



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

Thursday, February 9, 2023

Location: Board Room, Old Main Room 340

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

Time: 3:00 p.m.

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

2. **ATHLETICS AT WESTERN WASHINGTON UNIVERSITY**
3:01-4:30

Presentation: Melynda Huskey, Vice President of Enrollment and Student Services
Steve Card, Director of Athletics

3. **EXECUTIVE SESSION**
4:30-5:15

Authorized by RCW 42.30.140(4)(a)

FRIDAY, February 10, 2023

Location: OLD MAIN 340, Board Room

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

Time: 9:00 a.m.

4. **CALL TO ORDER, APPROVAL OF MINUTES**
9:00 – 9:05

- 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

5. **PUBLIC COMMENT**
9:05 – 9:15
6. **BOARD CHAIR REPORT**
9:15 – 9:30
 - a. **RESOLUTION 2023-01: HONORING WESTERN WASHINGTON UNIVERSITY'S WOMEN'S SOCCER TEAM**
7. **UNIVERSITY PRESIDENT REPORT**
9:30– 9:40
8. **FACULTY SENATE REPORT**
9:40 – 9:50
9. **ASSOCIATED STUDENTS REPORT**
9:50-10:00
10. **BOARD FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**
10:00-10:10

Presentation: Trustee Sue Sharpe, Committee Chair
11. **BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT**
10:10-10:20

Presentation: Trustee Mo West, Committee Chair

DISCUSSION ITEMS

12. **ACCREDITATION, YEAR 6 REPORT TO THE NORTHWEST COMMISSION OF COLLEGES AND UNIVERSITIES (NWCCU)**
10:20-10:40

Presentation: Jack Herring, Vice Provost for Undergraduate Education
13. **STRATEGIC ENROLLMENT MANAGEMENT STRUCTURE**
10:40-11:00

Presentation: Melynda Huskey, Vice President of Enrollment and Student Services
Shelli Soto, Associate Vice President of Enrollment Management
14. **2023 LEGISLATIVE SESSION UPDATE**
11:00-11:15

Presentation: Nora Selander, Director of Government Affairs

BREAK

11:15-11:30

ACTION ITEMS

15. APPROVAL OF WINTER DEGREES

11:30-11:35

Presentation: Brad Johnson, Provost and Executive Vice President

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

11:35-11:45

Presentation: Joyce Lopes, Vice President for Business and Financial Affairs
Liz Parkes, Associate Vice President for Human Resources
Kerena Higgins, Senior Counsel, Office of the Attorney General
Anne Gilbert, Business and Financial Affairs Director of Strategy

17. PUBLIC WORKS PROJECTS

11:45-11:55

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

18. APPROVAL OF AUDIT PLAN

11:55-12:05

Presentation: Amy Kozak, Executive Director, Audit & Consulting Services

INFORMATION ITEMS

19. FY22 ACCOUNTABILITY AUDIT REPORT

12:05-12:10

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

20. REPORTS
12:10–12:20

- 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

21. TRUSTEE REMARKS
12:20–12:30

22. DATES FOR NEXT REGULAR MEETING: April 13-14, 2023

23. EXECUTIVE SESSION
12:30-1:00

Authorized by RCW 42.30.110(1)(i)

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 Melynda Huskey
DATE: **February 9, 2023**
SUBJECT: **Athletics at WWU**
PURPOSE: Information Item

Enrollment and Student Services Vice President, Melynda Huskey, and Athletic Director, Steve Card, will provide a presentation of Western Washington University's Athletics Department to the Board of Trustees.

Attachment: PowerPoint Presentation



WESTERN WASHINGTON UNIVERSITY
WESTERN WASHINGTON UNIVERSITY
WESTERN WASHINGTON UNIVERSITY

WWU ATHLETICS





NCAA DIVISION II

NCAA DIVISION II

MAKE IT *YOURS*

THE COMPLETE STUDENT-ATHLETE

NCAA Division II is all about balance. Student-athletes participate in highly competitive athletics, have the best access ratio to NCAA championships of any division and can earn athletics scholarships, but their college experience includes so much more than sports participation. The balanced approach in athletics, academics and community engagement allows Division II student-athletes to focus on their academic pursuits, internships, studies abroad and all that interests them.





*WWU Athletics is committed to the whole **STUDENT-ATHLETE** experience, providing resources for students to pursue their dreams and strive for excellence in **academics, competition, campus involvement and community service.***

No matter who we are or where we come from, once we join the WWU community we are all Vikings.

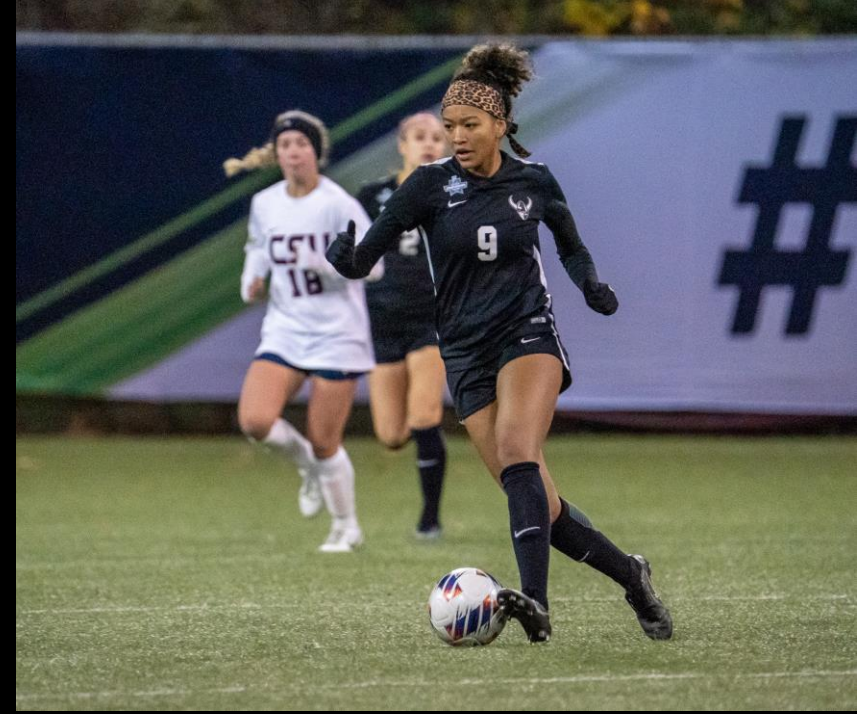


THE GNAC FOOTPRINT...

