sculpture Collection, Library Tours, Lakewood Boathouse Paddlecraft rentals, Spanel Planetarium Shows, tours of the Outback Farm, a Campus Sustainability Walking Tour, theatre performances, concerts, and even pumpkin carving in the residence halls.

Students and their families can explore downtown Bellingham through the SPARK Museum's "WWU Night at the Museum" events, Fairhaven "Gore & Lore" guided tours, Bike Tours with Bike Northwest that feature faculty and student research, local agricultural, marine ecosystems, and conservation efforts. Participants can also explore Bellingham's local NEKO Cat Café, catch an Upfront Theatre performance, or join a mountain bike trail building party on Galbraith Mountain. NSSFO will continue to host an information table all weekend as well as our Family Resource & Info Fair where students and families can informally connect with a variety of campus departments and community organizations.



UNIVERSITY ADVANCEMENT REPORT OCTOBER 2023

THE FOUNDATION FOR WWU & ALUMNI BOARD OF DIRECTORS HAS ESTABLISHED THE FOLLOWING GOALS FOR FY 24

Increase stakeholder engagement.

- Support the engagement of industry leaders.
- Support the enhancement of alumni engagement.
- Support improved engagement with other Western constituencies.
- Support the establishment of Western on the Peninsulas.

Support university priorities to become the public comprehensive university of choice for the state of Washington.

- Partner with University Advancement to raise \$28-30 million
- Support the development and execution of a scholarship campaign for recruitment and retention.
- Assist University Advancement and the University develop a comprehensive fundraising campaign.

Become best in class board and committees.

- Conduct research, define, approve and measure how to be a best-in-class board.
- Operate as effective and efficiently as possible per the established metrics.
- Foster a diverse, collaborative, inclusive culture of the board of directors.

RECENT ENGAGEMENT ACTIVITIES

The **two summer salmon BBQs** for President's Society, Old Main Society and 1893 Society members were attended by more than 300 people—225 in Ferndale and 100 in Woodinville.



During the **Northwest Washington Fair**, our alumni relations team represented The Foundation for WWU & Alumni at Western Day at the Fair, handing out Western swag. More than 300 alumni, parents and students stopped by our booth and those wearing Western gear were treated to the county-wide famous moo-wich ice cream sandwich.

The Foundation has **hosted three receptions for new Athletic Director Jim Sterk** to welcome him back to the Western community. Former athletes, parents, donors and supporters of the Vikings have all come out to meet Jim and hear his vision for the program. With a co-sponsorship between the Foundation and Whatcom Educational Credit Union, tickets to all home athletic events are now free for students. The first two home volleyball matches of the year saw record student crowds, providing a huge boost to the team.



To celebrate and build WWU pride among our scores of alumni who are teachers, our engagement team, in partnership with Woodring College of Education, put together **swag boxes for decorating classrooms to show their Western pride** while encouraging their students to consider college someday. Within 48 hours, all 500 boxes had been claimed! The Foundation will again promote the boxes at the beginning of next academic year.

In September, University Advancement sent welcome messages from each dean to alumni and donors. **Click the thumbnails** below to see and hear each message.



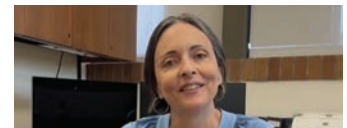
Brad Johnson, Provost and Executive Vice President



Deanna Kennedy, Dean of the College of Business and Economics



Keith Russell, Dean of the College of Humanities and Social Sciences



Janelle Leger, Dean of the College of Science and Engineering



John Danneker, Dean of Western Libraries



David Patrick, Dean of the Graduate School



Caskey Russell, Dean of Fairhaven College of Interdisciplinary Studies



Keith Russell, Dean of the College of Humanities and Social Sciences



Teena Gabrielson, Dean of the College of the Environment



Kevin Roxas, Dean of Woodring College of Education



Jim Sterk, Director of Athletics

Be sure to click on each one.



Capital Program Report
Board of Trustees
October 13, 2023

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Kaiser Borsari Hall (Electrical Engineering and Computer Science)

Western is working with Perkins+Will, the design consultant, and Mortenson Company, the General Contractor/Construction Manager. Notice to proceed to start work was given to the contractor on April 14, 2023. Utility infrastructure work and foundation aggregate pier installation are complete. Foundation, retaining wall, and level 1 concrete floor work are completed. Demolition of the Communications Facility building curtain wall and stair is completed, and the building is ready for the installation of the new stair and window system. The project crane is erected and in operation. Heavy Timber, steel brace frames, and Cross-Laminated Timber (CLT) installation started in early September and is scheduled to be completed in November 2023. The building is scheduled for occupancy in Winter Quarter 2025.



Concrete placement



Crane assembly



Construction of mass timber and steel structure

Birnam Wood Siding and Bridges PH 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. Railings have been delayed due to site measurements but are expected to be installed by the end of October. Landscaping is expected to be completed by mid-October 2023.

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. 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 demolition is nearing completion, and the construction will be completed in mid-November 2023.

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 Fall Quarter 2023.

Fairhaven Hydronic Pipe and Valve Replacements

This project will replace below slab piping with modern materials to ensure building heat is provided throughout 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 October 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 team met with City of Bellingham officials, Tribal Elders, representatives of the Native American Student Union, and WWU administrators, faculty, and staff to develop the design and discuss on-site development concepts. This project is currently in design with the Design Build team of Wellman & Zuck and Rolluda Architects. The Design Build team has almost completed design development documents. We anticipate submitting for Guaranteed Maximum Price approval to the Board of Trustees at their February 2024 meeting. Construction is scheduled to start early Spring Quarter 2024, to be complete by end of summer 2025.

Capital Development and Strategic Visioning Plan

The team from NAC Architecture and Walker Macy have begun work on the project. The consultant team has been focused on background research and analysis this summer, as well as planning a comprehensive stakeholder engagement effort for 2023-2024 Fall and Winter Quarters. The plan is expected to be completed by the end of Fall Quarter 2024.

