



WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA

Thursday, April 13, 2023

Location: Old Main 340, Board Room

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

Time: 3:00 p.m.

1. CALL TO ORDER
3:00-3:01

2. GRADUATE PROGRAMS AND EDUCATION
3:01-5:00

Presentation: Brad Johnson, Provost and Executive Vice President
Dave Patrick, Dean of Graduate School / Vice Provost for Research
William Nelson, Superintendent of LaConner School District, current WWU
graduate student, and candidate for the Doctor of Education (EdD) in Education
Leadership
Tim Bruce, Assistant Professor and Director of Education Leadership,
Woodring College of Education

Friday, April 14, 2023

Location: Old Main 340, Board Room

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

Time: 8:00 a.m.

3. CALL TO ORDER, APPROVAL OF MINUTES
8:00 – 8:05

a. Board of Trustees Regular Meeting, February 9-10, 2023

4. PUBLIC COMMENT
8:05 – 8:15

5. **BOARD CHAIR REPORT**
8:15 – 8:25
6. **REFLECTIONS FROM ASSOCIATION OF GOVERNING BOARDS CONFERENCE ON TRUSTEESHIP**
8:25 - 8:35
7. **UNIVERSITY PRESIDENT REPORT**
8:35 – 8:45

Presentation: Sabah Randhawa, President
8. **FACULTY SENATE REPORT**
8:45 – 8:55

Presentation: Brandon Dupont, Vice President and President-Elect of the Faculty Senate
9. **ASSOCIATED STUDENTS REPORT**
8:55 - 9:05

Presentation: Sargun Handa, AS President
10. **BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**
9:05 - 9:15

Presentation: Trustee Sue Sharpe, Committee Chair
11. **BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT**
9:15-9:25

Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEMS

12. **BUDGET AND ENROLLMENT PLANNING**
9:25 -9:50

Presentation: Sabah Randhawa, President
Brad Johnson, Provost and Executive Vice President
Joyce Lopes, Vice President for Business and Financial Affairs
13. **2023 LEGISLATIVE SESSION UPDATE**
9:50 –10:05

Presentation: Nora Selander, Director of Government Relations

BREAK

10:05-10:15

14. FOUNDATION / ALUMNI ASSOCIATION MERGER

10:15-10:35

Presentation: Kim O'Neill, Vice President for University Advancement

ACTION ITEMS

15. APPROVAL OF RESOLUTION 2023-03: CONSENT TO AMEND THE ARTICLES OF INCORPORATION

10:35-10:45

Presentation: Kim O'Neill, Vice President for University Advancement

16. APPROVAL OF SUMMER TUITION

10:45-10:55

Presentation: Brad Johnson, Provost and Executive Vice President

17. PUBLIC WORKS PROJECTS

10:55 - 11:05

- a. Delegation of Authority to Amend the Construction Contract for Tenant Improvements for Electrical Engineering and Computer Science (Kaiser Borsari Hall) Project, PW758
- b. Delegation of Authority to Approve the Construction Contract for Fairhaven Recording Studio, PW781
- c. Construction Contract for Fairhaven Stacks (FX) Hydronic Pipe and Valve Replacements, PW803

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Rick Benner, University Architect & Sr. Director, Planning and Development, Facilities Development & Operations
Brian Ross, Director, Capital Budget and Public Works Procurement, Facilities Development and Operations

18. APPROVAL OF HOUSING & DINING RATES

11:05 - 11:20

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

19. **APPROVAL OF POL-U2100.04, FACULTY POLICY ON COMPENSATED PROFESSIONAL ACTIVITIES**
11:20 - 11:30

Presentation: Brad Johnson, Provost and Executive Vice President

INFORMATION ITEMS

20. **PROFESSIONAL LEAVE**
11:30 - 11:45

Presentation: Brad Johnson, Provost and Executive Vice President

21. **REPORTS**
11:45 - 11:55

- a. Enrollment Management Summary
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. Sustainability Report
- f. Annual Grant Report

22. **TRUSTEE REMARKS**
11:55 – 12:00

23. **DATES FOR NEXT REGULAR MEETING: June 8-9, 2023**

24. **ADJOURNMENT**

1. CALL TO ORDER

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 13, 2023

SUBJECT: Graduate Programs and Education

PURPOSE: Discussion Item

Purpose of Submittal:

In this interactive session, Dr. David Patrick, Dean of the Graduate School, will share some updates on graduate education and research at Western Washington University. We will also hear from guests Dr. Tim Bruce, Associate Professor and Director of Education Leadership, Woodring College of Education, WWU, and William Nelson, Superintendent of LaConner School District, current WWU graduate student, and candidate for the Doctor of Education (EdD) in Education Leadership; who will join us to discuss the WWU Doctoral program in Education Leadership.

Background:

As graduate programs are one of our current strategic budget priorities we will hear a status update on WWU Graduate Programs and Research and Sponsored Programs with past history and data included, as well as an overview of research and scholarship at Western Washington University.

Data included:

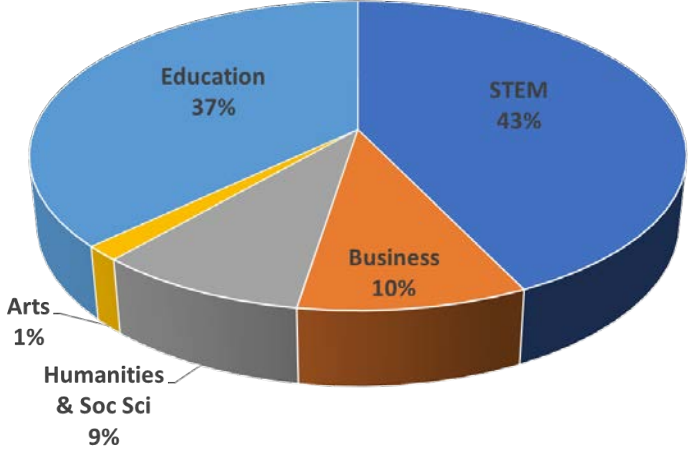
- Master's Degrees awarded at WWU in the past few years
- Where applicants are coming from within Washington, the United States and Internationally
- Expanding Access to Graduate Education
- Spending for Research and Grants
- Some current examples of strong scholarship across campus
- Grant expenditures, proposals, and revenue

Strategic Questions:

1. How are Western's Graduate programs preparing students for their future careers for the benefit of Washington State?
2. How are we living up to our strategic goals to expand access to graduate education?
3. How does the Education Leadership program benefit US and Canadian residents. How does the Canadian program work with the US program?
 - a. What types of research are we seeing in the first cohort of the program and how will this help the educational community within Washington?
 - b. What do you see as the benefits of a Western Washington doctoral program over some of the other doctoral programs out there?



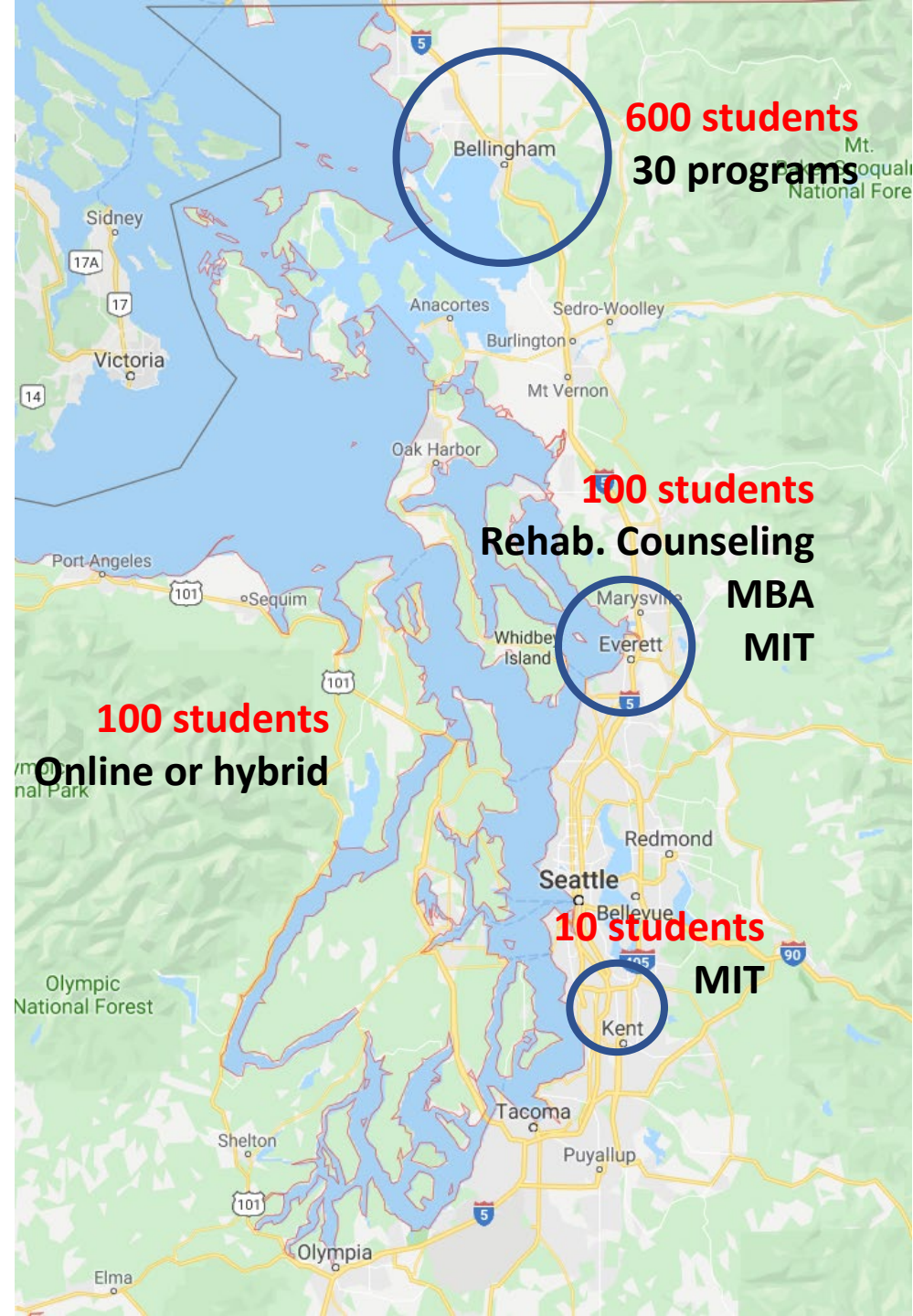
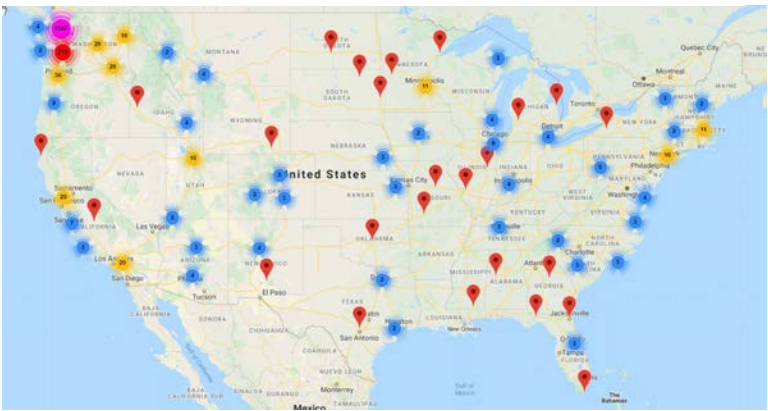
Masters Degrees Awarded 2019



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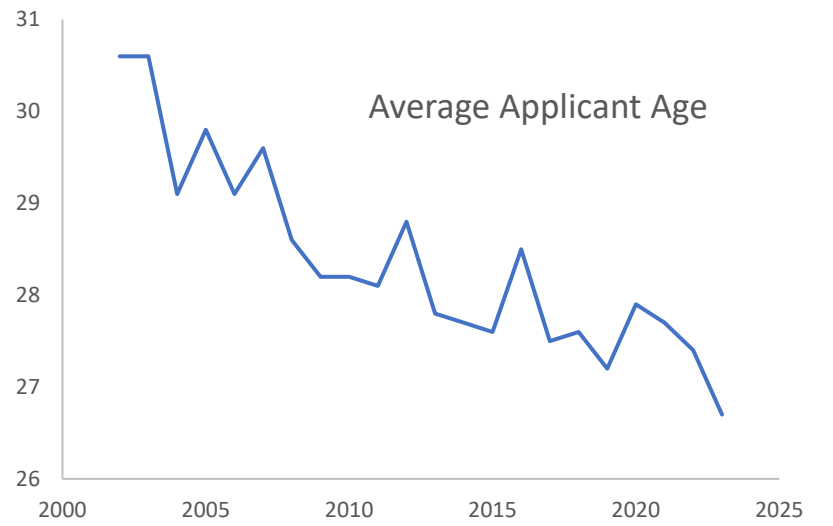
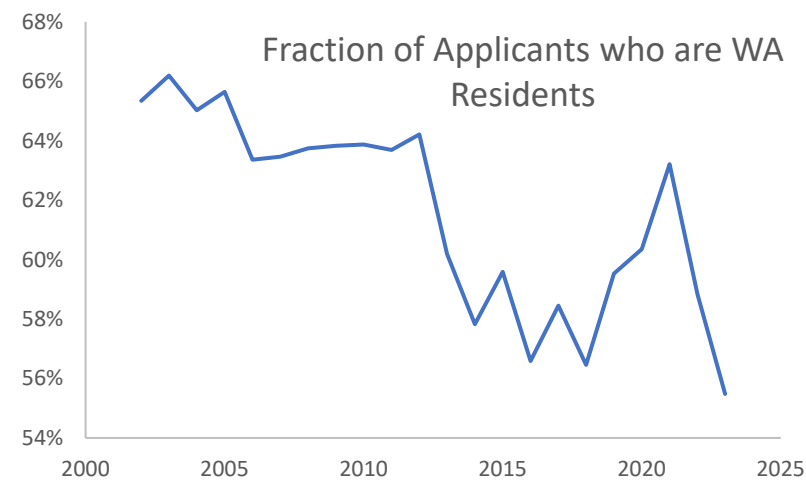
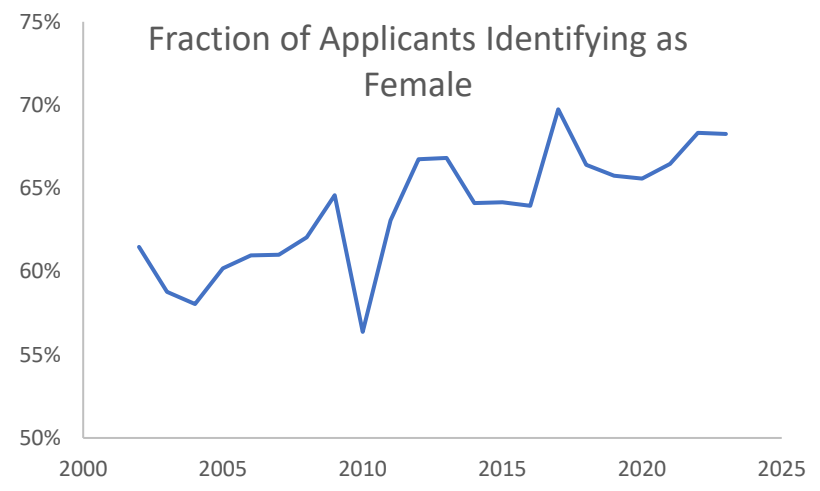
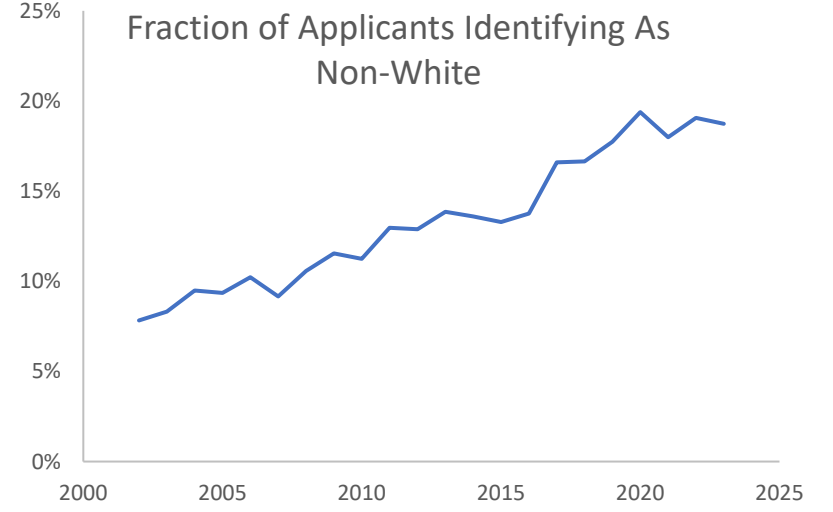
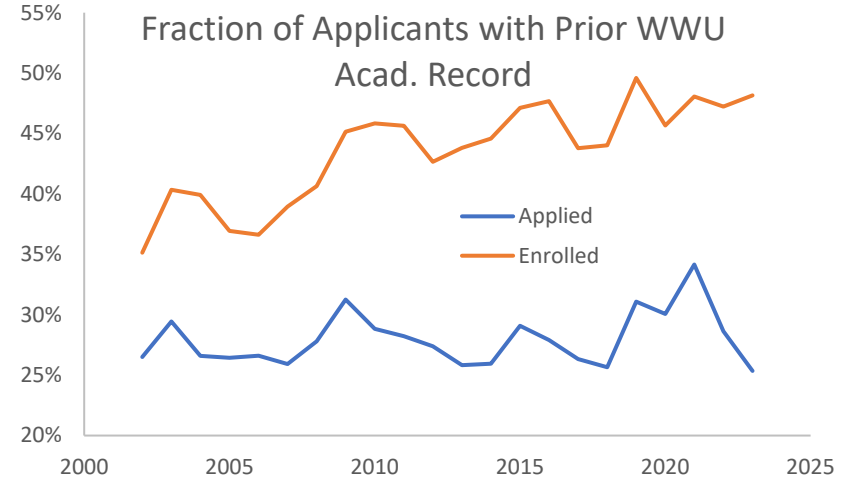
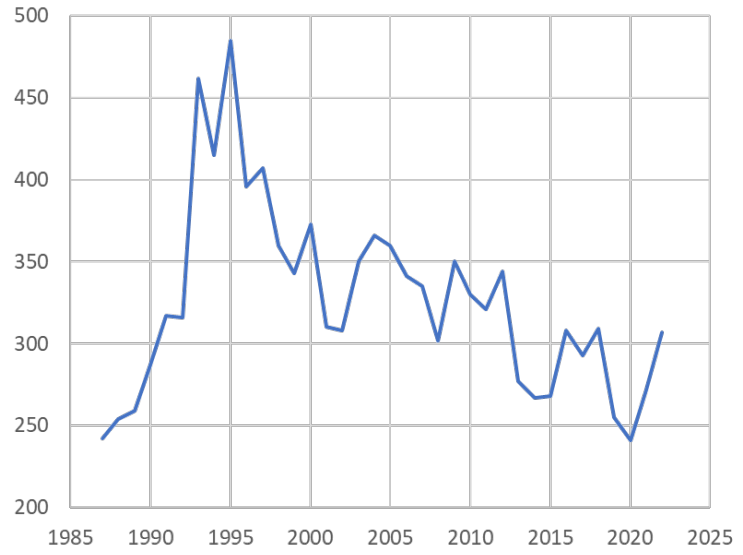
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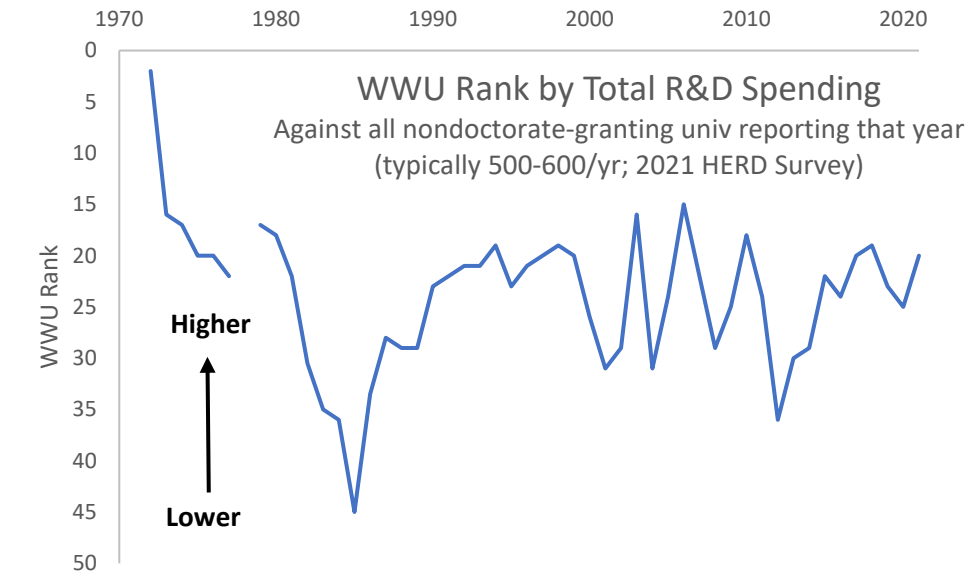
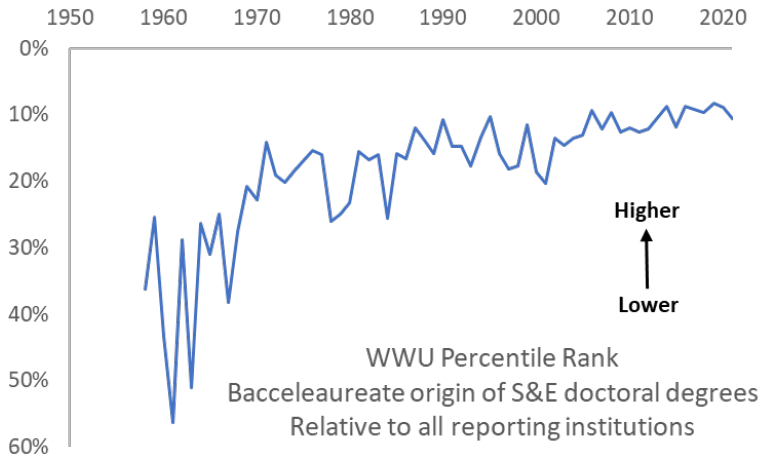
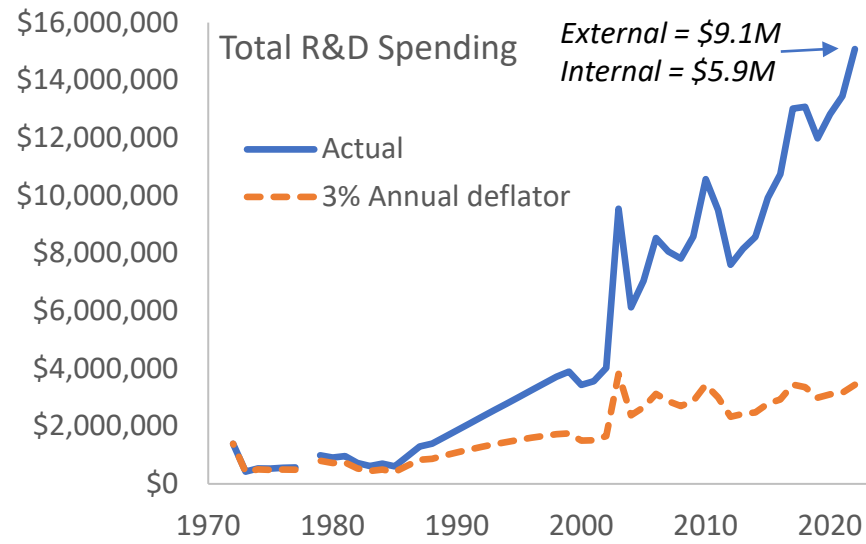


Masters Degrees Conferred by WWU





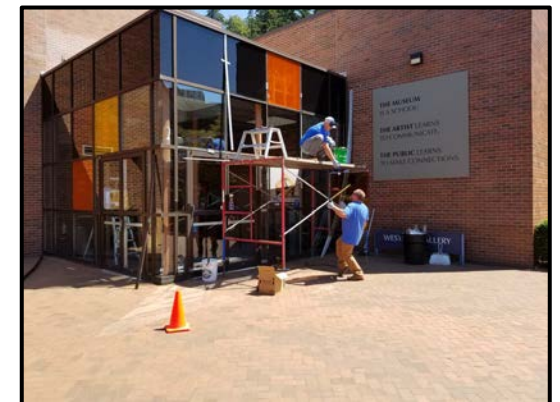
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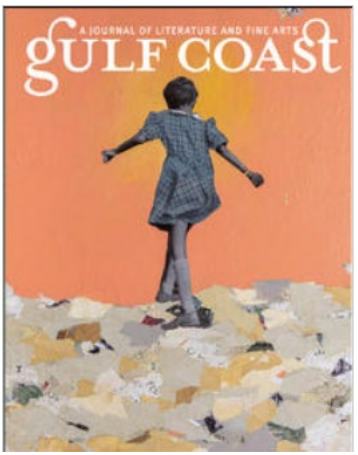
Patents & licensing



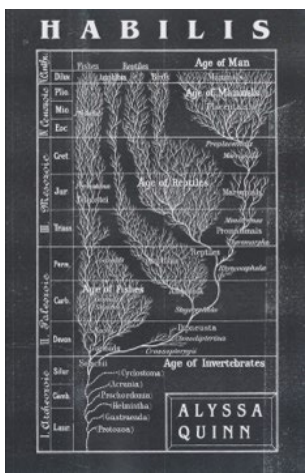


Scholarship is strong across disciplines

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Env Science	246
Geology	207
Astronomy	160
Business / Econ	157
Education	145
STEM, Other	138
Math	126
Engineering	118
History	107
Biochem	77
Anthropology	72



2022 Notable Essay in Best American Essays
Allie Spikes (MFA, '20)



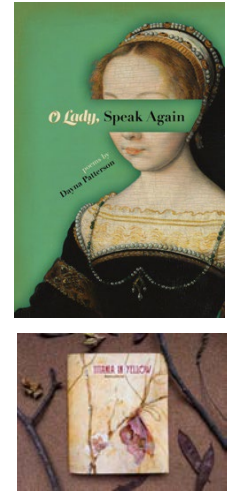
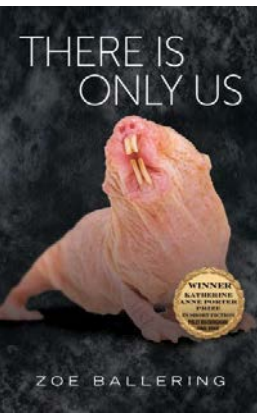
2018 Bernice Slote Award
Kaitlyn Teer (MFA, '15)



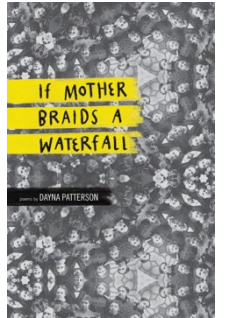
2020 SmokeLong Quarterly Award for Flash Fiction
Abby Feden (MFA, '20)



2022 Kathryn Porter Prize in Short Fiction
Zoe Ballering (MFA, '19)



Dayna Patterson (MFA, '20)



Jai Dulani (MFA, '20)

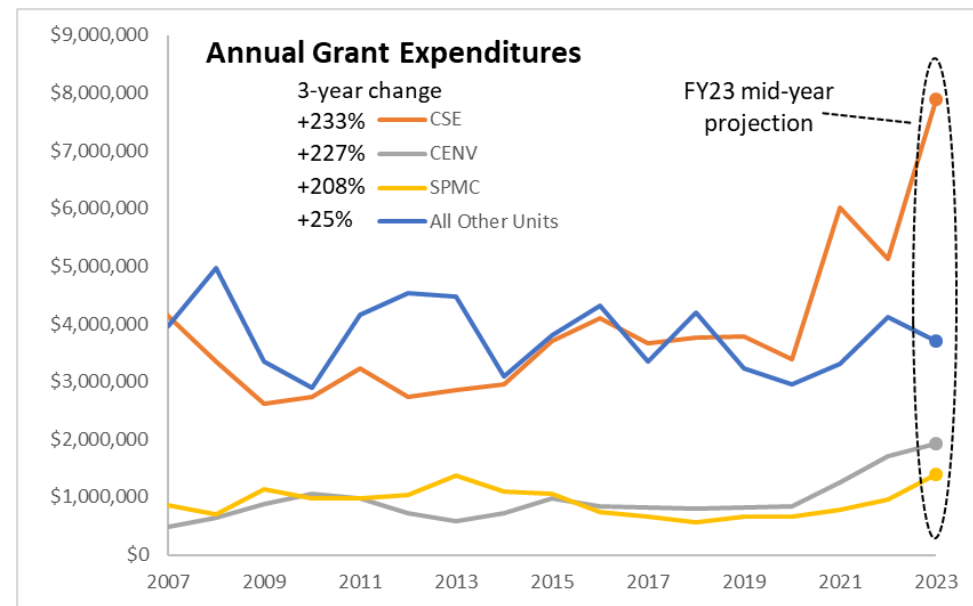
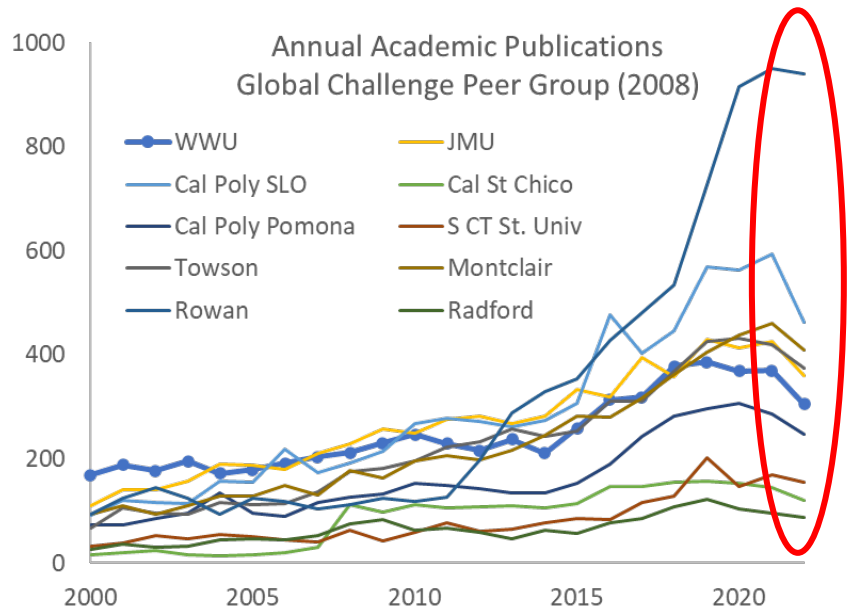
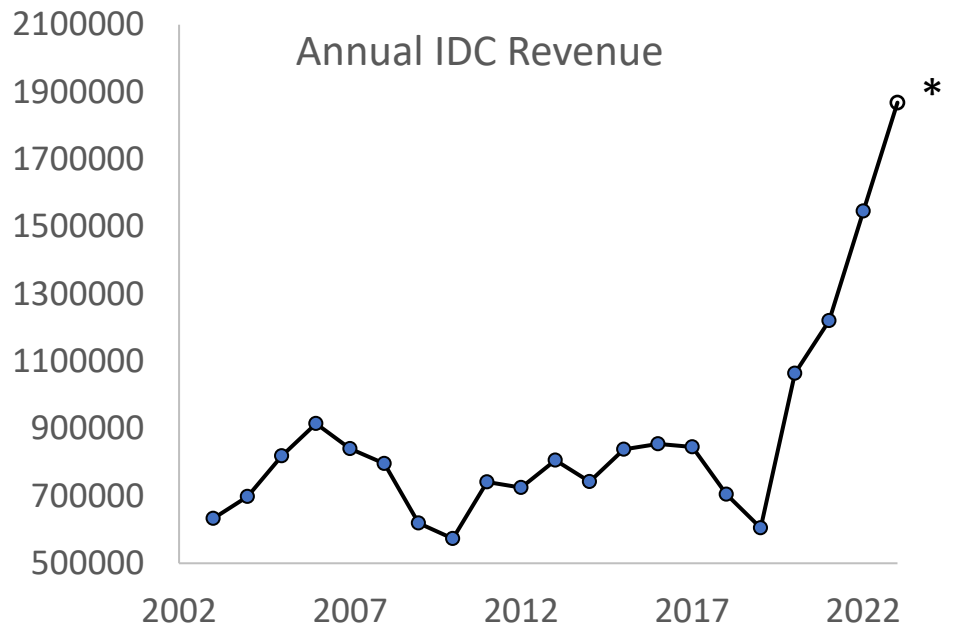


2022 Western Association of Graduate Schools Distinguished Master's Thesis Award in the Creative, Visual, and Performing Arts
Caitly Scott (MFA, '22)



Fiscal Year	Amount Requested	Number of Proposals	New Awards Initiated
FY20	\$50M	175	\$9.6M
FY21	\$36M	176	\$11.6M
FY22	\$38M	154	\$18.9M
FY23	\$40M - \$50M*	145*	\$10M - \$14M*

*Projected





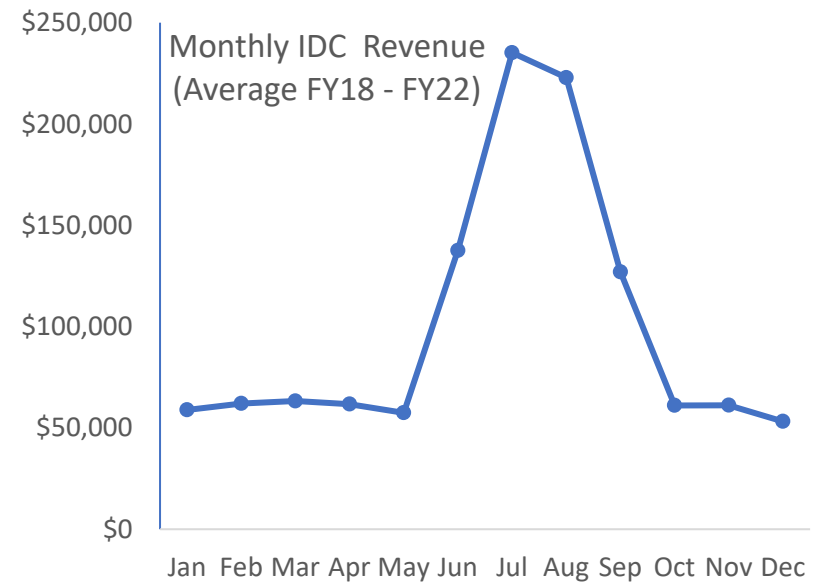
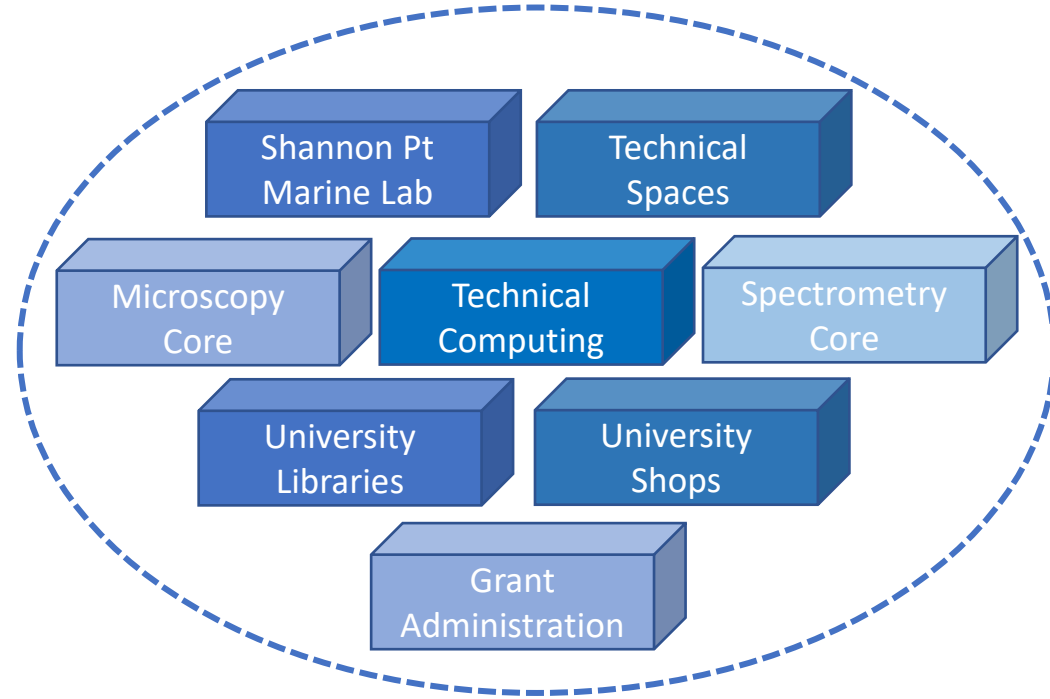
Graduate Education and University Research

Graduate researchers:

- Enable more challenging, ambitious research
- Expand opportunities for UG participation
- Support infrastructure and year-around activity



Research & Teaching Infrastructure



Education Leadership – Doctor of Education Program

Guests:

Tim Bruce: With almost 30 years of experience as a school administrator, Tim Bruce has authored over \$50 million in federal, state and private foundation grants centered on improving instruction and learning, the preservation of native culture and language, and the perceived attributes of success as identified by Native American students. Joining the WWU Education Leadership team in 2016, Tim has continued to author successful grants with partners including Woodring and Huxley Colleges, the Swinomish Tribe, Educational Service District (ESD)189 and regional school districts, but Tim is most proud of the doctorate degree recently added to the Woodring Education Leadership Program. The first cohort of WWU Doctors in Education Leadership will be graduating in June of 2023 with an impressive list of research topics all grounded in work that will improve teaching, learning and the lives of those who benefit from this important work.