Five States

One Province

Three Time Zones





THIS IS WWU ATHLETICS

Total Student-Athletes:

284 in 2021-22

164 in Women's Sports, 57.7%

White (65%), BIPOC (33%), International (2%)



THIS IS WWU ATHLETICS

15 NCAA PROGRAMS

Men's Programs

Soccer
Basketball
Cross Country
Indoor Track & Field
Outdoor Track & Field
Golf

Women's Programs

Soccer
Volleyball
Cross Country
Basketball
Rowing
Indoor Track & Field
Outdoor Track & Field
Golf
Softball



THIS IS WWU ATHLETICS

Average Team GPA in 2021-22:

3.18

Highest was Women's Basketball at 3.42

133 GNAC Academic All-Stars



THIS IS WWU ATHLETICS

**Academic Success Rate:
91%**

*5th time in last six years to 90% or better
Of the 44 NCAA II institutions earning the
NCAA Presidents' Awards, one of only
four public institutions*





THIS IS WWU ATHLETICS

Federal Grad Rate

85%

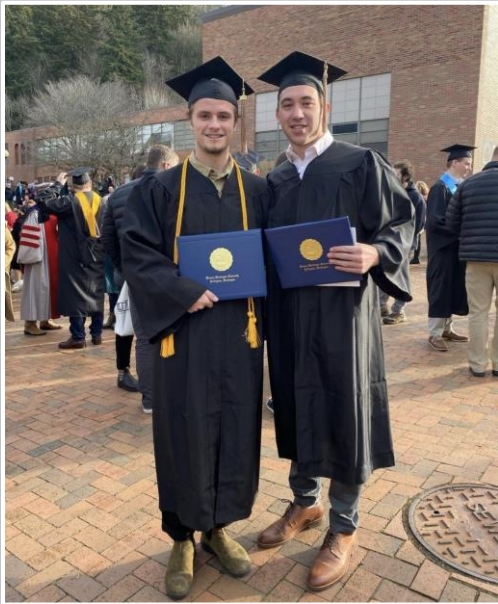
Best in the Great Northwest Athletic Conference

Full Student Body – 68%

Division II Athletes – 60%

Division II Students – 52%

EXCELLENCE IN GRADUATION RATES



Using federal rate criteria (based on a six-year cohort as prescribed by the U.S. Department of Education), Viking student-athletes entering from 2012 to 2015 graduated at an 85 percent rate, compared to 68 percent for the full set of freshmen entering WWU in that period. Over the past two cohort periods, Viking student-athletes had a graduation rate 17% and 15% percent higher compared to the general student body.



STUDENT-ATHLETE DEVELOPMENT

Beyond competition and the classroom, WWU student-athletes are educated in the following areas:

- *Sexual Assault Prevention (EEO, Prevention, Health and Wellness)*
- *Suicide Prevention*
- *Drug and Alcohol Awareness*
- *ADEI Education*



12TH







EXCELLENCE IN CAMPUS INVOLVEMENT



Viking Athletics is committed to excellence on campus. Sports are cultural events bringing people together from all communities and demographics. On campus they act as hubs for student engagement, a space for campus groups to interact with the Bellingham community, and an opportunity to highlight other campus events. We aren't only student-athletes though. We are all part of the WWU family.



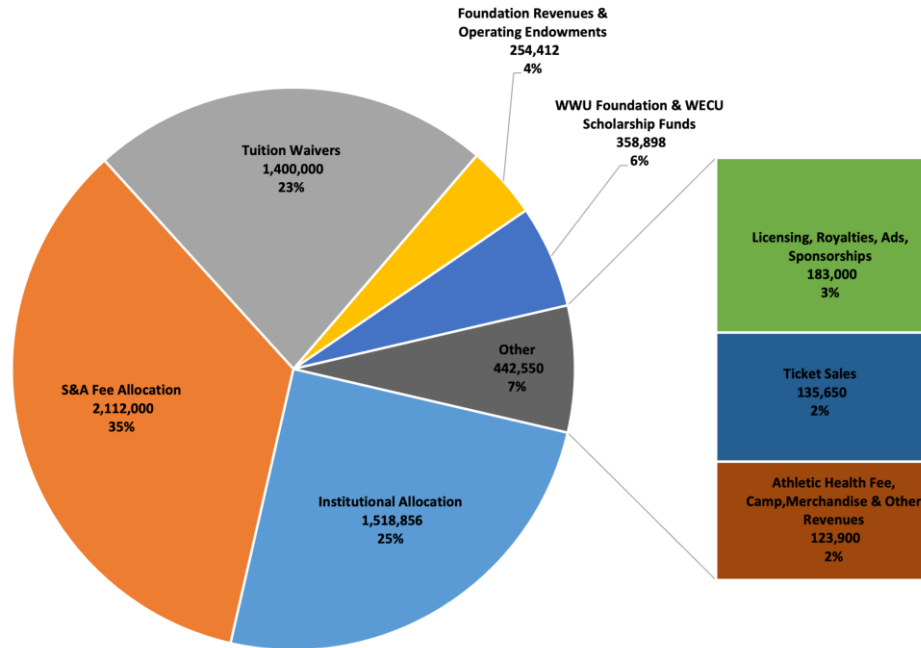
EXCELLENCE IN THE COMMUNITY



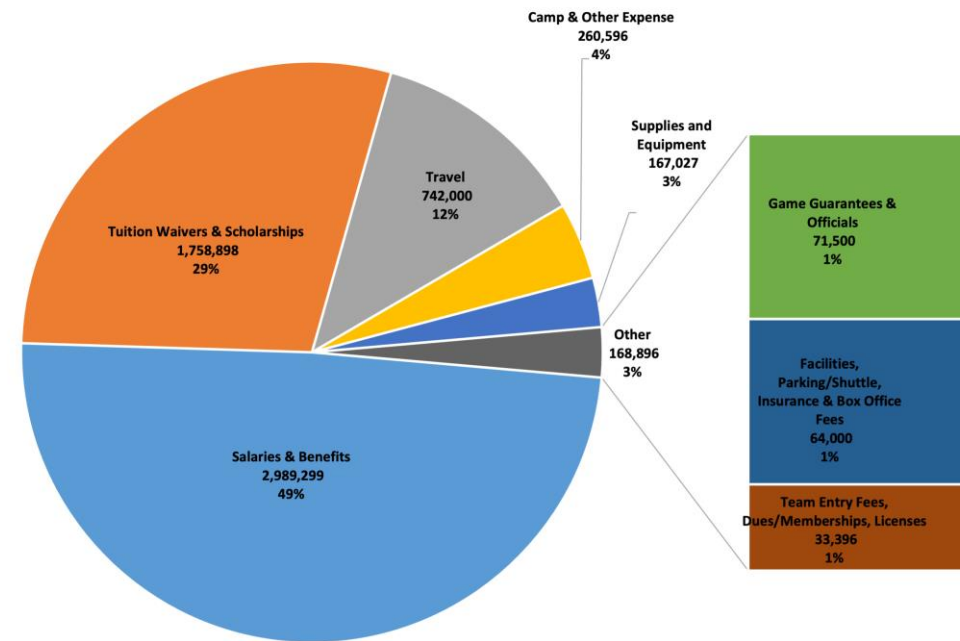
Viking Athletics believes in contributing excellence within the **community**. It is important to give back to the local community and we take great pride in returning the love those in the community have shown us and look to give back any way we can, including food drives, Toys for Tots, Pink Nights and local school outreach.