Predesign Studies: Environmental Studies Renovation and Academic Building at WWU Center at Olympic College-Poulsbo

Request for Quotes (RFQ) processes to select design/planning consultants for two separate and concurrent predesign studies are nearing completion. The predesign for the renovation of the Environmental Studies building will assess program needs and establish facility modernization goals, as well as outline a viable

strategy for swing spaces or permanent relocations of programs, functions, and occupants to vacate the building ahead of and during the extensive construction period. The predesign for a WWU academic facility to be located on Olympic College’s Poulsbo campus will establish the program, facility, and technical needs to house Western’s Cybersecurity and Cyber Range programs and establish a physical presence for “Western on the Peninsulas” programs. The predesign reports are due by July 1, 2024, to the Office of Financial Management for funding consideration in the 2025 legislative session. Delegation of Authority to approve the consultant contracts are being requested at the October Board of Trustees meeting.

Heat Plan Conversion

(insert)

Student Development and Success Center

(insert)

2023-2025 Capital Budget

In May, the Governor signed the final 2023-2025 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 including \$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 includes 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 its August 2023 meeting.

For more information regarding the process and development of the 2023-2033 Capital 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 \(www.edu\)](#).

**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: Thursday, October 12th, 2023

SUBJECT: University Relations and Marketing Report

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

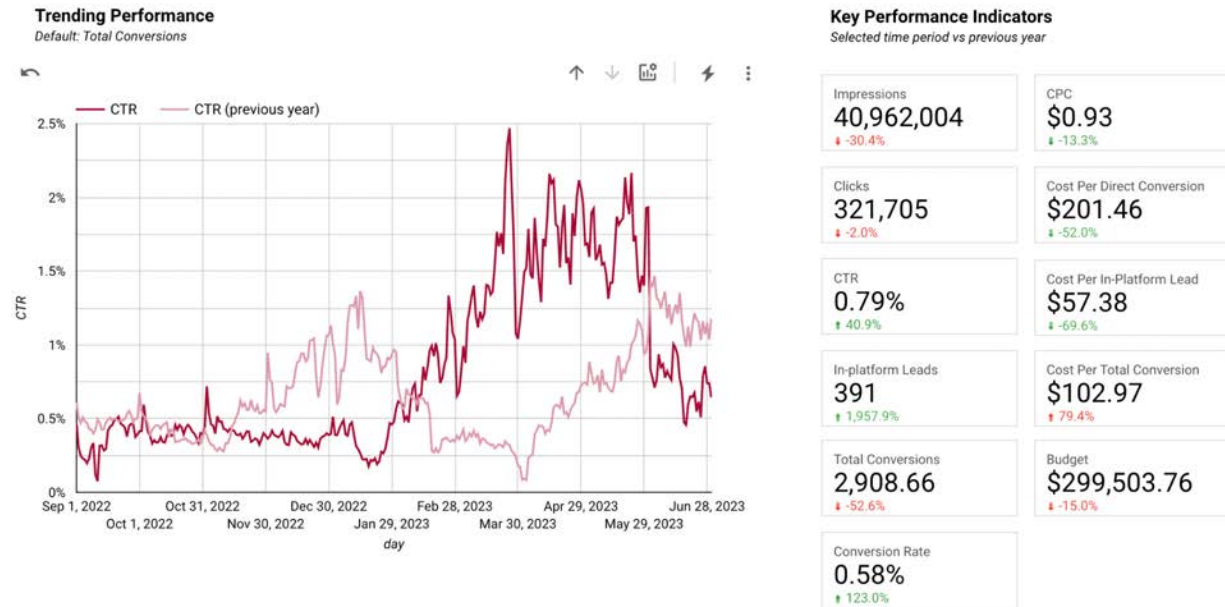
Report Attached

WESTERN WASHINGTON UNIVERSITY

OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND MARKETING

Recently, the President's Cabinet met to review enrollment outreach and recruitment marketing performance for the 2022-23 year and where we may need to invest to reach our Fall 2024 enrollment goals. Following is a high-level summary of the work conducted by URM teams.

22/23 Campaign Performance

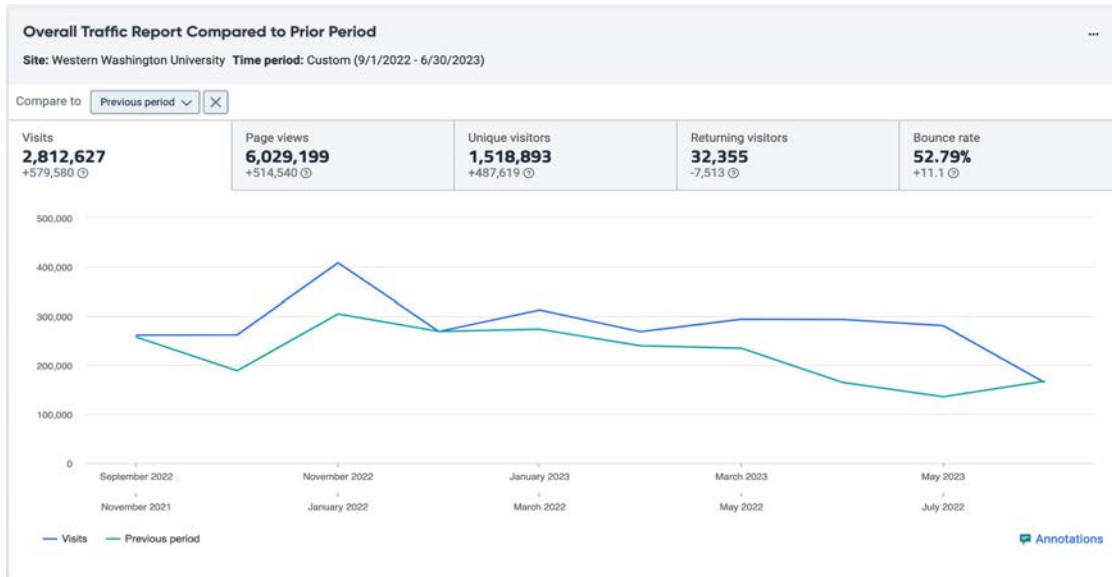


Last year's campaign earned improved year-over-year performance in several areas. Our overall click-through rate increased by 40.9%, and our conversion rate jumped by 123%. Pay Per Click (PPC), Display, and Snapchat were the best performing platforms for this year's campaign, generating 98% of the total conversions. While other tactics (video pre-roll, Facebook/Instagram and personalized web pop-ups) generated fewer leads, they promoted and solidified awareness of the Western brand.