William Nelson: Will Nelson (Makoyiisaaminaa-Medicine Wolf Man) was born in Montana and is an enrolled member of the Blackfeet Nation in Northern Montana. He went to K-12 public schools in California and Florida, graduating from Haines City High School near Orlando, Florida. Will served in the Air Force in the early 80's, where he learned to speak Russian. He attended the University of Montana for one year and finished his BA in Russian at Portland State University. Will completed his MA in Historical Slavic Linguistics and teaching certificate at the University of Washington. He taught for a few years and then entered the information technology industry. Will worked as a systems engineer, a network architect, a network security manager at the Port of Seattle, and eventually worked as the Chief Operating Officer for a small technology firm in Everett, WA. His initial calling as an educator brought him back to education. He worked in Arlington as an instructor in a Homeschool Partner Program, a teacher, and a career and technical education teacher. Will attended Western Washington University where he obtained his principal certificate. He then served as an assistant principal and a principal of a K-12 Alternative Learning Environment and an alternative high school. Will went back to Western for his superintendent's certificate and led in the role of Director of Equity and Student Success in the Arlington School District. After two years in this role, Will applied for and is now serving as the superintendent in the La Conner School District. He has again returned to Western Washington University where he is finishing his research using an indigenous research paradigm and his doctorate in Educational Leadership.

Background on Doctor of Education in Education Leadership Program:

Western's Doctor of Education (EdD) in Education Leadership is designed for aspiring superintendents and district leaders, including assistant Superintendents, executive directors and others in district-level leadership positions in the US and Canada. The Program is comprised of two parts, 1) The superintendent certificate program coursework (32 quarter credits, and 2) 30 additional credits of coursework, 10 credit research sequence, and 15 credit dissertation.

The WWU EdD program started in Summer 2021, and the first cohort will graduate in June 2023. There are currently eleven students enrolled in the first cohort, all of whom are current Washington residents working within school districts and administration in the state. They have all completed the superintendent certification program through WWU as well.

Additionally, there are currently twelve students in the first British Columbia cohort who will be finishing their first year in June. Our Canadian program partners with Abbotsford, Langley, and Surrey school districts, and work through the WWU program. The first Canadian cohort will come to Bellingham next year and will double the program size at WWU. When adding the BC School Superintendents Association [Spirit of Leadership](#) as their focus equal with our National Education Leadership Program Standards, that it will only add to our work with [Since Time Immemorial: Tribal Sovereignty in Washington State \(STI\)](#) in the Washington State School Districts.

EdD Candidate, William will share his research and experience in the EdD program including his research topic on success strategies as identified by Native American students and leaders, and information and insights he has gained in his doctoral program.

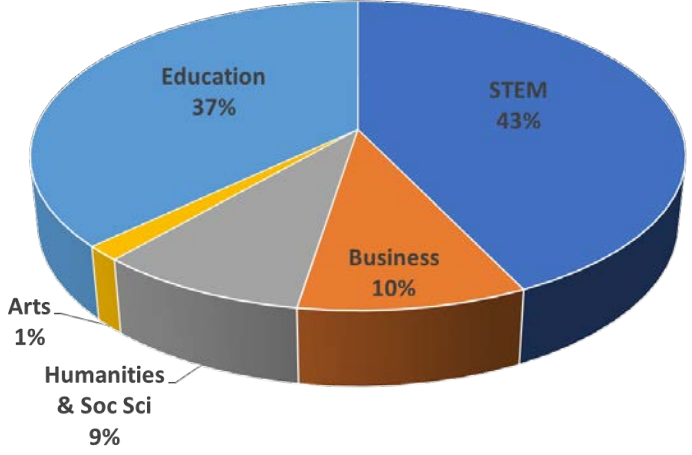
Education Leadership Doctor of Education, Education Leadership Dissertation Topics

Doctoral Candidate	Dissertation Topic	Employed by
Eric Cahan	Supporting Ukrainian War Refugees in Public Schools-A qualitative study. Google Survey to Washington State MLL educators and directors	Snohomish School District
Byron Gerard	A Historical Narrative Qualitative study on the Bellingham School Districts implementation of Policy Governance and what impact that leadership model has had on student achievement in the Bellingham School District.	Yakima School District
Patrick Hegarty	School and district leader perceptions of the root causes behind male underachievement in American secondary schools The purpose of the study is to explore school and district leader perceptions (understanding and beliefs) about the root causes behind male underachievement in American secondary schools.	Mukilteo School District
Michelle Kuss-Cybula	The Impact of Mentorship on Attracting and Sustaining Female Superintendents in the State of Washington	Oak Harbor School District
John Lombardi	The purpose of this quantitative correlational study is to understand the impact that implementing or not implementing an authentic Guiding Coalition has on the overall success of secondary schools properly	Muckleshoot Tribal Schools

	implementing and sustaining Professional Learning Communities.	
Will Nelson	Using an Indigenous research paradigm through focus groups and individual interviews with (dx ^w syəhub/aytsiinikii-esskiniibiists iyiniip) Swinomish elders, parents, community members, and high school seniors, this research study intends to uncover what is Indigenous success in La Conner Public Schools.	La Conner School District
Duane Penner	'Factors Affecting Indigenous Student Motivation in K-12 Public Schools in British Columbia'	Abbotsford School District
Angelina Quiles	A Qualitative Case Study of Two School Districts' Onboarding and Retention Mentorship Programs for New Teachers in their 1-3 year of Teaching during the COVID-19 Pandemic . This qualitative research case study will focus on the onboarding mentorship and retention program for new teachers in two school districts in Washington State.	Puyallup School District
Mary Sewright	The research study will evaluate the outdoor education program at Mount Baker School district that took place 2021/22 and continue in the 2022/23 school year. This research study will include surveys, interviews and pre-existing data of students, parents, staff at Mount Baker School District, and community-based organization staff (interviews only) partnering with Mount Baker School District to provide outdoor education.	Mount Baker School District
Mike Snow	My research will center around equitable access to graduation pathways for students with IEPs in a chosen district. Specifically, I'm proposing to analyze transcripts of IEP students who did or did not lose an elective to receive additional IEP services to see if students who lost the elective had less access to the CTE graduation pathway that is now offered in Washington State. I would use a qualitative case study to do this research.	Lake Stevens School District
Steve Stoker	This study looked at how the principles of coach Frosty Westering can be applied to build a culture of sustained success in the fields of business and education.	Enumclaw School District



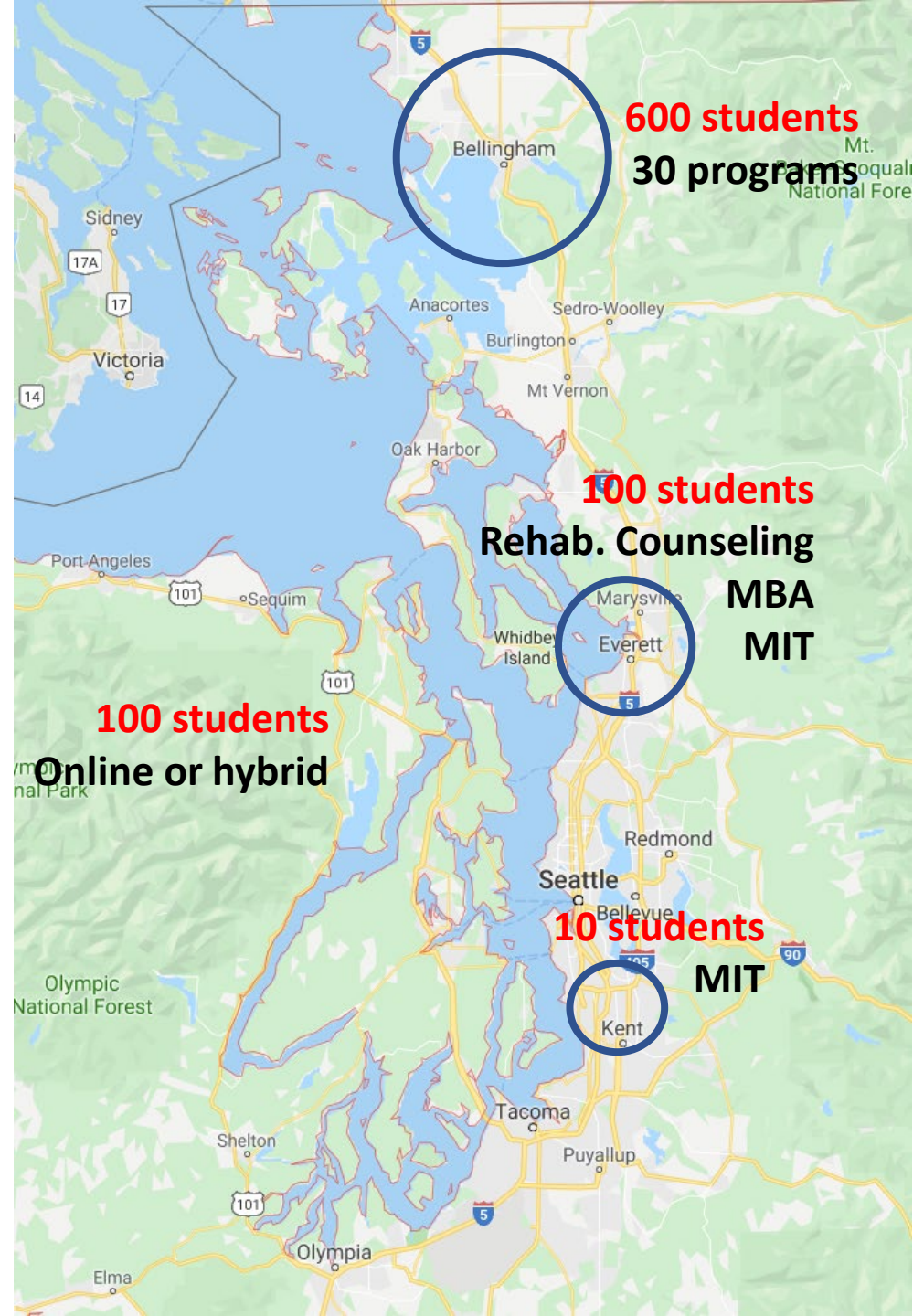
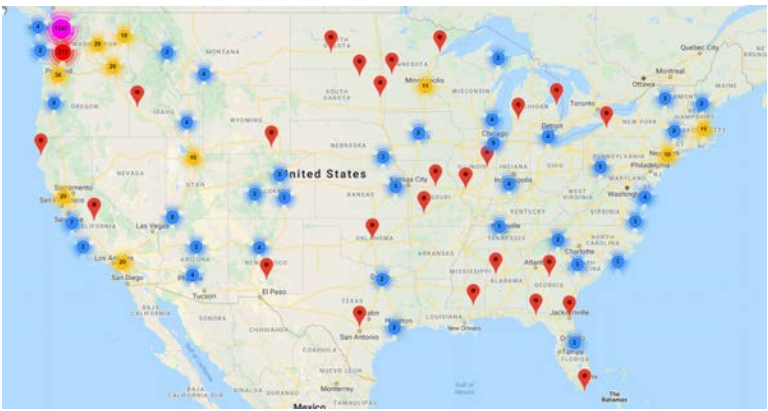
Masters Degrees Awarded 2019



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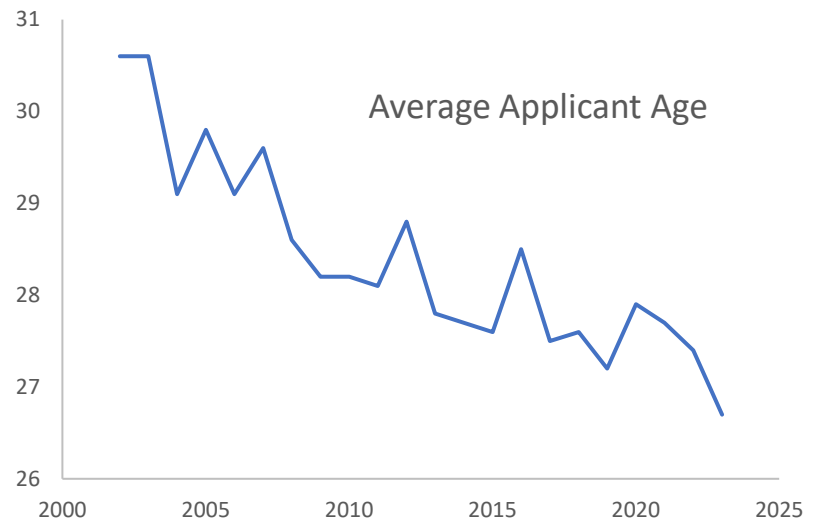
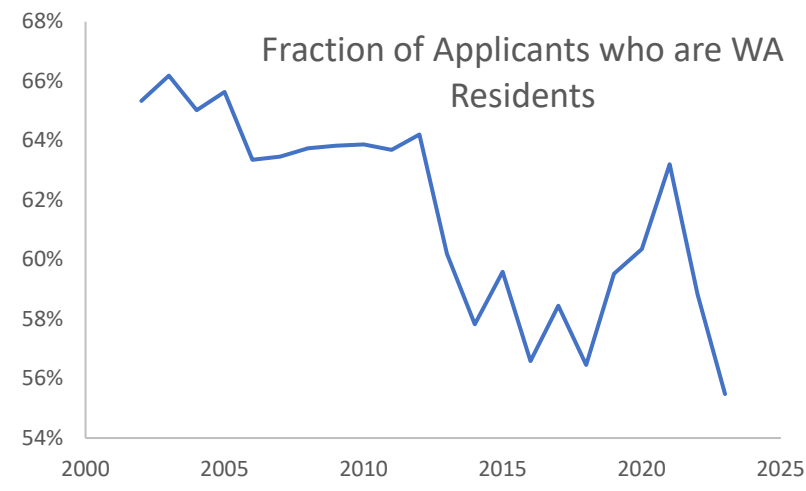
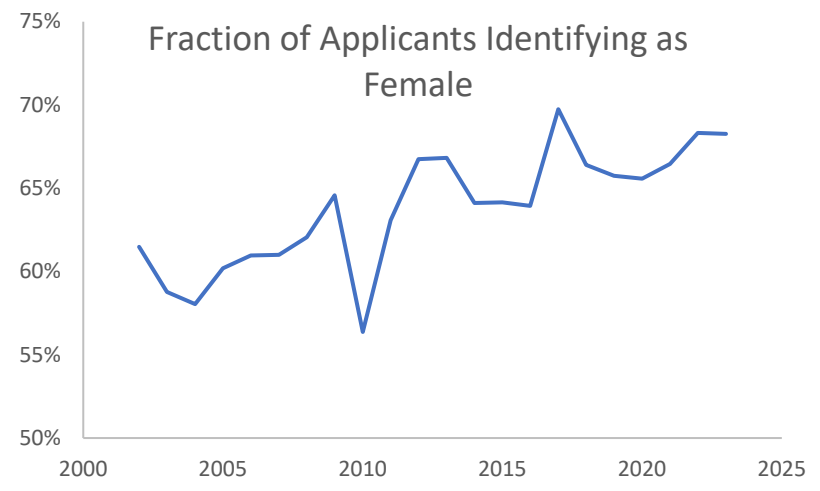
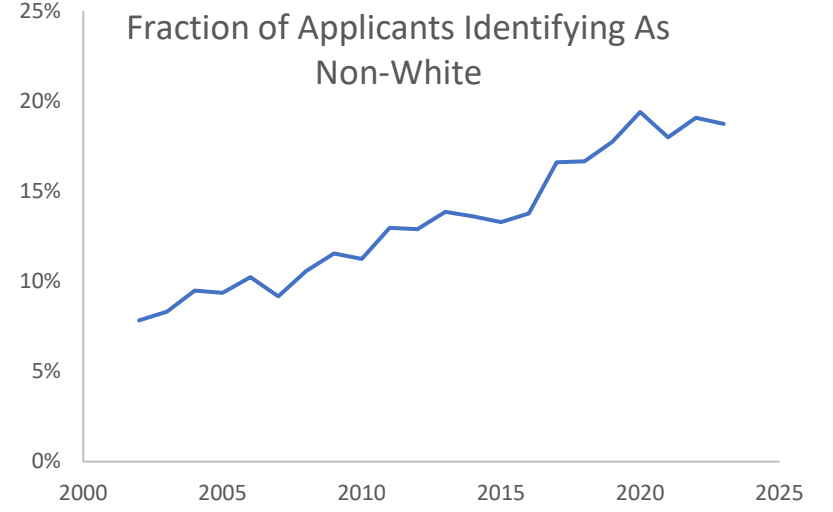
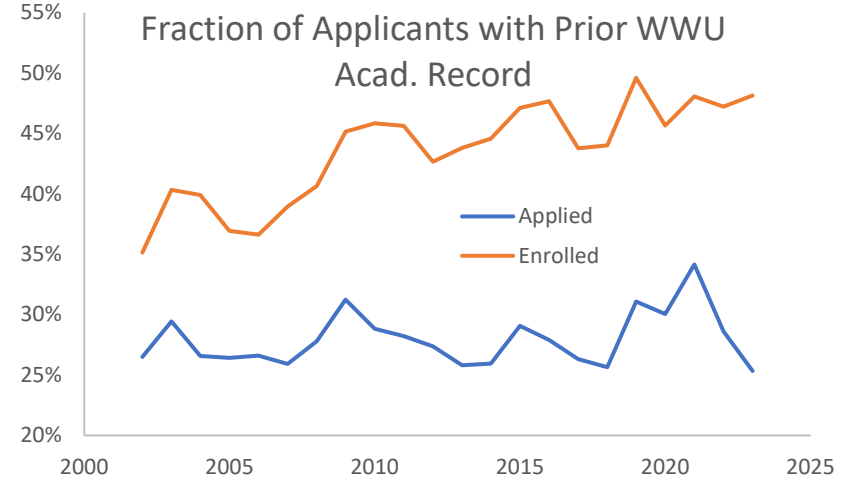
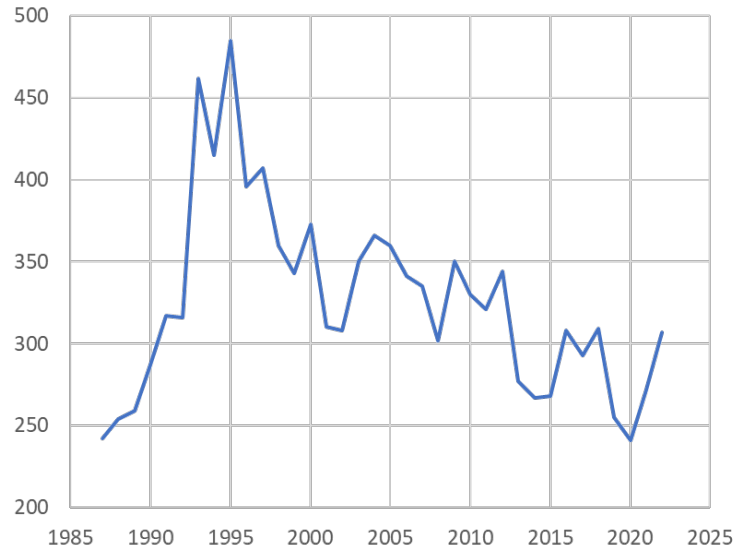
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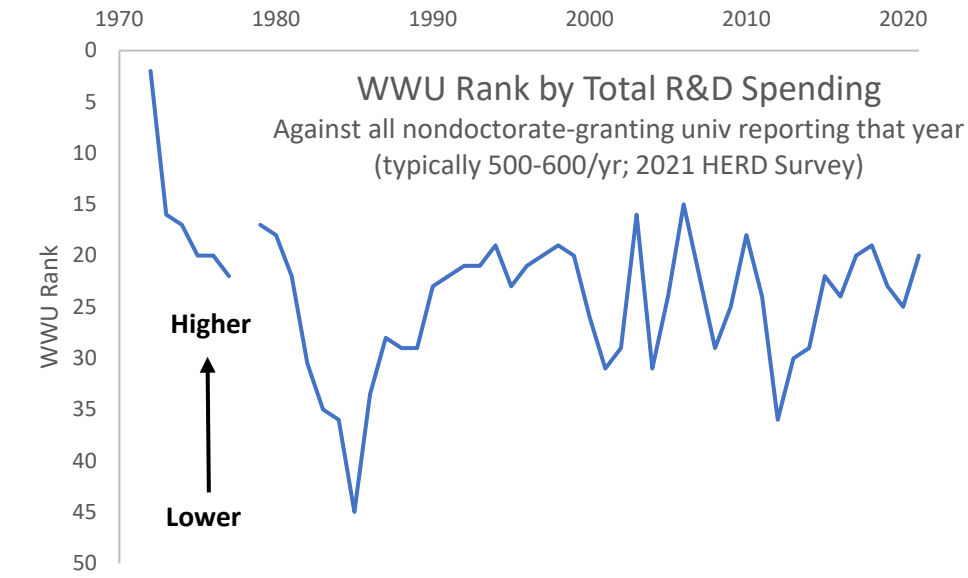
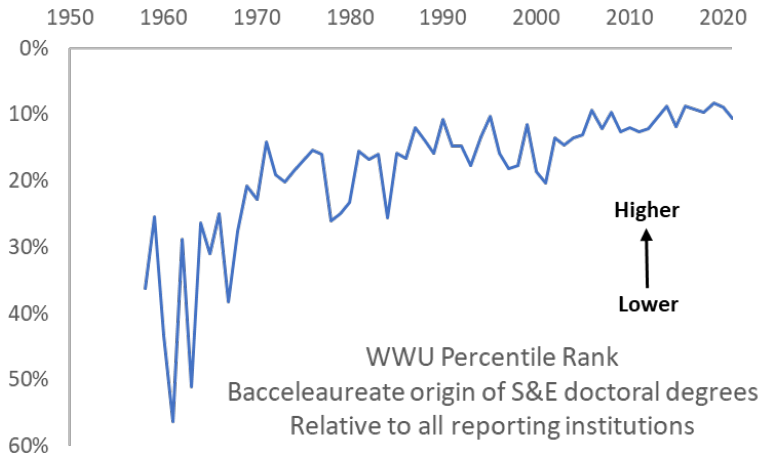
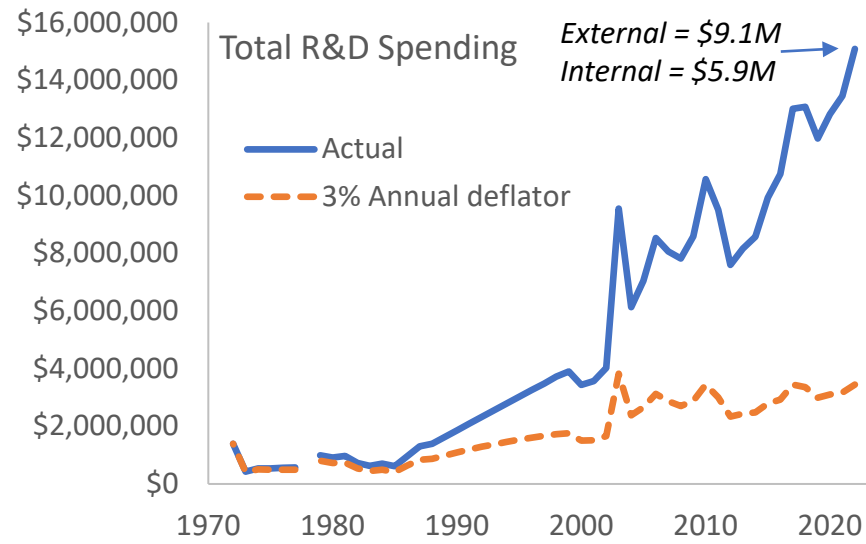


Masters Degrees Conferred by WWU





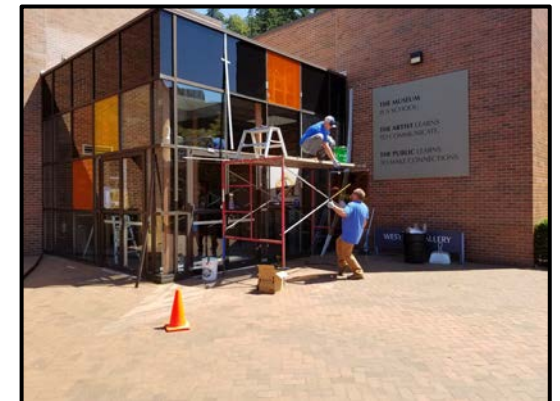
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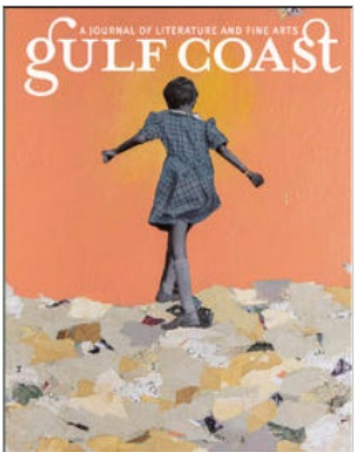
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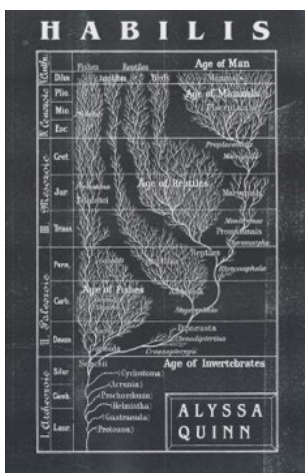


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2022 Notable Essay in Best American Essays
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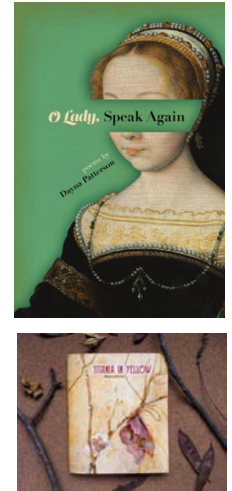
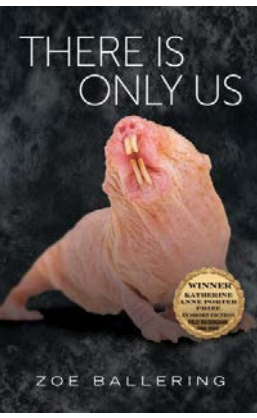
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Kaitlyn Teer (MFA, '15)



2020 SmokeLong Quarterly Award for Flash Fiction
Abby Feden (MFA, '20)



2022 Kathryn Porter Prize in Short Fiction
Zoe Ballering (MFA, '19)



Dayna Patterson (MFA, '20)

2022 Western Association of Graduate Schools Distinguished Master's Thesis Award in the Creative, Visual, and Performing Arts
Caity Scott (MFA, '22)



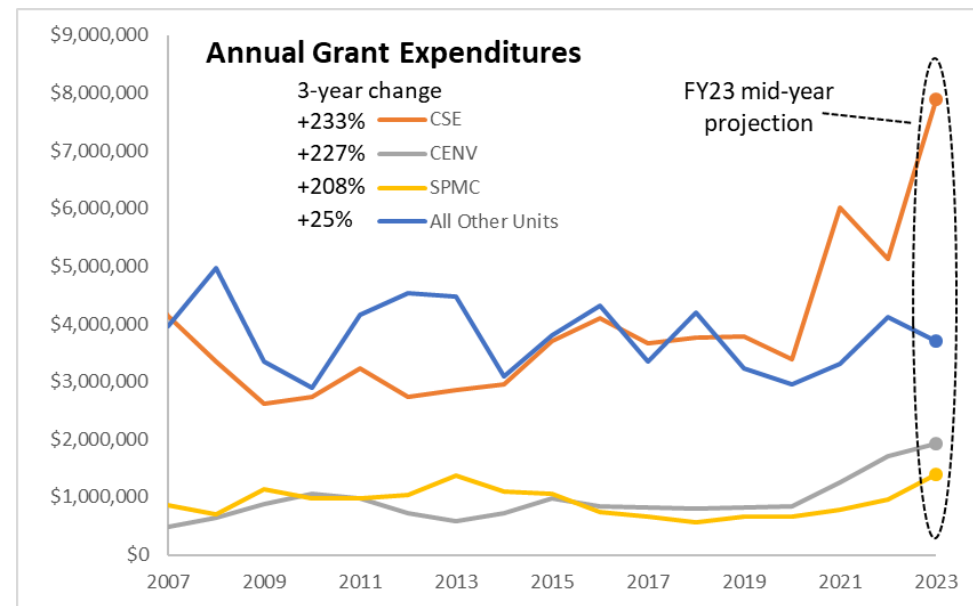
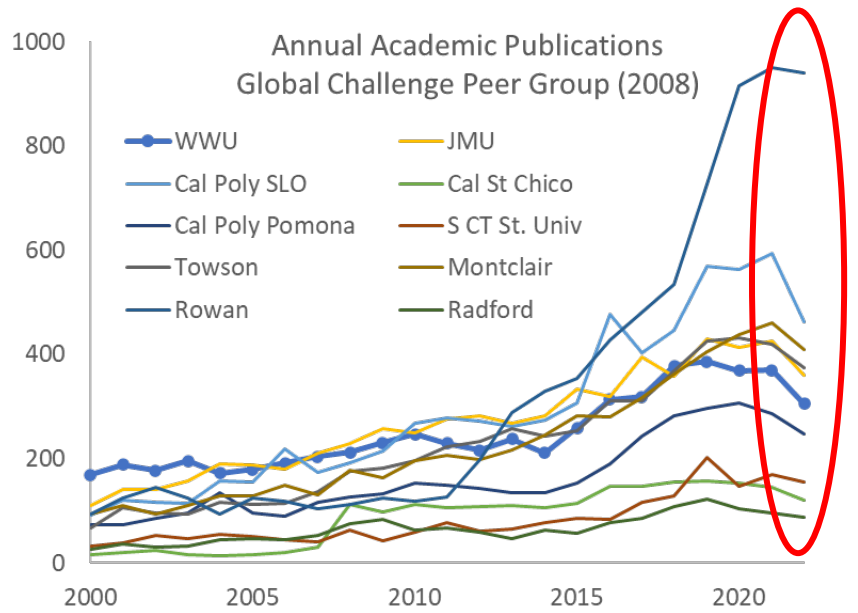
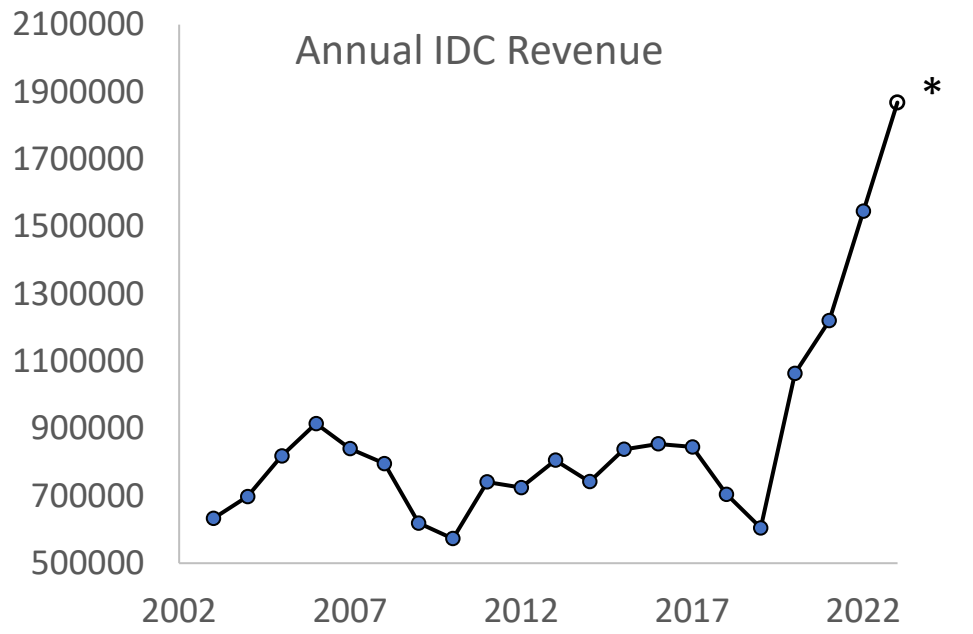
Jai Dulani (MFA, '20)





Fiscal Year	Amount Requested	Number of Proposals	New Awards Initiated
FY20	\$50M	175	\$9.6M
FY21	\$36M	176	\$11.6M
FY22	\$38M	154	\$18.9M
FY23	\$40M - \$50M*	145*	\$10M - \$14M*

*Projected





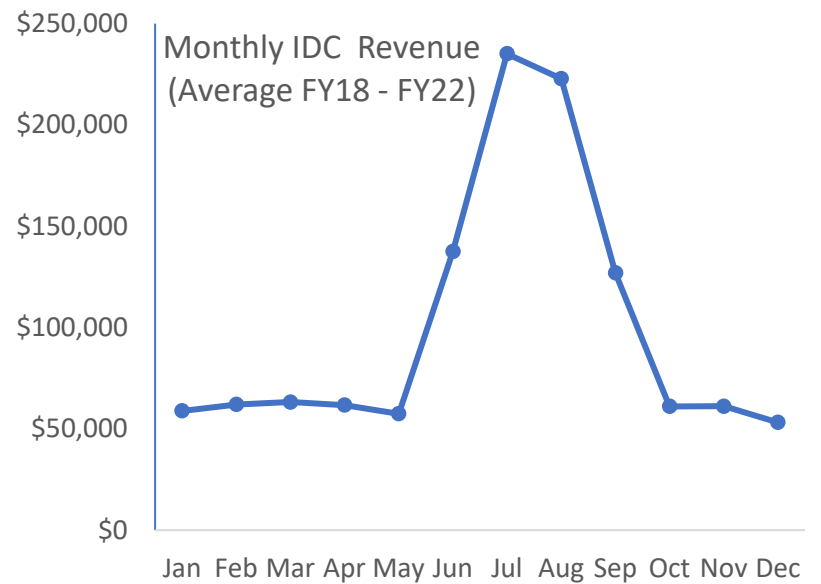
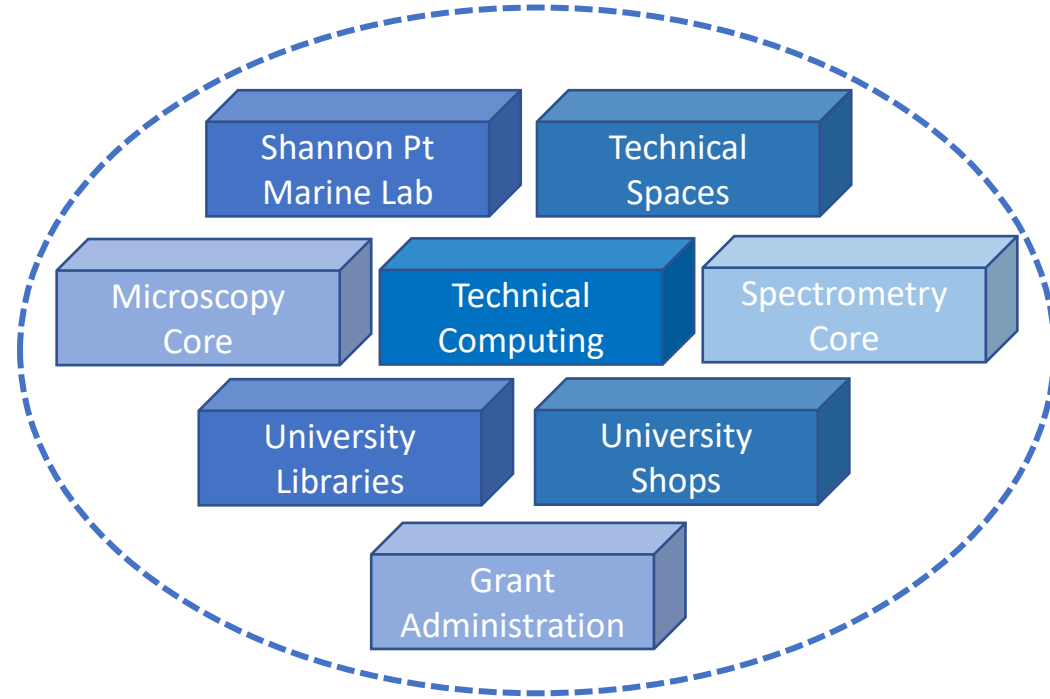
Graduate Education and University Research

Graduate researchers:

- Enable more challenging, ambitious research
- Expand opportunities for UG participation
- Support infrastructure and year-around activity



Research & Teaching Infrastructure



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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: April 14, 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. February 9 and 10, 2023 Regular Meeting

Supporting Information:

Minutes of February 9 and 10, 2023 Regular Meeting



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES MEETING
FEBRUARY 9 & 10**

1. CALL TO ORDER

Vice Chair Pettis called the Western Washington Board of Trustees to order in Old Main Room 340 at 3:00pm.

Board of Trustees:

Faith Pettis, Vice Chair
Sue Sharpe, Trustee
Chase Franklin, Trustee
Keara Ryan, Trustee
Chris Witherspoon, Trustee
Mo West, Trustee via Zoom
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
Melynda Huskey, Vice President for Enrollment and Student Services
Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity
Melissa Nelson, Assistant Attorney General
Becca Kenna-Schenk, Chief of Staff
Donna Gibbs, Vice President for University Relations & Marketing
Steve Card, Director of Athletics
Austin Cooper, Director of Faculty Relations
Robert Clark, Manager of Digital Video Services
Jeff Evans, Director of Athletics Communications
Geno Defa, Director of Human Resources
Rod Younker, Labor Relations Attorney
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

2. ATHLETICS AT WESTERN WASHINGTON UNIVERSITY

Melynda Huskey, Vice President of Enrollment and Student Services introduced Steve Card, Director of Athletics. Steve Card shared information on the various athletics programs and

demographics of student athletes. He also shared impressive statistics on the academic success of WWU's student athletes. He highlighted the success of having embedded mental health support. Athletics programs enrich campus life and increase student engagement by elevating the visibility of other University priorities through food drives, Black History Night, Hispanic Heritage recognition, and WWU Pride Nights. Steve Card outlined the Athletics budget, both revenue and expenditures.

Steve Card is retiring in March. The Board of Trustees recognized his 10 years as Athletics director and 33 years of service at WWU.

3. EXECUTIVE SESSION

At 4:30pm, Vice Chair Faith Pettis called an Executive Session for 45-minutes to discuss collective bargaining, as authorized by RCW 42.30.140(4)(a). The Board reconvened at 5:14pm. The Board took no action.

The Board adjourned for the day at 5:15pm.

4. CALL TO ORDER, APPROVAL OF MINUTES

Vice Chair Pettis called the Regular meeting of the Western Washington Board of Trustees to order in Old Main 340 at 9:01am.