ATHLETICS BUDGET

Athletics FY23 Budget - \$6.09 Million
Revenues, Allocations & Contributions



Athletics FY23 Budget - \$6.09 Million
Expenses, Waivers & Scholarships



WWU ATHLETICS ALUMNI



PAYING IT FORWARD



NCAA

HONORS

AWARDS SHOW



CARVER

QUESTIONS?

03. EXECUTIVE SESSION

An Executive Session will be held as authorized by RCW 42.30.10(1)(i).

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: February 10, 2023
SUBJECT: **Approval of the Minutes**
PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustees Meeting Minutes.

Proposed Motion:

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

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

Supporting Information:

Minutes from December 8-9, 2022; January 5, 2023; and January 24, 2023



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
DRAFT MINUTES**

Thursday, December 8, 2022

Location: Interdisciplinary Science Building, Room 310

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

Time: 3:00 p.m.

1. CALL TO ORDER

Chair Meyer called the regular meeting of the Western Washington University Board of Trustees to order at 3:12pm in the Interdisciplinary Science Building, Room 310.

Board of Trustees:

John Meyer, Chair

Faith Pettis, Vice Chair

Ash Awad, Trustee

Chase Franklin, Trustee

Keara Ryan, Trustee

Sue Sharpe, Trustee

Mo West, Trustee

Chris Witherspoon, Trustee

Western Washington University:

Sabah Randhawa, President

Joyce Lopes, Vice President for Business and Financial Affairs

Jacqueline Hughes, Chief Diversity Officer and Executive Director of the Office of Equity

Dinna Gibbs, Vice President for University Relations & Marketing

Becca Kenna-Schenk, Chief of Staff

Brad Johnson, provost and Executive Vice President

Melynda Huskey, Vice President for Enrollment and Student Services

Rebecca Hansen-Zeller, Secretary to the Board of Trustees

Paqui Paredes Méndez, Dean, College of Humanities and Social Sciences

Jane Wong, Associate Professor of Creative Writing in English

Neal Tognazzini, Professor of Philosophy

2. SHOWCASING THE HUMANITIES AT WWU

Presentation: Brad Johnson, Provost and Executive Vice President

Paqui Paredes Méndez, Dean, College of Humanities and Social Sciences

Jane Wong, Associate Professor of Creative Writing in English

Neal Tognazzini, Professor of Philosophy

Brad Johnson introduced Paqui Paredes who shared information about Humanities at Western Washington University. Jane Wong led the Board on an exploration of communication and poetry exercises that she uses to build community in her classroom. Neil Tognazzini led the Board in critical thinking exercises used in his Philosophy courses.

The Board of trustees adjourned for the day at 5:11pm.

FRIDAY, December 9, 2022

Location: OLD MAIN 340, Board Room

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

Time: 8:00 a.m.

3. CALL TO ORDER, APPROVAL OF MINUTES

Chair John Meyer called the Regular Meeting of the Western Washington University Board of Trustees to order at 8:01am in the Old Main Board Room.

Board of Trustees:

John Meyer, Chair

Faith Pettis, Vice Chair

Ash Awad, Trustee

Chase Franklin, Trustee – on Zoom

Keara Ryan, Trustee

Sue Sharpe, Trustee

Mo West, Trustee – on Zoom

Chris Witherspoon, Trustee

Western Washington University:

Sabah Randhawa, President

Joyce Lopes, Vice President for Business and Financial Affairs

Jacqueline Hughes, Chief Diversity Officer and Executive Director of the Office of Equity

Dinna Gibbs, Vice President for University Relations & Marketing

Becca Kenna-Schenk, Chief of Staff

Brad Johnson, provost and Executive Vice President

Melynda Huskey, Vice President for Enrollment and Student Services

Rebecca Hansen-Zeller, Secretary to the Board of Trustees

Robert Clark, manager of Digital Video Services

Lysa Rivera, Faculty Senate President

Shelli Soto, Associate Vice President for Enrollment Management

Faye Gallant, Executive Director of Budget & Financial Planning

Sargun Handa, Associated Students President

- a. Board of Trustees Meeting, October 13 & 14, 2022

MOTION 12-01-2022

Trustee Faith Pettis moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the

minutes from October 13 & 14, 2022.

Trustee Chris Witherspoon seconded. The motion passed 7-0, with Trustee Ash Awad abstaining.

4. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. Nobody signed up for public comment.

5. BOARD CHAIR REPORT

Chair Meyer congratulated the WWU Women's Soccer Team on being NCAA Division II Champions. He also shared that Rebecca Hansen-Zeller, Secretary to the Board of Trustees, is settling into her new role. He reported on a session that he and Trustee Mo West attended with the Association of Governing Boards featuring US Assistant Secretary of Education for Postsecondary Education Dr. Nasser Paydar. He commented on yesterday's engaging session featuring the Humanities and the reception with the Alumni Association and Foundation Board. The Board is looking ahead to a work session in Seattle on January 24 and to being in Olympia for Regents & Trustees Day on February 2.

6. RESOLUTION WELCOMING TRUSTEE ASH AWAD

Chair Meyer passed the gavel to Vice Chair Pettis. Chair Meyer welcomed Ash Awad to the Board of Trustees and read RESOLUTION 2022-10. Chair John Meyer made a motion to approve the Resolution and Trustee Sue Sharpe seconded. The motion passed 7-0 with Trustee Ash Awad abstaining.

RESOLUTION NO. 2022-10

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY WELCOMING TRUSTEE ASH AWAD

WHEREAS, on October 12, 2022, Governor Jay Inslee appointed ASH AWAD of Woodinville, Washington to serve on the Western Washington University Board of Trustees for a term ending on September 30, 2028; and

WHEREAS, ASH AWAD brings to his appointment as a trustee a distinguished career in the energy efficiency, construction and engineering industry and currently serves as President and Chief Market Officer at McKinstry, a Seattle-based company that builds, operates, and maintains facility systems for buildings; and

WHEREAS, ASH AWAD has a demonstrated commitment to education and sustainability and currently serves on the boards of the Smart Buildings Center, Washington STEM, Climate Solutions, and the Washington Round Table.

WHEREAS, ASH AWAD is committed to advocacy for higher education and supports the University of Washington's Mechanical Engineering department; and

WHEREAS, ASH AWAD has declared his commitment to serve as a member of the Western Washington University Board of Trustees;

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on December 9, 2022.

7. UNIVERSITY PRESIDENT REPORT

President Randhawa reported on a number of exciting things at Western Washington University including the Women's Soccer Team's NCAA Title and honors earned by our Performing Arts opera program, which placed 2nd nationally. He also reported on a recent \$5 million gift to support the Geology Department. He noted that the new Professional Staff Organization compensation structure is being rolled out.

8. FACULTY SENATE REPORT

Lysa Rivera reported that Faculty are navigating the new course evaluation process. There is a task force working on refining new questions for the pilot year. She also noted that student accommodation requests have risen in number since covid and Faculty are working with the Disability Access Center. She also reported on updates to the Faculty Handbook.