Between September 2022 and June 2023, the campaign generated 2,908 conversions in the form of submitted inquiries, visit confirmations, or applications. Of those conversions, 415 were out-of-state prospects, most of which came from PPC (40%) or Snapchat (58%) campaigns.

Over the past two years, WWU worked with our digital marketing agency to redesign and optimize several undergraduate and graduate admissions pages for organic search. From May to August, the six most recently optimized pages generated 57,474 organic impressions and 876 organic clicks. Compared YoY, organic impressions went up 159% and organic clicks went up 143%. For example, the new [Student Experience page](#) garnered a 6.4% CTR, indicating that users found our organic listing very relevant in aiding their search.

Traffic visiting www.edu 22/23 compared to 21/22



Most popular pages

Site: Western Washington University Time period: Last 30 days (8/22/2023 - 9/20/2023)

#	Title URL	Page views % of total	Visits % of total
1	Western Washington University https://www.wvu.edu	109,196 25.8%	81,554 50.0%
2	Home myWestern Western Washington University https://mywestern.wvu.edu	43,015 10.2%	32,045 19.7%
3	Majors Western Washington University https://www.wvu.edu/majors	27,240 6.4%	16,451 10.1%
4	Find a Program Graduate School Western Washington University https://gradschool.wvu.edu/admissions	5,454 1.3%	4,094 2.5%
5	Shake Up the Norm. Western Washington University https://www.wvu.edu/makewaves?gad=1	4,917 1.2%	4,206 2.6%
6	Student Permits Transportation Services Western Washington University https://transportation.wvu.edu/student-permits	4,772 1.1%	3,874 2.4%
7	Graduate School Western Washington University https://gradschool.wvu.edu	4,546 1.1%	3,606 2.2%

It's worth noting that four of the top seven most highly trafficked pages from the past month are ones that we have invested effort in redesigning and optimizing for enrollment outreach, and it's especially encouraging to see Graduate School pages ranking so highly without the benefit of a paid campaign to drive traffic.

On another note, Wednesday, September 27 was "Western Wednesday: First Night Out," one of Western's biggest events held at the beginning of the school year. We partnered with the Downtown Bellingham Partnership, the City of Bellingham, and local businesses to welcome students back for the new school year and introduce them to their new downtown community. Led by a drumline from Sehome High School and the University's New Orleans-style student band, Analog Brass, more than a thousand students walked together from Red Square to downtown Bellingham's Depot Market Square for live music, entertainment, free food, and games. Students received a "Discover Downtown Guide," a coupon book produced in collaboration with Cascadia Daily News, that highlights more than 50 downtown businesses offering discounts to students, faculty and staff every

“Western Wednesday” throughout the year. Students were encouraged to explore downtown with friends and visit businesses offering these special discounts while earning stickers that qualify them for gift cards, merchandise, and other prizes.

We heard anecdotes from several downtown establishments that they had never seen that many people in downtown Bellingham at once, and several restaurants had lines of students out the door all evening, including Boundary Bay which ran out of its famous Mac n’ Cheese! Even the Whatcom Museum reported a record 285 student visitors. We estimate that throughout the evening about 1,500 students (new and returning) participated. It even prompted some students at Whatcom Community College to express their FOMO on social media, and so we will explore including our higher education partner institutions in Bellingham and Whatcom County next year.



MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

In August, we saw ongoing media coverage related to the viral WWU story around Seattle's Taylor Swift concert and Assistant Professor Jackie Caplan-Auerbach's research on seismic activity at large events. Additional summertime coverage included an extended piece in the Bellingham Herald on urban heat islands, centered around the expertise of WWU's Urban and Environmental Planning Department chair, Nabil Kamel.

In September, we supported important coverage of major National Science Foundation grants involving WWU researchers. As part of one of the grants, Marco Hatch, from the College of Environment, will lead the Pacific Northwest hub for the newly announced [NSF Center for Braiding Indigenous Knowledges and Science](#) (CBIKS) at UMass Amherst – a five-year, \$30 million grant. This received coverage in multiple national outlets, including Nature magazine. As part of the other grant, two WWU geologists are participating in a new multi-institution earthquake research center, which will receive \$15 million from the NSF over five years to study the Cascadia subduction zone and bolster earthquake preparedness in the Pacific Northwest and beyond. This received front page coverage in Cascadia Daily News and The Columbian (in the greater Portland and Vancouver, WA media market).

We also partnered with the Washington Education Association (WEA) on a Seattle Times opinion piece about recruiting more diverse teachers for Washington State schools. This was part of a communications strategy to promote a \$1.5 million scholarship from the WEA for WWU's Woodring College of Education.

Further news highlights shared with the Western community and beyond include the launch of the new Academic Advising and Student Achievement Center, the appointment of Darrin Magee to lead the Institute for Energy Studies, back-to-school and "Western Welcome" communications, the transition to Chartwells as WWU's campus dining vendor, and celebrations and events supporting Latine Heritage Month, among many others.

Subscriptions to the Western Today email publication now stand at 23,000 and engagement (total opens and open rate) is at a year-to-date high. Western Today is now publishing three times per week.

Western Today Readership Data

August-September 2023

Emails Opened: 62,000

Average Open Rate: 23.6%

Top stories:

[A plan to train, retain a more diverse teacher workforce](#) / Seattle Times

[NSF invests millions to unite Indigenous knowledge with Western science](#) / Nature

[Earthquake research center preps for 'The Big One'](#) / The Columbian & Cascadia Daily News

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

Social Media

Our social media channels, except for X (formerly known as Twitter), are showing strong engagement and impressions growth. WWU's organic impressions regularly number in the millions per reporting period. Refer to the below channel performance figures for more detail.

Experimental content featuring WWU alumni, included the NEKO Cat Café, to capture views on International Cat Day (a staple on social media) which generated our highest-ever views for organic content. Additional content, including vertical video shorts on Instagram and Facebook reels as well as video-formatted event announcements continue to outperform static content and traditional horizontally aligned video formats.

Our social media coordinator, Caitlyn Daniels, has revamped [WWU's Social Media Guidelines](#) and has established a new monthly appointment-based tailored training module for campus communicators and other stakeholders.

Publications

Window magazine's monthly digital distribution continues to be well received, thanks to close collaboration with University Advancement. Our August edition of Window was opened nearly 25,000 times, and the most popular story was a multimedia project about The Blue Room, an all-ages, inclusive downtown performance venue owned and operated by CFPA alumni.