Board of Trustees:

Faith Pettis, Vice Chair
Sue Sharpe, Trustee
Chase Franklin, Trustee
Chris Witherspoon, Trustee
Keara Ryan, Trustee
Mo West, Trustee via Zoom
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
Melynda Huskey, Vice President for Enrollment and Student Services
Jacqueline Hughes, Chief Diversity Officer and Executive Director for the Office of Equity
Melissa Nelson, Assistant Attorney General
Becca Kenna-Schenk, Chief of Staff
Donna Gibbs, Vice President for University Relations & Marketing
Jack Herring, Vice Provost for Undergraduate Education
Shelli Soto, Associate Vice President of Enrollment Management
Amy Kozak, Executive Director, Audit & Consulting Services
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

- a. Board of Trustees Regular Meeting, December 8-9, 2022
- b. Board of Trustees Special Meeting, January 5, 2023
- c. Board of Trustees Work Session, January 24, 2023

MOTION 02-01-2023

Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the minutes from December 8-9, 2022; January 5, 2023; and January 24, 2023.

The motion passed 7-0, with Trustee Ryan abstaining.

5. PUBLIC COMMENT

As per amended RCW 28B.35.110, the Board of Trustees provided time for public comment. There was no public comment.

6. BOARD CHAIR REPORT

Vice Chair Pettis reviewed the work session in Seattle on January 24. She also thanked Trustees for their participation at Regents & Trustees Day in Olympia on February 2. She congratulated Sabah Randhawa on receiving the CASE Leadership Award and thanked Trustees for their attendance at the celebration. Annie Byers, Administrative Assistant to the Board of Trustees and President's Office starts on February 13. Vice Chair Pettis also shared reflections on recent gun violence and police killings and thanked the President and Police Chief for their recent messages to the campus community.

RESOLUTION NO. 2023-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY HONORING WESTERN WASHINGTON UNIVERSITY'S WOMEN'S SOCCER TEAM

The Board of Trustees recognized the Women's Soccer NCAA Division II Champions from Western Washington University. They had a celebratory breakfast with the team and coaches and presented the team with the following Resolution:

WHEREAS, on December 3, 2022, the Western Washington University Women's Soccer Team captured the 2022 NCAA Division II National Championship; and

WHEREAS, they defeated West Chester University 2-1 in front of a sold-out crowd, capping off a historic season by the now two-time national champions; and

WHEREAS, the Vikings finished the season with an impressive 19-2-4 record, winning the GNAC Conference Championship Title, the GNAC Conference Tournament, and the West Regional Final on the road to the National Championship; and

WHEREAS, the Vikings had four players selected to the 2022 NCAA Division II Women's Soccer Championships All-Tournament Team, led by Most Outstanding Player *Estera Levinte*. Junior defender *Katie Watt*, senior midfielder *Tera Ziemer* and junior goalkeeper *Claire Henninger* were also selected to the all-tournament team; and

WHEREAS, *Tera Ziemer* was named the NCAA Division II Women's Soccer Player of the Year and *Tera Ziemer*, *Morgan Manalili* and *Estera Levinte* were all recognized as All-Americans, and *Tera Ziemer* and *Claire Henninger* were named Scholar All-Americans; and

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University officially recognizes the Western Washington university Women's Soccer Team for their outstanding accomplishments and extends to the team the Board's sincere congratulations on behalf of the entire University community.

MOTION 02-02-2023 Trustee Franklin made a motion to approve Resolution 2023-01 recognizing the 2022 NCAA Division II Women's Soccer Champions from Western Washington University.

The motion passed 8-0.

7. UNIVERSITY PRESIDENT REPORT

President Randhawa gave an update on Nora Selander's work in Olympia. He recently met with the presidents of other colleges in the area to discuss challenges and partnerships. He also met with the Bellingham school superintendent and the Mayor of Bellingham. Sabah gave an update on WWU's work toward repatriation of indigenous remains held by the University.

8. FACULTY SENATE REPORT

Lysa Rivera reported on the revised questions for course evaluations and reported that there is a good team receiving them and a proposal is expected to the Faculty Senate during Spring Quarter. She also commented on growing concern over Chat GPT and academic integrity. The Academic Coordinating Commission extended the temporary modality policy while a new policy is developed by the Provost.

9. ASSOCIATED STUDENTS REPORT

Sargun Handa reported that 50 students attended WWU Lobby Day and more are going to Olympia later this month. The AS Executive Committee is updating its governing documents and job descriptions. She mentioned student-led celebrations of Black History Month and shared the results of an Honors student survey. She also indicated student interest in a mascot change for the University.

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

Trustee Sue Sharpe, Committee Chair, reported on the January 20 FARM meeting. The Committee had an exit conference for the 2022 Accountability Audit, had a discussion about Information Security, heard an enrollment and budget update, and received background on the request for action related to exempting roles from the temporary/non-permanent classification.

11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West, Committee Chair, reported on the Academic Affairs and Student Success Committee (AASSC) meeting on January 31. The committee focused their time on student health & wellness and a review of the draft Year 6 Accreditation report to NWCCU.

DISCUSSION ITEMS

12. ACCREDITATION, YEAR 6 REPORT TO THE NORTHWEST COMMISSION OF COLLEGES AND UNIVERSITIES (NWCCU)

Jack Herring, Vice Provost for Undergraduate Education, gave background on federal oversight of colleges and universities through the Department of Education and accrediting bodies such as the Northwest Commission on Colleges and Universities (NWCCU). The NWCCU vision statement is to promote student success and close equity gaps. The accreditation process is a 7-year cycle that requires periodic reaffirmation through Annual and Interim reports. The Policy, Regulation, and Financial Review (PRFR) is due March 1 and is part of the groundwork for an Evaluation of Institutional Excellence that will happen during a visit in Spring 2024. Jack Herring asked for feedback from the draft report, particularly on the Governance section of the report.

At 10:36am, the Board of Trustees called for a short break. The meeting reconvened at 10:42am.

13. STRATEGIC ENROLLMENT MANAGEMENT STRUCTURE

Shelli Soto, Associate Vice President of Enrollment Management, presented the structure for Strategic Enrollment Management. President Randhawa is formulating a committee and is preparing the charge to the committee to provide input into the development of long-term enrollment plans for the institution and broad oversight to coordinating and advancing strategies to achieve those targets.

14. 2023 LEGISLATIVE SESSION UPDATE

Nora Selander, Director of Government Affairs, reported on bills she is tracking with impact to WWU, including bills related to our Peninsulas package, student basic needs and financial aid.

ACTION ITEMS

15. APPROVAL OF WINTER DEGREES

Brad Johnson, Provost and Executive Vice President, asked the Board of Trustees to approve the degrees earned.

MOTION 02-03-2023

Trustee Ryan moved, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements,

approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and graduate Dean, for Winter Quarter 2023, effective March 11, 2023.

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

16. RESOLUTION 2023-02: EXEMPTING SOME CLASSIFIED ROLES FROM THE TEMPORARY/NONPERMANENT CLASSIFICATION

Joyce Lopes, Vice President for Business and Financial Affairs, asked the Board of Trustees to approve an exemption for some classified staff roles from recent legislation regarding temporary and nonpermanent employees, per RCW 41.06.070(2)(b).

In 2018, House Bill 2669 removed “part-time” as exempt from state civil service law (RCW 41.06). This change forced a redefinition of “temporary” to cover more employees under state civil service law. The Office of Financial Management (OFM) State Human Resources division began rulemaking in 2018 and finalized rules in 2021.

Western, in accordance with the other Washington State 4-Year institutions, is requesting exemption for classification involving research activities, counseling of students, extension or continuing education activities, graphic arts, or publications activities requiring prescribed academic preparation or special training.

RESOLUTION NO. 2023-02 A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

EXEMPTING SOME CLASSIFIED STAFF ROLES FROM THE TEMPORARY/NONPERMANENT CLASSIFICATION

WHEREAS, the Washington State Legislature passed legislation, made effective on July 1, 2022, regarding classified temporary employees subject to Washington State civil service rules (WAC 357.04.045).

WHEREAS, the legislation limits the time and duration classified temporary employees may work for Western Washington University, specifically 1,050 hours or less in a 12-month period from the date of original date of hire or July 1, 2022, whichever is later.

WHEREAS, the legislation limits the employee to one appointment only with the same higher education employer.

WHEREAS, the governing board of each institution may exempt certain classifications from Chapter 41.06, RCW. These classifications involve research activities, counseling of students, extension or continuing education activities and graphic arts or publication activities requiring prescribed academic preparation or special training (RCW 41.06.070).

WHEREAS, it is recommended that Western Washington University exempt such classifications, as detailed in the attached proposal. These exemptions are permitted by RCW 41.06.070(2)(b).

NOW, THEREFORE BE IT RESOLVED by the Board of Trustees of Western Washington University that this Resolution is formally adopted.

MOTION 02-04-2023

Trustee West moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the exemption of some classified staff roles from recent legislation regarding temporary and nonpermanent employees, per RCW 41.06.070(2)(b). The passage of Resolution 2023-02 signifies the Board's action on this matter.

The motion passed 6-0 with Trustees Ryan and Meyer abstaining.

17. PUBLIC WORKS PROJECTS

Joyce Lopes presented construction contracts for approval by the Board of Trustees.

- a. Construction Contract for Multiple Buildings (MB) Security, Access Controls, and Fiber Upgrades, PW780

Motion 02-05-2023

Trustee Awad moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Dutton Electric Company, Inc., Lynnwood, WA, in the amount of \$1,208,500 (plus associated sales tax) for the construction contract for the construction of the access controls, security, and fiber upgrades in multiple academic buildings.

The motion passed 8-0.

- b. Construction Contract Amendment for Maximum Allowable Construction Cost (MACC) for Electrical Engineering & Computer Science (EECS - Kaiser Borsari Hall) Project, PW758

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

MOTION 02-06-2023

Trustee Witherspoon moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Mortenson, Seattle, WA, in the amount of **\$46,506,004** (plus associated sales tax) for **Amendment #6** MACC, for the Electrical

Engineering & Computer Science (EECS – Kaiser Borsari Hall) Project, PW758.

Trustee Franklin seconded. The motion passed 7-0, with Trustee Awad abstaining.

18. APPROVAL OF AUDIT PLAN

Amy Kozak, Executive Director, Audit & Consulting Services and Sue Sharpe, Chair of the FARM Committee presented the FY23 Audit Plan.

MOTION 02-07-2023

Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President and FARM Committee, approve the Fiscal Year 2023 Audit Plan.

The motion passed 8-0.

INFORMATION ITEMS

19. FY22 ACCOUNTABILITY AUDIT REPORT

Trustee Sue Sharpe, Chair of the Finance, Audit and Enterprise Risk Management Committee, reported that the FY22 Accountability Audit yielded no findings or recommendations: this is the best possible result. The areas of focus for the audit were: Bookstore, Human Resource and Payroll, Internal Audit, Open Public Meetings, and Financial Condition. This item was presented to the FARM Committee and accepted by the committee. The final report will be published on the State Auditor's website.

20. REPORTS

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

Vice Chair Pettis invited Trustees to raise questions or provide comments on the submitted reports.

21. TRUSTEE REMARKS

Trustee West thanked Elissa Hicks for her work to make Regents & Trustees Day a success and commended Shelli Soto on her work related to enrollment management.

22. DATES FOR NEXT REGULAR MEETING:

The next meeting of the Board of Trustees will be April 13-14, 2023

23. EXECUTIVE SESSION

Vice Chair Pettis called a 30-minute Executive Session at 12:01pm, as authorized by RCW 42.30.110(1)(i). The Board reconvened at 12:39pm. The Board took no action.

24. ADJOURNMENT

The meeting adjourned at 12:39pm.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: April 14, 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 7:45 – 7:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

TO: Members of the Board of Trustees
FROM: John M. Meyer, Chair, Board of Trustees
DATE: April 14, 2023
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair John M. Meyer 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: President Sabah Randhawa
DATE: April 14, 2023
SUBJECT: Reflections From Association of Governing Boards Conference on
Trusteeship
PURPOSE: Discussion Item

President Randhawa will provide his reflections from the AGB conference in San Diego, CA.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: April 14, 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

Lysa Rivera

April 3, 2023

Dear Trustees,

Thank you for this opportunity to share with you what Western's Faculty Senate has been up to since the last time we met in February. In keeping with the format of my previous reports, I offer a snapshot of the Senate's most robust and substantive issues over the past two month and a brief glimpse into what we have in store, so far anyway, for this quarter.

In our meeting on February 27, the Senate discussed at length the AS Bookstore's recent adoption of what is nationally known as "Inclusive Access," a textbook purchasing model that wraps the cost of digital course content into students' tuition and fees. Just before or on the first day of classes, this digital content is delivered to students, typically through a learning management system (such as Canvas or Blackboard). Faculty raised a few concerns about this sales model, including its "opt out" feature that requires students who are not interested in the digital course material to opt out of the program before being automatically billed for the material cost. Put simply, this model puts students at risk of paying for material they did not intend to use. Another more intellectual concern that arose relates to the proliferation of e-books more generally. Here, several faculty were concerned that Inclusive Access perpetuates what they see to be a disturbing shift towards the digitalization of books. During this meeting representatives from the AS Bookstore offered thoughtful and helpful responses to these concerns. They also made the good point that Inclusive Access can save students hundreds of dollars in course material costs as these digital books are significantly less expensive. The bookstore representatives emphasized that their top priorities are the educational experiences of the students, and they assured faculty that instructors have the final say on the titles of course content. Although faculty continue to have concerns about Inclusive Access and, more broadly, the monopolizing practices of major textbook publishers and this shift to the digital, I believe by and large that faculty found the discussion to be illuminating and helpful. It was also clear that moving forward faculty and the AS Bookstore welcomes more communication in Senate in the future, especially as the needs of our students and the delivery of course material continue to evolve

One issue that has taken up a fair amount of time in the Senate relates once again to course modalities. Earlier in the year, the Academic Coordinating Commission (ACC) reported to Senate that they were learning of some interest in what is known as "HyFlex" course design. Although HyFlex learning does not have a federal or state level definition, it is described by leading industry organizations as follows:

The hybrid flexible, or HyFlex, course format is an instructional approach that combines face-to-face (F2F) and online learning. Each class session and learning activity is offered in person, synchronously online, and asynchronously online. Students can decide—for each class or activity—how to participate. As Brian Beatty notes in *Hybrid-Flexible Course Design*, the result is ‘a student-directed, multi-modal learning experience.’¹

HyFlex is meant to provide maximum flexibility for students. Instructors who teach a HyFlex course must therefore make all three modalities available to all students. What’s more, because “[a]ll participants—irrespective of how they choose to join—must have equitable access to the learning resources, the instructor, and one another,” HyFlex instructors must invest a tremendous amount of time and preparation to develop an effective HyFlex courses. Accordingly, universities that participate in HyFlex learning must dedicate adequate resources to ensure that all students experience their HyFlex educations equally and equitably and that instructors receive the support they would conceivably need as well to deliver the courses effectively. The purpose of this meeting was not to discuss whether WWU should adopt a HyFlex model. Rather, the ACC has asked the Senate to agree on a single definition of HyFlex to ensure that, should discussion of HyFlex return, there is no vagueness or confusion around what it is and how it works.

The last major action item to report relates to budget concerns. As you might have anticipated, members of the Faculty Senate are deeply concerned with the proposed across-the-board, permanent 3% budget cuts. Faculty remain skeptical about the efficacy of such cuts as they pertain to the university’s largest division – Academic Affairs – which they believe to be fundamental to the goals and aspirations of the strategic mission. Several faculty have shared with me their concerns about how these proposed cuts could have unnecessarily harmful impacts on the university’s commitment to diversity, equity, and inclusion by limiting the quality and diversity of faculty we are able to recruit and hire. Faculty also worry that these cuts will disproportionately affect academic departments, whose operating budgets have remained stagnant for several years. All this said, there is also an awareness and belief in the Administration’s commitment to inclusive student success and remain hopeful that these cuts will be strategic as opposed to random and tactical as opposed to unplanned.

Looking ahead to Spring quarter, the Senate faces a number of new and continuing items and issues. These items include voting on a motion to revise the University’s policy on the Outstanding Graduate Award with an eye towards increasing selectivity practices to bring more prestige and rigor to the award and clarifying how these awards are distributed across departments. This quarter will also see the conclusion of the Senate ad hoc committee charged with revising the new course evaluation questions.

¹ Source: <https://library.educause.edu/-/media/files/library/2020/7/eli7173.pdf>

Given the enrollment forecasts the state has released recently, the Senate also looks forward to learning more about the Strategic Enrollment Management team's response to these forecasts. Finally, this quarter the Senate will begin initial planning for substantial updates to the Faculty Handbook. This important project will be led by my successor, Dr. Brandon Dupont and an ad hoc committee of both Senators and a UFWW representative.

I will conclude by sharing that I am going on compassionate leave starting April 4th to care for my mother. Senate President-elect, Dr. Brandon Dupont, will be joining you for the remainder of the quarter. I have thoroughly enjoyed sharing space with you during these Board of Trustees meetings. It is clear to me that you care deeply about the mission of this university. I appreciate the work that you do on our collective behalf.

With warmth,

Lysa Rivera

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Associated Students

DATE: April 14, 2023

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Sargun Handa will brief the Board of Trustees on recent activities of the Associated Students.

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

TO: Members of the Board of Trustees

FROM: Sue Sharpe, Trustee and Committee Chair of the Board Finance, Audit, and Enterprise Risk Management Committee

DATE: April 14, 2023

SUBJECT: **Board FARM Committee Report**

PURPOSE: Information Item

Purpose of Submittal:

Trustee Sharpe will report to members of the Board of Trustees and the University President and his staff topics related to the Board FARM Committee.

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

TO: Members of the Board of Trustees
FROM: Mo West, Chair, Board Academic Affairs and Student Success Committee
DATE: April 14, 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: Sabah Randhawa, President

DATE: April 14, 2023

SUBJECT: **Budget and Enrollment Planning**

PURPOSE: Discussion Item

Purpose of Submittal:

President Randhawa will provide an update to the Board of Trustees on enrollment and budget planning and answer any questions from the Board of Trustees.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 14, 2023

SUBJECT: 2023 Legislative Session Update

PURPOSE: Discussion Item

Purpose of Submittal:

For this agenda item, Nora Selander, Director of Government Relations, will provide a brief update on the 2023 Legislative Session and answer any questions the Trustees may have.

Background:

The 105-day, 2023 Legislative Session began on January 9th and is scheduled to end on April 23rd.

WWU's legislative priorities this session include:

- Compensation increases for WWU employees;
- New programs at WWU on the Peninsulas;
- First-year retention initiatives; and
- Capital construction support for campus infrastructure projects.

Legislative proposals WWU is supporting this session include (but are not limited to):

- HB1030 - Blanket approval for regional universities to offer applied doctorate degrees.
- SB 5079 - Changes the date by which tuition and operating fees are established (signed into law by Governor Inslee on March 30th).
- SB 5593 - Improving equity in the transfer of student data between K-12 schools and institutions of higher education.

The House and Senate have each released their budget proposals. Budget negotiations are underway, and a final budget deal is expected later this month. An overview of investments for WWU in each budget is available on the next page.

Operating budget

	Governor	House	Senate
Peninsulas	\$4,700,000	\$4,694,000	\$6,496,000
Retention and Success	\$2,800,000	\$2,812,000	\$1,577,000
Community Safety & Resilience	\$1,300,000	\$100,000	
IT Infrastructure Replacement	\$3,400,000	\$3,000,000	\$3,000,000
M&O Fund Shift	\$3,614,000	<i>Capital</i>	\$3,614,000
Total:	\$15,814,000	\$10,506,000	\$14,687,000

Compensation note: The Governor's budget and Senate budget each included support for 66% of a 4% general wage increase in FY24 and a 3% increase in FY 25. The House budget included support for 70% of those increases.

Capital budget

	Governor	House	Senate
Student Development Success Center	\$53,750,000	\$53,750,000	\$47,950,000
Minor Works - Preservation	\$9,340,000	\$4,888,000	\$8,775,000
Access Control Security Upgrades	\$8,475,000		\$8,475,000
Environmental Sciences Renovation	\$500,000		\$500,000
Classroom and Lab Upgrades	\$1,500,000		\$1,500,000
Minor Works - Program	\$3,000,000	\$3,000,000	\$2,500,000
Heating Conversion Project - Phase 1	\$10,000,000	\$10,000,000	\$10,000,000
Preventative Facility Maintenance	<i>Operating</i>	\$3,614,000	<i>Operating</i>
Total:	\$86,565,000	\$75,252,000	\$79,700,000

Better Together

The WWU Foundation and Alumni Association Merger



Background

Changes

- Kim O'Neill begins tenure as Vice President of University Advancement & CEO of the WWU Foundation & assumes role as Executive Director of the WWU Alumni Association
- President Sabah Randhawa charges division to double fundraising in 5 years
- Institutes "One Team Our Team" mantra for advancement team
- Shifts focus to alumni engagement rather than revenue generation activities for Alumni Association
- Centralizes fundraising and alumni efforts to support University-wide initiatives
- President Sabah Randhawa asks the boards to consider merits of merger

Most Compelling Reasons to Merge

1. Better alignment with the university mission and strategic goals
2. Deeper engagement of alumni and broader community
3. Long-term financial health of the organization

Benefits and Expected Outcomes

- Increased alumni engagement and philanthropic investment
- Increased organizational efficiency and effectiveness
- Improved alignment to support the University's mission & strategic plan
- More effective engagement, communication and solicitation of alumni, volunteers and donors
- Unified, consistent messaging and engagement of alumni and external constituents

Process

Timeline & What's Next?

Timeline

- March 2022
 - Steering committee formed
 - 3 representatives each from the Foundation, the Alumni Association and University Advancement
 - Trustee Chris Witherspoon (And former board member of foundation and alumni association)
 - Provosts Brent Carbajal and Brad Johnson
- April 2022
 - Consultant hired

Timeline Continued

- Series of meetings with steering committee and both boards
 - May – Steering Committee launches
 - August – LOI signed by EC's
 - September – Joint board meeting
 - December – Full boards vote to proceed
 - March 9
 - Alumni Association membership approves merger
 - Alumni Board of Directors Meeting – Vote to approve merger documents
 - March 10
 - Foundation Board of Directors Meeting – Vote to approve merger documents

What's Next?

- April – BOT consent to amend articles of incorporation
- May 19 & 20
 - Alumni and Foundation boards vote to approve officers & committee chairs
- June – Present revised MOU to BOT
- July 1 – New organization launches

The Foundation for WWU and Alumni

Name of New Organization

Mission

- Advance the mission and strategic goals of Western Washington University
- Deepen engagement of alumni and broader community
- Inspire philanthropy (time, talent and treasure), secure and steward private investments to provide the resources necessary in the pursuit of academic excellence and inclusive achievement at Western

*The new organization shall continue the work of both
the Foundation and the Alumni Association with a high degree of continuity*

Who does this new organization serve?

- Students
- Alumni (graduates and former students)
- Community members
- Friends of the university
- Donors and prospective donors
- Staff & Faculty

How does this organization serve alumni?

- Create and foster community
- Provide resources and experiences designed to bring alumni together
- Encourage lasting relationships between alumni and WWU
- Identify ways for alumni to stay involved with WWU

How can one get involved?

- Be a part of the alumni community
- Advocate for Western
- Encourage prospective students to attend Western
- Volunteer
- Engage with social media and share Western stories
- Attend an alumni activity/event
- Serve on an advisory board
- Engage in a class
- Mentor students
- Help a student find a meaningful internship

Already Better Together!

- Relaunch WE Connect – 2,942 total users (majority are alumni and students)
 - Users with a connection 25.6% (Benchmark goal of 20%)
 - Response rate: 52.2% (Benchmark goal of 70%)
- Virtual 5k/Walk –
 - Raised \$4,387 vs. \$2,178 in FY21 (101% increase)
 - Participants: 133 vs. 48 in FY21 (177% increase)
- Alumni events in partnership
 - Colleges/Departments: Theater, English, Geology, Athletics
 - Donor Relations: NYC Happy Hour, Western on the Peninsulas
 - Western Engaged Webinars: 86 webinars since July, 2022
- Relaunch Back2Bellingham
- Give Day
- Next: Corporate Chapters, Regional Chapters, Teacher Swag Campaign, Class Notes Campaign, Grow Western Advocates

Structure

The Foundation for WWU and Alumni

Officers

- Chair
- Vice Chair
- Secretary
- Treasurer
- Immediate Past Chair
- President and CEO (Ex-Officio)
- Vice President and CFO (Ex-Officio)

Committees and Charters

- Executive Committee
- Finance Committee
- Board Development and Governance Committee
- Strategic Initiatives Committee
- ADEI Committee
- Engagement Committee
- Philanthropy Committee
- Legislative Committee

Each committee shall have a charter document on file

Endowments & Assets

- ALL distributions from the Alumni Association Endowment will continue to be directed exclusively towards alumni activities—in perpetuity
- The assets of the Alumni Association shall be subject to donor-imposed gift restrictions and shall not be diverted from charitable purposes
- The endowment held by the Alumni Association will be managed by the Finance Committee, which will also manage the endowment and assets of the Foundation

Questions?



WESTERN WASHINGTON UNIVERSITY | MAKE WAVES.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Vice President Kim O'Neill, University Advancement

DATE: April 14, 2023

SUBJECT: Consent to Amend WWU Foundation Articles of Incorporation

PURPOSE: Action Item

Purpose of Submittal:

Consent to amendment of the WWU Foundation Articles of Incorporation and delegation to President.

Proposed Motions:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the resolution as presented to allow the Foundation to amend its Articles of Incorporation so that the merger of the WWU Foundation and the Alumni Association of WWU may proceed.

Supporting Information:

Written Consent of WWU to the Amendment of the Articles of Incorporation of WWU Foundation.

Source of Funding:

WWU Foundation
Alumni Association of WWU



RESOLUTION NO. 2023-03

CONSENT OF WESTERN WASHINGTON UNIVERSITY TO THE AMENDMENT OF THE ARTICLES OF INCORPORATION OF WESTERN WASHINGTON UNIVERSITY FOUNDATION

WHEREAS, Western Washington University (the “**University**”), an agency of the Washington state government, and the Western Washington University Foundation (the “**Foundation**”), a Washington nonprofit corporation that is recognized by the Internal Revenue Service as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and that is organized to support the purposes of the University, entered into an agreement in 1995, which was amended in 2010 and again in 2016 (the “**Agreement**”), which defines the terms of the relationship between the University and the Foundation;

WHEREAS, the Agreement says that the Foundation shall “[n]ot change its stated purpose for existence as set forth in Article IV of its Articles of Incorporation during the lifetime of this Agreement without first obtaining written consent from the University”;

WHEREAS, the Foundation desires to amend its purposes in Article IV of its Articles of Incorporation to reflect the merger of the Alumni Association of Western Washington University with and into the Foundation, which merger the University has determined to be in the University’s best interest; and

WHEREAS, the Board of Trustees of the University desires to consent to the amendment to the Foundation’s purposes in Article IV of its Articles of Incorporation and to delegate to the University President the authority to execute all documents necessary to effect such merger.

NOW, THEREFORE, the Board of Trustees of the University hereby consents to the amendment to the Foundation’s purposes in Article IV of its Articles of Incorporation and delegates to the University President the authority to execute all documents necessary to effect such merger.

Dated _____, 2023

ATTEST:

John M. Meyer, Chair

Faith Li Pettis, Vice Chair

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

TO: Members of the Board of Trustees

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

DATE: Friday, April 14

SUBJECT: **2023 Summer Session Tuition**

PURPOSE: Action Item

Purpose of Submittal:

It is the Board of Trustees responsibility to approve Summer Session 2023 tuition.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session tuition for 2023: specifically, that resident undergraduate and graduate tuition will rise to \$290 and \$369 per credit, respectively; and non-resident undergraduate and graduate tuition will increase to \$461 and \$540 per credit, respectively. Tuition rates for programs for the MBA program are estimated not to exceed the approved rates from the academic year: \$426 per credit for resident graduate and \$1,064 for non-resident. Student tuition will be charged on a per credit basis for Summer Session.

Points to Consider:

The proposed increases are necessary to cover increasing Summer Session operational costs, including salaries, benefits, and other expenses.

Washington Resident Undergraduate Tuition

If this motion is adopted, Summer Session tuition for resident undergraduates would increase by 3.6% to \$290 per credit. This population accounted for 86% of the Summer Session 2022 enrollment.

University of Washington will increase tuition by 0.8%. Washington State University will increase tuition by 2.4%. Eastern Washington University will not adjust tuition. Central Washington University will increase tuition by 2.4%. The Evergreen State College have not yet finalized their Summer Session 2023 tuition rates.

Washington Resident Graduate Tuition

If this motion is adopted, Summer Session tuition for resident graduates will increase by 3.7% to \$369 per credit, to keep pace with the rate that resident graduate students are paying during the prior academic year.

University of Washington will decrease tuition by 11.4%. Washington State University will increase tuition by 2.4%. Eastern Washington University will not adjust tuition. Central Washington University will increase tuition by 6.5%. The Evergreen State College have not yet finalized their Summer Session 2023 tuition rates.

Non-resident Undergraduate and Graduate Tuition

Washington's six public four-year institutions are divided in their respective approaches to establishing non-resident Summer Session tuition rates. Eastern Washington University and

Washington State University have adopted a single Summer Session tuition rate by student level. The University of Washington and Central Washington University offer differential resident and non-resident rates by student level. The Evergreen State College have not yet finalized their Summer Session 2023 tuition rates; however, have historically offered differential tuition rates.

The proposed motion continues Western’s practice of charging differential non-resident undergraduate and graduate tuition. If adopted, the tuition rate for non-resident undergraduates will increase to \$461 per credit (3.1%) and the tuition rate for non-resident graduates will rise to \$540 per credit (3.3%). These specific increases are necessary to maintain the previously established relationships between resident and non-resident tuition and between undergraduate and graduate tuition.

The proposed motion is consistent with the Board’s previous authorization of differential state-supported tuition during the academic year for the MBA program and will be banded between 10 and 18 credits. The tuition rate for resident graduate MBA will be \$426 per credit to 10 credits and \$1,064 for non-resident per credit to 10 credits. These figures are estimated not to exceed the approved tuition rates for the prior academic year in Summer Session.

Source of funds: Self-supporting Dedicated Revenue

Supporting Information:

Summer Session 2023 - Proposed (Ordered by Resident Undergraduate Rates)							
Undergraduate				Graduate			
Resident		Non-Resident		Resident		Non-Resident	
Institution	Tuition per credit	Institution	Tuition per credit	Institution	Tuition per credit	Institution	Tuition per credit
WSU ¹	\$ 563.35	WSU ¹	\$ 563.35	WSU ¹	\$ 646.25	WSU ¹	\$ 646.25
UW	\$ 444.00	UW	\$ 1,394.00	UW	\$ 879.00	UW	\$ 1,504.50
WWU	\$ 290.00	WWU	\$ 461.00	WWU	\$ 369.00	WWU	\$ 540.00
CWU	\$ 279.18	CWU	\$ 421.23	CWU	\$ 347.42	CWU	\$ 494.27
EWU	\$ 242.05	EWU	\$ 242.05	EWU	\$ 363.08	EWU	\$ 363.08
TESC ²	\$ 232.30	TESC ²	\$ 920.40	TESC ²	\$ 374.70	TESC ²	\$ 860.20

1 – WSU operates on the semester system

2 – 2023 rates to be determined; 2022 rates provided

Summer Session 2022 (Ordered by Resident Undergraduate Rates)							
Undergraduate				Graduate			
Resident		Non-Resident		Resident		Non-Resident	
Institution	Tuition per credit	Institution	Tuition per credit	Institution	Tuition per credit	Institution	Tuition per credit
WSU ¹	\$ 550.00	WSU ¹	\$ 550.00	WSU ¹	\$ 631.00	WSU ¹	\$ 631.00
UW	\$ 440.50	UW	\$ 1,367.00	UW	\$ 992.50	UW	\$ 1,701.50
WWU	\$ 280.00	WWU	\$ 447.00	WWU	\$ 356.00	WWU	\$ 523.00
CWU	\$ 272.64	CWU	\$ 408.96	CWU	\$ 326.12	CWU	\$ 479.87
EWU	\$ 242.05	EWU	\$ 242.05	EWU	\$ 363.08	EWU	\$ 363.08
TESC	\$ 232.30	TESC	\$ 920.40	TESC	\$ 374.70	TESC	\$ 860.20

1 – WSU operates on the semester system

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 14, 2023

SUBJECT: Delegation of Authority to Amend the Construction Contract for Tenant Improvements for Electrical Engineering and Computer Science (Kaiser Borsari Hall) Project, PW758

PURPOSE: Action Item

Purpose of Submittal:

Delegate the authority to the President to amend the construction contract for tenant improvements for the Electrical Engineering and Computer Science (Kaiser Borsari Hall) Project.

Proposed Motions:

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 construction contract amendment #7 (Tenant Improvements) of \$1,205,496 (and associated sales tax) and execute documents for the tenant improvements of four labs for the Electrical Engineering and Computer Science (Kaiser Borsari Hall) Project.

Supporting Information:

The Electrical Engineering and Computer Science (Kaiser Borsari Hall) Project is using the alternative delivery method of General Contractor/Construction Manager (GC/CM) as allowed under RCW 39.10.340. RCW 39.10.370 allows for a Public Body to authorize the GC/CM to proceed with the bidding and award of construction bid packages before the receipt of complete project plans and specifications. This amendment will authorize the contractor to perform tenant improvements of four lab spaces. The scope within this amendment was originally designed as additive alternates due to budget concerns with the project. The WWU Capital Budget Office requested Capital Community Assistance Account funding from the State for the tenant improvements. That funding is pending legislation. This funding was included in both the Senate and House proposed capital budgets. The contract amendment will not be executed until funding is provided in the signed 2023-25 Capital Budget.

Amendment #7 will provide tenant improvements for rooms 303, 305, 311 and 322. The following scope is included: metal studs and drywall, finish carpentry and casework, lab casework, painting, flooring, ceiling, misc. specialties, and complete mechanical and electrical. The amendment will also include Negotiated Support Services, Risk Contingency, and GC/CM fee. The following is a breakdown of the contract amendment:

Direct Construction Costs	\$ 1,060,605
Negotiated Support Services	\$ 84,848
Risk Contingency	\$ 21,212
General Conditions	\$ 0
GC/CM Fee	\$ 38,831
TOTAL	\$ 1,205,496

Amendment #	BOT Date	BOT Action	Amendment Description	\$ Amount
1	4/22/2022	Awarded	Remote Parking Lot	\$699,569
2	6/10/2022	Awarded	Mass Timber	\$2,700,354
3	N/A	N/A	Long Lead Release* *Amendment #3 original commitment amount \$369,102. However, only \$262,197 was required for authorization resulting in a \$106,905 deductive change order.	\$262,197
4	10/14/2022	Awarded	BIM Modeling	\$592,862
5	11/17/2022	Awarded	Fire Protection	\$552,599
6	2/10/23	Awarded	Demolition, Earthwork/Utilities, Structures, Metal Studs and Drywall, Wall Panels, Glass and Glazing, Roofing and Sheet Metal, Finish Carpentry and Casework, Lab Casework, Door, Frames and Hardware, Painting, Flooring, Ceiling, Elevator, Asphalt Paving and Markings, Site Concrete-Flatwork, Landscape and Irrigation, Misc. Specialties, Window Treatments, Signage, Aggregate Piers, Structural Concrete, Complete MCCM and Complete ECCM	\$46,506,004
7	4/14/2023	Award	Metal Studs and Drywall, Finish Carpentry and Casework, Lab Casework, Painting, Flooring, Ceiling, Misc. Specialties, Complete MCCM and Complete ECCM	\$1,205,496
			Total	\$52,519,081

Total Construction	\$52,519,081
Authorized Change Orders (to date)	\$ 57,006
Pre-Construction	\$ 915,058
<u>Sales Tax</u>	<u>\$ 4,707,221</u>
Total GCCM Contract	\$58,198,366

The Diverse Business Enterprises participation remains the same.

Funding for this scope of work is predicated on receiving \$1,863,000 from the Capital Community Assistance Account in the 2023-25 Capital Budget. The \$1.863 million will cover the Construction Cost of the tenant improvements (\$1,205,496) and associated sales tax (\$106,084), related Furniture and Equipment (\$414,108) and associated sales tax (\$36,442), Owners Contingency (\$67,870), and additional soft costs (\$33,000).

The total budget for the project is \$75,473,000, including \$1,863,000 from the Capital Community Assistance Account.

Source of Funding:

- State Appropriations – Bonds
- State Appropriations – Local
- State Appropriations – Capital Community Assistance Account
- WWU Institutional Parking Funds
- Private Donations

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 14, 2023

SUBJECT: **Delegation of Authority to Award the Construction Contract for
the Fairhaven Recording Studio, PW781**

PURPOSE: Action Item

Purpose of Submittal:

To delegate the authority to award a construction contract for the Fairhaven Recording Studio, PW781. Construction to start June 12, 2023.

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 construction contract not to exceed \$925,000 (and associated sales tax) and execute documents for the construction of the Fairhaven Recording Studio, PW781.

Supporting Information:

This project will renovate/remodel a suite on level 1 of the Fairhaven Academic Building and create a recording studio, to be named Salish Sea Studio. The scope of work includes renovating the adjacent main lobby for installation of new mechanical and electrical systems to serve and support the studio. The program consists of the main recording studio, a voice recording studio, the control room, and a small lounge connecting these three spaces.

The total budget for the project is \$1,290,000. The bid opening date is currently scheduled for May 4, 2023. The target Substantial Completion date is October 20, 2023. To meet the targeted Substantial Completion date, a contract with the construction firm must be executed no later than late May to allow enough time for mobilization and the procurement of long lead items. This precludes our ability to wait until the June Board of Trustees meeting for action on the contract.

Source of Funding:

Donor-funded through Western Washington University Foundation

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 14, 2023

SUBJECT: **Construction Contract for Fairhaven Stacks (FX) Hydronic Pipe and Valve Replacements, PW803**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Fairhaven Stacks Hydronic Pipe and Valve Replacements, PW803. Award of the construction contract will follow Board of Trustees action. On-site construction is projected to start in June 2023 and be substantially complete in August 2023.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to CDK Construction Services Inc. of Duvall, Washington, in the amount of \$962,300 (plus associated sales tax) for the construction contract to replace failing water-based heating (hydronics) pipes and valves in several stacks in the Fairhaven complex.