9. ASSOCIATED STUDENTS REPORT

Sargun Handa reported that the Associated Students have hired a VP of Diversity, CFPA Student Senator and a Vice Chair and now has a full Board. Students will be in Olympia in January for lobby day. They are also working on their Mission, Vision and Values statements. Sargun Handa noted that diversifying curriculum, self-operated dining and support for students impacted by hate and bias incidents is ongoing.

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

Presentation: Trustee Sue Sharpe, Committee Chair

Trustee Sue Sharpe is Chair of the Finance, Audit and Enterprise Risk Management Committee. She reported that the committee would like to issue an RFP/RFI for the financial statement audit for 2023-24. The committee also discussed the Heating Conversion Project, the Professional Staff Organization compensation plan and the Internal Audit Plan for next year.

The committee had an exit conference with representatives from the State Auditor's Office for the 21-22 financial statement audit and received the best possible opinion. Committee Chair Sharpe asked the committee members for a motion to formally accept the 21-22 financial statement audit. Trustee Pettis made a motion to accept the audit and Trustee Franklin seconded. The motion passed unanimously among the committee members 4-0.

11. BOARD ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE REPORT

Presentation: Trustee Mo West, Committee Chair

Trustee Mo West is Chair of the Academic Affairs and Student Success Committee. She reported that the committee focused on the Campus Climate Survey and Structural Equity Team Report at their last meeting.

DISCUSSION ITEMS

12. CHIEF DIVERSITY OFFICER AND EXECUTIVE DIRECTOR, OFFICE OF EQUITY FIRST QUARTER REFLECTIONS

Presentation: Jacqueline Hughes, Chief Diversity Officer and Executive Director, Office of Equity

Jacqueline Hughes reported on her work in the first few months as the inaugural Chief Diversity Officer. She shared feedback she heard in the campus listening session and stated a need for a larger sense of belonging among the people she has met with. She noted that there is a lot of great work being done across the colleges but that work needs to be put together into a comprehensive, holistic, action-oriented framework.

13. PROVOST AND EXECUTIVE VICE PRESIDENT FIRST QUARTER REFLECTIONS

Presentation: Brad Johnson, Provost and Executive Vice President

Provost Brad Johnson introduced a framework he is implementing for strategic budget and schedule planning. The new process is a culture change in Academic Affairs and requires more engagement with the planning process. He also shared information on the current searches for new Deans and noted that the turnover of the entire Council of Deans provides a huge opportunity to shape new leadership in Academic Affairs. Brad Johnson also shared that he is revamping the Associate Vice President for Academic Affairs position. He is committed to broad, open communication and is excited to be in his new role.

BREAK

There was a break from 10:08-10:24am.

14. WWU BIAS RESPONSE AND EMERGENCY ASSESSMENT

Presentation: Brad Johnson, Provost and Executive Vice President

Melynda Huskey, Vice President for Enrollment and Student Services

Jacqueline Hughes, Chief Diversity Officer & Executive Director of the Office of Equity

Brad Johnson gave a summary of the recent student email hack incident and noted that multifactor email access will be rolled out for all users soon. Jacqueline Hughes outlined the role of the Bias Response Team. Melynda Huskey shared the role of the Student Care and Concern Team. They also shared how the Threat Assessment Team and the Student Conduct Process work.

15. 2023 LEGISLATIVE SESSION OUTLOOK

Presentation: Becca Kenna-Schenk, Executive Director of Government Affairs

Becca Kenna-Schenk shared that the upcoming January-April session sets the stage for the 23-25 Biennium Budget. She outlined the list of requests that WWU submitted and shared that the revenue forecast is positive. She also reported on the House College & Workforce Development Committee's visit to WWU and a recent meeting of Government Relations officers with the Council of Presidents.

ACTION ITEMS

16. PRESIDENT'S CONTRACT AMENDMENT

Presentation: Melissa Nelson, Assistant Attorney General

MOTION 12-02-2022

Trustee Sue Sharpe moved that the Board of Trustees of Western Washington University, upon recommendation of the Board Chair, approves a 4% increase in the President's salary, effective January 1, 2023.

Trustee Chris Witherspoon seconded. The motion passed 7-0, with Trustee Kera Rya abstaining.

17. APPROVAL OF FALL QUARTER DEGREES

Presentation: Brad Johnson, Provost and Executive Vice President

MOTION 12-03-2022

Trustee Keara 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 Fall Quarter 2022, effective December 10, 2022.

Trustee Faith Pettis seconded and the motion passed 8-0.

18. APPROVAL TO REPEAL SECTIONS 115, 116, 118 AND 119 AND AMEND SECTION 117 IN CHAPTER 516-38 WAC

Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
Sara Wilson, Executive Director, Student Success Initiatives

MOTION 12-04-2022

Trustee Mo West that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the amendment to WAC 516-38-117 and approve the repeal of sections 115, 116, 118, and 119 in Chapter 516-38 WAC as filed in the *Washington State Register*, WSR 22-18-021.

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

19. APPROVAL OF CONSTRUCTION CONTRACTS

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

a. Construction Contract for Science Lecture Building Envelope Remediation, PW779

MOTION 12-05-2022 Trustee Witherspoon moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Tiger Construction, Ltd., Everson, WA, in the amount of \$1,166,600 (plus associated sales tax) for the construction contract to replace roofing materials and a curtain wall framed window at the Science, Math & Technology Education (SMATE) building.

Trustee Keara Ryan seconded. The motion passed 8-0.

b. Construction Contract for Birnam Wood Siding and Bridges Phase 1, PW778A

MOTION 12-06-2022 Trustee Mo West moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to CDK Construction, Duvall, WA, in the amount of \$3,094,000 (plus associated sales tax) for the construction contract to perform the following work at Birnam Wood: i) replace the siding and bridges and add insulation at Stacks 3 and 4, and ii) replace the siding, doors, and windows and add insulation at the Community Building.

Trustee Sue Sharpe seconded. The motion passed 8-0.

c. Construction Contract Amendment, Fire Protection for Electrical Engineering & Computer Science Project, PW758

MOTION 12-07-2022 Trustee Chase Franklin 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 \$552,599 (plus associated sales tax) for Amendment #5, Fire Protection, for Electrical Engineering & Computer Science Project, PW758.

Trustee Faith Pettis seconded. The motion passed 7-0, with Trustee Ash Awad abstaining.

20. APPOINTMENT OF AUDITOR FOR FY 2022 AUDIT OF FINANCIAL STATEMENTS FOR WWU, HOUSING AND DINING, AND WADE KING STUDENT RECREATION CENTER

Presentation: Sue Sharpe, Board of Trustees Finance, Audit, and Enterprise Risk Management Committee Chair

MOTION 12-08-2022

Trustee Faith Pettis moved upon the recommendation of the Board of Trustees FARM Committee, the appointment of the Washington State Auditor's Office to perform an audit of FY 2022 Financial Statements for Western Washington University, Housing and Dining, and the Wade King Student Recreation Center. This appointment is for a one-year term with an estimated total cost of \$85,000.