Meanwhile, we're in production on the paper edition of Window magazine, scheduled to be mailed to homes in late November.

Our Family Connection newsletter has also been well received by families, with open rates of more than 50 percent. For the special edition to new WWU families, nearly a quarter of recipients clicked through to more WWU content.

Finally, we're putting the finishing touches on the President's Annual Report, which will be published in mid-October, both in paper and online.

OFFICE OF UNIVERSITY COMMUNICATIONS



METRICS DASHBOARD AUGUST – SEPTEMBER 2023

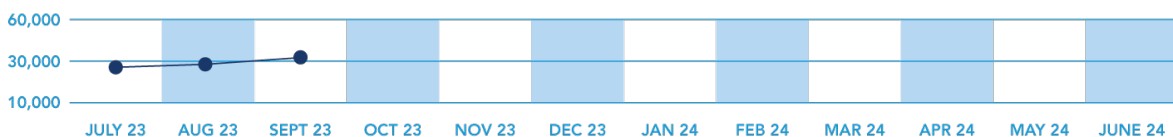
WESTERN TODAY

Total Sessions

62,000

Emails Opened

Average Open Rate: 23.6%

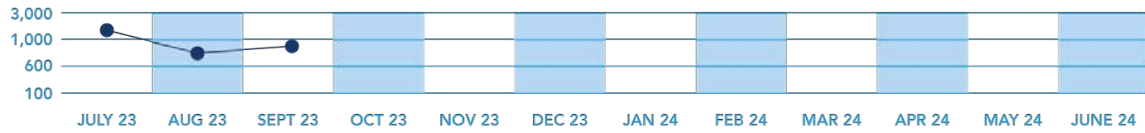


EARNED MEDIA

Key media stories: Nature Magazine, Seattle Times, King 5, Cascadia Daily News, Boston Globe, Bellingham Herald, The Columbian, Methow Valley News

931

Total media mentions



SOCIAL MEDIA

Performance for WWU Primary Social Media Channels

Period measured: 08/1/23 – 09/26/23

LinkedIn

Total followers: 106k vs. 105k (07/31/23)
New followers: 1.7k vs. 2.4k (June-July)
Organic impressions: 180k vs. 384k (June-July)
Engagement rate: 5.3% vs. 7.3% (June-July)
(Source: LinkedIn Analytics)

Instagram *(measured in 90-day cycles – period measured: June 29 – September 26)*

Total followers: 30.9k (+3.3% over previous days)
Total impressions: 1,599,094 (-25.2% over previous 90 days)
Accounts engaged: 14.4k (+30.3% over previous 90 days)
Accounts reached: 121k (+90.6% over previous 90 days)
Non-followers reached: 95k (+131% over previous 90 days)
(Source: Instagram Analytics)

Facebook *(measured in 90-day cycles – period measured: June 30 – September 27)*

Total followers: 54,188 vs 53,870 (7/31/23)
New followers: 759 (+1.4% over previous 90 days)
Page reach: 201.9k (-61% over previous 90 days)
Interactions: 4.8k (Meta metric replacement for "Engagement")
(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: 6,199
Engaged visits: 85.8% (5319)

Most-read stories:

- Class Notes
- A Showplace for All
- Cow Meets Girl
- Cross-Border Coach (fall '22)
- Safe Plates (fall '21)

Monthly Window emails

August recipients: 80,213

Opens: 24,924

Clicks: 1,076

Top stories clicked:

- A Showplace for All
- Commencement Speakers Video
- Cow Meets Girl
- Where Are We on Hydrogen Power?
- WWU Welcomes Athletic Director Jim Sterk

Next email scheduled for Sept. 28

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 WVU link or a WVU Foundation link; Scroll down at least 10 percent of the page; Click on a related story; Visit window.wvu.edu for the first time.

FAMILY CONNECTION NEWSLETTER

August edition for new families

Recipients: 5,764

Open rate: 62%

Click-through rate: 25%

Top clicks:

- NSSFO New Families page
- Orientation Events
- NSSFO New Students page
- Housing's Move-In page
- NSSFO Parents and Families page

September Edition for All Families

Recipients: 12,334

Open Rate: 55.8%

Click-through rate: 5.1%

Top clicks:

- Housing's Move-In page
- Convocation
- On-Campus Dining
- Western Alert signups
- Fall Family Weekend

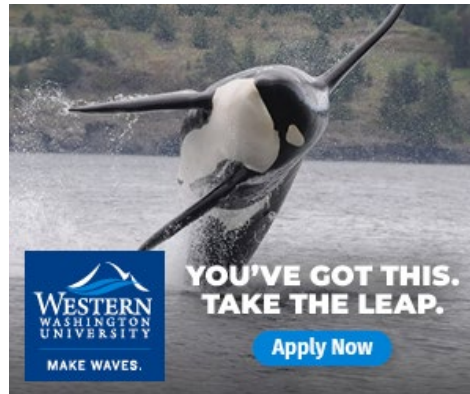
UNIVERSITY MARKETING

Admissions Recruitment Digital Marketing

August 2023

This year's August admissions recruitment campaign looked a little different from the campaigns in years past. In previous years, Western focused primarily on anti-melt efforts through the month of August. This year, Western's application for Fall 2024 admission opened on August 1, allowing Admissions and University Marketing to promote the application to our pool of prospective students earlier than usual.

In the summer of 2023, orcas made a splash in public discourse. The battle to bring, Sk’aliCh’elh-tenaut home to the Salish Sea from the Miami Seaquarium fueled the debate about captivity, and #TeamOrca campaigns gained traction on social media, rallying for conservation and stricter regulations. This movement united a global effort to raise awareness and support for orcas in the wild. Our September campaign rode the wave of heightened interest in orcas while sharing our commitment to the health of our environment. A retargeting ad, featuring an orca known as L78 or “Gaia,” was served to prospective students who had previously visited Western’s admissions site and encouraged them to start an application.



The increased budget for August combined with compelling creative and a strong application-related appeal yielded positive results with the digital retargeting and Snapchat ads. Compared to the previous August’s campaign, this year’s campaign resulted in substantial increases in clicks, impressions, and conversions. The strong performance suggests that we should continue to push a strong admissions-focused message early in the fiscal year.