Supporting Information:

The existing 50-year-old hydronic piping located below the slabs in Fairhaven Stacks 1, 3, 6, 7, 8, and 9 have passed their useful life and are at risk of failing. If they fail, Western will be unable to provide heat in the affected facilities. This has occurred already in two of the dorm buildings in the Fairhaven complex. Stack 5 required repair during the summer of 2020 and was successfully reoccupied. Stack 4 failed during the 2023 Winter Quarter while school was in session resulting in students moving to another dorm.

This project will replace below slab piping with modern materials to ensure building heat is provided throughout the Fairhaven stacks. Additionally, two add alternatives have been accepted to replace baseboard heating valves to ensure that heating is balanced throughout the stacks.

This project was advertised for competitive bidding on February 28, 2023, with the bid opening held March 21, 2023. The bid included the base bid plus two alternates, with one bid received by the University (see below bid summary). Based on budget and necessity of the work, the base bid and both alternates are included in this action. Facilities Development and Operations prepared the plans and specifications for this project.

Advertisement for bids included language promoting MWBE participation, and Western staff performed outreach to promote this project to MWBE certified firms. Unfortunately, there are very few certified MWBE plumbing contractors with the experience and capacity to complete the work in the compressed summer schedule. The responsible low bidder did not indicate any MWBE participation on their bid.

BID SUMMARY	
PROJECT: PW803 - FX Hydronic Pipe and Valve Replacements	
DATE OF OPENING: March 21, 2023	
Bidder Name:	CDK Construction
Base Bid:	\$814,000
Additive Alternate 01: Replace Baseboard Valve Bonnet Assemblies in Stacks 1-7	\$85,000
Additive Alternate 02: Replace Baseboard Valve Bonnet Assemblies in Stacks 8-12	\$63,300
MWBE Participation	0.00%
Sub-Total (Base Bid plus Alternates):	\$962,300
Sales Tax (8.8%):	\$84,682
Total:	\$1,046,982

Selected Bidder, Scope of Work Awarding

The total budget for the project is \$1,125,000. University Residences has approved funding for this project.

Source of Funding:

University Residences Funds

**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: April 14, 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 2023-2024.

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 2023-2024 proposed rates call for:

- 1). 4.73% increase in the base residence hall room and board rates.
- 2). 6.00 % increase in Birnam Wood apartment rental rates.

Introduction:

The attached rate increase, budget, and supporting documentation represent recommendations for FY2023-24 for the Housing & Dining System [the System] which consists of University Residences, and facilities and operations components of the Viking Union. This budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and enables the System to continue its 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:

In FY2022-23 occupancy in near pre-pandemic levels, kept a minimum of spaces offline for quarantine and isolation, and needed repairs. Strong occupancy demand during 2022-23 means the System can replenish some of its reserves going into 2023-24. For Fall 2023 housing anticipates opening at 99% capacity, leaving some bed spaces open for room transfers to address mental health and interpersonal management concerns and maintenance work. Operational plans for Fiscal 2024 are designed to move the System forward on elements of the long-term plans delayed by the pandemic. For FY2024, emphasis is placed on maintaining affordability, safety, and access. With dining rates increasing 4%, room increases are proposed to increase between 4.75% - 5% to maintain an aggregate average increase of 4.73%.

Birnam Wood apartments are proposed to increase 6%. With the increase, the monthly rate for Birnam Wood will go from \$508 to \$538 per month. Even with the \$38 per month increase, Birnam Wood is still significantly lower than other off-campus apartments in the area, which are approximately \$950mo, not including utilities, based on a January 2023 survey.

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. During FY2022 - 2023 inflation rates continued to increase for the second year in a row. Once again, the increase in inflation was 8.8%. Food prices increased 11.3% while food away from home (restaurant dining) increased 15%. University Residences leadership continues to seek opportunities for cost reductions and efficiency. For FY2024 staffing levels continued at less than 100% since the pandemic.

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. Due to the COVID-19 pandemic and the effects on the system's financial health, capital renovations as recommended in the Ayers Saint Gross (ASG)/Jones Lang LaSalle (JLL) study were slowed. The long-term plan includes necessary upgrades to plumbing, exterior envelope (e.g., roofs and windows in several buildings), and assessing/addressing safety, security, and accessibility issues. In FY22, the development plan was reviewed and adjusted based on current building conditions and the economic impact of COVID. A revised plan was presented to the FARM committee in May 2022.

Debt Service: Debt service payments resumed in FY2023 after a much-needed relief in FY2021 and FY2022 when the payments were deferred to the pandemic. The deferral of the payments for two years resulted in slightly higher annual payments for the remaining 10-year term of the outstanding bonds beginning FY2023.

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

(Report begins on the next page)

WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2023-2024 PROPOSED RATES

Information shared with Student Leadership

February 15, 2023

Introduction

The attached rate increase, budget, and supporting material represent recommendations for FY2023-24 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 to begin recovery from the FY2020 and 2021 financial disruptions as needed capital investments loom. A major influence for planning came from expectations outlined in the Principles for the Housing & Dining System and the plans outlined in the ASG/JLL Housing & Dining System Development Assessment, which received staff and student input. 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 surveys, regular evening meetings of "Dessert with the Director," Resident Hall Association, and Associated Students, along with direct input from individual students. 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 99% operating occupancy assigning most rooms at designed capacity. Some rooms will remain offline for critical or emergent use as needed. The System plans to offer housing to 1,200 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 4.73%.

- Impact of the **base rate** Increase: Residence Halls (Room & Board): At a 4.32% increase, a base tier triple room with 125 Meal Plan increases \$67/month or \$595 for the academic year.
- Meal Plan increase proposed is 6.0%
- Birnam Wood (shared Room): a 6.0% increase equates to an increase of \$30/month or \$274 for the academic year.

Proposed Revenue & Expenditure Details:

The following comments and figures pertaining to 2023-24 are in comparison to the 2022-23 proposed budget and rates presented at the April 2022 Board of Trustees meeting (see included pro-forma statement). Importantly, FY2024 projected revenue and expenditures reflect University Residences operating at 99% of operating capacity, similar to FY2023 which makes a meaningful direct comparison with the FY2023 projection.

Revenue Highlights and Assumptions

- Overall, the System's budgeted operating revenue increased by \$24,000 or .04% over FY2023's proposed budgeted revenue. This is primarily due to a potential decrease in dining commissions if Western selects a new dining contractor.
- At this writing, firm enrollment projections are unavailable, but early indicators point to full occupancy for Fall in University Residences.
- Currently WWU is reviewing bids for a new dining contract. The outcome could potentially increase commission revenue for the university.
- Summer conferences and sports camps will be held in 2023, but not at the level they were pre-pandemic.
- Although the Non-Academic Building Fee is increasing by \$2.00, reduced enrollment for FY2024 is anticipated, causing a projected decrease of 2.86%

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to increase \$2.3 million or 5.8%. This is primarily due to salary increases and inflation.
- Wages and Benefits increase \$649,000 or 7.5% due to University Residences and Viking Union filling in vacancies, and salary increases.
- Food service expense increases 2.5% or \$427,000 due to a combination of a 4.0% resident dining rate increase and an increase in meal plan subscribers for FY2024.
- Utilities: Taken together the various utility expenditures are expected to increase by 412,568 or 14% due to increase utility rates.
- Maintenance and repairs increased \$183,756 or 4.8%. An anticipated increase in shop recharge rates and an increase in supplies and materials are factored into the increase. Maintenance deferred in FY2023 due to supply chain issues and labor shortages will resume in FY2024.
- Insurance premiums for FY2023 increased 31% or roughly \$190,000 from previous years.
- An increase in the Administrative Assessment Fee (ASA) is primarily due to an increase in revenue. ASA rates for FY23 were 5.775%. The rate remains the same for FY24.
- Student Services Support and Service Agreements are made up of Custodial Services, ATUS Support and Green Coat Patrols. For FY2024 the cost is estimated to increase by 40% or \$945,000 primarily due to salary increases and additional support from ATUS and EIS.
- Other Expenses include printing, copying, laundry, travel, and other miscellaneous expenses. These costs will decrease 18.8% or \$252,414 in support of university budget cuts, such as eliminating travel for FY2024.

Non-Operating Expenditures Highlights and Assumptions

- Allocations for major repairs and minor renovations decreased by \$2.7 million or 33% for new projects. With labor shortages and supply chain issues in FY2023, work delayed in FY2023 will be completed in FY2024. FY2023 projects included access control enhancements, network upgrades to comply with IT security requirements, and some building infrastructure repairs in Birnam Wood.
- No reserve funds were used in FY2023 (as of this writing) to replenish operating accounts.
- Overall, budgeted non-Operating expenditures and transfers decreased by \$2.2 million or 12.7%.

WESTERN WASHINGTON UNIVERSITY – HOUSING & DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2022 & 2023

		DRAFT (1) BUDGET 2022-2023	DRAFT BUDGET 2023-2024 <i>As of 03/27/23</i>	% Change	DIFFERENCE BUDGET \$
REVENUES					
Room & Board Plans	(2)	\$ 50,084,111	\$50,831,019	1.49%	\$746,908
R&B Fees and Penalties	(3)	208,000	246,000	18.27%	38,000
Investment Income		53,000	100,000	88.68%	47,000
Housing Rentals		170,520	178,193	4.50%	7,673
Conferences	(4)	165,769	276,225	66.63%	110,456
Commissions	(5)	1,908,000	1,008,000	-47.17%	(900,000)
Viking Union Program & Services		615,055	716,770	16.54%	101,715
S&A Fee Distribution	(6)	1,186,516	1,224,500	3.20%	37,984
VU & Multicultural Center Bldg Fee	(6)	3,150,313	3,060,200	-2.86%	(90,113)
Other Revenues		75,000	0		(75,000)
Total Operating Revenues		\$ 57,616,284	\$57,640,907	0.04%	\$24,623
OPERATING EXPENDITURES					
Salaries & Benefits	(7)	8,669,257	9,318,904	7.49%	\$649,647
Food Service	(8)	16,813,049	17,240,436	2.54%	427,387
Utilities	(9)	2,948,189	3,360,757	13.99%	412,568
Maintenance & Repairs	(10)	3,813,715	3,997,471	4.82%	183,756
Operating Supplies		331,590	378,491	14.14%	46,901
Equipment		389,750	218,650	-43.90%	(171,100)
Insurance	(11)	808,500	962,000	18.99%	153,500
Administrative Services Assessment (ASA)	(12)	2,232,787	2,148,458	-3.78%	(84,329)
Student Services Support & Service Agreements		2,323,365	3,268,372	40.67%	945,007
Other	(13)	1,339,846	1,087,432	-18.84%	(252,414)
Total Expenditures		\$ 39,670,048	\$ 41,980,971	5.83%	\$ 2,310,923
NON-OPERATING EXPENDITURES/TRANSFERS					
Bond Debt Service	(14)	\$ 9,826,159	\$ 9,740,634		\$(85,525)
R&R Minor Caps & Public Works		8,304,000	5,535,926	-33.33%	(2,768,074)
Other Transfers			383,376		383,376
Capital Plan Projects. Expensed		(183,923)		-100.00%	183,923
Total Non-Operating Expenditures		\$ 17,946,236	\$ 15,659,936	-12.74%	(2,286,300)
Total Expenditures		\$ 57,616,284	\$ 57,640,907		
EXCESS (DEFICIT) OF REV OVER EXP					
		\$ -	\$ -		\$ -

FOOTNOTES TO THE ATTACHED 2022-2023 HOUSING & DINING SYSTEM PROPOSED BUDGET.

- The 2023-2024 Budget, middle column is shown to compare with the FY 2022-2023 proposed budget presented to the BOT at the April 2022 Trustee meeting. After the meeting, it was
- (1) determined two stacks 4 and 5 in Fairhaven would remain offline due to much-needed maintenance. Due to the high demand, stack 4 was opened. FY23 assumes some spaces will remain offline for repairs and maintenance.
 - (2) Room & Board rate increase is proposed at a 4.73% aggregate rate. System housing capacity is expected to be near full for FY2024, while leaving enough space available for emergency repairs due to aging infrastructure.
 - (3) Fees and Penalties increased by 18% partially due to the change in the contract breakage fee structure.
 - (4) Summer Conferences resume for FY2023, but not at the pre-COVID level.
 - (5) The commission amount for FY24 will depend on the dining contractor. As of this writing, the selection process is underway. Commission amounts proposed range from \$1M to \$2M annually.
 - (6) Viking Union revenue is a preliminary estimate based on enrollment projections for the S&A Fee, Viking Union and Multicultural Center Building Fee. For FY2024 the non-academic building fee will increase \$2.00 per student.
 - (7) For FY2024, wage increases incorporate COLA increases, minimum wage increases, and filling vacancies not previously filled due to the COVID pandemic.
 - (8) The Food Service expense category includes residential dining, catering, conference dining and departmental food costs. Residential dining rate increase shown at 4.0% increase.
 - (9) Utility increase is due to a 20%-40% increase in utility rates from FY22 to FY23.
 - (10) Maintenance and repairs were curtailed for FY2023, mainly due to supply chain and labor issues. Much-needed repairs will be completed in FY2024. An increase in the maintenance budget reflects this.
 - (11) Insurance premiums increased 20% in FY2023.
 - (12) An increase in Administrative Assessment Fee (ASA) is primarily due to an increase in revenue. ASA rates for FY23 were 5.775%. This is expected to remain the same in FY2024. A new ASA structure is currently under review.
 - (13) Other Expenditures - This category includes expenditures for: Student Activities, audit, consultants, training, travel, printing, copying, laundry, and other miscellaneous.
 - (14) Re-payment of debt services resumed in 2023.

WASHINGTON PUBLIC UNIVERSITIES
(with more than 1,500 on-campus beds)

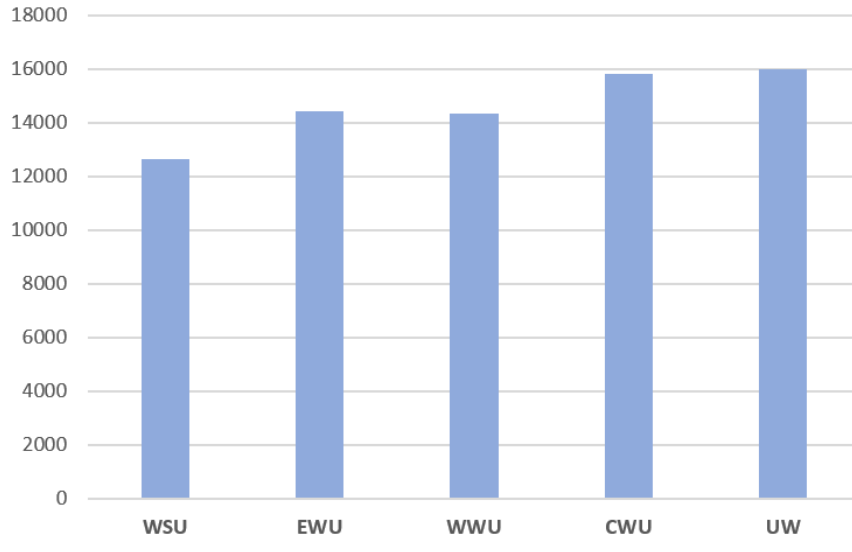
RESIDENCE HALL ROOM & BOARD PLAN COSTS

FY2024 (as of 3/26/23)

Weighted Average Double Room Cost with Best-as-Possible Meal Plan Comparison:

	WSU	EWU	WWU	CWU	UW
	Level 2	Gold	125 Block	"Large"	"Level 4"
On-Campus Capacity	6,296	1,971	4,372	3,210	10,101
Residence Hall Room Pricing Model	New/Renovated rooms priced higher	New/Renovated rooms priced higher	Differential Priced by amenities	New/Renovated rooms priced higher	New/Renovated rooms priced higher
Live on Requirement?	First-year students	First-year students	None	First-year students	None
Type of Meal Plan	Declining Balance	Meals & Points	Meals & Points	Declining Balance	Declining Balance
Elements of the Meal Plan	Equivalent to approx. 14 meals/wk.	Equivalent to 2 to 3 meals per day	Approx. 12+ meals/wk. + \$668 Points	Equivalent to approx. 14 meals/wk.	Equivalent to 13-15 meals/per wk.
Weighted Cost of a Double Room & Meals	\$12,630	\$14,440	\$14,342	\$15,816	\$16,006
Rate of Increase Over 2022-23	Proposed N/A	Proposed 4.89%	Proposed 4.73%	Proposed 6.0%	Approved 5.0%

FY2024 Rate Comparison



WESTERN WASHINGTON UNIVERSITY – HISTORICAL DATA

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN	% OF CHANGE
2013-14	\$9,290	3.00%
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%
10-Year Average Percentage Change		4.21%

The 4.73 % base increase is applied to all rooms. The room & meal plan rate shown here is the weighted average rate of all double room types, which incorporates the additional two-tier increases. The average room increase was 5%. Meal plans increase for FY2024 is 4.0%.

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2023-2024

	2022- 23% Actual	2023-24 Proposed	2023-24 Rate of Change
Room & Board Plans: Academic Year			
Double Room with 125 meal plan - Level 1 or Value Rooms	\$13,747	\$14,342	4.3%
Double Room with 125 meal plan - Level 2 or Standard Rooms	\$14,232	\$14,895	4.7%
Double Room with 125 meal plan - Level 3 or Premium Rooms	\$15,104	\$15,811	4.7%
Triple Room with 125 meal plan - Level 1 or Value Rooms	\$11,570	\$12,067	4.3%
Triple Room with 125 meal plan - Level 2 or Standard Rooms	\$11,905	\$12,452	4.6%
Triple Room with 125 meal plan - Level 3 or Premium Rooms	\$12,693	\$13,279	4.6%
Birnam Wood Apartment Rents: Academic Year			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$508	\$538	6.0%

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

TO: Members of the Board of Trustees

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

DATE: April 14, 2023

SUBJECT: APPROVAL OF POL-U2100.04, FACULTY POLICY ON COMPENSATED PROFESSIONAL ACTIVITIES

PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for the policy POL-U2100.04 Faculty Policy on Compensated Professional Activities as prescribed under recently amended RCW 42.52.220 Universities and state board for community and technical colleges - Administrative processes. A copy of the policy will be provided by the University to the Washington State Executive Ethics Board (EEB) upon approval.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the policy POL-U2100.04 Faculty Policy on Compensated Professional Activities.

Points to Consider:

- This policy was developed in response to Senate Bill 5854 “Concerning the ethical performance of faculty duties” which passed into law on June 9, 2022. The law revised the Ethics in Public Service Act (Ethics Act) to reconcile the Ethics Act with the fact that faculty (including research employees) are expected to produce, publish, disseminate research and scholarship, and engage in creative activities as part of their official University employment duties. These employment activities, which involve the use of University resources, may result in compensation beyond the University for resulting patents and copyrights. Before the law was passed, such activities were in violation of the Ethics Act placing faculty at risk of sanctions imposed by the EEB.
- This policy was developed in accordance with the University’s policy development process, which provides for participation of those who have relevant expertise (including faculty), and for solicitation and consideration of stakeholder and constituent perspectives, including academic leadership. Upon final approval by the University Policy and Rules Review Group, the President signed the policy.

Supporting Information:

- Attached is Senate Bill 5854 Session Law for further reference.



UNIVERSITY POLICY & RULES REVIEW GROUP APPROVAL OF POLICY

Policy: POL- U2100.04 Faculty Policy on Compensated Professional Activities

Responsible Officer: Brad Johnson, Provost, and Executive VP for Academic Affairs

Document History:

Policy Impact Statement Approval Date: June 6, 2022

30-Day Comment Period (dates): January 26- February 25, 2023

UPRRG Recommends Approval to President: March 28, 2023

Stakeholders that reviewed document:

Academic Affairs leadership (Provost, Associate Vice President, Vice Provosts and Deans); Human Resources leadership; Risk Enterprise and Resilience leadership including Director of Risk Management, Compliance Officer and Ethics Advisor; State Committee of Higher Ed. Ethics Advisors

Effective Date:

APPROVAL:

Sabah Randhawa
Sabah Randhawa, President
Western Washington University

3-29-23
Date

Responsible Officer will provide notice of approval to the following:

- Affected employees and departments
- Western Today

Original filed in President's Office

_____ Date

Published on University Policy Web Site:

_____ Date

POLICY

Effective Date:

Approved By: President Sabah Randhawa

Authority: [RCW 42.52](#); [WAC 292-110-010](#)

See Also:	POL-U1500.08 POL-U4520.03 POL-U4520.06 POL-U5400.17 POL-U5400.18 POL-U5400.20	Using University Resources Patent and Copyright Policy Reporting Financial Conflict of Interest by Public -Health Funded Investigators Professional Staff Policy on Consulting and Other Outside Compensated Activities Faculty Policy on Consulting and Other Compensated Professional Activities Financial Disclosure Policy for Externally Funded Projects
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POL-U2100.04

FACULTY POLICY ON COMPENSATED PROFESSIONAL ACTIVITIES

This policy applies to all University faculty members and research employees with research, creative activity, and publication as a central part of their official University duties.

This policy does not apply to use of University resources by a faculty member or research employee engaged in outside work as described in POL-U5400.18 Faculty Policy on Outside Work Including Consulting.

Definitions:

Compensated Professional Activity:

An activity performed by University faculty members or research employees who are expected to produce, publish, and disseminate research and scholarship, or engage in creative activities, as described in, and as part of, their official University duties.

Department Heads:

Academic department chairs and deans, directors of academic units, and others who have direct oversight responsibility for compensated professional activities by faculty members and research employees within their areas.

Faculty (or Faculty Member):

A University employee who holds a faculty position as described in the Collective Bargaining Agreement between Western Washington University and United Faculty of Western Washington.

POLICY

Official University Duties:

An employee's duties or job description within the specific scope of employment defined by the University, collective bargaining agreement, contract, statute, or state Constitution.

Outside Work:

A faculty member providing professional expert advice related to their scholarly, technological, scientific, and creative expertise to outside entities or individuals, including any other outside work, consulting, or self-employment activity performed by a faculty member, whether compensated or not, which is entirely outside of their official University duties.

Research Employee:

A University employee who holds a faculty position as defined above and who is expected to engage in research, technology transfer, approved consulting activities related to research and technology transfer, or other incidental activities, as described in their official University duties.

1. University Allows Compensated Professional Activities for Performance of Official University Duties

The Washington Legislature enacted 2022 Wash. Laws Ch. 173 ("Higher Education Faculty – Ethics") which amended the state ethics laws, in particular RCW 42.52.010, RCW 42.52.200, 42.52.220, and 42.52.360. As amended, the law allows the University to permit compensated professional activities by faculty members or research employees while using University resources when those activities are a central part of their official University duties. Such use of University resources does not undermine public trust and confidence, is often deemed valuable by a variety of communities beyond the University, inspires the professional development of faculty members or research employees, and will advance the mission and strategic plan of the University.

A faculty member or research employee may be compensated beyond the University for compensated professional activities performed as part of their official University duties in compliance with applicable University policies (including this policy).

2. Governance of Compensated Professional Activities

As part of their official University duties, compensated professional activities by faculty members or research employees are governed by the Faculty Collective Bargaining Agreement and Faculty Handbook, and applicable University policies (including this policy), RCW 42.52 Ethics in Public Service and WAC 292-110-010 Use of State Resources.

Consistency and clarity between these governing resources supports faculty members' and research employees' responsibility for compliance as described in Section 3 below.

3. Faculty Members and Research Employees are Responsible for Compliance

Faculty members and research employees engaged in compensated professional activities are responsible for compliance with the Faculty Collective Bargaining Agreement and Faculty

POLICY

Handbook, and applicable University policies (including this policy), RCW 42.52 Ethics in Public Service and WAC 292-110-010 Use of State Resources.

4. Acceptable Use of University Resources

With respect to RCW 42.52.360(2)(c)(ii), acceptable levels of use of University resources by faculty and research employees engaged in compensated professional activities include:

- a. Faculty may use University resources to produce, publish, and disseminate research and scholarship, or engage in creative activities, as described in their official University duties.
- b. Research employees may use University resources to engage in research, technology transfer, approved consulting activities related to research and technology transfer, or other incidental activities, as described in their official University duties.
- c. Both faculty and research employees may use University resources such as, but not limited to, email, databases, other library resources, consumables, etc., to disseminate their compensated professional activities. Use of University resources for this purpose is beneficial to the University and the state.

Exception: This section does not apply to use of University resources by a faculty member or research employee engaged in outside work as defined above. See POL-U5400.18 Faculty Policy on Outside Work Including Consulting, POL-U5400.17 Professional Staff Policy on Consulting and Other Outside Compensated Professional Activities, and POL-U1500.08 Using University Resources.

5. University Ethics Advisor Available for Consultation

Department heads, faculty members, and research employees may consult with the University Ethics Advisor to help ensure compliance with this policy and state ethics laws.

6. State Executive Ethics Board Enforces Ethics Laws

The Executive Ethics Board is responsible for enforcing the state ethics laws, in particular, RCW 42.52 Ethics in Public Service and WAC 292-110-010 Use of State Resources, with respect to the compensated professional activities of faculty and research employees.

CERTIFICATION OF ENROLLMENT

SENATE BILL 5854

Chapter 173, Laws of 2022

67th Legislature
2022 Regular Session

HIGHER EDUCATION FACULTY—ETHICS

EFFECTIVE DATE: June 9, 2022

Passed by the Senate February 10,
2022

Yeas 48 Nays 1

DENNY HECK

President of the Senate

Passed by the House March 3, 2022

Yeas 93 Nays 4

Laurie Jinkins

**Speaker of the House of
Representatives**

Approved March 24, 2022 9:32 AM

JAY INSLEE

Governor of the State of Washington

CERTIFICATE

I, Sarah Bannister, Secretary of the Senate of the State of Washington, do hereby certify that the attached is **SENATE BILL 5854** as passed by the Senate and the House of Representatives on the dates hereon set forth.

SARAH BANNISTER

Secretary

FILED

March 24, 2022

**Secretary of State
State of Washington**

SENATE BILL 5854

Passed Legislature - 2022 Regular Session

State of Washington

67th Legislature

2022 Regular Session

By Senators Randall, Hunt, Lovick, Nobles, and C. Wilson

Read first time 01/13/22. Referred to Committee on Higher Education & Workforce Development.

1 AN ACT Relating to ethical performance of faculty duties;
2 amending RCW 42.52.200, 42.52.220, and 42.52.360; and reenacting and
3 amending RCW 42.52.010.

4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

5 **Sec. 1.** RCW 42.52.010 and 2011 c 60 s 28 are each reenacted and
6 amended to read as follows:

7 Unless the context clearly requires otherwise, the definitions in
8 this section apply throughout this chapter.

9 (1) "Agency" means any state board, commission, bureau,
10 committee, department, institution, division, or tribunal in the
11 legislative, executive, or judicial branch of state government.
12 "Agency" includes all elective offices, the state legislature, those
13 institutions of higher education created and supported by the state
14 government, and those courts that are parts of state government.

15 (2) "Assist" means to act, or offer or agree to act, in such a
16 way as to help, aid, advise, furnish information to, or otherwise
17 provide assistance to another person, believing that the action is of
18 help, aid, advice, or assistance to the person and with intent so to
19 assist such person.

20 (3) "Beneficial interest" has the meaning ascribed to it under
21 the Washington case law. However, an ownership interest in a mutual

1 fund or similar investment pooling fund in which the owner has no
2 management powers does not constitute a beneficial interest in the
3 entities in which the fund or pool invests.

4 (4) "Compensation" means anything of economic value, however
5 designated, that is paid, loaned, granted, or transferred, or to be
6 paid, loaned, granted, or transferred for, or in consideration of,
7 personal services to any person.

8 (5) "Confidential information" means (a) specific information,
9 rather than generalized knowledge, that is not available to the
10 general public on request or (b) information made confidential by
11 law.

12 (6) "Contract" or "grant" means an agreement between two or more
13 persons that creates an obligation to do or not to do a particular
14 thing. "Contract" or "grant" includes, but is not limited to, an
15 employment contract, a lease, a license, a purchase agreement, or a
16 sales agreement.

17 (7) "Ethics boards" means the commission on judicial conduct, the
18 legislative ethics board, and the executive ethics board.

19 (8) "Family" has the same meaning as "immediate family" in RCW
20 42.17A.005.

21 (9) "Gift" means anything of economic value for which no
22 consideration is given. "Gift" does not include:

23 (a) Items from family members or friends where it is clear beyond
24 a reasonable doubt that the gift was not made as part of any design
25 to gain or maintain influence in the agency of which the recipient is
26 an officer or employee;

27 (b) Items related to the outside business of the recipient that
28 are customary and not related to the recipient's performance of
29 official duties;

30 (c) Items exchanged among officials and employees or a social
31 event hosted or sponsored by a state officer or state employee for
32 coworkers;

33 (d) Payments by a governmental or nongovernmental entity of
34 reasonable expenses incurred in connection with a speech,
35 presentation, appearance, or trade mission made in an official
36 capacity. As used in this subsection, "reasonable expenses" are
37 limited to travel, lodging, and subsistence expenses incurred the day
38 before through the day after the event;

39 (e) Items a state officer or state employee is authorized by law
40 to accept;

1 (f) Payment of enrollment and course fees and reasonable travel
2 expenses attributable to attending seminars and educational programs
3 sponsored by a bona fide governmental or nonprofit professional,
4 educational, trade, or charitable association or institution. As used
5 in this subsection, "reasonable expenses" are limited to travel,
6 lodging, and subsistence expenses incurred the day before through the
7 day after the event;

8 (g) Items returned by the recipient to the donor within thirty
9 days of receipt or donated to a charitable organization within thirty
10 days of receipt;

11 (h) Campaign contributions reported under chapter 42.17A RCW;

12 (i) Discounts available to an individual as a member of an
13 employee group, occupation, or similar broad-based group; and

14 (j) Awards, prizes, scholarships, or other items provided in
15 recognition of academic or scientific achievement.

16 (10) "Head of agency" means the chief executive officer of an
17 agency. In the case of an agency headed by a commission, board,
18 committee, or other body consisting of more than one natural person,
19 agency head means the person or board authorized to appoint agency
20 employees and regulate their conduct.

21 (11) "Honorarium" means money or thing of value offered to a
22 state officer or state employee for a speech, appearance, article, or
23 similar item or activity in connection with the state officer's or
24 state employee's official role.

25 (12) "Institution of higher education" has the same meaning as in
26 RCW 28B.10.016.

27 (13) "Official duty" means those duties within the specific scope
28 of employment of the state officer or state employee as defined by
29 the officer's or employee's agency or by statute or the state
30 Constitution.

31 (~~(13)~~) (14) "Participate" means to participate in state action
32 or a proceeding personally and substantially as a state officer or
33 state employee, through approval, disapproval, decision,
34 recommendation, the rendering of advice, investigation, or otherwise
35 but does not include preparation, consideration, or enactment of
36 legislation or the performance of legislative duties.

37 (~~(14)~~) (15) "Person" means any individual, partnership,
38 association, corporation, firm, institution, or other entity, whether
39 or not operated for profit.

1 (~~(15)~~) (16) "Regulatory agency" means any state board,
2 commission, department, or officer, except those in the legislative
3 or judicial branches, authorized by law to conduct adjudicative
4 proceedings, issue permits or licenses, or to control or affect
5 interests of identified persons.

6 (~~(16)~~) (17) "Responsibility" in connection with a transaction
7 involving the state, means the direct administrative or operating
8 authority, whether intermediate or final, and either exercisable
9 alone or through subordinates, effectively to approve, disapprove, or
10 otherwise direct state action in respect of such transaction.

11 (~~(17)~~) (18) "State action" means any action on the part of an
12 agency, including, but not limited to:

13 (a) A decision, determination, finding, ruling, or order; and

14 (b) A grant, payment, award, license, contract, transaction,
15 sanction, or approval, or the denial thereof, or failure to act with
16 respect to a decision, determination, finding, ruling, or order.

17 (~~(18)~~) (19) "State employee" means an individual who is
18 employed by an agency in any branch of state government. For purposes
19 of this chapter, employees of the superior courts are not state
20 officers or state employees.

21 (~~(19)~~) (20) "State officer" means every person holding a
22 position of public trust in or under an executive, legislative, or
23 judicial office of the state. "State officer" includes judges of the
24 superior court, judges of the court of appeals, justices of the
25 supreme court, members of the legislature together with the secretary
26 of the senate and the chief clerk of the house of representatives,
27 holders of elective offices in the executive branch of state
28 government, chief executive officers of state agencies, members of
29 boards, commissions, or committees with authority over one or more
30 state agencies or institutions, and employees of the state who are
31 engaged in supervisory, policy-making, or policy-enforcing work. For
32 the purposes of this chapter, "state officer" also includes any
33 person exercising or undertaking to exercise the powers or functions
34 of a state officer.

35 (~~(20)~~) (21) "Thing of economic value," in addition to its
36 ordinary meaning, includes:

37 (a) A loan, property interest, interest in a contract or other
38 chose in action, and employment or another arrangement involving a
39 right to compensation;

1 (b) An option, irrespective of the conditions to the exercise of
2 the option; and

3 (c) A promise or undertaking for the present or future delivery
4 or procurement.

5 ~~((+21))~~ (22) (a) "Transaction involving the state" means a
6 proceeding, application, submission, request for a ruling or other
7 determination, contract, claim, case, or other similar matter that
8 the state officer, state employee, or former state officer or state
9 employee in question believes, or has reason to believe:

10 (i) Is, or will be, the subject of state action; or

11 (ii) Is one to which the state is or will be a party; or

12 (iii) Is one in which the state has a direct and substantial
13 proprietary interest.

14 (b) "Transaction involving the state" does not include the
15 following: Preparation, consideration, or enactment of legislation,
16 including appropriation of moneys in a budget, or the performance of
17 legislative duties by an officer or employee; or a claim, case,
18 lawsuit, or similar matter if the officer or employee did not
19 participate in the underlying transaction involving the state that is
20 the basis for the claim, case, or lawsuit.

21 ~~((+22))~~ (23) "University" includes "state universities" and
22 "regional universities" as defined in RCW 28B.10.016 and also
23 includes any research or technology institute affiliated with a
24 university(~~(, including without limitation, the Spokane~~
25 ~~intercollegiate research and technology institute and the Washington~~
26 ~~technology center))~~).

27 ~~((+23))~~ (24) "University research employee" means a state
28 officer or state employee employed by a university, but only to the
29 extent the state officer or state employee is engaged in research,
30 technology transfer, approved consulting activities related to
31 research and technology transfer, or other incidental activities.

32 **Sec. 2.** RCW 42.52.200 and 2005 c 106 s 3 are each amended to
33 read as follows:

34 (1) Each agency may adopt rules consistent with law, for use
35 within the agency to protect against violations of this chapter.

36 (2) Each agency proposing to adopt rules under this section shall
37 forward the rules to the appropriate ethics board before they may
38 take effect. The board may submit comments to the agency regarding
39 the proposed rules.

1 (3) This section applies to (~~universities~~) institutions of
2 higher education only to the extent their activities are not subject
3 to RCW 42.52.220.

4 **Sec. 3.** RCW 42.52.220 and 2005 c 106 s 4 are each amended to
5 read as follows:

6 (1) Consistent with the state policy to encourage basic and
7 applied scientific research by the state's research universities as
8 stated in RCW 28B.140.005, and consistent with the expectations of
9 university faculty to produce, publish, and disseminate research and
10 scholarship, each university and the state board for community and
11 technical colleges may develop, adopt, and implement one or more
12 written administrative processes that shall(~~(, upon approval by the~~
13 ~~governor,))~~ apply in place of the obligations imposed on
14 (~~universities~~) institutions of higher education, faculty, and
15 university research employees under RCW 42.52.030, 42.52.040,
16 42.52.080, 42.52.110, 42.52.120, 42.52.130, 42.52.140, 42.52.150, and
17 42.52.160. The (~~universities~~) institutions of higher education
18 shall coordinate on the development of administrative processes to
19 ensure the processes are comparable. Each policy shall apply upon
20 approval by boards of trustees or regents for the state universities,
21 regional universities, and The Evergreen State College, or by the
22 state board for community and technical colleges. Each board of
23 trustees or regents and the state board for community and technical
24 colleges must provide the executive ethics board with a copy of each
25 institution's policy upon approval. A faculty member or university
26 research employee in compliance with the processes authorized in this
27 section shall be deemed to be in compliance with RCW 42.52.030,
28 42.52.040, 42.52.080, 42.52.110, 42.52.120, 42.52.130, 42.52.140,
29 42.52.150, and 42.52.160.

30 (2) The executive ethics board shall enforce activity subject to
31 the written approval processes under this section, as provided in RCW
32 42.52.360.

33 **Sec. 4.** RCW 42.52.360 and 2013 c 190 s 3 are each amended to
34 read as follows:

35 (1) The executive ethics board shall enforce this chapter and
36 rules adopted under it with respect to statewide elected officers and
37 all other officers and employees in the executive branch, boards and
38 commissions, and institutions of higher education.

1 (2) The executive ethics board shall enforce this chapter with
2 regard to the activities of ((university)) institution of higher
3 education faculty and research employees as provided in this
4 subsection.

5 (a) With respect to compliance with RCW 42.52.030, 42.52.110,
6 42.52.130, 42.52.140, and 42.52.150, the administrative process for
7 university research employees shall be consistent with and adhere to
8 no less than the current standards in regulations of the United
9 States public health service and the office of the secretary of the
10 department of health and human services in Title 42 C.F.R. Part 50,
11 Subpart F relating to promotion of objectivity in research.

12 (b) With respect to compliance with RCW 42.52.040, 42.52.080, and
13 42.52.120, the administrative process shall include a comprehensive
14 system for the disclosure, review, and approval of outside work
15 activities by ((university)) institution of higher education faculty
16 and research employees while assuring that such employees are
17 fulfilling their employment obligations to the ((university))
18 institution of higher education.

19 (c) With respect to compliance with RCW 42.52.160, the
20 administrative process shall include ((a)) reasonable determinations
21 by the ((university)) institution of higher education of
22 ((acceptable)).

23 (i) Acceptable private uses having de minimis costs to the
24 ((university)) institution of higher education and a method for
25 establishing fair and reasonable reimbursement charges for private
26 uses the costs of which are in excess of de minimis; and

27 (ii) Acceptable private uses having more than de minimis costs to
28 the institution of higher education, but which are performed as part
29 of the faculty or research employee's duties or job requirements.