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

INFORMATION ITEMS

21. REPORTS

- a. Quarterly Grants and Contracts
- b. Enrollment Management Summary
- c. University Advancement Report
- d. Capital Program Report
- e. University Relations and Marketing Report
- f. 2021-22 University Financial Report
- g. 2022 Housing and Dining System Financial Report
- h. 2022 Wade King Student Recreation Center Financial Report
- i. 2022 Annual Security and Fire Safety Report (Clery Act)

The Board reviewed and accepted the written reports.

22. TRUSTEE REMARKS

Trustees noted that former WWU Lobbyist, Joe Timmons, won his race for WA State House of Representatives. They also noted that they are looking forward to Commencement tomorrow.

23. DATES FOR NEXT REGULAR MEETING: February 9 & 10, 2022

24. ADJOURNMENT

The meeting adjourned at 11:21am.



WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
SPECIAL MEETING AGENDA
JANUARY 5, 2023
MINUTES

THURASDAY, JANUARY 5, 2023

Location: Zoom and Old Main 340, Board Room
Audiocast: <https://wp.wvu.edu/live/>
Time: 2:00pm

1. CALL TO ORDER

Chair John Meyer called the special meeting of the Western Washington University Board of Trustees to order at 2:04pm.

Board of Trustees

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

Western Washington University

Sabah Randhawa, President
Scott Barbara, Torts Attorney
Paul Mueller, Director of Risk Management
Rob Novasky, Special Assistant Attorney General
Robert Clark, Manager of Digital Video Services
Brad Johnson, Provost and Executive Vice President
Rebecca Hansen-Zeller, Secretary to the Board of Trustees

2. EXECUTIVE SESSION WILL BE HELD TO DISCUSS MATTERS AS AUTHORIZED BY RCW 42.30.140(4) (a)

Chair Meyer called an Executive Session per 42.30.140(4)(a) for 45 minutes at 2:06pm. The Executive Session ended at 3:17pm.

3. ACTION ITEM: AUTHORIZATION OF TORT SETTLEMENT

Presentation: Melissa Nelson, Assistant Attorney General

No action was taken today.

4. ADJOURNMENT

The meeting adjourned at 3:18pm.



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA**

TUESDAY, January 24, 2023

Location: Washington Athletic Club, Board Room

Time: 8:00 a.m.

1. CALL TO ORDER

Chair John Meyer called the work session of the Western Washington Board of Trustees to order at 8:05am at the Washington Athletic Club Board Room in Seattle, WA.

2. EXECUTIVE SESSION

Chair Meyer called an Executive Session of the Board as authorized in RCW 42.30.110(1)g at 8:05am for two hours. The Executive Session ended at 10:10am.

3. INTERNAL BOARD BUSINESS

- a. Board of Trustees upcoming agenda items for the remainder of 22-23 and 23-24

The Board of Trustees reviewed an outline of upcoming issues that will come before them over the next 18 months. They provided feedback on programming for the Thursday afternoon sessions and timing for offsite meetings.

- b. Board Transitions

The Board of Trustees discussed upcoming transitions and discussed the skills and leadership dimensions they are looking for in those upcoming appointments.

- c. Board discussion about adopting a Land Acknowledgement

The Board of Trustees discussed introducing a Land Acknowledgment at the start of their regular meetings. They discussed preparing a Land Acknowledgment and recognition of our Tribal partners at the October 2023 meeting.

**4. AFTERNOON DISCUSSION WITH CABINET: POSITIONING WWU WITHIN THE
BROADER HIGHER EDUCATION LANDSCAPE**

Cabinet members joined the Board of Trustees for lunch. After lunch, the group discussed the higher education landscape, both nationally and locally. They analyzed political forces, public opinion factors and enrollment trends and discussed how Western Washington University wants to position themselves to thrive in the changing environment.

The meeting adjourned at 3:57pm.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: February 10, 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.

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

TO: Members of the Board of Trustees
FROM: Faith Pettis, Vice Chair, Board of Trustees
DATE: February 10, 2023
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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



RESOLUTION NO. 2023-01

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

**CONGRATULATING THE WESTERN WASHINGTON UNIVERSITY
2022 WOMENS SOCCER TEAM**

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.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on February 10, 2023.

ATTEST:

A handwritten signature in black ink, appearing to read "John Meyer".

John M. Meyer, Chair

A handwritten signature in black ink, appearing to read "Faith Li Pettis".

Faith Li Pettis, Vice Chair

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: February 10, 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.

January 31, 2023

Dear Esteemed Members of the Board,

Thank you for this opportunity to speak this morning. I had hoped to write this report sooner, but Senate met later in the quarter than usual and it has taken me a while to gather content for it. That said, as you will see below, there has been plenty of movement and discussion in Senate this quarter.

I am happy to report that Senate has convened an outstanding committee, made up of both tenure-stream faculty and teaching faculty, charged with revising the new course evaluation questions. I have successfully recruited faculty from a range of disciplines who together share a strong commitment to equity, transparency, and efficacy in their approach to these new questions. Included in this committee is Dr. Shevell Thibou, the Director of Teaching & Learning at Western and a current member of Senate. Having now worked with Western's students, faculty, and staff for over a decade, Dr. Thibou brings to this committee a strong record of advancing inclusive and equitable teaching and learning practices at Western. Also on board is Dr. Daniel Hanley, the Director of STEM Education Research and Evaluation at Western. Over the past twenty years, Dr. Hanley has developed and conducted numerous evaluations for prominent organizations, including the NSF, the Department of Education, and Washington State's Department of Education. Our work begins in earnest next week and I am confident that this highly accomplished and decidedly motivated taskforce will deliver a strong proposal to Senate by the end of Spring quarter.

During our January 23 Senate meeting it was brought to the Senate floor that there are varying degrees of concern among the faculty over "ChatGPT," a highly advanced AI chatbot that "delivers information, explains concepts and generates ideas in simple sentences."¹ Of particular concern among faculty is, of course, the potential for ChatGPT to increase cases of plagiarism and, in general, compromise student learning. While there are technologies that make plagiarism easy to detect, it is clear that there is cause for concern as AI technologies like ChatGPT become increasingly mainstream and accessible. During our following meeting (January 30), Senate discussed various ways we can, and must, respond to technologies like this. To this end, we considered the ways that ChatGPT introduces problems, but also potential opportunities, by prompting us to revamp our pedagogies in response to these new technologies. One Senator also pointed out that AI technologies like ChatGPT invite us to remind our students of the essential (and lifelong) skill of critical thinking, which is at the heart of a liberal arts education. It is our hope that once students truly understand the immense value and deep need for critical thinking, they are less likely to abuse these technologies in the first place. There was also a fascinating discussion of the ways we might actually incorporate some of the features of ChatGPT directly into our pedagogies. As one Senator put it (and I'm paraphrasing), new tech is here to stay and faculty can either ignore it, or get in front of it.