AUG 1 - AUG 31 CAMPAIGN PERFORMANCE		YOY Change
Budget	\$10,381.92	↑ 556%
Impressions	1,419,017	↑ 415%
Clicks	7,564	↑ 4,748%
Conversions	132	↑ 475%

September 2023

Western’s September and October campaign creative features the story of Ethan Huynh. During his time at Western, Ethan served as the co-captain of the WWU Cheerleading Squad and earned his bachelor’s degree in marketing. By combining his newly honed marketing skills with his lifelong passion for cheerleading, Ethan landed his dream job as a content marketing specialist with Varsity Spirit before he even graduated. His story exemplifies how Western students blend passion with professionalism and promotes the strengths of Western’s popular marketing program in the College of Business and Economics.



The digital retargeting and Snapchat ads performed well, earning increased year-over-year conversions and clicks despite a smaller budget and lower number of impressions. The high levels of engagement indicate that the creative is effectively appealing to prospective students.

SEP 1 - SEP 24 CAMPAIGN PERFORMANCE		YOY Change
Budget	\$15,805.48	↓ 14.9%
Impressions	1,772,503	↓ 28.5%
Clicks	7,564	↑ 10.6
Conversions	174	↑ 65.4%

Web Content Optimization

This Spring, University Marketing and WebTech met with Enrollment and Student Services (ESS) leaders to discuss resource navigation challenges among students. ESS had received feedback that suggested students were having a hard time finding resources on the main website. In response to the feedback, University Marketing and WebTech reorganized the main website's navigation and developed new landing pages that better consolidate, define, and contextualize groups of services or resources. The changes to the main site menu also align navigation structure to those utilized by aspirant peer universities. The new structure was launched in mid-September.

The new landing pages for the reworked home site include:

- [About Western](#)
- [Student Experience](#)
- [Housing and Dining](#)
- [Accessibility, Diversity, Equity and Inclusion](#)

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 August and September, the University Marketing team created brand identities and provided creative services for the following Western offices:

- Career Services Center
- Center for Canadian American Studies
- Center for Operations Research and Management Science
- College of Business and Economics
- Community Relations
- Department of Mathematics
- Disability Access Center
- Emergency Management and Business Continuity
- Facilities Development and Operations
- Global Humanities and Religions
- Graduate School
- Institute for Global Engagement
- LGBTQ+ Western
- Multicultural Student Services
- New Student Services/Family Outreach
- Office of Equity
- Outreach and Continuing Education
- President's Office
- Print and Copy Center
- Registrar's Office
- Small Business Development Center
- The Foundation for WWU & Alumni
- University Communications
- University Residences
- Viking Union
- Western Libraries
- WWU Athletics

Project Highlights for August and September

Western Wednesday: First Night Out



Guide to University Residences



**Kitto Graduate Student Hub
Signage and Wayfinding**



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 opened up partitions to internal collaborators like the WWU Social Media Coordinator, Athletics Comms Director, and the URM Assistant Director of Creative, who can now access our entire repository and use anything we have created without asking for specific assets or requesting permission. This allows for more nimble collaboration and faster and more creative output with campus partners.

Creating Campaign and Social Media Content

URM VMP has been on a roll when it comes to creating content for both social media and the continued campaign work. With just four recent reels we created, in conjunction with the WWU Social Media Coordinator, we had over 75,000 views.

Spring/Summer Field Shoot Campaign

Since the last update, we have continued to capture great field work over the summer. We shot material at Shannon Point Marine Center two times and embedded ourselves with a Water Quality Survey, led by a Biology professor. We also captured imagery of the Climate Leadership Certificate program while on an outing in Twisp.





Future Work Study Program

We have begun a relationship with the chair of the Journalism Department to create a more sustained pipeline of Visual Journalism interns to assist with the creation of content. Our experiment last quarter with our first was a great success and is just the beginning of a great connection with the department.

Projects Recently Completed

- [Western Recap: Move In!](#)
[Welcome Back to Western!](#)
- [Western Recap: Convocation 2023](#)
- [Western Recap: Info Fair 2023](#)
- [First Night Out Teaser Promo](#)
- [Student Spotlight: Ethan \(Social Media Content\)](#)
- [Student Spotlight: Amira Casey](#)
- [Shannon Point Marine Center Recap](#)
- [Shannon Point Social Media Reel](#)
- [Western Recap: Drone Snow Coring](#)
- [Multicultural Center Tour](#)
- [First Generation Student Video Interviews \(11 video series\)](#)
- Shoots at Fairhaven College, Libraries & Special Collections, and the College of Business and Economics
- Field shoot in the Methow Valley for the WWU Sustainability Engagement Institute

Projects in Production/Post-Production

- Getting to Know: Jim Sterk, new athletic director
- First Night Out 2023 Celebration
- WWU West Fest
- WWU Energy Studies Tiny House aka: Project ZeNETH
- Financial Literacy Interview w/ Paul Merriman
- Compass 2 Campus
- Student Spotlight: Ethan (Captain of the WWU Cheer Team) Long Form
- Student Spotlight: Cameron (Visual Journalist Work Study)
- Sculpture Garden Short Documentary

Future/Potential Projects About to Begin

- Above Bellingham 2.0 (Drone video, showcasing the WWU community)

- VAMOS Outdoor Project
- Outdoor Center Field Experiences
- WWU Building Repository
- Longhouse Planning & Building Documenting

WEB COMMUNICATION TECHNOLOGIES (WEBTECH)

Summary August – September

The Libraries and WebTech collaborated to build [Find A Space](#), a study and service locator for library resources. There was a lot of collaboration both with digital accessibility experts in WebTech and users of the library to make it as useful as possible. With feedback from students, we expect it to evolve further.

WordPress has a new theme that aligns properly with Western's brand guidelines. Staff and faculty when working with sites should now have a seamless experience navigating between the primary enterprise content management system, Drupal, and WordPress.

The long-term goal of providing a fully accessible video and audio player moved one step closer these past two months. WebTech released the [first stable version of Able Player for Drupal](#). This allows Western to participate in security coverage of the code by Drupal itself which is typically a prerequisite for Western to use code in our Drupal environment. You can [experience it in action on the Celebration of Excellence webpage](#). Our plan is to deploy to over 150 websites over the next several months.