30 (3) The executive ethics board shall:

31 (a) Develop educational materials and training;

32 (b) Adopt rules and policies governing the conduct of business by
33 the board, and adopt rules defining working hours for purposes of RCW
34 42.52.180 and where otherwise authorized under chapter 154, Laws of
35 1994;

36 (c) Issue advisory opinions;

37 (d) Investigate, hear, and determine complaints by any person or
38 on its own motion;

39 (e) Impose sanctions including reprimands and monetary penalties;

- 1 (f) Recommend to the appropriate authorities suspension, removal
2 from position, prosecution, or other appropriate remedy; and
- 3 (g) Establish criteria regarding the levels of civil penalties
4 appropriate for violations of this chapter and rules adopted under
5 it.
- 6 (4) The board may:
- 7 (a) Issue subpoenas for the attendance and testimony of witnesses
8 and the production of documentary evidence relating to any matter
9 under examination by the board or involved in any hearing;
- 10 (b) Administer oaths and affirmations;
- 11 (c) Examine witnesses; and
- 12 (d) Receive evidence.
- 13 (5) The board shall not delegate to the board's executive
14 director its authority to issue advisories, advisory letters, or
15 opinions.
- 16 (6) Except as provided in RCW 42.52.220, the executive ethics
17 board may review and approve agency policies as provided for in this
18 chapter.
- 19 (7) This section does not apply to state officers and state
20 employees of the judicial branch.

Passed by the Senate February 10, 2022.
Passed by the House March 3, 2022.
Approved by the Governor March 24, 2022.
Filed in Office of Secretary of State March 24, 2022.

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WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa by Provost Brad Johnson
DATE: April 14, 2023
SUBJECT: **Professional Leave Report**
PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for AY 2023-2024 and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also outlines the process established to review applications and make award determinations.

The Professional Leave Advisory Committee is an all-university body comprised of six faculty members who have taken professional leaves within the past few years. Professional leave applications are examined first at the department level, then by the dean (and, in some colleges, the college's professional leave committee), before being forwarded to the Provost's Office and the university-wide Professional Leave Advisory Committee. The Professional Leave Advisory Committee recommendations receive final review and approval by the Provost.

Per Section 10.6.1 of the faculty Collective Bargaining Agreement, the Committee relies upon the following criteria in making its recommendations:

Academic or scholarly significance; soundness of design, procedure, or operational plan, including clear objectives and timeline; relationship of planned activity to individual's area of study and professional development; expected outcomes and benefits, including dissemination of results; evaluation of applicant's ability to achieve the proposed goals; and value of the project in terms of academic benefits to the institution upon the applicant's return from the leave.

For AY 2023-24, faculty requested 156 quarters of leave, and we were able to award 107 quarters due to state law (RCW 28B.10.650). Each application was afforded a careful and thorough evaluation based upon the merits of the application and the expected benefits to the individual, department, and the University per the Collective Bargaining Agreement.

Employee ID	First Name	Last Name	College	Department	One-Sentence Description
W00054471	Elizabeth	Joffrion	AA	Western Libraries	To conduct original research on the political and historical development of the state archival programs in the United States and complete a manuscript for publication.
W00362104	Reid	Dorsey-Palmateer	CBE	Economics Department	To conduct in-depth research on the effect of additional intermittent electricity generation (wind or solar) on reducing air pollution, with a focus on the impacts of both wind/solar generation forecast errors and ancillary electricity markets.
W01217471	Anca-Ioana	Sirbu	CBE	Economics Department	To work on and complete three research projects.
W01334725	Adam	Wright	CBE	Economics Department	To investigate the effect of college social networks on retention, academic performance, employment, and earnings using WWU data.
W00858147	Jason	Kanov	CBE	Management Department	To advance my research on compassion in work organizations by investing in new collaborative research aimed at deepening our understanding of the lived experience and expression of pain and suffering within organizational life.
W01342594	Shantala	Samant	CBE	Management Department	To expand my work into a new area of research, carry out field research by conducting qualitative interviews internationally, and potentially produce at least two, impactful, top-tier journal publications.
W00053714	David	Hooper	CSE	Biology Department	To model nutrient fluxes in Whatcom County watersheds.
W01269930	Suzanne	Lee	CSE	Biology Department	To expand my experimental and analytical skill set to advance my student-powered lab's NSF-funded investigation of how DNA genomes are protected from accumulated damage and to enhance my teaching and support of diverse undergraduate and graduate WWU students.
W00048483	Craig	Moyer	CSE	Biology Department	To acquire enough data to generate a high-impact scientific publication highlighting our scientific studies; and to generate an NSF proposal targeting implementation of a place-based geoscience educational outreach program.
W00054108	Michael	Olson	CSE	Biology Department	To establish a fish aquaculture facility at WWU's Shannon Point Marine Center that is capable of rearing forage fish, a critical component of the Salish Sea ecosystem.
W01269931	Dan	Pollard	CSE	Biology Department	To learn RNA genomics techniques with Drs. Ingolia and Lareau at UC Berkeley and learn about the social context of science with Drs. Darnovsky and Hasson at the Center for Genetics & Society in Berkeley, CA.
W00041330	Anu	Singh-Cundy	CSE	Biology Department	To conduct time-bound funded research on genes that control plant breeding barriers, to obtain training in cutting-edge research methodology, and for realizing economic and social impact of research ideas.
W01379666	Jeanine	Amacher	CSE	Chemistry Department	To expand my research program by investigating full-length bacterial sortase enzymes, which includes the intermembrane region, and their substrates.
W01374100	Ying	Bao	CSE	Chemistry Department	To explore new research area by learning from R1 research group and establishing in my group.
W01163044	Robert	Berger	CSE	Chemistry Department	To write, illustrate, and prepare to publish a children's book about quantum mechanics; and to maintain momentum in my group's research on materials for solar energy conversion by writing a grant proposal and papers.
W00003574	Mark	Bussell	CSE	Chemistry Department	To establish an international collaboration with Dr. Ferenc Lonyi and colleagues of the Institute of Materials and Environmental Chemistry of the Hungarian Academy of Sciences (MTA) in Budapest.
W01262823	Margaret	Scheuermann	CSE	Chemistry Department	To prepare a manuscript describing research results and develop a proposal for my next research project.
W00044280	James	Vyvan	CSE	Chemistry Department	To work with Interfacial to develop methods for chemically modifying the polymer Pullulan to reduce its molecular weight and increase its processability for 3D printing applications of super-engineering polymer devices.
W00050306	Susan	DeBari	CSE	Geology Department	To conduct collaborative research on samples collected during my participation in the International Ocean Discovery Program Expedition 398 to the Hellenic Arc volcanic field.
W00725813	Arpad	Benyi	CSE	Mathematics Department	To collaborate with Professor Ioan Casu from West University of Timisoara, Romania, on a book manuscript oriented towards those students and teachers that are interested in mathematics competitions in the high school to undergraduate level spectrum.

Employee ID	First Name	Last Name	College	Department	One-Sentence Description
W00385857	Stephen	McDowall	CSE	Mathematics Department	To write a significant portion of a new graduate (PhD) level textbook on partial differential equations incorporating inverse problems as examples and motivation.
W01230838	Kimihiro	Noguchi	CSE	Mathematics Department	To develop a new reliable statistical test for assessing the equality of quantiles and complete a manuscript for submission.
W00892071	Adam	Nyman	CSE	Mathematics Department	To construct and understand the geometric properties of 3-periodic noncommutative projective planes and noncommutative projective n-space.
W00858292	Amites	Sarkar	CSE	Mathematics Department	To collaborate with Peter Otto (Willamette University) on coalescent processes in random graph theory, and, separately, to continue my work in extremal graph theory.
W00891129	Stephanie	Treener	CSE	Mathematics Department	To develop projects and pedagogical structure for an undergraduate research program in mathematics.
W00800735	Jianying	Zhang	CSE	Mathematics Department	To continue and extend my current research work on numerical methods for nonlinear partial differential equations (PDEs) via physics-informed neural networks (PINNs).
W00899049	Ken	Rines	CSE	Physics - Astronomy Department	To conduct research projects on the connections between galaxies, gas, and dark matter in clusters and their outskirts, and to lay the groundwork for new studies of clusters (by the PI and undergraduate researchers) with large upcoming public surveys.
W00036696	Andrew	Bach	ENV	Department of Environmental Studies	To complete two on-going field research projects and complete manuscripts for publication.
W00774731	Aquila	Flower	ENV	Department of Environmental Studies	To write the first Climate Change Assessment for the Salish Sea Bioregion.
W00212185	Nini	Hayes	ENV	Department of Environmental Studies	To work on a collaborative book project and finish a curricular research project and manuscript.
W00494046	Michael	Medler	ENV	Department of Environmental Studies	To conduct an African field visit and jump-start a lingering book project.
W01219348	Jenise	Bauman	ENV	Dept of Environmental Sciences	To initiate new field studies and field-based curriculum on the Olympic Peninsula.
W01207841	Erika	Shaw	ENV	Dept of Environmental Sciences	To analyze and interpret data coming in soon from NSF-funded project and submit work for publication.
W01404524	Kevin	Delucio	FH	Fairhaven Gen & Admin	To revitalize my research agenda and complete a textbook on Latinx psychology.
W01394670	Yanara	Friedland	FH	Fairhaven Gen & Admin	To complete my novel Book of the Sleepless, adapt a section of the book into a film script, and direct the film, The Night, in collaboration with two filmmakers in Germany.
W00418593	Niall	O Murchu	FH	Fairhaven Gen & Admin	To write the introduction to a videographic book on contemporary Palestinian narrative cinema that I am currently proposing to Lever Press, and to assemble a full draft manuscript for Lever's external reviewers.
W00356606	Garth	Amundson	FPA	Art & Art History	To participate in three artist residencies in Italy, Greece, and Spain to complete "Not The Whole Picture" and conduct research for future projects.
W01231285	Jimena	Berzal de Dios	FPA	Art & Art History	To conduct research, write, and submit a peer-review article to an art history leading journal on the sculpture Wright's Triangle, a work emplaced in our WWU campus, and which has been neglected by the scholarship despite the preeminence of its artist, Richard Serra.
W00359956	Pierre	Gour	FPA	Art & Art History	To participate, exhibit, and research in various international residencies, to create a body of work entitled "Not the Whole Picture," explore catalog folkloric traditions for reference and to prepare for exhibition.
W01338493	Ryan	Kelly	FPA	Art & Art History	To conduct in-person research of 18th and 19th century Ceramics and decorative arts at museums and archives, and make new artwork in response to that research at Artist Residencies.
W01291707	Lisa	Turner	FPA	Art & Art History	To spend my time and resources creating a body of mixed media print-based-works for a solo exhibition and creating/preparing for an artist lecture.
W00048257	Cristina	de Almeida	FPA	Design Department	To research and write an essay on the design history of the journal Better Fruit.
W01401135	John	Gialanella	FPA	Design Department	To learn the process of typeface design, create my own typeface, cut the typeface out of wood, and ultimately letterpress print with my wood typeface.

Employee ID	First Name	Last Name	College	Department	One-Sentence Description
W00291870	Bruce	Hamilton	FPA	Music Department	To expand my knowledge and understanding of microtonal music, and create three significant new microtonal works: two involving a new instrument (Lumatone) that will also develop my performance skills, one involving new interactive computer techniques, and one piece for choir; all of these involving a new notation system and program, and all of them being new areas of exploration for me which will also enhance my teaching at Western.
W01285946	Evan	Mueller	FPA	Theatre and Dance Department	To engage in an artistic collaboration with a professional theater company as Director, Actor, and/or Voice Specialist to produce a theatrical work for dissemination through performance.
W00048189	Michael	Karlberg	HSS	Communication Studies Department	To write the last chapter of a book manuscript, complete a final edit of the entire manuscript, and submit the manuscript to Oxford University Press.
W01214208	Kelli	Evans	HSS	Dept Communication Science Disorder	To write the initial draft of the second edition of my 2016 textbook publication, "An Interactive Introduction to Communication Sciences & Disorders", to create content, write a research protocol, and submit an IRB application for a Scholarship of Teaching and Learning (SoTL) project entitled, "Trauma-Informed Resilience Training: A Framework for Pre-Service CSD Professionals", and to strengthen a new community partnership with Agape Home for Women and Children and develop collaborative clinical and research programs between Agape Home and WWU's CSD department.
W00054094	Carol	Guess	HSS	English Department	To research and write a novel, Bite the Hand, that examines residential eating disorder treatment through the lens of LGBTQ+ speculative fiction.
W01390898	Ely	Shipley	HSS	English Department	To complete my third book, tentatively titled FEAST IN THE HOLLOW.
W01398221	Jane	Wong	HSS	English Department	To write, research, and complete a fourth book (poetry, hybrid) entitled "In the Future, We Held Each Other."
W00859792	Holly	Folk	HSS	Global Humanities & Religions	To write a book on the Unification Church, a religious group from Korea.
W00037043	Andrea	Gogrof	HSS	Global Humanities & Religions	To write and complete 3 chapters of a book.
W01278303	Jessyca	Arthur-Cameselle	HSS	Health & Human Development	To collect data for an experimental study on self-talk during a sport performance task as well as complete additional manuscripts for publication in the field of applied sport psychology.
W01334729	Emi	Bushelle	HSS	History Department	To complete my book manuscript.
W00025458	Mart	Stewart	HSS	History Department	To complete a book-length manuscript, "Organisms at the Crossroads: Biological Exchange and the Making of the Natural South," that at the end of the review period and the following summer will be ready for review at a university press.
W01388453	Sarah	Zarrow	HSS	History Department	To complete research for and to write my second book.
W01285944	Brian	Bowe	HSS	Journalism Department	To engage in a multifaceted collaborative project to improve journalism education across multiple Palestinian institutions through curriculum design workshops, research into the academic motivations of Palestinian students through research, and student training in arts journalism skills.
W01330539	Derek	Moscato	HSS	Journalism Department	To write, edit, complete, and prepare for publication my two book manuscripts devoted to environmental media and communication.
W00514518	Cecile	Hanania	HSS	Mod and Class Lang - Lit Dept	To complete two monographs.
W01386038	Julian	Wu	HSS	Mod and Class Lang - Lit Dept	To complete the data collection and transcription of primary texts and the draft version of one monograph.
W00024741	Frances	Howard-Snyder	HSS	Philosophy Department	To complete a book entitled, "Cause and Effect in Fiction," for which I have a contract with Macmillan and which needs to be completed by mid-December, 2023.
W00205146	Neal	Tognazzini	HSS	Philosophy Department	To complete a draft of a new textbook on Critical Thinking, to be published with Oxford University Press.
W00888371	Shirin	Deylami	HSS	Political Science Department	To spend one quarter finishing my book manuscript, A Feminist Theory of Feeling: Political Emotions and the Building of Solidarity.
W00007516	Todd	Donovan	HSS	Political Science Department	To study the 2024 US presidential nomination process.

Employee ID	First Name	Last Name	College	Department	One-Sentence Description
W00569547	Vicki	Hsueh	HSS	Political Science Department	To examine archival papers pertaining to the planning, development, and evolution of ADAPT, the direct action disability rights group; and to begin research on the free clinic movement in the US during the 1960s and 1970s, with a specific focus on the Berkeley Free Clinic, the Asian Community Center (ACC), and Haight-Ashbury Free Clinic.
W01384374	Brianna	Delker	HSS	Psychology Department	To train in qualitative methods of inquiry that are outside my current area of expertise in quantitative, survey-based research methods, and to design, conduct, and publish the results of two related research studies on psychological violence storytelling by adult survivors, expanding my program of research on cultural stigma surrounding sexual violence to include psychological violence.
W01344385	Brent	Mallinckrodt	HSS	Psychology Department	To collaborate with Italian and German co-researchers to investigate how adult clients in counseling manifest in their working relationship with a therapist, the same interpersonal attachment problems they experience in other close relationships; and we will investigate how experienced therapists strategically manage these in-session attachment dynamics to facilitate positive changes in clients' relationships with others.
W01357065	Anne	Riggs	HSS	Psychology Department	To implement a two-phase qualitative study focused on understanding and reducing children's biases against their gender non-conforming peers.
W01386630	Debi	Hanuscin	WCE	Elementary Education	To build my own capacity, and that of others, through developing strategic research-practice partnerships in the local community focused on providing equitable and culturally responsive science learning experiences within and outside of the classroom.
W01290701	Anna	Lees	WCE	Elementary Education	To research the infrastructure and capacity for Indigenous learners to meet, adapt to, and lead change in relation to the socio-ecological challenges of the 21st century (NRC, 2012) by engaging in a multi-sited community-based design experiment to develop and research the impacts of models of Indigenous informal field based science education with 3 leadership communities from the Pacific Northwest and the Great Lakes.
W00643620	Hope	Corbin	WCE	Health and Community Studies	To obtain crucial hands-on experience in the field implementing arts-based health promotion and human services practice to deepen my teaching and scholarship on this topic.
W00467608	Lauren	McClanahan	WCE	Secondary Education	To complete work on a book project and to facilitate a global youth film production workshop.
W01334721	Tracey	Pyscher	WCE	Secondary Education	To accomplish two research, writing, and community engagement goals that include: (1) completing a draft of a book for full publication & (2) continuing a second year of a multi-year research project at a local community-based organization documenting culturally relevant trauma-informed and social emotional learning practices.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey

DATE: April 14, 2023

SUBJECT: Enrollment Management

PURPOSE: Information Item

I. Enrollment

Strategic Enrollment Management (SEM) Planning

Western officially launched its Strategic Enrollment Management planning effort on February 24, 2023, when President Randhawa issued the charge for the SEM Enrollment Planning and Oversight Committee (the “steering” committee).

The case for needing longer term enrollment planning is based on institutional needs associated with

- Washington’s 70% attainment goal

Western’s remains committed to doing our part to help achieve this statewide goal. This will require that we focus further on the need to increase four-year degree access for qualified Washingtonians and will require increasing enrollment on the Bellingham campus, WWU Peninsulas, and other operating sites, while ensuring the delivery of high-quality educational programs.

- Enrollment mix

We must be intentional about our planning for undergraduate/graduate, first-year/transfer, resident/nonresident, students of color, first-generation, international student enrollment, etc.

- Generating sufficient resources

To fulfill Western’s strategic goals and priorities and with known dependency on tuition revenue, we must plan enrollment in a way that allows for the sufficient generation of resources.

- Planning

Enrollment planning is critical for more stable and predictable budget plans, more effective tools for planning around academic capacity (faculty, support services, program size, course offerings, etc.), and more effective tools for planning around physical infrastructure needs (classrooms, labs, etc.).

- Outreach and Continuing Education (OCE) programs

Enrollment planning is necessary for defining the role Western will play in providing pathways for the full spectrum of future students, including over one million Washingtonians who have attended post-secondary education but have not completed a degree program.

The charge establishes enrollment targets to be met within the next 3-5 years.

- Overall student enrollment: 16,500
- Students of Color: 35%
- Resident/Non-resident mix: Resident population no less than 80%
- Graduate Students: 325-335 graduate degrees per year
- Honor's College: 6-8% of Undergraduate enrollment
- First-year Student Retention: 85% (including parity in retention of students identifying as members of historically marginalized groups)

We will annually review three-biennia rolling enrollment targets and evaluate progress against targets and roll forward projections in the context of external factors impacting enrollments, such as college-going population and demographic changes, and internal constraints on capacity and infrastructure.

There is a lot of activity as the university launches into SEM planning.

- The steering committee has met, reviewed the charge, and charted a path forward.
- Monthly meetings have been set for the steering committee.
- A Teams site has been established and is in use by the steering committee, the councils, and the data team.
- The data team is meeting and beginning work.
- Several councils have been formed; and the composition of all councils will be finalized at the next meeting of the steering committee.
- The International Enrollment Council has met several times and is engaging in thoughtful development of recommendations and strategic planning.
- The Recruitment and Onboarding Council is engaging in a review of work and outlining next steps.
- Leadership teams for the other councils have met and are determining appropriate composition of their group and setting plans for the work.
- Plans are underway to host Retention Forums in May.

Spring 2023 Enrollment

Census day for Spring 2023 will not occur until April 10th, but we can review some preliminary data. Enrollment in Fall 2022 was down from Fall 2021 by 2.5%, setting the foundation for this academic year. Since that time, we saw an enrollment decline of 1.7% for Winter 2023 from Winter 2022, and it appears that Spring 2023 is on track to be down approximately 1.5% from Spring 2022. We will provide further analysis of Spring 2023 enrollment following census day. The table below provides census day numbers for prior years and preliminary data for Spring 2023 (as of March 31, 2023).

(Continued next page)

Spring Enrollment - All Students

Spring 2023 is Preliminary - as of 3-31-23

Enrollment by Race/Ethnicity

	Spring 2018	Spring 2019	Spring 2020	Spring 2021	Spring 2022	Spring 2023
Hispanic or Latino Ethnicity	1,284 (8.9%)	1,385 (9.5%)	1,451 (10.2%)	1,388 (10.4%)	1,372 (10.4%)	1,385 (10.7%)
American Indian or AK Native	295 (2.0%)	283 (1.9%)	259 (1.8%)	241 (1.8%)	221 (1.7%)	193 (1.5%)
Asian	1,529 (10.6%)	1,538 (10.6%)	1,533 (10.8%)	1,517 (11.4%)	1,514 (11.5%)	1,413 (10.9%)
Black or African American	389 (2.7%)	382 (2.6%)	375 (2.6%)	417 (3.1%)	404 (3.1%)	420 (3.2%)
Native HI or Other Pacific Isl	61 (0.4%)	65 (0.4%)	57 (0.4%)	55 (0.4%)	58 (0.4%)	72 (0.6%)
White	10,348 (71.6%)	10,288 (70.7%)	9,955 (69.9%)	9,100 (68.4%)	9,068 (68.6%)	8,942 (68.9%)
Two or more races: Other	160 (1.1%)	175 (1.2%)	173 (1.2%)	157 (1.2%)	173 (1.3%)	155 (1.2%)
International	165 (1.1%)	174 (1.2%)	146 (1.0%)	119 (0.9%)	150 (1.1%)	151 (1.2%)
Race and ethnicity unknown	229 (1.6%)	268 (1.8%)	286 (2.0%)	302 (2.3%)	258 (2.0%)	251 (1.9%)
Total	14,460	14,558	14,235	13,296	13,218	12,982
<i>Students of Color</i>	3,718 (25.7%)	3,828 (26.3%)	3,848 (27.0%)	3,775 (28.4%)	3,742 (28.3%)	3,638 (28.0%)
<i>Non-Resident</i>	1,706 (11.8%)	1,804 (12.4%)	1,620 (11.4%)	1,506 (11.3%)	1,719 (13.0%)	1,797 (13.8%)
<i>First Generation</i>	4,652 (32.2%)	4,568 (31.4%)	4,385 (30.8%)	3,934 (29.6%)	3,577 (27.1%)	2,956 (22.8%)
<i>PELL-Eligible</i>	3,700 (25.6%)	3,550 (24.4%)	3,279 (23.0%)	2,929 (22.0%)	2,757 (20.9%)	1,793 (13.8%)

II. Recruitment**Fall 2023 Recruitment**

The strength of Western’s brand, our recruitment strategy, and a number of initiatives and tactics have translated into an all-time record number of applications and offers of admission. We proactively planned and successfully deployed the Common App platform; we deployed more targeted messaging through marketing and communications efforts; and off-campus recruitment and on-campus activities have been operating at full capacity. This is all good cause for celebration. And yet, we continue to be mindful of the fact that more applications do not necessarily bring higher yield, or even comparable yield. As we have mentioned, we expect yield to be down, as more applicants are coming to us with lower or even passing interest in Western. Currently, our yield for fall is at 12.4%, compared to 16.2% at the same time last year for Fall 2022.

Totals as of March 29, 2023:

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2023	13,875	12,517	1,558
2022	11,540	10,684	1,728
2021	10,321	9,825	1,528
2020	10,036	8,681	1,409

New transfers—Bellingham

	Applied	Admitted	Confirmed
2023	1,556	873	235
2022	1,617	1,085	313
2021	1,503	911	250
2020	1,698	702	163

New transfers—other locations

	Applied	Admitted	Confirmed
2023	58	7	6
2022	109	6	3
2021	186	16	15
2020	183	4	4

Important notes on New First-year Students for Fall 2023

- First-year applications are up significantly (20.2%).
- The percentage of offers to new first-year students is up significantly (17.2%).
- The percentage of applicants who have been offered admission (admit rate) is down modestly, meaning that selectivity is slightly up. (90.2% currently, compared to 92.6% for Fall 2022)
- The percentage of first-year admits identifying as students of color is comparable to what it was at this time in the cycle for Fall 2022. (36.4% this cycle, compared to 37.9% for Fall 2022)
- The percentage of first-year admits identifying as first-generation is up from what it was at this time in the cycle for Fall 2022. (23.7% currently, compared to 17.5% for Fall 2022)
 - It is encouraging to see a rebound of first-generation students in our pool.
- The percentage of first-year admits identifying as Running Start is slightly down from what it was at this time in the cycle for Fall 2022. (21.0% this cycle, compared to 23.8% for Fall 2022)

The Common App expands Western’s brand awareness, all the while putting us in a position where we are competing for students who have a wider selection of college choice. As the Common App was adopted by all of the state’s public baccalaureate institutions, many of our competitors are also experiencing their own gains in applications. In their attempt to capitalize on this growth and because of challenges they have seen in their recent recruitment efforts, some peers adjusted their non-resident scholarship strategies. We have taken defensive action to counter the pressure that competition put on our own yield efforts. We recently launched an updated non-resident recruitment scholarship campaign and will be monitoring enrollment confirmation activity with great interest as we work towards the May 1st enrollment confirmation deadline.

After several years of declining enrollments of **first-generation** students across higher education, we are seeing promising signs of a turnaround within Western’s pool. Outreach to schools, segmented messaging about support and service, as well as the nurturing of community partnerships have been contributing factors. As first-generation populations also tend to be the most sensitive to cost factors, we will continue to assess the impact of the state’s entitlement scholarship programs (e.g., College Bound Scholars and Washington College Grant) on this group’s college-going behaviors and trends.

Applications from **Running Start** students are still lagging, largely due to this year’s high school seniors being significantly affected by remote modality instruction in the high school and community college environments during the pandemic. Effectively, this disincentivized students from enrolling in concurrent enrollment coursework (e.g., Running Start, Advanced Placement, or College in the High School), as it was still largely offered online rather than in person. Only 17.1% of new first-year admits have reported 45 or more college credit hours, compared with 20.6% at this time in the Fall 2022 cycle. This will impact demand for 100-level

courses and may impact student preparedness for college-level study, possibly increasing time to degree completion.

Noteworthy is that we have received the most first-year applications from **students of color** in Western's history and made offers to the most first-year students of color in our history. Foundational components that assisted in this feat include collaborative efforts with community-based organizations, targeted personal contacts, and messaging that conveys inclusivity and community. In February, Western hosted nearly 100 guests from King County's College Success Foundation, and last weekend we hosted a Multicultural Achievement Program (MAP) Scholarship reception in Seattle to celebrate and honor scholarship awardees along with their families. In addition to featuring personalized events, we regularly review statewide data (e.g., districts with higher percentages of students of color; title I districts; student-to-counselor ratios) to determine best strategies for targeting schools and regions for the broadening of our established partner network high schools. Overlaying experiential activities, granular data, and Admission Counselors' on-the-ground knowledge has translated into focused strategies, effective tactics, and positive outcomes in the recruitment of students of color.

We are also witnessing increased activity with **international student** applications. The Common App's brand has helped to leverage Western's name with more applicants and brought more international applicants to us. However, many of these are "soft applications", as they originate from students whose financial backgrounds cannot support an international educational experience. Thus, Fall 2023 confirmation numbers for international students are tracking similarly to confirmations at the same time last year. Of course, there will be much activity between now and May 1st. We are currently discussing enrollment and yield strategies related to optimizing use of the Common App for international students in future cycles.

FAFSA/WASFA submissions are another important indicator of interest and commitment to Western. Looking at the admitted pool, this year's cohort FAFSA submission is just slightly behind last year's class at this point in the cycle—73.9% this year compared to 74.6% in Fall 2022. However, in absolute numbers, there are 9250 admits for Fall 2023 who submitted their FAFSA, compared with 7916 for Fall 2022—an increase of 16.8%. This closely parallels the 17.2% increase in offers of admission.

Admitted Student Days are fully subscribed. On Saturday, April 1st, one month from the May 1st enrollment confirmation deadline, we hosted the first of two *Admitted Student Days* on the Bellingham campus. At each event we will welcome nearly 500 students and over 1,300 guests for many activities and programs: sample classes, campus tours, student panels, information sessions with academic departments, parent discussion forums, housing showcases...all underscored by a spirit of collaboration, celebration, and community.

III. Registrar

Academic Performance

We continue to watch quarterly academic performance, as changes in the academic performance of our students can signal higher levels of stress and distress. Following the

posting of grades for Winter 2023, we ran comparisons across winter quarters. Since the pandemic, we are seeing elevated percentages of students on academic warning, probation, and dismissal (low standing in the tables below).

Winter Enrolled FR,SO,JR,SR							March 27, 2023	
	Winter 2017	Winter 2018	Winter 2019	Winter 2020	Winter 2021	Winter 2022	Winter 2023	
Good Standing	12,784	13,043	13,195	13,073	12,302	11,654	11,441	
Academic Warning	627	675	746	706	487	835	789	
Probation	402	440	412	486	298	472	532	
Continuing Probation	50	37	21	21	33	31	39	
Drop - Academic Rules	61	58	45	14	39	59	63	
No Academic Standing	16	7	16	96	98	174	98	
Total	13,940	14,260	14,435	14,396	13,257	13,225	12,962	
% Good Standing	91.7%	91.5%	91.4%	90.8%	92.8%	88.1%	88.3%	
% Academic Warning	4.5%	4.7%	5.2%	4.9%	3.7%	6.3%	6.1%	
% Probation	2.9%	3.1%	2.9%	3.4%	2.2%	3.6%	4.1%	
% Continuing Probation	0.4%	0.3%	0.1%	0.1%	0.2%	0.2%	0.3%	
% Drop - Academic Rules	0.4%	0.4%	0.3%	0.1%	0.3%	0.4%	0.5%	

Winter Enrolled FR,SO,JR,SR							March 27, 2023	
	Winter 2017	Winter 2018	Winter 2019	Winter 2020	Winter 2021	Winter 2022	Winter 2023	
Good Standing	12,784	13,043	13,195	13,073	12,302	11,654	11,441	
Low Standing	1,156	1,217	1,240	1,323	955	1,571	1,521	
Total	13,940	14,260	14,435	14,396	13,257	13,225	12,962	
% Good Standing	91.7%	91.5%	91.4%	90.8%	92.8%	88.1%	88.3%	

Commencement

The structure of our June Commencement for 2023 will be very similar to that of last year. After an assessment of the June 2022 program, review of feedback on those ceremonies, and an analysis of other alternatives, we determined that we would best meet our commitment to students and our mission as an institution by continuing to host ceremonies in a way that allows students to have more family and friends join them in celebrating their graduation with us. A regular concern among students prior to the pandemic was the need to limit each graduate to only four guests in most ceremonies. Having smaller groups of graduating students in each ceremony allows us to eliminate the need for tickets and restrictions on the number of guests.

We will again host 8 ceremonies over 3 days—June 9, 10, and 11. The colleges have been grouped, and the assignment of colleges/majors to a particular ceremony has been completed. In fact, much of the work for hosting commencement is underway. The schedule and other details about commencement can be found at <https://registrar.wvu.edu/june-commencement>.

IV. Student Aid

Senate Bill 5079—Changing the Timing for the Setting of Tuition and Fees

SB 5079 has been signed. With the signing of this bill, we now have the ability to set tuition and fees and other educational costs in October of the year prior. This will allow us to switch from a process that provides students and families with estimated costs to actual costs, better serving students and families and ensuring that they have more concrete information on which to make their comparisons and choices for their education. As it is common practice across the country for tuition and fees to be determined in the fall of the year prior to each academic year and as we are approaching a change in the enrollment landscape with the number of high school graduates diminishing, it is as important as ever that Washington institutions of higher education not be at any structural disadvantage to our out-of-state competitors. This bill will be an important development for Washington higher education and all students and families considering colleges in the state.

New Student Awarding

The first batch of 8,478 aid offers to new students went out in late March, compared to 7,055 offers in the first batch last year. Certainly, the increase in awarded students is a product of the large increase in the number of admitted students, as well as positive results from FAFSA outreach with our partners in University Marketing. As of March 29, 2023, FAFSA completion was up by 5.1%, representing an additional 1,130 FAFSA filers. Significant adjustments to packaging models were required to make competitive aid offers to new students this year, due to the increase in the number of admitted students and FAFSA filers. Packaging will continue on a rolling basis as students complete their FAFSA and WASFA files.

As of late March, the Washington Student Achievement Council could not confirm whether the Washington Bridge Grant program will be funded for 2023-24, pending legislative decision making. For background, the Washington Bridge Grant program began on a temporary basis for 2022-23, with maximum annual awards of \$500 per student per year. To be eligible for the Bridge Grant, students must be

- Washington College Grant recipients,
- with total family income falling within 0-60% of the state median family income,
- not eligible for the College Bound Scholarship,
- will be enrolled in at least 3 credits, and
- have unmet financial need.

Western made the decision to award Bridge Grant to new students who would meet the eligibility requirements despite the uncertainties regarding 2023-24 Bridge funding to support access for at-risk students. If the Bridge program is not funded through the Washington Student Achievement Council for the upcoming year, Bridge grants will be funded with need-based institutional aid and renamed “Western Bridge Grant” instead of “Washington Bridge Grant”.

FAFSA Simplification

The FAFSA (Free Application for Federal Student Aid) Simplification Act and Consolidated Appropriations Acts of 2021 and 2022 are bringing major changes to federal student aid policies and impacting how institutions determine aid eligibilities and award federal, state, and

institutional financial aid. Although many of the FAFSA Simplification changes are scheduled to take place for the 2024-25 school year, the following must be implemented for 2023-24:

- Replace language regarding costs for rental or purchase of equipment, materials, or supplies from “Books and Supplies” to “Books, Course Materials, Supplies and Equipment”.
- Include transportation between campus, residences, and a student’s place of work within transportation expenses.
- Change the language regarding “room and board” to “food and housing”, with food and housing grouped as “living expenses”.
- Incorporate a standard food allowance to provide the equivalent of three meals each day, regardless of whether the student chooses institutionally-owned or -operated food services.
- Base housing allowances for students residing in institutionally-owned or -operated housing on the average or median amount assessed to such residents for housing charges, whichever is greater.
- Create separate housing allowances for students residing in institutionally-owned or -operated housing with dependents as well as without dependents.
- Exclude housing costs for students living in housing on a military base or for which they receive a basic allowance under section 403(b) of title 37, United States Code, but include a reasonable allowance for food.
- Implement two defined categories of professional judgement when awarding federal student aid: “special circumstances” that address financial situations vs. “unusual circumstances” that address situations that involve FAFSA dependency status.
- Officially publish the opportunity to pursue an adjustment based on special or unusual circumstances.
- Allow institutions to use a dependency override determination made by a financial aid administrator at another institution in the same or a prior award year.
- Make dependency determinations for unaccompanied homeless youth, at-risk homeless youth, foster care youth, orphans, wards of the court, and students with unusual circumstances as soon as practicable, but no later than 60 days after the student enrolls.
- Presume students who are determined to fall under the categories of unaccompanied homeless youth or former foster care youth to be independent for each subsequent year at the same institution unless the student informs the institution that circumstances have changed.
- Recognize the authority of additional, specified individuals to verify unaccompanied homeless youth and therefore independent student status, and accept a documented phone call, written statement, or verifiable electronic data match as verification of the student’s status unless there is documented conflicting information.
- Use statutory authority to exercise professional judgment during a disaster, emergency, or economic downturn to determine that income earned from work for an applicant is zero if the applicant can provide paper or electronic documentation of receipt of unemployment benefits or confirmation that an application for unemployment benefits was submitted; and make additional, appropriate adjustments to income earned from work for a student, parent, or spouse based on the totality of the family’s situation, including consideration of unemployment benefits.
- Implement restoration of Federal Pell Grant Lifetime Eligibility Used regarding loan discharges associated with closed schools, false certifications, identity theft, and successful borrower defense claims.

- Award Pell Grants for confined or incarcerated students if they are enrolled in a prison education program as of July 1, 2023, and apply limited verification requirements for this special population.

Also of note, the U.S. Department of Education has informed the financial aid community that the 2024-25 FAFSA is undergoing major redesign and will be unavailable for students and parents to complete until December 2023 (no specific date was provided) instead of the usual October 1 date preceding the award year. The Financial Aid department will provide updates through our website, social media, e-mail communications, collaborations with high school counselors and community-based organizations, and presentations. We have been advised that effective 2025-26, the FAFSA opening date of October 1st will resume.

Scholarship Fair

The Scholarship Center hosted a successful Scholarship Fair on March 2, 2023, from 2:00-4:30 p.m. in the Viking Union. The purpose of the fair was to inform students and parents of scholarship offerings and related support services at Western.

A total of 340 students and parents attended. All of Western's academic colleges participated, as did colleagues from the Hacherl Research & Writing Studio and Career Services. Thanks to Vice President Huskey and Dining Services, pizza was provided to help draw student attention to the fair and set a welcoming environment for the event.

V. New Student Services/Family Outreach

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

Spring Advising & Registration (A&R) Sessions concluded on March 27th with a total attendance of 136 new students (116 transfer and 20 first-year) over the course of four sessions. Events and communications for the upcoming Summer A&R Session are currently underway; one session in early May will be held for new summer quarter students. Preparations for Fall A&R Sessions, including event and communications set-up, will continue to progress over the next three months, planning for reservations to open on June 6th.

Along with the Fall A&R Sessions, planning also continues for a pilot series of orientation events to be held on campus over the summer. As part of WWU Orientation offerings, NSSFO will host 5-6, smaller scale orientation events for students and families who want or need additional time on campus to explore Western resources; to learn more about Western's mission, vision, and student services; and to conduct University business. The events will be half-day programs, with each Friday program following a theme. Themes will revolve around core Western initiatives and student development needs, such as academic preparation, health and wellbeing, diversity and inclusion, career preparation and exploration, and first-generation student and family outreach. Each of these in-person programs will be limited to 100 students with up to two guests per student, to focus on small group connection with services and resources. As orientation events are funded through the student Enrollment Fee within NSSFO, there will be no fee to attend.