¹ <https://www.nytimes.com/2023/01/16/technology/chatgpt-artificial-intelligence-universities.html>

Finally, there was consensus that irrespective of ChatGPT's potential impacts, there needs to be support for faculty who wish to learn more about these technologies and how best to address them in their teaching practices. As we continue to discuss this issue, we will work to identify what forms that support might take in the future.

In our January 30 meeting, Senate moved to endorse the Academic Coordinating Commission's (ACC) proposal to extend temporarily course modality policies that were put in place during COVID-19.² This extra time is essential for the colleges on campus to develop modality policies that align effectively with the university's strategic plan and its commitment to academic excellence and inclusive student success. Although there continues to be wide-ranging and diverse perspectives and approaches to course modalities, it is clear we all share a deep commitment to student learning and inclusive student success. Senators in the room therefore recognized the clear need for thoughtful college-level policies that ACC can use in ensuring curricular coherence across the many departments and programs on campus.

Finally, a motion was passed in our January 23 meeting to revise the university's "K-Grade" policy. The K-grade is akin to an "Incomplete," and is reserved for students who wish to extend their time to completion in a given class in response to circumstances out of their control. (It is only an option for students who have completed around 80% of the work for a course by the end of the term.) The revised policy limits the number of quarters a student has to complete the K-grade (following the University of Washington's policy) and includes clearer language surrounding when the K-grade is and is not permissible. This motion passed easily and is one of many similar items related to what I have been calling "Catalog housekeeping." I wish to thank Shelli Soto, Associate Vice President for Enrollment and Student Services (and an all-around delightful person), who has taken the lead on this important work.

I look forward to providing you with updates and new items in my next report. Thanks again!

Warmest regards,

Lysa Rivera
Faculty Senate President (AY 2022-23)

² Per the current university catalog: "ACC is a major standing committee of the Faculty Senate whose members are charged with oversight of all aspects of the curriculum, curricular policy and Western's academic enterprise. Through its review ACC ensures curricular coherence, sets appropriate standards for student admission and progress through the curriculum, promotes the assessment of learning outcomes, and enforces guidelines for graduation requirements."

09. Associated Student Report

Sargun Handa, AS President, will give an oral report.

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

TO: Members of the Board of Trustees

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

DATE: February 10, 2023

SUBJECT: **Board FARM Committee Report**

PURPOSE: Information Item

Purpose of Submittal:

Trustee Sue 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: February 10, 2023

SUBJECT: **Board Academic Affairs and Student Success Committee Report**

PURPOSE: Information Item

Purpose of Submittal:

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

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: February 10, 2023

SUBJECT: Accreditation, Year 6 Report to NWCCU

PURPOSE: Discussion Item

Purpose of Submittal:

Jack Herring, Vice Provost for Undergraduate Education, will provide an overview of Western's obligations to its primary accrediting agency, with a focus on an upcoming reporting deadline. A draft report will be presented with an opportunity for Board feedback. Board members may be asked for information on issues related to university governance by the accreditors, so should be familiar with these materials.

Background:

Western has its primary accreditation (previously referred to as "regional accreditation") through the Northwest Commission on Colleges and Universities (NWCCU), and we are currently responding to the NWCCU requirement to demonstrate our compliance with standards for accreditation related to "policies, regulations and financial review" or PRFR. Subject matter experts at Western have contributed to a draft report, which is due to NWCCU by March 1; at that point a team of peer reviewers will get the report and may ask for a virtual site visit sometime in the spring quarter. The team's conclusions will be shared with the next team that will conduct the year 7 reaffirmation of accreditation.

Strategic Questions:

1. Are members of the Board familiar with the accreditation process and their roles in it?
2. Do members of the Board of Trustees have feedback on the content of the draft report?

Accreditation Updates

Presentation by VPUE Jack Herring to WWU Board of Trustees

February 10th, 2023



2020 NWCCU Standards for Accreditation

STANDARD ONE

INSTITUTIONAL EFFECTIVENESS

STANDARD TWO

GOVERNANCE, RESOURCES, AND CAPACITY

<https://nwccu.org/accreditation/standards-policies/standards/>

STANDARD ONE

INSTITUTIONAL EFFECTIVENESS

- Institutional Mission
- Institutional Effectiveness
- Student Learning
- Student Achievement

STANDARD TWO

GOVERNANCE, RESOURCES, AND CAPACITY

- Governance
- Academic Freedom
- Policies and Procedures
- Institutional Integrity
- Financial Resources
- Human Resources
- Student Support Resources
- Library and Information Resources
- Physical and Technology Infrastructure

The New Cycle and Process

ANNUAL REPORT

- Disaggregated Data
- Student Achievement
- Financials

- Annual Submission
- Staff Review

MID-CYCLE REPORT

- Report and Onsite Review
 - Assessment
 - Data Collection and Analysis
 - Planning

- Onsite peer review in Year 3
- Staff review of evaluation reports for Commission Meeting consent agenda

POLICIES, REGULATIONS, AND FINANCIAL REVIEW (PRFR)

- Report and Offsite Review
 - Financial Performance
 - Policies and Regulations

- Offsite peer review in Year 6
- Findings reported to EIE Team in Year 7

EVALUATION OF INSTITUTIONAL EFFECTIVENESS (EIE)

- Report and Onsite Review of Student Success
 - Institutional Mission and Effectiveness
 - Student Learning
 - Student Achievement

- Onsite peer review in Year 7
- Review findings from PRFR
- Commission Decision

Academic Year	Accreditation Activity
2016-2017	Year 7 NWCCU self-study (WQ), site visit (SQ)
2017-2018	Year 1 NWCCU report (SQ)
2018-2019	
2019-2020	Year 3 NWCCU report (WQ)
2020-2021	Requested approval for all degrees online past Dec 31; approved by NWCCU
2021-2022	US DoE Financial Aid Audit; Ad-hoc report on NWCCU recommendations 5 and 6
2022-2023	NWCCU PRFR (Standard 2) report due (March 1); Year 6 NWCCU visit (April)
2023-2024	NWCCU EIE (Standard 1) self-study due (WQ) accreditation site visit (SQ)

- February 2022: WWU submits interim report on two remaining recommendations from 2017 reaffirmation of accreditation:
 - “reassess how well it is meeting student needs as it expands access to its educational programs and take corresponding actions for improvement”
 - FULFILLED
 - “the Committee recommends that the institution update its Campus Master Plan”
 - CONTINUED AS NEEDS IMPROVEMENT
- Spring 2022 – Winter 2023: Development of PRFR report
 - Jack Herring – Vice Provost for Undergraduate Education
 - PRFR report project lead
 - Matt Bryant – ESS Division Planning and Assessment Consultant
 - Report synthesis and editing
 - 25 other leaders from all WWU divisions contributed
 - Draft completed January 2023, provided to BoT for feedback
 - Report due March 1, 2023

NWCCU Signposts: Close Scrutiny

- Inclusive student success
 - NWCCU revised vision: “Promote student success and close equity gaps”
- The degree to which we are disaggregating our student achievement data by demographic categories
 - How well are we using that information to improve our programs and our outcomes?
- Our assessment of student learning outcomes in general education
- Compliance with regulations on distance education
 - Identity verification
 - “Regular and substantive interaction”
- Compliance with regulations on contracts for “education-related services”

Feedback and Questions



WESTERN WASHINGTON UNIVERSITY

Report to the Northwest Commission on Colleges and Universities

Policies, Regulations and Financial Review

March 1, 2023



A Self-study of Western Washington University's Performance on
NWCCU Accreditation Section 2 Standards

Introduction

Western Washington University is a public, comprehensive, regional university. Western's primary campus is located in Bellingham, Washington. Additional educational sites are located in Everett, Kirkland, Sedro-Woolley, Renton, Tacoma, Burien, Anacortes, Port Angeles, Poulsbo, Seattle and Bremerton, Washington. Out of a total headcount of 14,747 (Fall 2022), Western's student body is 94% undergraduate students; 86% of Western's students are residents of the state of Washington.