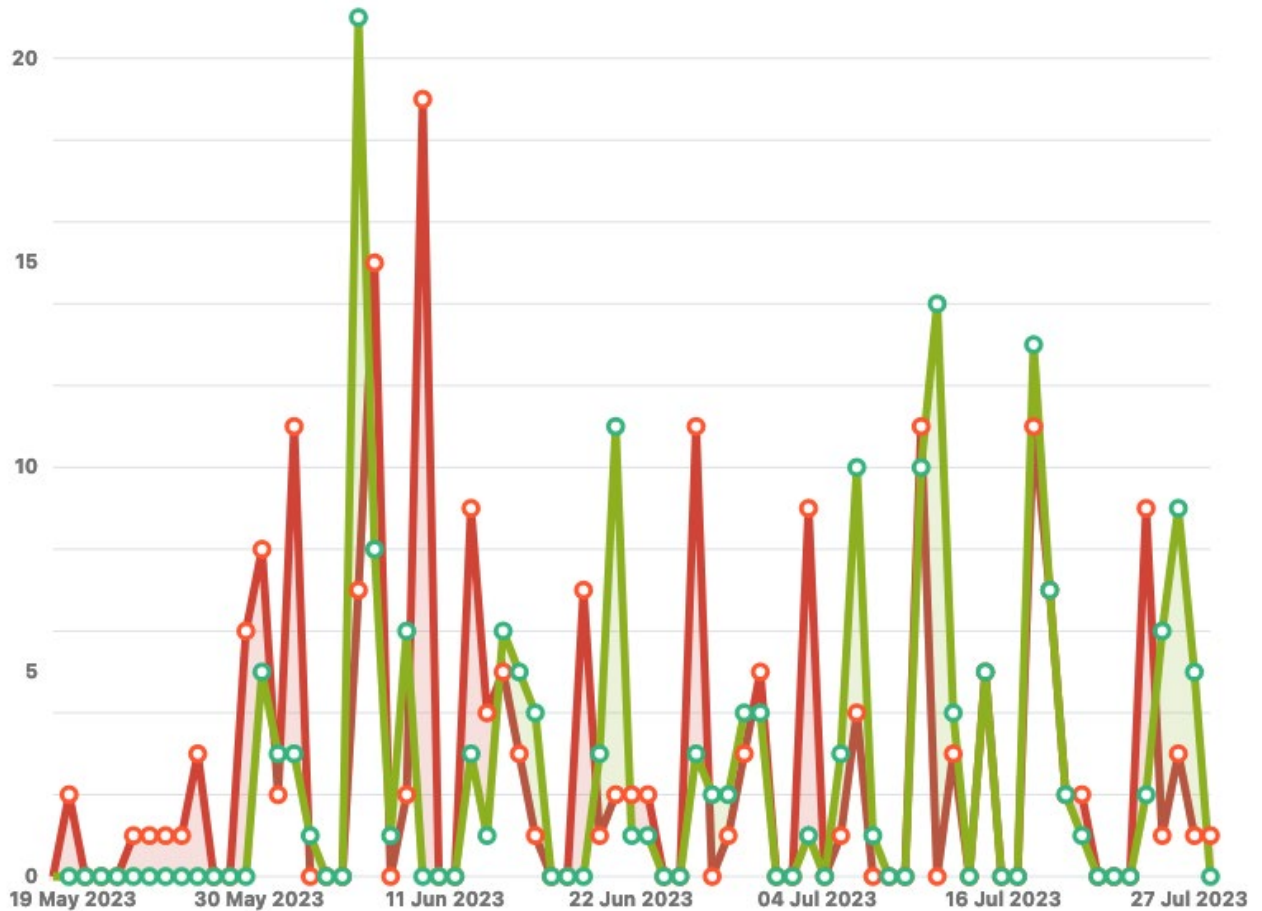
WebTech also worked closely with subject matter experts to improve the content and migrate the [Financial Aid](#) website to Drupal, launch a [new version of the campus map](#) hosted in Azure, and an updated [Latine Heritage Month](#), [Indigenous People's Day](#), and a new page for [the First Night Out program](#).

The Professional Continuing Education website received a makeover for their [program pages with the goal of increasing leads](#) for Western hosted programming. The Small Business Development Center rolled out a [series of new content entirely in Español](#).

Recruitment Campaign Traffic

As the campaign for 22-23 winds to a close, it's worth noting that even though it has slowed, it still generates 6.1% of all traffic to wwu.edu, including a total of 25,005 new visitors between May 19th and July 27th. Snapchat continues to be the most popular social media program driving 3,524 visits to the Make Waves landing page.

WebTech Workload



Issues in the last 72 days (grouped daily)

[View in Issue navigator](#)

- Created issues (205)
- Resolved issues (191)

UNIVERSITY RELATIONS

COMMUNITY RELATIONS

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

WWU Day at the Northwest Washington Fair

Thursday, August 17, 2023, was the second annual [Western Washington University Day](#) at the Northwest Washington Fair. This sponsorship, in partnership with University Advancement and the AS Bookstore, is a part of Western's ongoing effort to boost visibility in rural Whatcom County and beyond. Western was visible in multiple ways including:

- The first 300 attendees who visited WWU's booth at the fair wearing WWU logo merchandise received a token for a free Moo-Wich, the iconic ice cream and cookie treat introduced by the Whatcom County Dairy Women in 1980.
- All students, faculty, staff and alumni received \$2 off admission.

- The first 1,500 fans into that evening's Chase Rice concert received a complimentary blue WWU glow stick that added to the concert experience for all.
- WWU's banners were hung at every entrance to the NW Washington Fairgrounds.
- Western's Mascot, Victor E. Viking, was the fair's most popular person as fairgoers took photos with him while he roamed the fairgrounds throughout the day.
- A WWU promotional video played on the giant screens at the event center before all shows and concerts during The Fair's ten-day run.