The primary goals of the events are to foster a sense of belonging and connection to the people and place that make up the Western community, deepen students' and families' knowledge of resources and services, and inspire and strengthen students' confidence in their readiness to begin their academic career at Western. NSSFO is currently working with University Marketing to develop a new visual identity that will serve as a visual anchor to represent WWU Orientation events as they continue to expand and diversify.

Family Outreach

Planning has also begun for Western's annual Fall Family Weekend, with event dates now set for October 20-22, 2023. Staff are preparing outreach efforts to both on- and off-campus partners to begin developing the schedule.

In support of First Generation students and their families, NSSFO continues its partnership with the Student Success Initiatives unit and has taken over the management of the website where the collaboratively developed First Generation Family Toolkit is now located (<https://nssfo.wvu.edu/first-generation-family-toolkit>). Research outcomes have led to the development of this website, addressing developmental needs and providing navigational support for the First-Gen experience. A next step in the continued development of the site is to work with Western's WebTech staff to determine if Google Translate capabilities can be installed on webpages to support translation of the webpages from English to Spanish to increase access to resources and information.



UNIVERSITY ADVANCEMENT REPORT APRIL 2023

FUNDRAISING TO DATE

As of March 29, \$16.7 million has been raised toward our overall goal of \$21 million by June 30, 2023.

**\$21
MILLION GOAL**



**\$16.7
MILLION
RAISED**

MERGER APPROVED

On March 9 and 10, through separate meetings of the Alumni Association Board of Directors, the Foundation Board of Directors and the general WWU alumni membership, it was unanimously voted to merge the two organizations and create the Foundation for Western Washington University and Alumni. Final ratification of the articles of incorporation, new bylaws and officers will take place at the next board meeting in May.

UPCOMING EVENTS

Registration opened April 3 for Back2B'ham 2023 to be held May 19-21 on campus. A highlight of the weekend will be the 50th anniversary celebration of the transformational Title IX legislation to take place during a special brunch and recognition event in Carver Gym. Nearly 200 former female athletes who competed for the Vikings from 1968 to 1981 will be recognized for their athletic accomplishments and presented with their Western "W" letter, an honor not bestowed on them as undergraduates. The



celebration was the brainchild of Terri McMahan ('77), a member of Western's Athletics Hall of Fame and a pioneering female high school coach and administrator in western Washington. She has volunteered countless hours researching former Western athletes, coaches and teams, and has personally reached out to hundreds of former players encouraging them to come back to Bellingham for the festivities. Additionally, she has established an endowment, the Honoring Women in Sport and the Historic Impact of Title IX scholarship, to support a member of a women's team at WWU.

BY THE NUMBERS

Give Day 2023

Western's 8th annual Give Day will take place Thursday, May 25. This limited-time fundraising event provides vital funding for every college and department, athletics, student clubs and special projects. Last year, more than \$1 million was contributed by 2,900 donors, both all-time highs, and our goal is to eclipse those numbers this year. We are focusing Give Day solicitations around the construction of Kaiser Borsari Hall and encouraging gifts of all sizes as ground is broken on that building. Hundreds of campus partners are rallying faculty, staff, students and ambassadors to help spread the word and generate support. More information can be found at wwugiveday.wwu.edu.



SPOTLIGHT ON PHILANTHROPY

Simon Blackwell ('84) and Juliana Perez are passionate about philanthropy. Their connections to Western are strong—Simon is an alumnus who started in 1977, left Western to become a green beret in the U.S. Army, and returned to finish his degree. Their daughter, Lauren, and Simon's brother, Adam, both graduated from WWU. Simon and Juliana married in 2007 in Bellingham at the Fairhaven Inn, and Simon was a commencement speaker at Western in 2012—so when they chose to give, they chose Western.

They have endowed the **Downing-Montague Scholarship for Philosophy Healthcare and Technology**, a scholarship that honors Simon's B.A. in philosophy, Master's in Applied Philosophy and Artificial Intelligence from Bowling Green University, his career as technology lead for game development for Wizards of the Coast/Hasbro and VP of digital game development for Magic The Gathering and Dungeons and Dragons, and Juliana's work as an interfaith spiritual director. Juliana has served as chaplain at WellSpan Health in Maryland and Fred Hutch Cancer Center (formerly the Seattle Cancer Care Alliance) and has served as executive director of the Safe Crossing Foundation in Seattle. Together, they also wanted to acknowledge Western's location on land taken from the Lummi, Nooksack, Samish, and Semiahmoo people, and that their home sits on land taken from the Suquamish native people. To that end, they endowed the **Hey'sxwq'e (Thank you) for this land, Native American Support Endowment**. Their goal is to be able to support indigenous students attending Western through an operational fund than ensures sufficient support services exist to enable the retention and success of indigenous people at the university.



Capital Program Report

Board of Trustees

April 14, 2023

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Electrical Engineering and Computer Science

Western is working with Perkins&Will, the design consultant, and Mortenson Company, the GC/CM contractor. The project's remaining bid packages were bid in December 2022. Construction mobilization has begun. The latest delegation of authority to amend the construction contract for tenant improvements for four labs is being brought to the April 2023 Board of Trustees meeting for delegation of authority pending funding. The building is scheduled for occupancy in Winter Quarter 2025.

Birnam Wood Siding and Bridges PH 1

This project will replace the bridges and siding at stacks 3 and 4, along with windows and siding on the Community Building at Birnam Wood. A design contract has been executed with Cornerstone Architectural Group. The project bid in October 2022, and the Board of Trustees approved the construction contract in December 2022. The Contractor, CDK Construction, will commence work in late Spring 2023.

Science, Math & 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. A design contract has been executed with HKP Architects, a women-owned certified business. The project bid in October 2022, and the Board of Trustees approved the construction contract in December 2022. The Contractor, Tiger Construction, is currently procuring long-lead items and expecting to commence construction in Summer 2023.

Fairhaven Recording Studio

This project will create a recording studio adjacent to the lobby of the Fairhaven Academic Building. The project is currently in design with Architecture for Everyone, a Minority Business Enterprise, as the prime consultant. The project is targeting the April 2023 Board of Trustees meeting for a delegation of authority to award a construction contract in May 2023. Construction to be complete in Fall 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. Construction began in June 2022 and is scheduled to complete in the Fall of 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 project construction is underway and scheduled to complete in Fall 2023.

Fairhaven Hydronic Pipe and Valve Replacements

This project will replace below slab piping with modern materials to ensure building heat is provided throughout the Fairhaven stacks 1, 3, 6, 7, 8, and 9. Additionally, two add alternatives have been accepted to replace baseboard heating valves to ensure that heating is balanced throughout the stacks. This project was

bid in March 2023. The contract to the low bidder, CDK Construction Services, is subject to Board of Trustees approval at their April 2023 meeting.

House of Healing

This project will create an approximately 5,000 square foot facility reflecting Coast Salish Longhouse architecture and design. The facility will serve as a gathering and ceremonial space for Native students and Coast Salish tribal nations throughout the Salish Sea region, and to educate everyone about the rich history and culture of our local Native Tribes. The facility will be located in an existing open meadow on the edge of the Sehome Hill Arboretum, which is adjacent to the campus and jointly managed by the University and the City of Bellingham.

Western solicited for Progressive-Design build teams in January 2022, and awarded a contract to the following consortium group: Wellman-Zuck/Jones & Jones/Rolluda Architects. The project is currently in schematic design. Construction is scheduled to start early spring 2024 and to be complete by summer 2025.

Strategic Visioning and Capital Development Plan

The Request for Qualifications (RFQ) for a consultant team has been advertised with submittals due on April 10, 2023. A selection committee has been formed and a recommendation will be made in early May 2023. Contract negotiations will be completed in May with Board of Trustees approval scheduled for the June 2023 meeting. It is anticipated for the plan to take approx. 16 – 118 months to complete.

2023-2025 Capital Budget

The Capital Planning and Advisory Committee, Sub-Committees, Working Group, and Vice Presidents have created the 2023-2025 Capital Request and Ten-Year Capital Plan (Plan). The final version of the Plan was presented to the Board in June 2022, where the portion of the Plan that pertains to State-funded projects was approved, and comments were taken on the non-State projects.

The project proposals were submitted to the Office of Financial Management (OFM) in August. The Ten-Year Capital Plan and Two-Year Capital Request was submitted to OFM in September. The Governor's proposed capital budget was released in mid-December 2022 and the Senate and House released their proposed capital budgets in March 2023. We are expecting the compromised capital budget in mid to late April.

For more information regarding the process and development of the Plan, as well as a comparison worksheet that compares Western's capital request to the various proposed budgets, please visit the following website: [2023-25 Capital Budget Request | Capital Planning and Development \(www.edu\)](https://www.western.edu/capital-planning-and-development).

**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, April 13, 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

Given our recent and ongoing discussions about the ideal marketing budget for a university like Western, facing the same challenges as many regional comprehensive institutions nationwide, I thought it would be helpful to look at one recent benchmark. The following is based on a national study of chief marketing officers in higher education for 2021-22 conducted by Simpson Scarborough, one of the leading branding and marketing agencies providing higher ed with research, strategy, creative, digital and media planning services. The study size was relatively small with 230 respondents predominately from private institutions (63%), but it nonetheless provides an interesting snapshot.

Budget constraints persist, but some institution types are struggling more than others. About 3 in 4 lead marketers report not having the budget necessary to meet the expectations of leadership, though budget totals have increased in the past two years.

Baccalaureate institutions report the highest average budgets per enrolled students at \$721, compared to Masters at \$453 and Doctoral at \$336. Yet, Masters institutions report the highest MarCom budget as a percentage of institutional budget at 2.02%. Marketing Technology investment, a critical area amidst budget and staffing constraints, accounts for just 3% of marketing budgets.

MarCom Budgets & Budget Breakouts

Central MarCom Budget

What is your central marketing & communications budget, including staff & operating expenses?

Baccalaureate

MEAN

\$1,441,977

MAX

\$3.5m

MEDIAN

\$1.1m

MIN

\$350k

Masters

MEAN

\$1,978,054

MAX

\$24m

MEDIAN

\$1,456,673

MIN

\$300k

Doctoral

MEAN

\$5,829,884

MAX

\$50m

MEDIAN

\$3.9m

MIN

\$488k

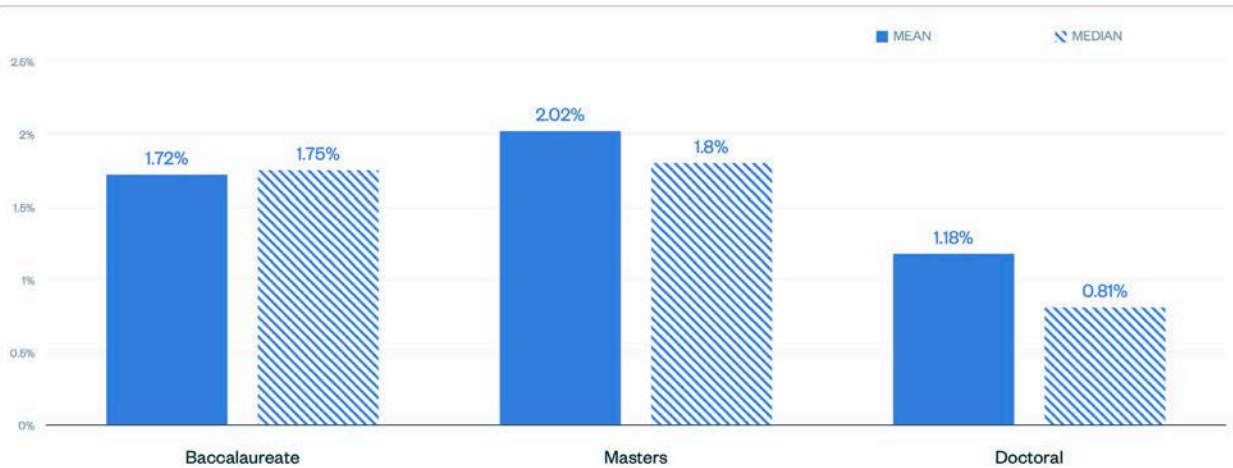
By comparison, WWU's total current central marketing & communications budget, including staff and operating expenses, is \$3,764,476, the vast majority of which is staff salary and benefits. This includes \$500,000 earmarked for paid digital undergraduate recruitment advertising (only \$250,000 of which is in recurring base budget). It also includes state-supported resources for the Small Business Development Center, Campus Coalition for the Public Good, and Tribal Relations. This total does not include MarCom focused resources within Admissions, Advancement and Athletics.

What is your central marketing & communications budget, including staff & operating expenses?

Central MarCom Budget by Institutional Enrollment

<3k	3k - 12k	>12k
MEAN \$1,173,309	MEAN \$2,984,007	MEAN \$5,226,498
MAX \$3.5m	MAX \$24m	MAX \$38m
MEDIAN \$1.0m	MEDIAN \$1,976,500	MEDIAN \$3.74m
MIN \$250k	MIN \$321k	MIN \$700k

MarCom Budgets as a Percentage of Institutional Budget



For FY23, WWU’s central MarCom budget represents 1.74% of total institutional expenditures.

MarCom Budgets Per Enrolled Student

	By Enrollment			By Tuition Dependency			
	<3k	3k-12k	>12k	0-33%	34%-66%	67% or more	
Mean	\$744.51	\$499.41	\$244.74	Mean	\$300.84	\$544.23	\$496.39
Median	\$608.35	\$352.31	\$163.07	Median	\$148.01	\$349.20	\$423.32
Min	\$129.59	\$74.37	\$31.36	Min	\$31.36	\$35.47	\$74.37
Max	\$2,895.16	\$6,861.06	\$2,993.54	Max	\$2,993.54	\$6,861.06	\$2,895.16

Based on enrollment (total headcount) of 14,747 in Fall 2022, the central MarCom budget per enrolled student is about \$255, putting us on par with institutions with greater than 12,000 enrollment, but significantly below institutions that are moderately dependent on tuition revenue.

IPEDS produces tuition dependency by calculating tuition revenue as a percent of the total operating budget. Western is considered moderately dependent (34%-66%) since the University's annual operating budget is divided almost equally between state support and tuition revenue.

MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

Earlier this month, the department set up a global media database and news distribution tool through Cision BusinessWire. The new tool will increase the department's ability to reach members of the media nationally with general news releases, tactical and topical pitches and WWU expert source recommendations. Releases already distributed through the new system — with good local and regional media uptake — include news on WWU's Pew Fellowship recipient and College of the Environment Associate Professor Marco Hatch, WWU's status as a top producer of Fulbright Scholars, partnership and grant news from our Border Policy Research Institute, and the upcoming Ray Wolpov Institute's co-hosting of the U.S. Holocaust Memorial Museum's annual Meyerhoff Lecture.

We had the pleasure of welcoming our new Social Media Coordinator, Caitlyn Daniels, who started on February 1, and who has continued the positive trajectory in engagement and channel growth for our non-paid institutional social media channels.

And together with University Advancement, the digital edition of Window magazine's winter issue was emailed out to more than 60,000 alumni for the second time (the first was fall 2022) with high open rates and solid click through rates.

Earned Media

WWU saw multiple top-tier stories published in outlets including Axios Seattle, the Washington Post, ABC News, Boston Globe and the New York Times that sourced WWU experts and centered around WWU research achievements. Driving significant coverage was ProPublica's landmark study on Native ancestral remains held by institutions across the country, which generated interest in WWU's holdings. UComm, the Office of Tribal Relations and Anthropology department worked together to field requests promptly and constructively through late January and February, in close coordination with our tribal partners.

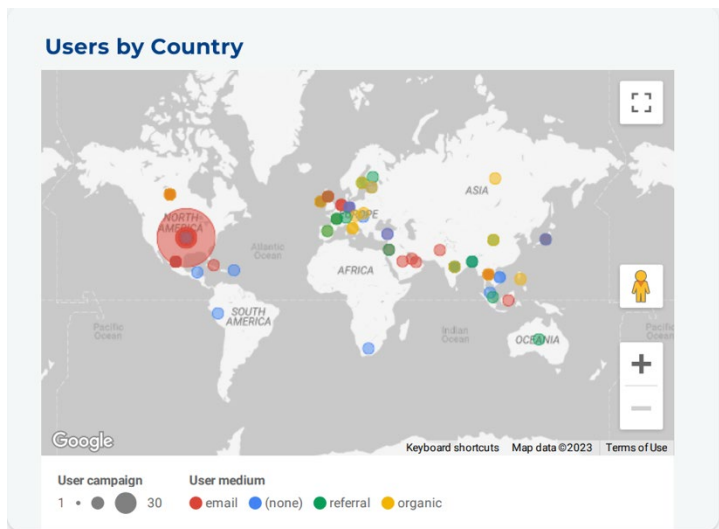
Social Media

Our new Social Media Coordinator, Caitlyn Daniels, has focused the university's non-paid social media channels on consistent, high-quality, tailored content for each platform's audience, which is driving increased engagement and maintaining follower growth rates. WWU's primary social channels are reaching new audiences (except for Twitter, which is struggling with user churn) and we are seeing steady growth across all channels. Instagram and Facebook have shown the most engagement in the last two months, as we've professionalized the use of the Instagram Stories feature, creating more "snackable content" for our audiences. LinkedIn engagement rates of 6-7 percent continue to be well above industry benchmarks (typically 1-3 percent), though impressions have now plateaued since our December high. The team will look to address this.

Publications

In Publications, the vastly improved digital edition of Window magazine continues to be well-received by readers, with high open rates and clicks on the winter edition, commemorating the 50th anniversary of Title IX, as well as increasing traffic to Window's online platform at window.wvu.edu. For the winter edition, we recorded nearly 50% more users over the prior month, and nearly half were new users. The top traffic sources were direct, the WWU alumni email list, organic search, and Western Today.

Perhaps most exciting is that users from all over the world are reading it online. No other site at Western has this kind of users by country map. The related story title clicks are also healthy, which means that users are going all the way to the bottom of a story and then clicking on a new story. We continue to work with the Advancement team to build out more strategies for increasing email addresses for alumni, donors, and friends of the university.



The Family Connection newsletter, which is distributed to families of current students, focused on important seasonal topics of financial aid and renters' education in January and February. It continues to show very strong demand and value with open rates well above 40 percent.

OFFICE OF UNIVERSITY COMMUNICATIONS



METRICS DASHBOARD JANUARY – FEBRUARY 2023

WESTERN TODAY

Total Sessions

January 37,278

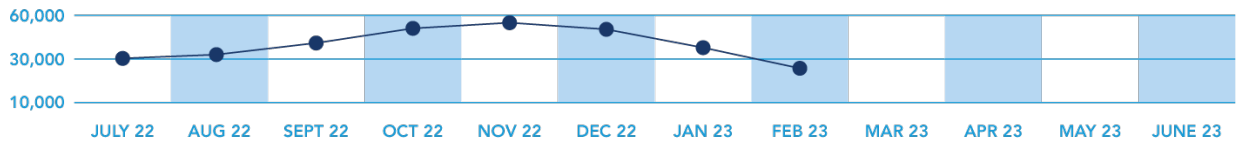
February 24,705

Total sessions: 61,824
(vs. 106,647 sessions for Nov-Dec) *Reflects a historic trend in fewer sessions between Nov-

Most-read stories:

- [What is ChatGPT, how does it work, and how is it impacting academia?](#)
- [Statement from the President on Repatriating Native Ancestral Remains](#)
- [Students spending winter quarter studying West African literature and culture in Senegal](#)

Dec vs. Jan-Feb.
 Highest open rate: 24.3%



EARNED MEDIA

Top tier stories (media with Washington state or national circulation): 7 stories

Total Stories

January 610

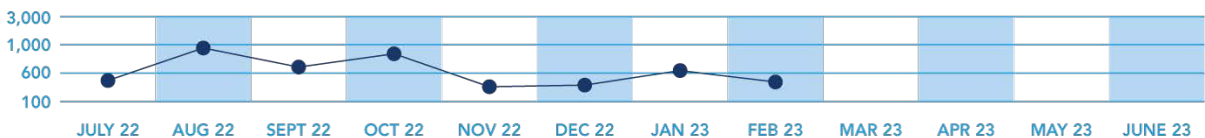
February 521

Total stories (Jan-Feb): 1,141

(vs 659 for Nov-Dec)

Top Stories

- [This is how heat from a volcano can be used to power an entire town](#) / ABC News (features Associate Dean and Professor of Geology Jackie Caplan-Auerbach)
- [As Historians Gather, No Truce in the History Wars](#) / New York Times (features Professor of History Johann Neem)
- [Gulf of Maine sees second-hottest year on record, report shows, 'getting to the edge of habitability'](#) / Boston Globe (features Marine and Coastal Sciences faculty member Nina Whitney)
- [Major aftershocks are still shaking Turkey. When will the quaking end?](#) / Washington Post (features Jackie Caplan-Auerbach)
- [Western Washington women's soccer gets moment in spotlight at Seattle Sports Star of the Year show](#) / Seattle Times



Social Media

Performance for WWU Primary Social Media Channels

Period measured: 01/24/23 – 03/23/23

LinkedIn

Total followers: 103k vs. 102k (01/23/23)

New followers: 2.5k vs. 2.3k (Dec-Jan)

% gained: 2% vs. 2% (Dec-Jan)

Organic impressions: 312k vs. 392k (Dec-Jan)

Engagement rate: 6.5% vs. 5.8% (Dec-Jan)

(Source: LinkedIn Analytics)

Instagram

Total followers: 29.2k vs. 29k (01/23/23)
New followers: 1.2k vs. 1.1k (Dec-Jan)
Post impressions: 848k vs. 682k (Dec-Jan)
Post engagement rate: 7.5% vs. 7.92% (Dec-Jan)
(Source: Hootsuite)

Facebook

Total followers: 54,520 vs. 52,888 (01/23/23)
New followers: 1.6k vs. 196 (Dec-Jan)
Page reach: 1.4m vs. 1.2m (Dec-Jan) (Source: Meta)
Post engagement rate: 8.89% vs. 4.31% (Dec-Jan)
(Source: Meta and Hootsuite)

Twitter

Total followers: 22.1k vs. 22.2K (01/23/23)
New followers: -78 vs. -70 (Dec-Jan)
Tweet impressions (organic): 48.4k vs. 73.4K (Dec-Jan)
Organic Tweet impression growth: -33% vs. 18%
(Source: Twitter)

Family Connection Newsletter

Sent: 8,865 (Jan) and 9,989 (Feb) vs. 10,743 (Nov-Dec)
Opened: 54% (Jan) and 46% (Feb) vs. 51.2% (Nov-Dec)
Clicked: 4.5% (Jan) and 3.9% (Feb) vs. 4.3% (Nov-Dec)

Top Content

Jan: FAFSA form, Washington College Grant, Off-Campus Living, WWU Financial Aid, WASFA Form.
Feb: Off-Campus Living, Renters Education events, AS Outdoor Center Excursions, Visit Bellingham events calendar.

UNIVERSITY MARKETING

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

Digital Marketing

Admissions Application Campaigns: January - February 2023

In January, Western ran two sets of creative in our undergraduate and transfer admissions campaigns. The first set, a continuation of the November/December creative, featured [the story of Dani Iwami](#), a star basketball player who, after being sidelined by a life-changing injury, found passion and fulfillment

in ceramics. Iwami completed her bachelor's degree in environmental studies earlier this year and has enjoyed viral success with her burgeoning pottery business, [Dani x Kawaii Studios](#).



AN EDUCATION MOLDED TO FIT YOU.
Apply Now

WESTERN WASHINGTON UNIVERSITY
MAKE WAVES.

TAKE YOUR SHOT.
Apply by January 31

WESTERN WASHINGTON UNIVERSITY
MAKE WAVES.

In mid-January through the end of February, we introduced [the story of the WWU Honors College's life-changing trip to Ecuador](#). The campaign video, shot and produced by Director of Visual Media Sean Patrick, captured [the 19-day study abroad excursion](#), in which Western students traveled through the Sierra Andes mountains, discovered the wonders of the Amazon rainforest, explored volcanoes and national parks, and snorkeled in the Galapagos.





The full-length versions of the videos were shared on WWU's main web and social channels, and were also used in Undergraduate Admissions email campaigns. Western worked with Carnegie, our digital marketing agency, to use short clips of the video in Snapchat and TikTok ads.

The videos, as well as corresponding display and text ads, reached prospective undergraduate and transfer students through a variety of channels, including pay-per-click, pre-roll, and display retargeting. When an ad was clicked, undergraduate prospective students were brought to www.wvu.edu/makewaves, where they were prompted to start their application or submit a request for additional information. Transfer students were brought to www.wvu.edu/make-waves-locally, which was tailored to the needs and interests of transfer students.

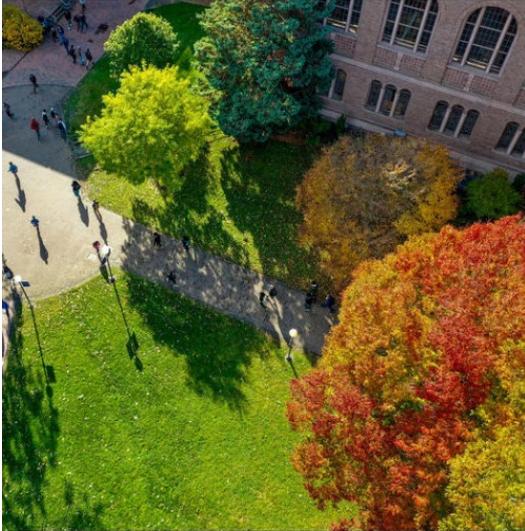
FAFSA/WAFSA Promotion: January 2023

For the past two years, Western has placed ads designed to increase the completion of the FAFSA and WASFA among Washington families. Last year, these efforts paid off, with 83.4% of our new first-year students (Fall 2022) filing their FAFSA by census day.

The following still image ads were displayed on Facebook and Instagram to the parents of college-aged students in Washington throughout the month of December and into January. When clicked, the ads led to <https://www.wvu.edu/parents>, a landing page built to address the financial aid concerns of the parents of new students.

 **Western Washington University** Sponsored · 

WWU wants to help your student get the most financial aid possible. Apply for aid and open the door to scholarships and grants.





WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

[Learn more](#)

 50

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 Like  Comment  Share 

 **Western Washington University** Sponsored · 

WWU wants to help your student get the most financial aid possible. Apply for aid and open the door to scholarships and grants.




WWU.EDU
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Earn a Bachelor's for Less

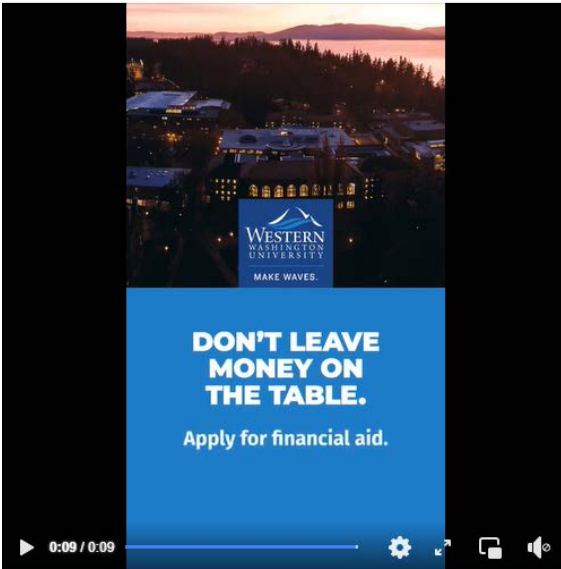
[Learn more](#)

 46

 Like  Comment  Share 

 **Western Washington University** Sponsored · 



WWU wants to help your student get the most financial aid possible. Apply for aid and open the door to scholarships and grants.



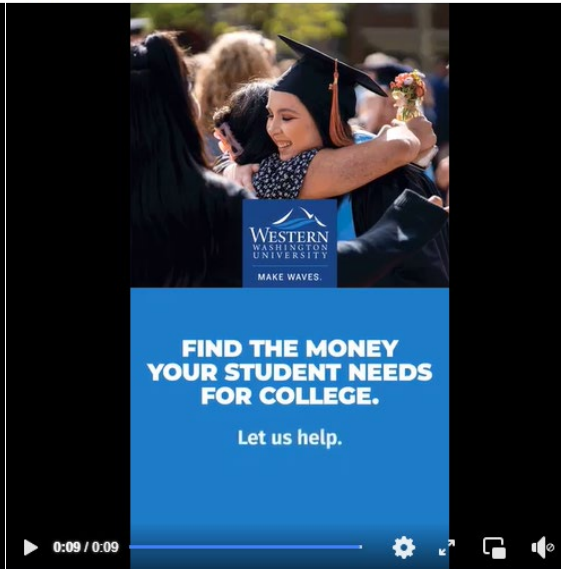
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[Learn more](#)

 Like  Comment  Share 

 **Western Washington University** Sponsored · 

WWU wants to help your student get the most financial aid possible. Apply for aid and open the door to scholarships and grants.



WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

[Learn more](#)

 Like  Comment  Share 

Western also ran a series of FAFSA-themed display ads aimed at incoming students. Western used a list of applicants and recently admitted students and served them ads that linked to a newly redesigned [financial aid landing page](#). The page was formatted to highlight the FAFSA and WASFA applications, as well as provide information on the Washington College Grant.



Yield and Lead Generation: March - April 2023

March marked the end of Winter Quarter, and a shift toward a different phase of our annual recruitment marketing efforts. Starting on the first of the month, University Marketing and admissions pivoted from application-focused ads to Fall 2023 yield efforts and prospect generation for future admissions cycles.

The yield-focused ad set was served to admitted undergraduate applicants. As of the start of this campaign, these prospective students had not yet submitted their confirmation to enroll and were deciding whether Western offered them the academic experience they sought. The ad set was designed to communicate a sense of belonging and excitement. When clicked, the ads led to admissions.wwu.edu/admitted, a landing page designed to encourage confirming and guide new students through campus resources.

The display retargeting ads are scheduled to run through the end of April, and the photos and messaging will be refreshed midway through the run.



University Marketing also launched a set of ads designed to reach rising juniors and rising seniors at both in-state and out-of-state high schools. Many prospective students and their families plan their tours of college campuses during spring and summer breaks. This ad set will run through June 23, and the creative will be refreshed periodically.

The campaign featured [a brand anthem video](#) (shot and produced by the Visual Media team) highlighting Western's location and vibrant student life. This video was featured in the campaign's TikTok, Snapchat, YouTube, and pre-roll ads and was accompanied by a set of graphics designed by University Marketing's Creative Services team. The landing page, www.western.edu/makewaves, was redesigned to better meet the needs of prospective students who are early in the process of exploring their college options.



Platform Expansion and Improvement

The University Marketing team worked with other functions within University Relations and Marketing to improve existing platforms and optimize them for digital marketing efforts. We restructured [Western's YouTube channel](#) to increase the visibility of our video content, grow Western's audience, and better engage prospective students. Relevant keywords were added to our channel and video names and descriptions that will help YouTube recommend our content to the right audience. We also organized our playlists and added end title logic to make it easier for viewers to find popular content and keep them engaged with our channel. The new organization and keyword strategy will be applied to new videos as they are uploaded.

University Marketing worked with Carnegie to add paid advertising to our existing TikTok presence. TikTok is a platform that is popular among younger generations, especially Gen Z, with 41% of TikTok users aged between 16-24. By creating both organic and paid TikTok content, Western is reaching a new demographic of students and engaging with them in a way that is relevant and relatable to them. We anticipate that TikTok will be a valuable way for Western to connect with younger audiences, showcase campus life and culture, increase brand awareness, and highlight academic programs and achievements.

Campaign Performance and Engagement: January 1 - March 31, 2023

Our Carnegie campaign performance metrics are an essential form of data to review and measure, as they provide insights into the performance of advertising campaigns. However, they are not the only form of data we consider when measuring the effectiveness of marketing strategies. We consider a range of data sources to gain a comprehensive understanding of the impact of our

organic and paid marketing strategies. In addition to the metrics below, our team is also taking admissions data, brand awareness objectives, and web analytics into account.

DISPLAY AND IP/LOCATION TARGETING	
Total Impressions	2,320,704
Total Clicks	3,745
Total Conversions	632
PAY PER CLICK (PPC)	
Total Impressions	100,294
Total Clicks	9,843
Total Conversions	396
SNAPCHAT	
Total Impressions	9,756,088
Total Swipe-Ups	42,656
Total Conversions	192
META (FACEBOOK/INSTAGRAM)	
Total Impressions	370,356
Total Clicks	1,854
Total Conversions	11
PRE-ROLL AND YOUTUBE	
Total Impressions	1,740,256
Total Clicks	46,809
Total Conversions	2
TIKTOK	
Total Impressions	741,960

Total Clicks	2,550
Total Conversions	0
Impressions Across Strategies	15,029,658
Clicks/Swipe Ups Across Strategies	107,457
Conversions Across Strategies	1,233

Special Event Promotion

In January and February, University Marketing bolstered the promotion of Western's [Black History Month](#) events, which took place throughout the month of February. The team developed digital and print assets, including web banners and print ads that ran in both Window Magazine and Bellingham Alive.

The University Marketing team also supported the promotion of the [Meyerhoff Annual Lecture](#) and [Hidden Silence Roundtable](#), sponsored in collaboration with the U.S. Holocaust Memorial Museum. The team led the initial email marketing to the Ray Wolpov Institutes 900 contacts and created digital and print assets for both the April 6 and April 7 events.

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

- Academic Advising Center
- Bias Response Team
- Career Services Center
- Center for Canadian-American Studies
- College of Business and Economics
- English Department
- Enrollment and Student Services
- Facilities Development and Operations
- Fairhaven College of Interdisciplinary Studies
- History Department
- LGBTQ+ Western
- MBA Program
- Multicultural Student Services
- New Student Services/Family Outreach
- Outreach and Continuing Education
- President's Office
- Ray Wolpov Institute
- Registrar's Office
- Scholarship Center
- Small Business Development Center
- Student Success Initiatives
- Tribal Relations Office
- University Communications
- Western Libraries

- Woodring College of Education
- WWU Athletics

VISUAL MEDIA PRODUCTION

University Digital Signage and Window Sharing - Increasing URM's visibility across campus

We have had success in sharing recent social media videos and assets with the larger university community by including our work in the Digital Signage screens across campus. About 15 videos at any given time made by URM are shuffling through the sequence of programming. We hope this continues to elevate our department, as we have anecdotally heard that the work is being seen by new groups of students, faculty, and staff.

Recent Production Shots

The URM Team is always diligently working on creating new and exciting material on a daily basis. As the weather has gotten better, we have been flying the drone more as well as shooting new material on the ground.

Campus, Student, and Community Imagery

Before the current URM team existed, certain material that was high value needs updating for the current generation of students and a different looking downtown.

We have begun working on a new project (when time allows) of capturing positive and fun scenes, not just on campus but across town. We are hoping this material then can be used efficiently when a City of Bellingham / WWU partnered event needs to be promoted but can also function as additional footage in creating short, student-facing social posts about events happening around town.

Projects Recently Completed

[It's Been Quiet Around Here \(AKA: "The Tumbleweed Video"\)](#) (90% watch rate and 3000+ views on Instagram and Vimeo in the first 48 hrs)

[A look at WWU's rare modular synthesizer](#) (Not yet released)

[WWU ski/snowboard club | Weekend at Baker](#) (12,000+ views on Instagram)

[50 Years of Title IX - A WWU Story](#) (Featured in the winter Window Digital edition)

[Anthem: Explore Western Washington University | Go Northwest of Ordinary](#) (Released in Campaign)

[Western Recap: Rafting!](#) (Around 1000 views)

[Western Recap: Drones in the Snow](#) (Around 4000 views)

[Western Recap: One Year On in the ISB](#)

[Western Recap: Hazy Days Over Campus](#) (Not yet released)

[Ecuador & Galapagos Travel Vlog / Longer version for Honors & other interested organizations](#) (Campaign & Window Digital Edition)

[Student Spotlight: Dani Iwami - "Court to the Kiln"](#) (Campaign, 10,000+ views on Youtube and Social)

Projects in post-production

Sculpture Garden Short Documentary

Projects in production or about to begin

First Generation Student Video Interviews

WWU Energy Studies Net-Zero Energy Tiny House Project AKA: ZeNETH

Civic Leadership Award Interview - Madelyn Osborne

WWU Building Repository

Documenting the Building of the "House of Healing" Longhouse

Web Communication Technologies (WebTech)

Summary January 10th – March 20th

Winter quarter afforded WebTech an opportunity to revamp the [Institutional homepage](#) increasing the focus for users on key prospective student admissions actions, current events at Western and highlighting research conducted at Western. It also has allowed the ability to feature events in a multitude of ways. The [Meyerhoff Lecture](#) and [Hidden Silence Roundtable](#), sponsored in collaboration with the U.S. Holocaust Memorial Museum and [Women's History Month](#) were featured on the home page in a balanced way. A variety of QR codes were used in Window Magazine, Bellingham Alive Magazine, and on campus posters to make it easier for users to get to the website upon seeing print promotional materials.

Across the enterprise, WebTech spent time fixing website links that were no longer working. We were able to fix over 1,000 links that were on websites that have wwu.edu in their domain name. Beyond creating a better experience for all users, this work also has the potential to improve search engine rankings. In conjunction with fixing links, we improved page load speeds for most sites by 63%. This should increase interactivity on websites across our domain.

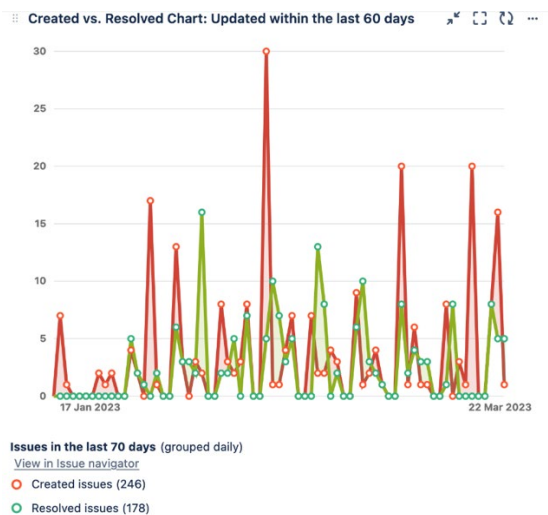
WebTech continues to support the Registrar in managing the software for commencement reservations. Numerous improvements were requested and completed in advance of registration opening for students for Spring Commencement. We also successfully ran numerous updates to our Drupal platform and upgraded PHP within the Azure hosting environment.