Western Washington University was founded in Bellingham as the New Whatcom Normal School in 1893. [Western's enrollment](#) grew from just over 1000 in 1950 to over 9000 in 1972. After remaining relatively steady during the remainder of the 1970s and 80s, enrollment increased steadily from 1990 until the COVID-19 pandemic.

Today it is organized into the following academic units:

- College of Business and Economics
- College of Fine and Performing Arts
- College of Humanities and Social Sciences
- College of Science and Engineering
- College of the Environment
- Fairhaven College of interdisciplinary Studies
- Woodring College of Education
- Graduate School

Administratively, Western is organized into five divisions. In addition to Academic Affairs, there are the divisions of Enrollment and Student Services, Business and Financial Affairs, University Relations and Marketing, and University Advancement.

Western Washington University has its primary accreditation through the Northwest Commission on Colleges and Universities (NWCCU). This self-study has been compiled in response to the NWCCU requirement that Western document its compliance with accreditation standards related to "policies, regulations and financial review" (PRFR). The standards addressed in the PRFR process are those in section 2 of the [NWCCU Standards for Accreditation](#) that were adopted in 2020. This report addresses each of those standards, starting each section with the text of the specific standard. It is submitted in preparation for the year 6 review to be conducted by a peer evaluation team assigned by NWCCU during the spring of 2023.

Standard Two – Governance, Resources, and Capacity

Governance

2.A.1. *The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.*

Authority to govern Western is vested by state law in a [Board of Trustees](#) composed of members appointed by the governor and confirmed by the Washington State Senate. The Western's Board of Trustees is defined by state statute, which mandates a board of eight members, one of whom must be a current student in good standing. (See [RCW 28B.35.100](#).) Western's Board of Trustees meetings are typically open to the public and audiocast via a publicly-available web stream. (See [Live @ Western](#).) Actions and resolutions of the Board are also communicated to the campus in [Western Today](#), the University's online news source. Operations of the Board are made available through its [website](#): new board members are provided an [orientation](#); [meeting agendas](#) are published in advance; [meeting minutes](#) are made available for public review and the Board's [bylaws](#) are available for public review.

All Board members except the student serve terms of six years. Officers of the Board (chair, vice-chair, and secretary) are elected every other year. Board members receive no compensation other than per diem and travel expenses. (See [Board of Trustees Profiles](#).)

Western's board members serve the public trust and conduct all business in accordance with Washington State's Ethics in Public Service Act, which regulates conduct with respect to political activities, use of state resources, conflicts of interest and receipt of gifts. (See [RC 42.52](#).)

The duties of the board of trustees are established in [Washington State Statute](#), and include (but not limited to) the following:

- Control of the University and its property
- Employ, supervise and evaluate the president
- Prescribe, with the advice of the faculty, the course of study in the various schools and departments
- Establish divisions, schools or departments to carry out the purposes of the University
- Erect new facilities as determined by the board to be necessary for the University
- Acquire new real and other property
- Enter into contracts as the trustees deem essential to the University

- Approve new degree programs, off-campus programs and consortia and purchase or lease major off-campus facilities
- Promulgate rules and regulations and other acts in its discretion, appropriate to the administration of the University

The Board is organized functionally into a number of [subcommittees](#): the Finance Audit and Enterprise Risk Management Committee (FARM); Academic Affairs and Student Success Committee (AASSC); and the Executive Committee.

Board members annually affirm their adherence to Washington State standards concerning potential or real conflicts of interest, public disclosure, and disclosure of personal, familial, or business relationships that “reasonably could give rise to a perceived, potential, or real conflict of interest.” Board members pledge to maintain high ethical standards and to conduct the business of the state to advance the public interest. The authority of Western’s Board of Trustees is defined in the Board’s [Bylaws and Rules of Operations](#).

2.A.2. *The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.*

Western is led by its President, Dr. Sabah Randhawa, a highly qualified academic leader who was selected by the Board of Trustees following a national search in 2016. Working closely with President Randhawa, Western employs five vice presidents (see Western’s [organizational chart](#)). These positions include a Provost and Executive Vice President, a Vice President for Enrollment and Student Services, a Vice President for Business and Financial Affairs, a Vice President for University Relations and Marketing and a Vice President for University Advancement. The Vice President for Advancement also serves as the Chief Executive Officer of the [Western Foundation](#). In June 2022, Western completed a national search for its first Chief Diversity Officer, who also serves as Executive Director of the Office of Equity. These individuals are appropriately qualified and provide effective leadership and management for Western’s major units. As members of the President’s Cabinet, these administrators work collaboratively with the president to plan, organize and manage the institution and to assess its achievements and effectiveness.

The Executive Director of [Audit and Consulting Services](#) reports functionally to the Finance, Audit and Enterprise Risk Management Committee of the Board of Trustees and administratively to the President, and supports WWU management and staff in achieving their oversight, operating and management responsibilities through independent reviews designed to evaluate and promote the system of internal controls established by management and overseen by the Board of Trustees.

Appendix: current CVs for President, VPs and CDO

2.A.3. *The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.*

Western is led by Dr. Sabah Randhawa, who joined the university as President on August 1, 2016. Before coming to Western, President Randhawa served as Provost and Executive Vice President at Oregon State University from June 2005 through July 2016, and he has a [distinguished record](#) as a teacher, scholar and academic leader.

The Board of Trustees' [Delegation of Authority Policy](#) clearly defines the authorities reserved by the BOT for itself versus the authorities delegated to the President.

President Randhawa has worked diligently to advance the University's strategic success in meeting its obligations as a public, comprehensive, regional university in the state of Washington. He played a key leadership role in the process that resulted in the [2018-2025 Strategic Plan](#) that currently serves as Western's guiding light for institutional budgeting and planning. His strong, compassionate leadership has supported major efforts in addressing critical ADEI obligations. Concrete demonstrations of this work include his insistence in the establishment of aggressive equity goals for inclusive student success in the Strategic Plan, expansion of academic programs on Kitsap and Olympic Peninsulas (*Western on the Peninsulas*), and his creation of Western's first Chief Diversity Officer position as a member of his cabinet. Another hallmark of his leadership has been the success of addressing important needs in our physical facilities, with the construction of Western's first new campus residence hall in a decade (completed in 2021), new Interdisciplinary Sciences Building (completed in 2022), the planned construction of Kaiser Borsari Hall, Western's new electrical engineering and computer science building (planned completion in 2024) and the planned construction of the Coast Salish Style Longhouse (planned completion 2024) This building will honor the historic and current importance of Coast Salish indigenous people to this region, and will serve as a physical acknowledgement of the University's responsibility to promote educational opportunities for Native students and collaboration with the tribal nations of the Salish Sea region.