Western Wednesday: First Night Out

Wednesday, September 27, 2023, was Western Wednesday: First Night Out, one of Western's biggest events held at the beginning of the school year. Community Relations partnered with the Downtown Bellingham Partnership, the City of Bellingham, and local businesses to welcome students back for the school year and introduce them to their new downtown community. Led by a drumline and a New Orleans-style student band, more than a thousand students walked together from Red Square to downtown Bellingham's Depot Market Square where there was live music, entertainment, free food, and games. Students received a "Discover Downtown Guide," a coupon book, that highlights more than 50 downtown businesses offering discounts to students, faculty and staff every "Western Wednesday" throughout the year. Students were encouraged to explore downtown with friends and visit businesses offering these special discounts while earning stickers that qualify them for gift cards, merchandise, and other prizes. www.wwu.edu/firstnightout

WWU Banners and Blue Lights Downtown

In conjunction with Western Wednesday: First Night Out and in preparation for the return of students, Community Relations facilitated a partnership with the City of Bellingham to install 84 WWU banners lining downtown streets and blue LED twinkle lights on more than 200 trees throughout downtown. The banners and lights not only create a welcoming environment for new WWU students and families arriving in town, but it also reminds the Bellingham Community of Western's important presence in the community.

Indigenous Peoples' Day

Monday, October 9 is Indigenous Peoples' Day. For the third year, the Director of Community Relations is facilitating a community event in partnership with the Community Consortium for Cultural Recognition (CCCR). The CCCR consists of partners from WWU, Whatcom Community College, Bellingham Technical College, Northwest Indian College, City of Bellingham, Peace Health, and Bellingham Public Schools.

Additional partners have joined for Indigenous Peoples' Day including the Swinomish Indian Tribal Community, Lummi Nation, Children of the Setting Sun Productions, and Ferndale Public Schools.

This year's event is themed "Smoke Signals: Messages from Mother Earth" and will be held at Lummi Nation's Wex'liem Community Building. The event will feature keynote speaker Dr. Evan Adams, who is an award-winning Canadian actor & medical doctor who is also a member of the Tla'amin First Nation located in British Columbia. He's known for his role in the movie, "Smoke Signals." The event will also feature a free community salmon dinner, talks from Native youth and sales of cultural arts and crafts from vendors.

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 University's land use attorney and City of Bellingham attorney are continuing negotiations regarding the land lease and city requirements for road improvements on Arboretum Drive. The base scope and building portion of the project

continues to be worked on by the contractors and design team to stay within budget. We remain committed to a construction start in April 2024 and completion by fall of 2025.

The planning for the annual Indigenous People's Day continues in collaboration with WWU Community Relations and our community consortium partners. For the first time ever, this event will be held in Lummi, and in addition to keynote speaker Evan Adams, our student speaker is Santana Rabang, WWU student and a member of WWU's Native American Student Union.

Advisory Functions

Internally the Tribal Liaison continues to advise and support Native students daily. The summer quarter activity has slowed down, but it is beginning to pick up as students prepare for the return of fall quarter. The Tribal Liaison also been actively involved in consultation with students, staff, faculty, and administration with issues and policies about tribal nations and concerns.

The Tribal Liaison has been selected to join the WWU NAGRPA Advisory Committee and we have begun our regular monthly meetings. The committee will provide oversight for the decisions regarding repatriation or disposition of Native American ancestral remains and cultural items, and overall implementation of the Native American Graves Protection and Repatriation Act including the completion of Notices of Inventory Completion (NICS) in accordance with NAGPRA and related policy and procedures.

Relationship-Building

The Tribal Liaison maintains a position on the Northwest Indian College Board of Trustees and has attended several meetings over the summer. NWIC hosted the Presidents Hy'shqe Gala celebrating the 40th Anniversary of Northwest Indian College on Saturday, September 9, 2023, at the Silver Reef Casino Even Center. The event was an exciting event celebrating the accomplishments of NWIC while honoring several tribal leaders (past and present) for their supportive roles in reaching the 40th anniversary milestone.

The Tribal Liaison attended the Affiliated Tribes of Northwest Indians (ATNI) annual convention September 17 – 19, 2023 in Chehalis, Washington, including the Education Committee meeting with other tribal liaisons and education leaders in higher educational institutions throughout the Northwest region. This joint gathering supports Native students at higher ed institutions and provides visual and effective recognition for Western Washington University.

SMALL BUSINESS DEVELOPMENT CENTER

Sourdough Fire Response

The WWU Small Business Development Center has partnered with the Whatcom County Sheriff's Office Division of Emergency Management, Whatcom Community Foundation, and the Port of Bellingham to support businesses impacted by the Sourdough fire. Certified Business Advisor Asche Rider reached out to 30 businesses in the region to provide support and assess economic impact. As this developing situation unfolds, our team will continue to assist business owners in accessing financial resources and recovering from the resulting impacts of the fire.

Celebrating Hispanic Heritage

Our team was honored to participate in the Hispanic Heritage Celebration hosted by the Northwest Washington Hispanic Chamber of Commerce at Pioneer Park in Ferndale. Executive Director CJ Seitz, Community Development Director and Certified Business Advisor Dr. Liliانا Deck, and Graduate Assistant Emma Thompson shared a canopy with our partners from Sustainable Connections. Our team enjoyed connecting with local community members and leaders.

WWU SBDC Website: Spanish Language Resources

Our team has developed and launched a new section of our website (sbdc.wwu.edu) to provide business resources in both English and Spanish. As we have expanded our outreach and business advising services to reach and serve Spanish-speaking entrepreneurs, we have continuously sought and translated Spanish-language resources. In our efforts to provide a consistent advising experience for our English- and Spanish-speaking clients, we look forward to further development of supplementary support resources.

Presentations

- Tax Workshop for Small Business at the BE\$T program in Kitsap
- Entrepreneurship workshop for Young Minds, Big Business at Kitsap Community Resources
- Team Whatcom – presented update on SBDC services and outreach to underserved communities at this monthly forum for multiple agencies devoted to regional economic development.