WebTech worked with University Communications to improve the digital accessibility of Western Alert email messages by ensuring phone numbers are interactive rather than plain text.

Carnegie Campaign Traffic

The marketing campaign drove 54,833 visitors to the wwu.edu domain between January 10th – March 20th. That is a 59.8% increase from the prior period. It represents approximately 7.9% of all traffic. In the same period, 1,159 visitors from TikTok advertisements and 4,876 visitors from SnapChat were brought to wwu.edu via the marketing campaign.

WebTech Workload



WebTech had a large increase in created issues this past period. This is due to both the focus on fixing broken links and supporting digital presence for several key events. WebHelp, our email support line received 646 emails, a 64.7% increase from the prior reporting period.

UNIVERSITY RELATIONS

COMMUNITY RELATIONS

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

Women's History Month

The Director of Community Relations facilitated a community-wide advisory team in planning events throughout the month of March to recognize Women's History Month. Through this partnership and with the support of WWU's Multicultural Center, multiple events were offered throughout the community and at WWU. In total, more than 300 students and community members listened to inspirational keynotes, connected with community leaders, and celebrated Women's History month together. These events were planned and funded in partnership with the City of Bellingham, Whatcom Community College, Bellingham Technical College, Northwest Indian College, Bellingham Public Schools, and Peace Health as a part of the Community Consortium for Cultural Recognition. Like all events coordinated in partnership with the community consortium, the Women's History Month [web page](#) was created and managed by WWU.

Bellingham City Club's "U.S. – China Relations" Program

The Director of Community Relations serves on the program committee for Bellingham City Club which provides a monthly program for its members to "inform, connect, and engage community to strengthen the civic health of the region." WWU's connection to City Club creates opportunities to spotlight WWU faculty, staff and alumni who serve as expert speakers and panelists on important and relevant topics. Bellingham City Club's most recent event on Wednesday, March 22 featured Associate Professor Kristen Parris who spoke as an expert on China's policies, history, and culture while discussing the current challenges facing the U.S. and China. The event can be viewed at www.bellinghamcityclub.org.

Downtown Bellingham's Western Wednesdays

Community Relations has partnered with the Downtown Bellingham Partnership on a discount program called Western Wednesdays. Launched on Wednesday, March 29, a growing list of 30+ downtown businesses provide discounts on Wednesdays to any students, faculty or staff who shows a WWU ID card. The discount program not only benefits local businesses mid-week when sales are slower, but it encourages students to interact with the off-campus community and expand their engagement with place. More can be found at <https://www.downtownbellingham.com/welcome-wwu>.

Downtown Bellingham Spring Clean

The second annual WWU Downtown Bellingham Spring Clean will take place on Saturday, April 15 in partnership with the Downtown Bellingham Association. As a kickoff to Earth Week, 40 WWU student volunteers will paint over graffiti, clean alleyways, remove stickers from light poles, and clean up the city's downtown flowerbeds. Downtown Bellingham staff have experienced increased workloads and limited staffing this year, so they are appreciative of WWU's support more than ever to help tidy up downtown. Plans are already being made to expand the event in 2024 and utilize more WWU volunteers.

Hidden Silence and Meyerhoff Lecture

Community Relations, along with the rest of the University Relations and Marketing Division supported two important campus events, "[Hidden Silence](#)" and the "[Meyerhoff Annual Lecture](#)" in conjunction with the U.S. Holocaust Memorial Museum on Thursday, April 6 and Friday, April 7.

APIDA Heritage Month

May is Asian Pacific Islander Desi American (APIDA) Heritage Month. Multiple programs will be offered throughout WWU and the broader community to educate, encourage participation, and amplify systemically marginalized voices, and further community participation in support of social justice and inclusion. A web page is currently under construction to promote those events.

TRIBAL LIAISON

Events and Planning

The Office of Tribal Relations, in partnership with the Ray Wolpov Institute, will sponsor the U.S. Holocaust Memorial Museum's Annual Meyerhoff Lecture on April 7, 2023. This event is an annual national event and Western Washington University is fortunate to be selected to hold this event on campus. The lecture topic will speak to, "teaching exclusion in Nazi Germany and the US: Antisemitism & Racist ideology in the classroom, 1920- 10945." This event will be hosted in person and livestreamed nationally. Additional information can be found at: [Meyerhoff Annual Lecture | Western Washington University \(wwu.edu\)](#).

A companion event for the Meyerhoff lecture will include a roundtable discussion titled, "Hidden Silence: How Does Education Shape a Nation?" This discussion will address the long-term impacts of residential and boarding schools for Native people in the U.S. and Canada. Additional information for this event can be found at the following link: [Hidden Silence | Western Washington University \(wwu.edu\)](#).

The planning and development for the House of Healing (HOH) Coast Salish longhouse project continues to make progress. Wellman & Zuck, Jones & Jones Architects, and Rolluda Architects have begun the process of a draft model for the longhouse. The HOH Steering committee has been meeting regularly with the design build team to confirm a draft model to present to the Tribal Relations Longhouse Planning and Elders committee for final view. It has been exciting to view the potential model of the HOH Longhouse Project. Future details will be forthcoming regarding this historic project.

City planners, attorneys and the WWU capital development team continue to work on scoping the Arboretum site plan and frontage improvements and finalizing the ground lease with the City of Bellingham. Plans are tentatively set for a groundbreaking ceremony in October 2023 with construction to hopefully begin in the summer of 2024. The Tribal Liaison is currently working on a draft for a 2023/2024 program development plan for the Tribal Relations Department. The plan will include activities in developing program support for Native students, faculty and staff. This development plan will also be used for securing future grant and private funding to support program and staff development. The plan is intended to support Western in meeting institutional goals of advancing a deeper understanding of and engagement with place; fostering a caring and supportive environment where all members are respected and treated fairly; and pursuing justice and equity in its policies, practices, and impacts.

Advisory Functions

The Tribal Liaison is working with the Lummi Cultural and Language Department to assist with a language audio project for the preservation of valuable language recordings which need to be updated and saved to digital format.

The Native American Student Union is currently in the planning process for the Spring 2023 NASU Pow Wow, which will be the club's first live pow wow since the Pandemic, scheduled for May 5 and 6 in Carver Gym. The event will include a Coastal Jam on May 5 and the traditional powwow on May 6.

Relationship-Building

The Tribal Liaison, along with President Randhawa, visited with Suquamish Tribal Chair Leonard Forsman on March 8 as part of a plan to increase outreach and engagement with tribes on the Peninsulas. Plans are in process to visit with other tribal leaders of the Peninsulas to gain a better understanding of the needs for their respective communities and shared interests.

The Tribal Liaison is a member of the Salish Summit Planning committee. The group is planning an event in June 2023 to be held in Swinomish. This event will include participants from Hawaii, Alaska and the Pacific Northwest.

The Tribal Liaison continues to serve as a board member for Northwest Indian College and Northwest Indian College Foundation and continues to serve on the Affiliated Tribes of Northwest Indians Education Committee and will be attending the spring conference in May 2023 in Coeur d'Alene, Idaho.

SMALL BUSINESS DEVELOPMENT CENTER

February/March 2023 Highlights

Welcoming Melissa Tanno

The WWU Small Business Development Center (SBDC) is pleased to announce Melissa Tanno will be joining our Kitsap center. With a background in consulting and small business ownership, Melissa is a welcome addition to the team. Melissa will join current Certified Business Advisor Joyce Oswald in expanding the outreach and service delivery in the region, partially supported by an American Rescue Plan Act grant through Kitsap County.

Flood Grant

The Northwest Washington Disaster Grant, funded by the Washington State Department of Commerce, became available for small businesses impacted by the floods of 2021. Of the 75 Whatcom businesses who will receive grant funding, our team assisted 42 small businesses to prepare and apply for the grant. Certified Business Advisor Asche Rider, who led the outreach efforts to flood-impacted business in 2022, hosted several open-house workshops at Sumas City Hall and assisted many applicants throughout the application process.

Partnership with PTAC

The WWU SBDC is once again partnering with the Washington Procurement Technical Assistance Center (PTAC) to host monthly clinics for small businesses interested in government contracting. Though the SBDC and PTAC are ongoing partners, joint in-person events were cancelled during the COVID-19 pandemic. As we welcome the new PTAC Counselor Cara Buckingham, the SBDC is excited to once again partner with PTAC to host routine in-person events at our office.

Presentations

- Bellingham City Council (CJ Seitz & Dr. Liliana Deck)
- Bellingham Port Commission: WWU SBDC 2022 Activities and Trends (CJ Seitz, Asche Rider & Dr. Liliana Deck)
- Ferndale High School multicultural celebration & community resource showcase (Dr. Liliana Deck)
- First Federal Bank Board of Directors (CJ Seitz & Dr. Liliana Deck)

- Kitsap Public Market, small business event (Joyce Oswald)
- Northwest Disaster Grant Team (Asche Rider)
- Tax Tips for your Small Business, Workshop series hosted by CBA Joyce Oswald
- Whatcom Business Alliance, Whatcom Business Awards presenter (CJ Seitz)

Selected Outreach – Whatcom

- Downtown Bellingham Partnership: Economic Vitality meeting
- Northwest Washington Hispanic Chamber of Commerce
- Northwest Innovation Resource Center
- US Bank: Kara Irvin, VP of Business Banking and Business Diversity Lending
- US Bank: Marco Oregel, Nosotros Latino Group
- VSH Accountant Team
- WECU Commercial lending/banking team
- Whatcom Community Foundation Impact Investing Team
- Whatcom County Business and Commerce Committee (representing WWU)
- Working Waterfront Coalition

Selected Outreach – Kitsap

- Kitsap Economic Development Alliance, Race and Equity Summit
- Kitsap Bank, Tony George, COO
- Kitsap Credit Union
- Bainbridge Island Economic Development Committee
- Marvin Williams Center, Young Minds Big Business
- Northwest Cooperative Development Center
- Northwest Innovation Resource Center
- US Bank, Business Diversity Lending Program and B\$ST Program

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

Madelyn Osborne was first selected by President Randhawa to receive the Presidents Student Civic Leadership Award as part of Washington Campus Coalition for the Public Good's statewide Student Civic Leadership Awards program. She then advanced to the next level of competition and Governor Inslee selected Madelyn to receive the Governor's Student Civic Leadership Award for 2023. She will be recognized at the 2023 Student Civic Leadership Awards Ceremony on April 21, 2023.

Madelyn is from Chicago and started attending WWU during the COVID pandemic. She had a challenging background, losing her father when she was young, and was raised by a single mother. Madelyn demonstrated outstanding leadership through the Morse Leadership Institute, raising funds and materials for local homeless shelters during the COVID-19 pandemic. She also led efforts with other students to help clean up the Nooksack river and its tributaries, collecting thousands of pounds of trash often by partnering with Nooksack Salmon Enhancement Association. As part of that work, Madelyn connected with Meridian High School students in these Nooksack cleanup projects, many of whom are directly impacted by the health of the river because they live on the riverbanks, or their families work on farms that are irrigated by the river. Since those experiences, Madelyn has become very involved in the Morse Leadership Institute and has become one of the most respected mentors amongst her peers. She goes out of her way to help others (when no one is asking or looking!) by doing things like creating study groups, reaching out to struggling students, assisting at events, etc. And she does all of this (not for the recognition) but because she recognizes others in need and helps them like others helped her.

Legislative Update

Washington Campus Coalition for the Public Good is pursuing legislative funds during the 2023 legislative session to support the Student Civic Leaders Initiative. To date, the House has included \$500,000 in its budget to support this project; the Senate did not include it in its budget. If funded, the project will provide stipends to student civic fellows to develop community service projects that address critical issues in our state.

WESTERN WASHINGTON UNIVERSITY

SUSTAINABILITY REPORT 2022



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Preface

The 2022 Western Washington University Sustainability Report report has two distinct sections that illuminate sustainability efforts, initiatives, and projects. The first section is the most comprehensive progress report on the Sustainability Action Plan (SAP) to date. It includes sustainability progress since the publication of the SAP in fall of 2017. While it is not an exhaustive list, there are many accomplishments to be proud of and to celebrate.

The second section of this report focuses specifically on the work of the Sustainability Engagement Institute (SEI) during fiscal year, 2022, the first full year since the Institute's inception. The Sustainability Engagement Institute develops educational opportunities and systems-change for a more sustainable, just future. We engage in initiatives that create economic vitality, promote well-being, protect the environment, and uphold social justice.

The intention is that this report serves both as motivation for celebrating the incredible sustainability work that has already been accomplished, and for getting more of the Western community more active in sustainability efforts moving forward. To tackle sustainability and climate change challenges into the future, together we will need to continue innovating, creating, rolling our sleeves up, dreaming, engaging heart and mind, and experimenting.

To learn more, ask a question, or get engaged, visit the SEI website at <https://sustain.wwu.edu/>, or send us an email at sustain@wwu.edu.

Sustainability Action Plan Progress Report

Western's Sustainability Action Plan (SAP), adopted by the institution in September 2017, is the University's road map for protecting the environment, upholding social equity, creating economic vitality, and maintaining human health. Despite the challenges associated with a lack of organizational structure for implementing the plan in a coordinated way, and a global pandemic, students, staff, and faculty have made significant progress. This report showcases accomplishments that progressed the objectives of the SAP. Please note, this document is not comprehensive of all accomplishments. All objectives from the SAP for which there is not known progress are listed in the Appendix.

The President's Sustainability Council, established in winter of 2022, was designed to support a more robust and coordinated reporting process. Thus, readers can expect annual progress reports in the future.

Curriculum and Research

Goal 1: Western's curricula provide all students opportunities to nurture and create the conditions for a thriving society, economy, and environment.

Objective 1.1: Increase enrollment to 50 students by 2022 in the Sustainability Studies minor.

- While enrollment for the Sustainability Studies minor has remained quite low, new curricular options in sustainability have emerged and expanded, including the creation of the Environmental Justice Minor (56 students), Climate Leadership Certificate (37 students), Climate Change Minor, and Salish Sea Studies Minor (32 students, creation of GUR), and the expansion of the Business and Sustainability BA degree, among others.
- In fall of 2022, five sustainability-related FIG courses were offered: Clean Energy Transitions, Leading for a Sustainable Future, Environmental Justice, Climate Change Cognition, and The Salish Sea.

Objective 1.2: Every major has curricular options that include sustainability content by 2020.

- In an effort to integrate sustainability into their curriculum, 27 faculty from 15 departments have gone through the Sustainability Fellows program. This program uses a supportive faculty learning community model to engage in generative exercises, share best practices, and workshop ideas. This program is facilitated by the Director of SEI.

Objective 1.3: Identify and promote opportunities for engaged learning in the area of sustainability by 2020.

- Sustainable Communities Partnership has worked with 13 community partners and 15 faculty on community-engaged climate change and sustainability projects since the SAP was published.
- The Center for Community Learning facilitates the Community Engagement Fellows program, which has engaged hundreds of faculty, staff, and community members in social learning pedagogy.

- At least eight courses have used the campus as a living laboratory model to learn about sustainability (UEPP 471, ENVS 466, ENRG/ESCI 461, ENRG/ESCI 360, ENRG 388, ENRG/ESCI 464, ENRG 488 and ENRG 490).
- Learning Environment Action Discovery (LEAD), a longstanding eco-restoration and service-learning program at Western that is co-directed by College of the Environment graduate students, furthers sustainability education in both the curricular and co-curricular environment, through a spring quarter seminar class and regular volunteer work parties.

Objective 1.4: Expand sustainability related student research opportunities to all interested students by 2020.

- Although not comprehensive of all students who are interested, the newly created Climate Leadership Certificate program includes an independent study or senior project component that allows those students to pursue sustainability research and leadership of their choosing on an annual basis (4-8 credits/student).

Goal 2: Western supports scholarship and teaching that contribute to the understanding and promotion of sustainability.

Objective 2.1: Commit resources to promote Washington Higher Education Sustainability Conference (WAHESC) by 2020.

- Through grants from the Sustainability, Equity, and Justice Fund (SEJF), over 100 students have been funded to attend the Washington and Oregon Higher Education Sustainability Conference. Of note, the Washington Sustainability Higher Education Sustainability Conference merged with the Oregon equivalent, so we now attend this joint conference.



1: Some of the 2022 cohort of students attending the Washington and Oregon Higher Education Sustainability Conference on Western's campus, through an SEJF grant.

Objective 2.2: Provide funding for three faculty and staff across disciplines to attend conferences that promote sustainability beginning 2018.

- While this has not happened in a coordinated or comprehensive way, over the years faculty and staff have attended sustainability conferences using existing travel/professional development funds as well as the Sustainability, Equity, and Justice Fund (SEJF). The SEJF has provided the following opportunities:
 - A faculty member within the Urban & Environmental Planning and Policy department attended multiple conferences hosted by the American Planning Association; these conferences were primarily focused on social justice sustainability principles, such as affordable housing, and environmental sustainability principles, such as climate mitigation and adaptation.
 - A faculty member within the Environmental Studies department attended a *Sustainability, Diversity, Equity, and Inclusion Workshop* hosted by the Association for the Advancement of Sustainability in higher Education (AASHE) in 2019 to learn about incorporating diversity, equity, and inclusion concepts into curricular initiatives.

Goal 3: Western recruits and retains faculty and staff who focus on sustainability.

Objective 3.1: Maintain annual funding of a total of \$10K for up to ten Sustainability Fellows.

- Sufficient funding has been maintained to support the Sustainability Fellows program. In the most recent couple of years there has been more funding than faculty interest.

Goal 4: Western is home to an Institute for Sustainability (IS).

Objective 4.1: Develop a five-year strategic plan for the Institute of Sustainability by 2019.

- In 2021, the Sustainability Engagement Institute was established, bringing together the Office of Sustainability and Academic Program in Sustainability. The Institute is in the process of developing a three-year strategic plan.

Campus and Community Engagement

Goal 2: Western’s culture and community engagement efforts reflect a strong commitment to sustainability.

Objective 2.1: Redevelop student, staff, faculty, and visitor orientation programs to emphasize Western’s commitment to education for sustainability beginning spring of 2017.

- In partnership with community groups, the Center for Community Learning developed “Engaging Places Tours” that highlight various ways we can explore, acknowledge, and honor the stories of place and community. A few tours have been facilitated in collaboration with the Sustainability Engagement Institute, including campus sustainability tours, and a downtown food and agriculture tour, which engaged Western students, staff, and faculty, as well as community members.

Objective 2.2: Expand courses and co-curricular programs for first-year students that teach about local and regional sustainability issues through community engagement beginning fall 2018.

- “The Salish Sea” has been offered as a First-year Interest Group course five times for a total of 88 students.

Objective 2.4: Establish sustainability-related interactive experiences, cooperatively designed and supported by WWU and community partners, to help build relationships among members of Western, and with the broader community by 2019.

- The Center for Community Learning has facilitated a program called, “Community Connect,” which connects Western staff with community leaders on the topics of food security, economic vitality, and public lands, just to name a few.
- In the summer of 2018, the SEJF funded a “Sustainability Ambassadors” program that supported eight students to work on sustainability topics within local organizations. This initiative was led by the Center for Community Learning, Salish Sea Institute, Sustainability Engagement Institute, and Off-Campus Living Office in close partnership with four local organizational partners.
- Connecting Communities Volunteer Days is an event that has supported students in volunteering with local organizations.
- The Center for Community Learning developed a program, “Students in Community,” that supports students engaging with local organizations such as Common Threads throughout the academic year.
- Three unique Viking Launch courses focused on sustainability and community-engaged learning have been offered since the publication of the SAP. The course titles include “Digging Into Bellingham: Growing Community Through Food,” “Environmental Impact and Sustainability,” and “Intro to the Science of Sustainable Energy.”
- The SEI established a Climate Leadership Certificate program that includes summer practicum work experience within local organizations both in Bellingham and the Methow Valley. The Institute partners with ten to 14 local organizations per year to craft these position descriptions such that they meet community partner needs as well as student learning outcomes.



2: A Climate Leadership Certificate student harvests vegetables at City Sprouts Farm in Bellingham.

Objective 2.5: Create a system for continually learning about (listening and dialoguing) evolving local to global sustainability opportunities and challenges by 2020.

- The Community Engagement Fellows program, facilitated by the Center for Community Learning, has engaged hundreds of faculty, staff, students and community members from Bellingham to east Whatcom County in a cohort experience that supports ongoing and emergent collaborative work.
- With the intent of engaging landlords in creatively addressing the local housing crisis and providing networking and educational opportunities, the Off Campus Living Office worked in partnership with Northwest Youth Services, Opportunity Council, Bellingham Housing Authority, and the City of Bellingham to start the Whatcom Landlords and Housing Professionals group (<https://offcampusliving.wvu.edu/whatcom-landlords-housing-professionals/>).

Objective 2.6: Support the efforts of regional campuses to enhance their sustainability activities.

- Sustainability Engagement Institute staff participate in monthly calls with campus sustainability staff from other Washington schools. An SEI staff member also serves on the planning committee for the annual Washington and Oregon Higher Education Sustainability Conference.

Goal 3: Western’s sustainability resources are easily accessed by the public.

Objective 3.1: Enhance web materials that enable the public to access sustainability resources beginning fall 2017.

- Efforts have been made to streamline and improve accessibility and navigation within the Sustainability Engagement Institute website and Transportation Services websites.
- A calendar of events has been streamlined to include a number of different kinds of events from across campus: <https://calendar.wvu.edu/> .
- The Spatial Institute has worked to update the Campus Interactive Map to include bike routes, bus routes, and sustainable features: <https://www.wvu.edu/map/>.

Objective 3.2: Increase use of vibrant, visible, and accessible venues across the Salish Sea Region for community sustainability events beginning fall 2018.

- Through retreats, cohort meetings, Learning Together events, and other partnerships, the Center for Community Learning has experimented with using a number of different spaces off campus, including city-owned buildings, churches, nonprofit organizations, and more.

Goal 4: Western engages respectfully with Coast Salish Peoples in recognition that the university occupies traditional Coast Salish lands.

Objective 4.2: Establish a permanent tribal liaison position to build relationships between Western and the Coast Salish communities by 2018.

- A tribal liaison, Laural Ballew, was hired in 2019.

Objective 4.3: Expand and enhance institutional partnerships and collaborations with tribal institutions beginning fall 2017.

- Whiteswan Environmental and the Center for Community Learning have collaborated to co-facilitate a Community Engagement Fellows cohort at Northwest Indian College. The Center for Community Learning has also supported Indigenous youth interns.

Student Life

Goal 1: Students have a solid foundation for understanding cultural and global interdependence.

Objective 1.1: Increase participation in programs that connect students to sustainability in the local, regional, and global community beginning fall 2017.

- Sustainable Communities Partnership has worked with 13 community partners and hundreds of students on community-engaged climate change and sustainability projects in the region.
- “Students in Community” connects students to paid work experiences in the broader community.
- There are a number of education abroad opportunities that include sustainability-focused learning.
- An effort has been made to consistently bring students to the annual Washington and Oregon Higher Education Sustainability Conference, which is a great opportunity to meet peers and professionals engaged in sustainability work in the region.
- A number of student sustainability clubs engage in sustainability work off campus. This work has included marches, cleanups, advocacy, restoration projects, and more.
- SEI has begun hosting sustainability tours beyond Western’s campus. In 2022 this included a downtown food and agriculture tour.

Objective 1.2: All first-year Western students, including transfers, will engage in co-curricular programs around social, economic, and environmental (SEE) justice as part of their first year of experience at Western, beginning in fall 2020.

- In fall of 2022, five sustainability-related FIG courses were offered: Clean Energy Transitions, Leading for a Sustainable Future, Environmental Justice, Climate Change Cognition, and The Salish Sea.
- Three unique Viking Launch courses focused on sustainability have been offered since the publication of the SAP. The course titles include “Digging Into Bellingham: Growing Community Through Food,” “Environmental Impact and Sustainability,” and “Intro to the Science of Sustainable Energy.”
- Sustainability Representatives, a peer-to-peer sustainability residence hall program engaged many students in sustainable living practices prior to COVID-19. This program is not currently active, but there are students and staff working to build back similar programming and student engagement.
- One impactful effort currently underway within residence halls is the Residence Hall Reuse Program, which collects popular items (mini fridges, sheets, rugs, etc.) from students when they are moving out of residence halls and redistributes them to incoming students at no cost.



3: Appliances available to students via Housing Sustainability’s Residence Hall Reuse Program in fall 2022. Image Source: @www.housing.sustainability on Instagram, September 18, 2022.

Goal 2: Through structure community and campus-based co-curricular learning experiences, students gain knowledge and insight of sustainability in practice.

Objective 2.1: Enhance and increase co-curricular opportunities for student participation in campus-based sustainable practices beginning fall 2017.

- Prior to COVID-19 (FY18, 19, 20) there was a robust Sustainability Representatives program that engaged first-year students living in residence halls around sustainability living practices. There are efforts to support some of the original intent of Sustainability Representatives through a Housing Sustainability program. More information can be found here: <https://housing.wvu.edu/life-on-campus/housing-sustainability>.
- The LEAD program facilitates on- and off-campus opportunities for restoration work.
- The Outback Farm hosts regular work parties at their campus farm space.
- Sustainability Engagement Institute co-hosts monthly Sustainability Roundtables with the AS Environmental and Sustainability Programs student leaders as a mechanism for increasing student engagement on sustainability topics. These events moved from quarterly, in FY22, to monthly in FY23.

Objective 2.2: Increase student participation in service learning and civic engagement that connects to SEE sustainability beginning fall 2017.

- The Sustainability, Equity, and Justice Fund has funded the Sustainability Ambassadors program, for 2018-2019 academic year. See mention of Sustainability Ambassadors above.

- Sustainable Communities Partnership facilitates reciprocal partnerships in the broader community such that students get to engage in real-world projects in the region.
- The Climate Leadership Certificate program offers paid practicum experiences in which students get to learn and practice sustainability within local organizations.

Objective 2.4: Increase the number and quality of opportunities for undergraduate and graduate students to engage in co-curricular SEE sustainability focused projects, research, and grants beginning 2020.

- Since 2018, approximately 82 grant projects have been funded through the Sustainability, Equity, and Justice Fund; about half of these proposals were led by students. All of these add up to over \$1,625,000 in funding awarded for projects aimed at positively impacting students on campus.
- Western's Director of Sustainability Integration serves on the Sustainability, Equity, and Justice Fund committee, and has also served as a great resource for students in classes and clubs who are interested in advancing sustainability in operations on campus.
- The Campus Sustainability Planning Studio (UEPP 471) continues to serve as a great mechanism for supporting students to advance campus sustainability via working directly with campus staff experts as project sponsors. Projects are listed here: <https://sustain.wvu.edu/csps>.
- With the creation of a staff position to manage the Outback Farm, a number of student projects have been possible. For example, a student in the Climate Leadership Certificate program completed her senior project and honors capstone in 2022 by researching and applying sustainable farming practices within the Outback Farm space.

Objective 2.5: Increase and further develop co-curricular education and outreach programs targeting sustainable living practices by 2018.

- See above reference to the Sustainability Representatives Program and current efforts within the Sustainable Housing program.

Goal 3: Social, Economic, and Ecological (SEE) sustainability principles are integrated in student career and lifelong practices.

Objective 3.1: Cultivate student capacity and efficacy in creating positive change in SEE sustainability by 2025.

- In collaboration with the ESP (Environmental and Sustainability Programs), the SEI facilitates a monthly Sustainability Roundtable in which students who are passionate about sustainability gather to share insights and work together toward common sustainability goals.

Objective 3.2: Increase the number of pathways into SEE sustainability-based careers available to WWU students beginning fall 2017.

- Between operational and co-curricular offices on campus, Western hires over 20 students to focus on sustainability projects on an annual basis.
- The Climate Leadership Certificate program and Sustainability Pathways program have offered over 40 paid summer internships focused on climate change and sustainability work since 2020.

- The Sustainability, Equity, and Justice program funded a project, “Campus Community Collaborative for Sustainability,” which paid eight students to participate in internships within local organizations engaged in sustainability work. Students learned systems-thinking, effective communication, and community engagement skills as a part of this experience.

Built Environment

Goal 1: Carbon neutrality: Reduce the carbon intensity of university energy supply sources and achieve 100% net university carbon reduction.

Objective 1.1: In the short term, identify and implement financially viable carbon reduction projects to reduce carbon emissions by 15%, per state requirements, by 2020.

- By reporting year, 2019, Western had identified and implemented carbon reduction projects to reduce emissions by 15%.
- Western participates in higher education working groups for development of Clean Building Act and Climate Commitment Act.

Objective 1.2: In the mid-term, where reduction is not yet technologically feasible, seek and commit to credible carbon offsets for all continuing direct hydrocarbon use by 2030.

- The feasibility of developing and exporting surplus renewable energy has been explored via an application for community solar with PSE. While generating more renewable electricity via solar panels is not feasible, we continue to explore ways to fully harvest the solar radiation that is economically viable on Western properties.

Objective 1.3: In the long term, achieve carbon neutrality by 2035, first through reduction and second through offset.

- In an effort to identify and prevent any leaks, a third-party inspection of all of the steam traps was completed.
- All common area lighting has been updated in Academic Instructional Center, Academic West, Art Annex, Arntzen Hall, Biology, Bond Hall, Communications Facility, College Hall, Fine Arts, Haggard Hall, Humanities Building, Miller Hall, Morse Hall, Parks Hall, Ross Engineering Technology, SMATE / Science Lecture, Steam Plant, and the common areas and all the stacks in Wilson Library.
- Demand response programming was installed in the Communications Facility as a case study for post-COVID ventilation strategies that conserve energy when buildings are unoccupied.
- Western offsets all electricity use through a Green Power plan (Green Direct) with Puget Sound Energy.
- This fall, 2022, 258 campus perimeter pathway and streetlights were upgraded with LED dark-sky compliant outdoor fixtures. This leaves just a small number of globe fixtures remaining on the interior of campus.
- See other initiatives throughout this document.

Goal 2: Maximize cost-effective energy efficiency investments in university buildings, while steadily improving building performance and occupant comfort and health.

Objective 2.2: Develop energy performance targets and sustainable design standards by 2018.

- The State of Washington mandates that all new construction meets a minimum LEED Silver standard, with which Western has exceeded for multiple campus buildings, including Miller Hall (Gold), Carver renovation (Gold), and Alma Clark Glass (Gold).
- Beyond LEED certification, upcoming new construction is planned to be Institute for Living Buildings Energy Petal certified as net zero. This includes Kaiser Borsari Hall, and potentially the Student Success Center.

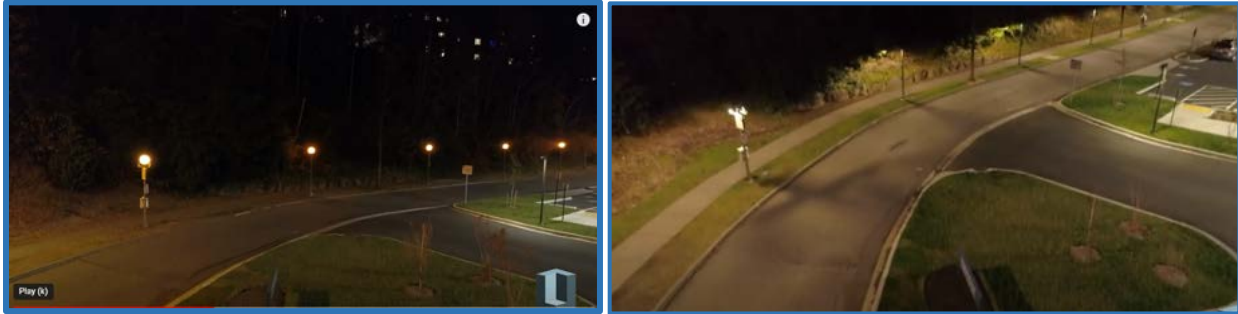


4: The sunny interior of LEED Gold certified Alma Clark Glass Hall; Image Source: WWU Capital Planning and Development.

Objective 2.3: Minimize light pollution while maximizing energy efficiency in exterior lighting by 2025.

- This fall, 2022, 258 campus perimeter pathway and streetlights were upgraded with LED dark-sky compliant outdoor fixtures. This leaves just a small number of globe fixtures remaining on the interior of campus. These lights use 50% less energy, reduce maintenance and material waste on lamps/ballasts/globes, are safer (preventing trips and falls and improving pedestrian safety at night).
- All lights on building exteriors have been replaced with LED dark sky compliant lights.

- Lights at the Student Recreation field were replaced with LED lights that match the Harrington field controls app so Recreation staff can turn them on or off, online, from anywhere.



5: Before (left) and after (right) photos of the campus lighting upgrade project. Image Source: Lumenal Lighting, LLC and NADAR Drone.

Objective 2.5: Employ clean, renewable energy sources on- or off-campus to offset existing and new demands by 2030.

- Western offsets all electricity use through a Green Power plan (Green Direct) with Puget Sound Energy. This Green Direct Energy Rate is supporting grid scale renewable electricity generation which will support the electrification of the Washington energy grid.

Goal 3: Green Building Certification: Acquire third party certification of the environmental performance of new and existing university buildings through the USGBC’s LEED certification or equivalent process.

Objective 3.1: Complete the USGBC’s LEED Gold certification or equivalent for all new and fully renovated university buildings starting in 2018.

- See above objective 2.2 within Built Environment section.

Goal 4: Utilize accepted Low Impact Development (LID) practices as standard to reduce rainwater/storm-water volume, improve outgoing water quality, and make on-campus use of collected rainwater.

Objective 4.1: Apply LID to all new construction, major renovation and other projects that increase paved surface area or otherwise significantly change university grounds by 2035.

- LID standards are required by Western’s stormwater permit.

Goal 5: Build and maintain publicly accessible databases of energy use, water consumption, and carbon emissions for all university buildings.

Objective 5.1: Build and maintain a publicly accessible database of available information for ongoing energy consumption and emissions for all university buildings by 2018.

- Energy dashboard is up-to-date and publicly available.

- This dashboard is utilized by energy and sustainability students and supports the Campus as a Living Laboratory approach to Western’s facilities and energy use.

Objective 5.2: Build and maintain a publicly accessible database of available information for ongoing water consumption for all university buildings by 2018.

- Water dashboard is up-to-date and publicly available (<https://sustain.wvu.edu/energy-dashboards>).

Objective 5.3: Build and maintain a publicly accessible database of available information for ongoing carbon emissions for all university buildings by 2018.

- The buildings dashboard is up-to-date and publicly available (<https://sustain.wvu.edu/energy-dashboards>).

Goal 6: Develop an active learning, living laboratory within Western’s built environment.

Objective 6.1: Expand support for courses and co-curricular programs for students that teach about local and regional stewardship solutions through skill development and campus and community engagement beginning fall 2017.

- Multiple Institute for Energy Studies courses, as well as some from other units around campus, including the Campus Sustainability Planning Studio, continue to offer opportunities for engaged learning using the campus and broader community as a living laboratory. Some of these opportunities are made possible by the Sustainable Communities Partnership program.

Dining Services

Goal 2: Increase environmental best practices for dining service providers and vendors.

Objective 2.1: Ensure 100% of goods’ packaging that University Dining Services produces is compostable/recyclable by 2020.

- All of the packaging that University Dining Services produces is compostable/recyclable.

Objective 2.2: Increase local/regional food purchasing; WA, OR, ID, BC to 25% by 2020.

- In addition to working with the Puget Sound Food Hub (see Objective 3.4), Dining Services has established 32 local and regional vendor partnerships (this includes raw ingredients and processing locations in Washington, Oregon, Idaho, and British Columbia).

Objective 2.3: Increase REAL food purchases by 25% by 2020.

- As defined by Western’s former Food Systems Working Group, Dining Services achieved a community-based and regional food purchasing commitment of 39% for the residential dining halls (Community-based is defined as any purchase from any privately held or co-operatively run business based in Whatcom County; Regional food is defined as any food grown or raised in

Washington, Oregon, Idaho, or British Columbia). Local purchasing percentages have increased for both full-service and prepared foods. These definitions are slightly different than those used by the Real Food Challenge.

Goal 3: Provide resources and opportunities for the campus and community to increase understanding and engage in sustainable food practices.

Objective 3.1: Continue educating campus and surrounding community about healthy and sustainable consumption practices.

- Dining Services, student clubs, and other offices across campus have hosted and co-hosted free food pantry pop-ups throughout the years, increasing food security and access to healthy and sustainable produce. Some of these pop-ups have included food from the Outback Farm and/or produce from local, organic farmers. Sometimes recipes have been included in food distribution.
- Creation of the Outback Farm manager position has been meaningful for increasing sustainable food education opportunities. One of the responsibilities of this position is to run the Outback Experiential Learning Program, where students can learn about healthy and sustainable food and farming practices.
- SEI facilitates a Community Supported Agriculture program, “Viking Supported Agriculture” in which Western community members can subscribe to a farm box for the season that they then pick up on a weekly or bi-weekly basis right on campus. SEI partners with local farms, including Boldly Grown Farm and Viva Farms, both certified organic operations with delicious local produce. Learn more here: <https://sustain.wvu.edu/vsa>.
- Dining Services was one of ten schools in the country to pilot a Cool Foods program which highlights low carbon impact meal options. There are a varying number of Cool Food selections at each meal period. (<https://coolfood.org/>)



6: A Dining Services employee serves a Cool Food Meal; Image Source: @wwu_dining on Instagram, April 18, 2022.

Objective 3.4: Continue to engage with the local and regional community to develop a sustainable food system model that links local producers with larger consumer entities.

- Dining Services entered into a partnership with the Puget Sound Food Hub Cooperative, with a focus on purchasing products from minority and women-owned business enterprises. Dining Services is currently working on defining a purchasing goal for products from the Food Hub.

Goal 4: Become zero-waste in all campus dining locations.

Objective 4.1: Develop a recycling and compost program for all retail (dining) locations and their offices that results in zero waste by 2020.

- With the intended purpose of encouraging students to use reusable mugs at campus retail outlets, 3000 reusable mugs have been distributed to students (mostly residential students, but not exclusively).
- All organic materials from Dining Services are being composted.

Objective 4.2: Develop a recycling and compost program for all residential dining halls and their offices that results in zero waste by 2020.