Selected Outreach – Whatcom

- Bellingham Chamber of Commerce
- Bellingham SCORE
- Blaine Chamber of Commerce
- City of Bellingham
- Ferndale Chamber of Commerce
- Hispanic Heritage Celebration
- Latine Leadership Initiative
- Northwest Workforce Council
- Seamar Community Center – services for newcomers (migrants and refugees)
- Small Cities Partnership
- Sustainable Connections
- US Department of Labor – Sumas Mega Project
- Whatcom Business Alliance
- Whatcom Community Foundation
- Whatcom County Business and Commerce Advisory
- Women’s Professional Network
- WWU Career Services Center
- WWU Center for Economic and Business Research and Outreach – Whatcom

Selected Outreach – Kitsap

- Bainbridge Island Chamber of Commerce
- Bainbridge Island Economic Development Committee / Winslow Subarea Plan workshop
- Bremerton Greendrinks
- Cruise Ship Planning Committee with downtown, visitor associations and chambers
- Downtown Bremerton Association monthly meetings and networking event
- Entrepreneurship and Innovation Committee
- Greater Kingston Chamber of Commerce
- Greater Kitsap Chamber of Commerce – hosted resource table
- Greater Seattle SCORE
- Illuminate.me Mixer
- Kitsap Bank, Kitsap County fair rodeo event
- Kitsap Building Association, networking event
- Kitsap Economic Development Alliance BIPOC Business Forum planning and 40th Anniversary event
- Kitsap Industrial Readiness Summit, hosted by KEDA about the Navy’s SIOP
- Marvin Williams Center, Young Minds Big Business

- Northwest Cooperative Development – Kitsap Caregivers' Academy
- Poulsbo Chamber of Commerce luncheon – hosted resource table
- Silverdale Greendrinks
- South Kitsap Chamber luncheon – met with speaker U.S. Congressman Derek Kilmer and hosted resource table
- State Representative Tarra Simmons, Champions of Justice event
- Voices of Pacific Island event

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

Program Audit Follow-up:

In July 2022, WWU Audit and Consulting Services conducted an audit of our AmeriCorps grant's criminal history check processes and procedures. This was conducted in response to a request from AmeriCorps, the federal funding agency. There were several findings that identified areas where the program was out of compliance with AmeriCorps policies and procedures regarding the criminal history checks conducted for the program. Staff used the audit feedback to strengthen the program's policies and procedures. This summer, WWU Audit and Consulting Services conducted a follow-up audit. As a result of the improved systems and processes implemented by the Washington Campus Coalition staff, we received a clean audit with no out-of-compliance findings identified.

Additional Grant Funding

AmeriCorps invited Washington Campus Coalition for the Public Good to request carryforward funding into the current 2023-24 program year. As a result, WACC will receive approximately \$450,000 of additional funds for the Civic Leadership & Engagement Corps program. This is great news in that it could be indicative that AmeriCorps has increased confidence in WWU and WACC to administer a larger program. Given that a year before, there were compliance findings, we are optimistic that their former concerns have been alleviated. In addition, we will be re-competing for another three-year grant in January 2024, and hope to expand the program even further.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost and Executive Vice President
Brad Johnson

DATE: **October 13, 2023**

SUBJECT: **Tenure and Promotion Report**

PURPOSE: Information Item

Purpose of Submittal:

The credentials and accomplishments of these faculty members have been examined by their peers, tenure and promotion committees, department chairs, college deans, as well as the Provost and Vice President for Academic Affairs. Each person approved meets or exceeds the internal (college and all-university) and external (comparative, disciplinary, and professional) standards Western Washington University requires for tenure and/or promotion. This extensive review process confirms the merit of each faculty member's teaching, research or creative activity, and service to the University and the community.

Supporting Information:

Provided below are two tables that list the following:

- 1) Thirty-seven tenure track assistant professors granted tenure and promoted to the rank of associate professor effective 9/16/2023.
- 2) Twenty-three tenured associate professors promoted to the rank of full professor effective 9/16/2023.

Tenure and Promotion - Effective September 16, 2023

Tenure and Promotion to Associate Professor

Steve	Bennett	Health and Human Development Department
Carrie	Brennan	Elementary Education Department
Tim	Bruce	Education Leadership and Inclusive Teaching
Ethan	Bushelle	Global Humanities and Religions Department
Pedro	Cameselle-Pesce	History Department
Kristen	Chmielewski	Health and Human Development Department
Jill	Davishahl	Engineering and Design Department
Virginia	Dawson	Linguistics Department
Christine	Espina	Health and Community Studies Department
Stephanie	Gomez	Communication Studies Department
Charles	Halka	Music Department
Ernest	Hartwell	Modern and Classical Languages Department
Mary	Hunt	Health and Human Development Department
Meilan	Jin	Elementary Education Department
Alia	Khan	Environmental Sciences Department
Thanh	Le	Physics and Astronomy/SMATE Department
Ceci	Lopez	Fairhaven College of Interdisciplinary Studies
James	Miller	Urban and Environmental Planning and Policy Dept
Tesla	Monson	Anthropology Department
Manuel	Montaño	Environmental Sciences Department
Heather	Moore	Communications Sciences and Disorders Department
Melissa	Osborne	Sociology Department
Sasha	Petrenko	Art and Art History Department
Allison	Pfeiffer	Geology Department
Peter	Pihos	History Department
Hunter	Price	History Department
Jason	Query	Economics Department
James	Ray	Music Department
Margarita	Ruiz Guerrero	Elementary Education Department
Austin	Shaw	Design Department
Imran	Sheikh	Environmental Sciences Department
Kathryn	Sobocinski	Environmental Sciences Department
Adrian	Villicana	Fairhaven College of Interdisciplinary Studies
Adrienne	Wang	Biology Department
Scott	Wehrwein	Computer Science Department
Felicia	Youngblood	Music Department
Batool	Zaidi	Sociology Department

Promotion to Full Professor

Cat	Armstrong Soule	Finance and Marketing Department
Rebecca	Bunn	Environmental Sciences Department
Dolores	Calderon	Fairhaven College of Interdisciplinary Studies
Lina	Dahlberg	Biology Department
Masanori	Deguchi	Modern and Classical Languages Department
Dawn	Dietrich	English Department
Dawna	Drum	Accounting Department
Steven	Emory	Chemistry Department
Lillian	Fok	Decision Sciences Department
Jasmine	Goodnow	Health and Human Development Department
Brian	Hutchinson	Computer Science Department
Filip	Jagodzinski	Computer Science Department
Monique	Kerman	Art and Art History Department
Yudong	Liu	Computer Science Department
John	McLaughlin	Environmental Sciences Department
Jared	Moore	Accounting Department
Derek	Moscato	Journalism Department
Melissa	Rice	Geology/Physics and Astronomy Departments
Lysa	Rivera	English Department
Michael	Slouber	Global Humanities and Religions Department
Veronica	Velez	Secondary Education Department
Nicholas	Washburn	Health and Human Development Department
Sarah	Zimmerman	History Department

**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: October 13, 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.

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

22. DATE FOR NEXT REGULAR MEETING

- **December 7-8, 2023 in Bellingham, Washington**

23. ADJOURNMENT