- Dining Services has a comprehensive composting and recycling program in place at all dining locations across campus. All pre- and post-consumer food waste is composted within dining halls.
- Dining Services implemented a “to go” program in all three dining halls, which utilizes reusable containers instead of single-use paper boxes. This program is open to all students with meal plans.

Other sustainability initiatives not explicitly stated in original SAP document:

- Through a partnership with Quest Recycling Services, Western Dining has converted 120,938 lbs. of used fryer oil to 100% biodiesel since 2015.
- Green Restaurant certification was achieved for all three dining halls (Viking and Fairhaven Commons are 3-star certified, and Ridgeway is in the final steps of being certified).
- Dining Services received an “A” rating from PETA for Vegan & Vegetarian options.
- In residential dining, 36% of the menu / recipe offerings are plant forward based (defined by Dining Services as “a lifestyle that prioritizes plant-based foods but does not entirely eliminate meat consumption.” Whole grains, vegetables, fruits, legumes, nuts, seeds, and herbs become the focal point of a meal while animal protein is consumed in smaller portions or periodically left out).
- Dining Services recently signed the Pacific Coast Food Waste Commitment to help cut regional food waste in half by 2030.

Grounds

Goal 1: Reduce the consumption of natural resources in grounds maintenance.

Objective 1.1: Develop and implement the use of a preferred plant species list to reduce water consumption for each landscape type – formal, semi-formal, and native – by fall 2017.

- Grounds developed and now utilizes a preferred plant species list. They also started an in-house nursery, which grows plants from cuttings/seedlings to reduce cost and transportation emissions.
- A graduate student-led initiative, “LEAD Reforestation Demonstration,” is planting a mini-forest with native species adapted to the local climate and will become maintenance-free in 2-3 years, thus reducing consumption of natural resources.

Objective 1.2: Develop a dashboard of irrigation water consumption per irrigated area by fall 2017.

- Irrigation data is tracked and shared on the Energy Consumption Dashboard (<https://sustain.wvu.edu/energy-dashboards>).

Objective 1.3: Evaluate the viability of rain and soil moisture sensors to reduce excess water consumption starting fall 2017.

- Rain sensors were installed where applicable and ensure irrigation is only used when necessary.

Objective 1.4: Increase and enhance the use of compost and yard debris used on campus for moisture retention and weed suppression beginning 2018.

- All landscaping waste is now composted on site for use as fertilizer.
- Western purchased a woodchipper to mulch large materials on site and reduce transportation and cost of mulch and compost waste streams.

Goal 2: Reduce air and noise pollution using sustainable landscape equipment.

Objective 2.2: Reduce carbon impact of vehicles and equipment to the Outdoor Maintenance shop as budget allows.

- Western has transitioned from combustion to battery power for 100% (10) of the string trimmers which are multi-combination tools that support string trimming, power brooms for walkway cleaning, and hedge trimming. Additionally, 4 pressure washers and 1 backpack blower (handheld blowers are electric). Six hand-held blowers are in use with 6 more on order. Also, a second backpack blower is being tested by gardeners and both are getting good reviews. These are the first unit to meet our operational and staff ergonomic needs; four of these units are on order, and we are awaiting availability from the manufacturer to replace the remainder of our inventory of these units. Western is one of the first buyers of these systems from our local distributor and is first in line to receive the units when they become available. In summary, electrification of small equipment is nearly complete. Transitioning to electric has been prioritized for mixed fuel equipment, which has the worst emissions.



7: New electric blowers being used on Western's campus

Goal 3: Reduce pesticide use through Integrated Pest Management.

Objective 3.2: Establish baseline of pesticide reduction by 2018.

- All pesticides and fertilizers are tracked through AiM for reporting and management purposes.

Goal 4: Enhance stormwater treatment and reduce pollutant runoff from impervious surfaces across campus.

Objective 4.1: Continue to protect water quality by complying with all DOE-required stormwater maintenance activities.

- Western is compliant in stormwater maintenance activities.
- Western owns our own street sweeper and completes regular street cleaning to reduce storm water pollutants from our impervious surfaces.

Goal 5: Provide education on sustainable practices and utilize campus grounds to foster environmental stewardship.

Objective 5.3: Make available educational opportunities on and around Western-owned grounds to enhance understanding and appreciation of the unique environmental setting of Western and its relationship to other global ecosystems.

- Graduate student-led initiative, “LEAD Reforestation Demonstration,” aimed at planting a mini-forest on the North end of campus, is involving students in the management of Western’s grounds, deepening familiarity with the local environment and encouraging an ethic of stewardship for the area while promoting an understanding of restoration that is applicable to other ecosystems around the globe.

Procurement

Goal 1: Encourage the use of sustainable businesses.

Objective 1.1: Develop “Sustainable Purchasing Guidelines” within Procurement processes, inclusive of lifecycle accountability, vendor information, embodied energy and emissions, and social equity practices.

- The Business Services group has developed protocols for engagement with local vendors with a focus on the Washington State Office of Minority and Women Owned Enterprises. There are efforts to develop relationships with the community to support economic development.

Objective 1.2: Acknowledge the importance of purchases from local and regional business.

- Western Business Services, which includes Procurement and Contract Administration and Travel Services, have implemented several systems (Contract Management Module (CMM), ESM Sourcing Portal, and SAP Concur) to enhance Western’s ability to incorporate sustainability into our business processes. These systems allow for a reduction in paper in the administration of these functions, as well as enhanced reporting for performance indicators.

Goal 2: Increase the percentage of use of sustainable products and natural resources throughout our supply chain.

Objective 2.1: Increase the use of recycled and reclaimed products.

- A Recycled Paper Catalog Program was implemented. More information can be found here: <https://business-services.wvu.edu/sustainability/westerns-sustainability-commitment>.
- The Environmentally Preferable Purchasing Program has been integrated into the Sourcing and Contract Management Modules.
- Sustainable products are flagged by vendors in some Marketplace catalogues.
- Concur Travel booking tool allows for electronic booking and receipts.

Goal 3: Increase the number of sustainable materials and supplies available in the bookstore for students and greater campus.

Objective 3.1: Increase percentage of purchases from local and regional businesses by 10% by fiscal year 2018.

- While the exact percentage is unknown at this time, the Business Services group has developed protocols for engagement with local vendors with a focus on the Washington State Office of Minority and Women Owned Enterprises.

Goal 5: Designate the Facilities Management Fleet Services as the institutional office responsible for coordinating and supporting all university vehicle (specialized, departmental, and fleet) purchase and life-cycle decisions.

Objective 5.1: Consolidate the coordination of university vehicle purchases and life cycle management.

- FDO Fleet Services is designated as the fleet management procurement office for the university and has purchased electric fleet pool vehicles, an electric truck, and is actively exploring electric options for work vans to ensure electric vehicles are selected for future fleet needs.
- Fleet Management has developed an electrification plan including infrastructure improvements needed for charging and full fleet conversion.

To learn more about sustainable procurement, see this website: <https://business-services.wvu.edu/sustainability/westerns-sustainability-commitment>

Transportation

Goal 1: Western recognizes its role as a member of the larger transportation community and engages in local, regional, and state transportation issues and solutions.

Objective 1.3: Pursue an integrated relationship between Western and Whatcom Transportation Authority (WTA) executive and planning staff, and the WTA Board, establishing a framework for collaboration on current and future goals beginning in 2017.

- Regular reporting from campus WTA representatives to university committees, stakeholders and decision makers has been established.

Objective 1.5: Identify and measure the current efficacy of transportation options for equitable access to local institutions of higher education, including Western's extension campuses by 2025.

- Urban Planning students have worked to identify accessibility and equity gaps in transportation. The Urban Planning Studio class brought Carolyn Vera, Transportation Planner for Los Angeles and community organizer, to campus in 2019 to speak on equity in transportation planning based on her experience working with marginalized communities in LA. Planning students then worked to identify equity issues in our region's transportation plans.
- Current students are working on a project that would install electric bike counters around campus to determine how often bicycles are used as the primary mode of transportation. The intention is to use the data to educate the Western community on alternative methods of transportation, as well as to pursue installation of improved bicycle infrastructure. This project is currently going through the Sustainability, Equity, and Justice Fund grant process, so may or may not be funded.

Goal 3: Reduce climate impacts of employee and student Western-related ground travel.

Objective 3.1: Reduce employee drive alone commute rates by 10% annually over the next five years improving bus, bicycle, walking, and carpooling options.

- The Sustainable Transportation Office moved from High Street Hall to Old Main for better access and visibility.
- Western has developed a partnership with Skagit Transit that allows students and employees with bus passes to access Skagit Transit with no added cost. This is currently a pilot project.
- As of spring quarter, 2023, Bus Passes are free for all Western employees. This includes WTA and Skagit Transit routes.

Objective 3.2: Reduce commuter student-driving rates by 10% annually for the next five years; improving bus, bicycle, walking, rideshare and car-share, and carpooling options.

- Western has developed a partnership with Skagit Transit that allows students and employees with bus passes to access Skagit Transit with no added cost. This is currently a pilot project.

- Through the Active Transportation Fee, students continue to receive a bus pass when they are registered for Western courses.

Objective 3.3: Reduce impacts of regional university-related ground travel 10% annually over the next five years.

- Although numbers are not currently available, Travel Services interacts with university employees to encourage options other than single-occupancy vehicles when possible. Further, the Concur travel and expense management system displays carbon emissions associated with flights, encourages the use of video conferencing, highlights train travel over air travel, supports hybrid cars where available, and connects with apps that reduce carbon emissions (e.g. ride-sharing apps).

While not a priority within the original SAP, it has become clear that vehicle electrification is an important element in supporting efforts to reduce climate impacts from ground transportation. As a result, Western has directed efforts toward installing more electric vehicle charging stations and intends to continue these efforts into the future.

Goal 4: Reduce climate impacts of Western-related air travel.

Objective 4.2: Provide options to travelers for off-setting carbon by 2020.

- Staff within the Sustainability Engagement Institute have researched best practices in carbon offsetting at other institutions (both local and around the country) and have identified potential local options. We are awaiting guidance from the State of Washington regarding the impact of new carbon emissions legislation.

Objective 4.3: Pursue a carbon-offsetting system that benefits the local community beginning in 2020.

- See objective 4.2.

Goal 5: Annually decrease impacts of university fleet vehicles.

Objective 5.1: Reduce the GHG emissions of the university fleet [by 10%] by fall 2018.

- The Facilities Development and Operations (FDO) fleet now has three all electric vehicles for our shared vehicles, an electric truck and two electric work vans have been ordered, and a charging station has been installed to charge these vehicles. Western is shifting to a central fleet procurement and program management process through the FDO Fleet Manager. This will optimize use, support cost sharing, and expedite electrification.

Objective 5.2: All Western-owned vehicles continually meet Washington State requirements for greenhouse gas emissions.

- Western-owned vehicles are meeting Washington State requirements for greenhouse gas emissions.

Objective 5.3: Collect information for all university fleet vehicle usage and energy consumption by 2018.

- All information for university fleet vehicle usage and energy consumption is tracked.

Waste

Goal 1: Create uniform waste collection receptable standards across Western, providing compost, recycling, and landfill bins.

Objective 1.1: Provide portable recycling and composting receptacles with appropriate signage for all events hosted on Western property and by Western-affiliated groups, beginning in fall 2018.

- The Reservations Office contacts the Recycle Center when recycling and composting is needed for events. Many recurring events include recycling and compost.

Objective 1.2: Eliminate paper towel waste by 2020.

- There were sanitation concerns regarding the use of hand-dryers during COVID-19, so this initiative has been put on hold for the time being. It may be reinstated at a future time.
- Paper towel composting stations have been implemented where feasible.

Objective 1.3: Expand and improve collection of non-traditional recyclable materials beginning fall 2020.

- All batteries used for University business are required to go through Environmental Health and Safety.
- Students developed and implemented a residence hall reuse program that was piloted in 2020 and has continued due to popular demand. This program collects popular residence hall room items, such as mini-fridges, floor lamps, rugs, and sheets, when students move out, and then re-distributes those items to incoming students. This saves students money and reduces the amount of materials Western sends to the landfill.

Objective 1.4: Divert waste from the landfill by providing opportunities for campus to recycle and compost effectively and efficiently by 2025.

- As a result of a student-led initiative, all residence hall rooms are equipped with small compost bins; however, management of this system has proven to be challenging with contamination issues that could warrant an evolution of this initiative.
- Another student-led initiative created a program, “Furniture Fest,” to collect unwanted furniture from students moving out of their on- and off-campus housing and redistribute it to incoming students. This project was funded for one year by the Sustainability, Equity, and Justice Fund, and is currently in the process of identifying a permanent source of funding.
- All take out containers are compostable or biodegradable.
- An additional 44 four station waste receptacles were installed in high priority locations as identified by the Zero Waste Coordinators.
- Installation of water bottle filling stations around campus has provided an opportunity to limit use of single-use plastic water bottles.



8: A water bottle filling station in use on campus.

Objective 1.5: Identify funding sources to expand Big Belly recycling program during the 2017-2019 biennium.

- While this project was not completed before COVID-19 began, Zero Waste Western student employees mapped this project out as a potential Sustainability, Equity, and Justice Fund project.

Goal 2: Institutionalize management practices and policies for waste collection.

Objective 2.3: Formalize, with Facility Design and Capital Budget staff, Big Belly recycling stations as a university standard for outdoor bins by 2018.

- Big Belly recycle stations have been installed and are working well in Red Square and other areas with outdoor waste stations.



9: Photo of Big Belly stations in Red Square by Dylan Nelson, WWU Communications and Marketing intern (2016)

Objective 2.5: Create an engaged citizenry, consistent expectations, and student buy-in to waste reduction by fall 2020.

- Furniture recovery and re-use is available for students, faculty, and staff through a few recovery programs including Surplus Property, Residence Hall Re-Use Program, and the pilot initiative, Furniture Fest.



10: A couch rehomed by the Furniture Fest project, outside of Miller Hall; Image Source: @wwufurniturefest on Instagram, August 25, 2022.

- The Sustainability Representatives Program, which used to support with residence hall move-in, including educating on various sustainability topics, was discontinued as a result of COVID-19. In a new iteration, some education happens through student employees who are focused on sustainability in the residence halls, but it is a less robust program than it used to be. More information on current initiatives can be found here: <https://housing.wvu.edu/life-on-campus/housing-sustainability>.

Objective 2.6: Manage waste wisely at all events hosted on Western property and by Western-affiliated groups by fall 2020.

- Waste management considerations are included in a draft event planning checklist created by students within Western's Campus Sustainability Planning Studio (UEPP 471).

Objective 2.7: Initiate systematic waste data-collection beginning winter 2019.

- Waste inventory and waste audit processes were developed by a Zero Waste Coordinator and a waste area inventory was facilitated by FDO. Waste billing data tracking was completed by FDO with a 3-year history available.

Goal 3: Provide opportunities for waste reduction education to Western faculty, staff, students, and visitors on accepted waste reduction practices.

Objective 3.1: Continue to create and improve opportunities for students to be directly involved with Zero Waste Western.

- There is currently a student team working on a waste training module for Western students.

Investments

Goal 2: Through its decision-making and communication processes, the university will ask the Foundation Board to consider including additional investment criteria, including ESG, in its selection of investments or investment managers, and communicate those decisions to the university community.

Objective 2.2: Ask the Foundation Board to consider setting a goal to have a meaningful amount of endowment holdings invested in the Climate Aware Fund by June 30, 2021.

- The Foundation now has 55% of its portfolio invested with Russell Investments’ new Sustainable Multi Asset Growth Fund which uses ESG criteria. Russell is a signatory to the [UNPRI](#).
- The Foundation created an option for new endowments to be invested in the Green Century Balanced Fund and updated its investment management RFP to include a requirement for a demonstrated ability to include ESG criteria as part of investment due diligence.

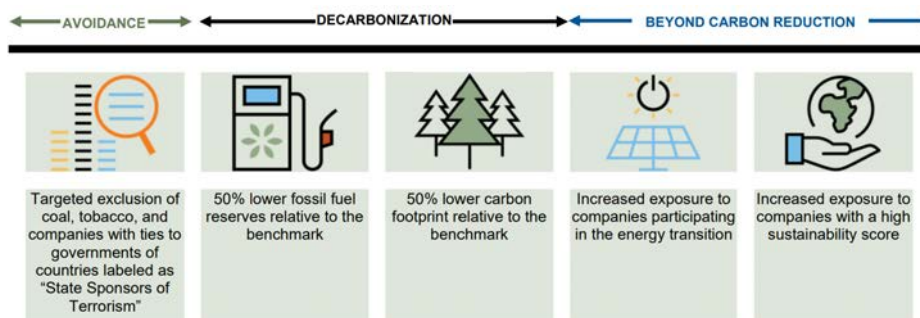
Objective 2.4: Ask the Foundation Board to consider mandating that any investment advisor responding to an RFP be a signatory of the (UNPRI) by the end of 2018.

- Russell is a signatory to the [UNPRI](#).

Goal 3: Students understand both Western’s and the Foundation’s investment process.

Objective 3.1: Advance educational opportunities for greater student learning in the management and oversight of endowments and sustainable investing.

- Students in the Business and Sustainability program have engaged in WWU sustainable investments projects.



11: Objectives targeted by Russell Investments’ Sustainable Multi-Asset Growth Fund; Image Source: Russell Investments “Outsourced ESG investment solution.”

Sustainability Engagement Institute Accomplishments (FY 22)



As work across the university shifted from remote to a mix of hybrid and in-person, and as the Sustainability Engagement Institute staff refined and settled into new roles, the year was full of learning and adapting. Despite the uncertainty, and the need to step into new and different ways of working, the Sustainability Engagement Institute accomplished a lot. Significant accomplishments will be highlighted in the pages that follow, but a few things that rise to the top include:

- Creating the first phase of a Sustainability Dashboard
- Launching a sustainability pledge program
- Graduating our first Climate Leadership Certificate cohort of 13-students
- Funding ten Sustainability, Equity, and Justice Fund projects
- Facilitating four community-engaged climate resilience projects through the Sustainable Communities Partnership Program
- Launching a Sustainability Roundtable initiative to bring together students passionate about sustainability
- Facilitating a partnership between local farms that brings local, organic produce to our campus community
- Chairing the newly formed President’s Sustainability Council

Regional and National Leadership

While we are passionate about the on-the-ground, place-based sustainability work that we do at Western, we are also interested in leveraging positive change across the community, region, and country. With this in mind, we engage beyond the walls of Western on a regular basis. As an example, as a part of Earth Day festivities, SEI supported a community event led by Children of the Setting Sun Productions in which the community gathered together to hear local stories. We also facilitated a Food and Agriculture Downtown Tour in collaboration with the Center for Community Learning. This tour highlighted local businesses and farms engaged in sustainability efforts. SEI staff co-facilitated a Learning Together Training in collaboration with the Center for Community Learning. The training was titled, “Inspiring New Behaviors on a Changing Planet.”

SEI staff have continued to serve on the Washington and Oregon Higher Education Sustainability Conference (WOHESC) planning team, and the Associate Director co-facilitated the closing session for the annual WOHESC conference.

The Director of the SEI continues to serve on regional and national committees, including AASHE Centers for Sustainability Across the Curriculum, the State Board of Community and Technical Colleges Climate Solutions Steering Committee, and Curriculum for the Bioregion.

Campus Leadership and Outreach

Much of our work as an institute is about convening and connecting to help develop and support a culture of sustainability on campus. We do this with a host of different engagement strategies and event types. This year we developed online tools and engagement platforms, hosted in person events, tabled, gathered people on Zoom, had coffee or tea with many passionate students, and took community members on tours.

SEI's Director, Dr. Grace Wang, began chairing the President's Sustainability Council in winter of 2022. The work of the Council included developing a mission and vision, and initial efforts to understand progress on the SAP.

In collaboration with a Climate Leadership Certificate student, SEI performed 15 Sustainability Listening Tour conversations to understand what is happening on the topic of sustainability around campus, and to help people understand what we do.

SEI facilitated two campus sustainability tours (Viking Launch Program, Earth Week Event). We also hosted an SAP engagement event in which we had about 30 people participate. Finally, we co-facilitated an Earth Week event, "Intersections of Art and Sustainability: Nancy Holt Exhibition."

We presented on sustainability at Western in seven classes and events across campus. The courses covered urban planning, campus sustainability, the Salish Sea, and energy. Further, we presented at the College of Environment Speaker Series, and the annual fall Provost's Leadership meeting.

SEI staff served as project sponsors for two Campus Sustainability Planning Studio Courses: "Program Recommendations for Sustainability Ambassadors," and "Sustainable Office Certification Report." In this role, we worked with student teams to explore and advance campus sustainability topics.

SEI launched a sustainability pledge program, which was intended to engage students, faculty, and staff on an individual level to feel as if they are part of a bigger community of folks engaged in this work. Learn more here: <https://sustain.wvu.edu/pledge>. Three-hundred individuals participated in this pledge program. The pledge program is still in a pilot phase with opportunities to expand. A pledge example is listed below.



As a method to increase transparency and engagement, and to report on progress, SEI developed the first section for a Sustainability Dashboard (<https://sustain.wvu.edu/dashboard>). The first section is focused on transportation, but additional sections are planned for the future. We hope that the dashboard will serve as a way for students, faculty, and staff to engage with SAP content, and sustainability more broadly.



12: An example of the kind of content included in the dashboard.

In an effort to raise awareness about sustainability on campus, and to help the campus and broader community see our institute as a supporter and resource for their work, we tabled at various events throughout the year. These events included Info Fair, All in for Climate Action, Environmental Club Kickoff, Earth Week Fair, Spring Club Showcase, and the Outback Farm 50th Anniversary Celebration.



13: Two of the Sustainability Engagement Institute’s student staff table in the Viking Union.

Climate Leadership Certificate Program



14: The first cohort of the CLC program poses at Washington Pass during their orientation.

The first cohort of 13 students completed this program in the spring, with a 100% retention rate. SEI staff selected the second cohort of 10-students for this 1.5-year program. As part of this program, eight community forums were facilitated, a new Sustainability Leadership course was institutionalized, a five-day place-based orientation trip was implemented in which we visited with 13 climate change practitioners, and we developed/refined summer practicum work placements for each student. We advised nine senior projects, including:

- hosting of Expedition Reclamation film screening at WWU (70 in attendance)
- teaching about Bellingham's Climate Action Fund to middle schoolers in a local school
- facilitation of two student focus groups on envisioning a sustainable world
- facilitation of a lesson with the LEAD program on language use associated with non-native species
- interviews of leaders in community organizations about how they sustain themselves through sustainability work
- advancement of a climate dashboard project for Whatcom County

In surveying graduates of this program, students reported that this was the most meaningful component of their college experience, that the paid practicum led to future job offers, and that the sense of community the students felt in this program made them feel like they were not alone in this work.

Sustainability, Equity, and Justice Fund Program



15: Project groups and SEJF staff featured at the Winter 2023 SEJF Showcase pose for a picture.

This year was a re-building year for the Sustainability, Equity, and Justice Fund Program (SEJF) following a couple of slow grant years due to students not being on campus. The SEJF team hosted 10 Idea Labs, which were designed to be a space for students, faculty, and staff to come workshop their project ideas. The SEJF team also did five class raps to get the word out about the program.

Throughout the year 10 grants were awarded, for a total of \$515,213.60 (spread throughout multiple years). Here is a summary of the grants:

- *Affordable Housing – Opportunities and Challenges to Creating More* (\$500): Several student-oriented opportunities were hosted, including attending a session on missing middle housing at the Washington/Oregon American Planning Association virtual conference, and inviting a guest speaker from Mercy Housing, a local nonprofit organization involved in developing affordable housing projects in Whatcom County.
- *Film Screening: Expedition Reclamation* (\$800): A screening of a documentary that served to amplify minoritized stories in the outdoors; the film presented the experiences of Black, Indigenous, and other women of color in outdoor recreation, and provided alternative narratives around the term “outdoorsy.” This project also supported bringing the film’s producers to campus for a Q&A session.
- *Waiwai Ho’opa’a: Equitable Access to Housing, Food Security, and Recreation for families in Puna* (\$4,690): Funding to support a cohort of graduate students in a research project meant to determine gaps in housing policy, land use, and inclusive access to recreation in Puna, Hawaii.
- *Washington/Oregon Higher Education Sustainability Conference (WOHESC) Scholarships* (\$11,480): Funding to provide scholarships for up to 40 Western students to attend WOHESC.

- *Period Postal* (\$34,000): Program focused on distributing high-quality, environmentally responsible, and ethically made menstrual products to students through a mail-order system.
- *Strengthening Experiences for Black and Brown Men at Western Washington University* (\$25,000): Proposal to send students from WWU's Black & Brown Male Success Collective to the Men of Color National Summit in South Carolina; the leadership conference included workshops and dialogues that emphasized the importance of education, best practices, and choices to increase high school and college graduation rates among men of color.
- *The Cabo Verde Islands Education Abroad Project* (\$50,000): Proposal to send a cohort of students, mainly of African descent selected from student organizations such as the Black Student Union and the African Caribbean Club, to Cabo Verde for an educational trip.
- *Climate Leadership Certificate and Sustainability Pathways Capacity Development* (\$197,394.80): Proposal to continue the pilot phase of the Climate Leadership Certificate program and Sustainability Pathways program. The majority of this funding goes toward paying for paid practicum experiences within local organizations.
- *Mobile Field Station Housing for WWU Sustainability Pathways Students in the Methow Valley* (\$189,000): Proposal to continue the pilot of the Climate Leadership Certificate program, which was funded by the SEJF in spring of 2020, and bolsters the Sustainability Pathways Program.
- *Furniture Fest* (\$2,348.80): Program aimed to reduce furniture waste from the streets of Bellingham and redistribute quality furniture to students for free.

While there were fewer grants awarded than in some past years, the SEJF team advised on a number of other projects that did not come to fruition within this fiscal year.

- Sustainable investing
- On-campus anaerobic digester
- Campus farmers' market
- Wind energy wall
- Waste disposal education in Residence Halls
- Affordable housing symposium
- Off-campus composting program
- Green roof / rooftop garden
- Garbage/recycling/compost bin expansion
- Outdoor food pantries and education surrounding food justice

Sustainable Communities Partnership

This year we initiated work on a two-year Bullitt Foundation grant which allowed the program to focus on community-engaged climate resilience projects. We had a graduate student and temporary coordinator

focusing on this work with the Associate Director. Over the course of the year four pilot projects were implemented, including:

- Snow School Environmental Education, with Dr. Robin Kodner
- GIS Hazard Identification and Social Resource Mapping, with Dr. Aquila Flower
- Air Quality and Environmental Justice in Columbia Valley, with Dr. Kate Darby
- Carbon Sequestration and Equitable Energy Supply, with Dr. Craig Dunn.



16: Students interact with local community members in east Whatcom County to discuss perceptions of air quality.

Work associated with this grant also addressed developing a model for climate resilience community-university partnership work, and facilitating workshops in an effort to establish a faculty network.

Viking Supported Agriculture

SEI partnered with Viva Farms and Boldly Grown Farm to bring fresh, organic produce shares to campus for much of the year. Eighteen students and employees subscribed to Viva Farms, and 15 subscribers for Boldly Grown Farm. The produce was delivered to our office space and distributed on a weekly or bi-weekly basis, depending on the farm.

Student Engagement

Engaging students in and out of the classroom is an important part of the work we do within SEI. With this in mind, SEI staff participated in planning for a student-led set of Earth Week events. We meet with student club leaders, student reporters, and other interested students whenever they approach our institute.

Further, to ensure better collaboration and understanding between the Associated Students and SEI, regular meetings of SEI staff and the AS VP for Sustainability occurred.

SEI held quarterly Sustainability Roundtable events that were developed to support students in collaborating on sustainability work across campus.

SEI staff and Western students regularly attend the Washington and Oregon Higher Education Sustainability Conference. In 2022, the conference moved from in person to online a few weeks prior to the conference. SEI staff pivoted to host in person watch sessions for all students who were planning to attend this conference (~50 students).



17: Members of Western's WOHESC 2022 cohort set up for a virtual conference session.

One of SEI's student staff members facilitated regular connections and collaborations with the following groups/individuals: AS ESP, AS VP for Sustainability, Housing Sustainability, AS Recycling Center, Zero Waste Western, Active Transportation, and sustainability-focused student clubs.

Staffing

Despite a challenging hiring landscape, we hired five student staff and one program coordinator in this fiscal year. We work hard in the Sustainability Engagement Institute to support personal well-being in our staff team, and to build community. Our long student employee tenure is a testament to this work. We are proud of the work our staff team accomplishes together.

Gratitude

This report was assembled by Western Washington University's Sustainability Engagement Institute, but we are not alone in this work. Special thanks go to Amanda Cambre, Western's Director of Sustainability Integration, who provided significant leadership on many of the operational elements of the SAP reporting. Further, thanks to the many members of the President's Sustainability Council who were crucial in assembling SAP progress content. Thanks to Brian Burton for supporting sustainability efforts across Western's campus for many years, and for always listening to the wild ideas of the sustainability team. Finally, thanks to the campus community who gets up to live this important work day after day.

The Sustainability Engagement Institute staff:

Zinta Lucans, Sustainability, Equity, & Justice Fund Program Coordinator

Lindsey MacDonald, Associate Director

Natalie Sacker, Communications and Outreach Coordinator

Linda Sterling, Institute Coordinator

Grace Wang, Director

The Sustainability Engagement Institute 2022-2023 student team:

Jaimie Baxter, Sustainable Communities Partnership Graduate Assistant

Melissa Bernal, Sustainability, Equity, and Justice Fund Ambassador

Cole Burk, Student Ambassador

Maia Heffernan, Staff Ambassador

Ashley Olson, Data Ambassador

Xavier Rodriguez, Web Developer / Communications Assistant

Anna Phippen, Sustainability, Equity, and Justice Fund Ambassador

Appendix

The following objectives have no known progress. This does not mean that no progress has been made. It simply means that in the outreach that the Sustainability Engagement Institute did in collaboration with the President's Sustainability Council, nothing was reported in these areas, specifically. If readers are aware of progress on any of these, please do not hesitate to reach out to sustain@wwu.edu to report on them.

Curriculum and Research

Objective 2.3: Establish internal funding for sustainability research starting summer of 2019.

Objective 3.2: Create a tenure-track faculty line devoted to sustainability by next biennium (2019-2021).

Objective 3.3: Increase faculty capacity to offer sustainability-related curriculum by 2019.

Objective 4.2: Begin fundraising campaign for Institute of Sustainability in 2019.

Campus and Community Engagement

Objective 1.1: Complete a university-wide public engagement alignment process to enhance Western's structure and function for public engagement by fall 2019.

Objective 1.2: Commit to a university-wide system for qualitative and quantitative assessment of public engagement efforts by fall 2019.

Objective 1.3: Follow recommendations of alignment process to incentivize community engagement for faculty, staff, and students throughout the university beginning fall 2021.

Objective 2.3: Improve interpretation of Western-owned grounds to enhance understanding and appreciation of the unique cultural and environmental history of the area by 2020.

Objective 4.1: Create a university-wide tribal advisory committee to advise the president and university community on issues such as curriculum, campus life and gathering spaces, interactive facilities and operations, and engagement opportunities by 2018.

Student Life

Objective 1.3: Begin and/or enhance collaborations with other local education institutions in developing and supporting SEE justice co-curriculum: local schools, Whatcom Community College (WCC), Northwest Indian College (NWIC), and Bellingham Technical College (BTC) by 2020.

Objective 2.3: Improve sustainability literacy throughout co-curricular learning beginning in 2018.

Objective 3.3: Graduating students have a demonstrated commitment to lifelong SEE sustainability by 2035.

Built Environment

Objective 2.1: Continue to reduce the need for new construction by prioritizing the use of current facilities.

Objective 2.4: Adopt policies or guidelines designed to minimize energy use and emissions from non-fixed assets such as refrigerators, freezers, custodial, and other mobile equipment by 2025.

Objective 2.6: Design a university plan to support deep, holistic renovations and energy efficiency investments by 2035.

Objective 2.7: Design, construct, renovate, and operate buildings using a closed-loop process involving minimal to no waste in all processes by 2035.

Dining Services

Objective 1.1: Create a more efficient model to deliver food service to campus by 2019.

Objective 1.2: Achieve sustainable maintenance and renovation practices, and equipment purchasing processes by 2035.

Objective 1.3: Reduce resource consumption (such as water, energy) by 10% of current baseline by 2035.

Objective 2.4: Implement a vendor environmental practices survey by 2020.

Objective 3.2: Develop a mutually-enhancing relationship between Outback and University Dining Services beginning 2017.

Objective 3.3: Explore funding options to offset increased costs to students as UDS works to meet Real Food Challenge and other local and regional food commitments beginning in 2017.

Objective 4.3: Develop a recycling and compost program for all catering sites and their offices that results in zero waste by 2020.

Objective 4.4: Establish a monitoring system to identify base-line waste metrics by 2025.

Grounds

Objective 2.1: Evaluate all equipment requests to determine whether a viable electric alternative exists beginning 2017.

Objective 3.1: Continuing education classes in Integrated Pest Management for all gardeners, annually.

Objective 4.2: Establish regular street-sweeping contract to reduce potential pollution runoff to surface waters by 2020.

Objective 5.1: Continue goal of employing at least six seasonal student employees in the Outdoor Maintenance shop.

Objective 5.2: Continue to improve the educational component of the student employee program.

Procurement

Objective 3.2: Increase sustainable textbook options by 10% by fiscal year 2018.

Objective 3.3: Develop key criteria to evaluate suppliers when we consider the introduction of new products and the replenishing of existing ones by fiscal year 2018.

Objective 3.4: Continue to improve the visibility of the bookstore's sustainable offerings.

Objective 4.1: Encourage faculty to request and use materials purchased in e-form rather than paper.

Objective 4.2: Encourage faculty to use resource sharing opportunities like document delivery and Inter-Library Loan (ILL), rather than ordering materials.

Objective 4.3: Encourage publishers to use more sustainable materials in their publications.

Objective 5.2: Develop a vehicle procurement guide as part of the greater university e-procurement process.

Transportation

Objective 1.1: Develop an integrated University Transportation Plan, including all components of campus transportation by fall 2018.

Objective 1.2: Pursue Western representation on the City of Bellingham Transportation Commission for sharing data, providing input on planning processes, and cooperation on shared goals beginning in 2017.

Objective 1.4: Include Western employee and student transportation options in community resilience and disaster preparedness planning, and in community to the broader campus community by 2020.

Objective 1.6: Begin advocacy at the state level for regional connectivity that supports reduced student reliance on automobile travel starting in fall 2017.

Objective 2.1: Adopt *Vision Zero* for campus by fall 2018.

Objective 2.2: Identify and develop a list of pedestrian and bicycle access and safety improvements to campus infrastructure, including service roads by June 2018.

Objective 4.1: Collect and make publicly available data on all air travel by fall 2018.

Objective 5.4: Carbon neutrality for every university-owned vehicle by 2035.

Waste

Objective 2.1: Create mechanisms to connect the different departments that manage waste by fall 2020.

Objective 2.2: Institute quarterly waste management meetings across stakeholders to address issues and proposed improvement to waste reduction systems, by fall 2017.

Objective 2.4: Formalize Western's Ban on Single-Use water bottle sales by fall 2017.

- Elected students from the Associated Students advocated for the sale of water in spring of 2022. This initiative is currently in a pilot phase with Walton Beverage. The bottled water being sold is in an aluminum can.

Objective 2.8: Implement a Zero Waste Certification program beginning winter 2020.

Objective 3.2: Provide waste reduction training to all staff and faculty beginning in 2020.

Objective 4.1: Develop a framework for a university-wide, centralized chemical purchasing system by 2022.

Objective 4.2: Reduce quantity of hazardous academic lab waste per student by 2030.

Objective 4.3: Improve university-wide usage and replacement of computers, especially in general use computer labs by 2022.

Investments

Objective 1.1: Give due consideration to ESG criteria exercised by the companies and/or funds in which University investments are made.

Objective 1.2: Make investment holdings information publicly available, including but not limited to fund performance against ESG metrics (as available).

Objective 2.1: Support the Foundation in publicizing its Climate Aware Investment option to prospective donors, by the end of 2018.

Objective 2.3: Ask the Foundation Board to consider setting a goal to have a meaningful amount of endowment holdings invested in the Climate Aware Fund by June 30, 2021.

Objective 2.5: By the end of 2018, ask the Foundation Board to consider inclusion in any agreement with an investment advisor that if the advisor ceases to be a signatory to UNPRI or follow those principles, the Foundation may terminate the agreement.

Objective 2.6: Ask the Foundation Board to consider, at such time as the Foundation makes investments itself, becoming a signatory to UNPRI.

Objective 3.2: Provide learning opportunities for students to evaluate the critical difference(s) between various types of sustainable investing and traditional investments.

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa by Provost Brad Johnson
DATE: April 14, 2023
SUBJECT: **Quarterly Report on Grants and Contracts**
PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for the period January 1, 2023 – March 31, 2023.

Supporting Information:

- Grant awards/totals for the period 1/1/23 – 3/31/23

The total amount of grants and contracts received this quarter was \$2,640,553. This includes both new awards and additions to existing awards.

Department	New Award	Additions	# New Awards	# Additions
Anthropology Department	\$291,934	\$0	3	0
Biology Department	\$15,000	\$55,682	1	1
Chemistry Department	\$360,000	\$0	2	0
Computer Science Department	\$28,454	\$0	1	0
Dept of Environmental Sciences	\$327,766	\$68,604	5	2
Elementary Education	\$426,630	\$0	1	0
Geology Department	\$0	\$117,849	0	2
Institute of Watershed Studies	\$306,069	\$0	1	0
Journalism Department	\$50,000	\$0	1	0
Mathematics Department	\$10,000	\$0	1	0
Political Science Department	\$2,102	\$0	1	0
Psychology Department	\$0	\$43,527	0	2
Secondary Education	\$471,586	\$0	1	0
Shannon Point Marine Center	\$0	\$65,350	0	1
Totals:	\$2,289,541	\$351,012	18	8

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

TO: Members of the Board of Trustees
FROM: John Meyer, Chair of the Board of Trustees
DATE: April 14, 2023
SUBJECT: Board of Trustees Remarks
PURPOSE: Information Item

Purpose of Submittal:

Chair Meyer will provide time to members of the Board of Trustees and the University President for any final remarks, questions, or observations.

23. DATE FOR NEXT REGULAR MEETING

- **June 8-9, 2023**

24. ADJOURNMENT