The President serves on the Board of Trustees as the secretary (non-voting) and is (along with the Provost/Executive Vice President for Academic Affairs) an advisory member of the Faculty Senate. The President also represents Western's interests to the Washington State Legislature and to the [Council of Presidents](#) that is the primary venue for collaboration and coordination of public baccalaureate higher education in Washington.

On Bellingham's campus, President Randhawa engages in regular [written](#) and [face-to-face](#) communication with students, staff, faculty and alumni. During his tenure, President Randhawa's leadership has been essential in supporting the campus community through significant and sometimes traumatic periods of racial reckoning and during the COVID pandemic.

The [Board of Trustees evaluates the President](#) annually and does a periodic comprehensive evaluation every three to four years. The last comprehensive evaluation of President Randhawa was completed in 2019.

2.A.4. *The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.*

Board of Trustees

As described in greater detail in response to Standard 2.A.1, Western Washington University is governed by an eight-member Board of Trustees. Seven members are appointed by the governor with the consent of the Washington State Senate for terms of six years; one additional university student member is appointed annually by the governor for a one-year term. The Board appoints the President of the University and elects the principal officers of the Board for two-year terms. The Board's Bylaws and Rules of Operations, along with meeting agenda and minutes are publicly available on the [Board of Trustees website](#). Regular meetings of the Board of Trustees are open to participation by the public and the audio from these meetings is live streamed over the internet for those who want to listen remotely. A 10-minute public comment period is provided at the start of each regular meeting.

President's Advisory Groups

In addition to the President's Cabinet (see section 2.A.2), there are [three formal advisory groups](#) reporting to the President, including the President's Cabinet that is composed of the Vice Presidents and the Chief of Staff.

The [President's Sustainability Council](#) advises the President, via the Provost/Executive Vice President for Academic Affairs and the Vice President for Business and Financial Affairs, on sustainability and resilience at Western Washington University. The President's Sustainability Council is the body charged with expressing, upholding, and advancing the institution's full commitment to sustainability, resilience, and adaptability.

The University Operating Budget Committee is a new (as of fall 2022) standing committee responsible for advising President Randhawa on matters related to the university operating budget. The intent of creating the Operating Budget Committee is to broaden the perspectives informing and advising our budget processes and outcomes. The work of this committee will complement the work of the other entities engaged in budget matters, including the Faculty Senate's University Planning and Resources Council and the Council of Deans.

In addition to formal advisory groups, the [University Policy and Rules Review Group](#) is a standing committee that provides institutional review of policy impact statements and final drafts of proposed, full policy documents, and makes recommendations to the President.

Two additional groups, the [Bias Response Team and the Structural Equity Team](#), reported to the President until the recent hiring of the Chief Diversity Officer. The Bias Response Team's role is to identify and collaboratively coordinate caring, prompt, and effective responses to bias incidents, as well as to educate the university community about how to notify BRT of bias incidents. The Structural Equity Team uses information from bias incidents, and deeper examinations of the conditions leading to specific incidents, to inform longer-term actions and recommendations aimed at building and sustaining an equitable and just environment.

Periodically, the President establishes task forces or working groups to address matters of significance to the university. These have included the [Commission on Gender Equity](#); the Council on Equity, Inclusion, and Social Justice; the [Legacy Review Task Force](#); the Strategic Enrollment Management Planning workgroup; and other ad hoc committees.

Student Government

The [Associated Students](#) of Western Washington University serves to represent student interests and opinions to the University Administration, the Board of Trustees, academic governance structures, and appropriate external government bodies. The Associated Students are led by a 21-member elected Student Senate and a seven-member elected Executive Board. Administratively, it supports the operation of the Viking Union, along with a broad range of clubs and services, which are primarily supported through student fees. Students have multiple opportunities to determine how these fees are allocated. For example, the [Services and Activities Fee Committee](#) makes a recommendation to the Board of Trustees on the annual allocation of over \$7 million in student activity fee dollars. Students representing specific activities comprise six of the seven voting members of this committee.

Faculty Governance

Western's [Faculty Senate](#) represents the faculty in matters concerning university academics, budget, planning, and policy. The Executive Council of the Senate prepares the agenda for Senate meetings, meets on a scheduled basis with the President of the University and Provost/Executive Vice President for Academic Affairs, and performs such other duties as may be delegated to it by the Faculty Senate. The Faculty Senate consists of thirty voting Senators, with the University President and Provost/Executive Vice President for Academic Affairs as ex officio, non-voting members and the Student Body President as an advisory member.

The Faculty Senate delegates a set of clearly defined responsibilities to three major committees and three subcommittees. Notable among these is the [Academic Coordinating Commission](#) (ACC), which is charged with oversight of all aspects of the curriculum, curricular policy and Western's academic enterprise. It strives to ensure curricular coherence, sets appropriate standards for student admission and progress through the curriculum, promotes the assessment of learning outcomes, and enforces guidelines for graduation requirements. The [University Planning and Resource Committee](#) (UPRC), a Faculty Senate sub-committee, examines resource management and implications for the Academic Affairs Division of the university, and helps establish prioritization of resources as well as review of policy and procedures within the Division, with a special emphasis on matters of concern to faculty.

Strategic Plan Development

The [2018-2025 WWU Strategic Plan](#) was developed through an inclusive process that all stakeholder groups were invited to participate in, led by a 12 member committee consisting of students, staff, faculty, administrative leadership and alumni. Benchmarks on key strategic indicators are tracked and [shared publicly](#). Progress against key elements of the Strategic Plan is assessed and reviewed annually, resulting in change and adaptation of existing strategies or adoption of new plans.

Budget Development

Western has made significant improvements to the budget development process in the last three years through the development of the [Strategic Budgeting](#) process. The design of this

process builds on our past strengths in bottom-up feedback during budget development with a tighter coupling to the goals articulated in the Strategic Plan. The budget process and timelines are widely publicized to key stakeholders, and an iterative sequence of budget development steps provides early feedback on the viability of proposals and encourages collaboration among units with overlapping program priorities. Clear feedback is provided to proposers of budget requests and the results of recent budget processes are publicly available for review on the website.

A recently established University Operating Budget Committee provides advice to the University President on the strategic budgeting process, as described in Section 2.A.4.

DRAFT

Academic Freedom

2.B.1. *Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.*

Western Washington University's emphasis upon academic freedom is manifest in the University's core operating documents. For instance, the [Faculty Handbook](#), as approved by the Board of Trustees, states "all faculty are guaranteed academic freedom as set forth in the 1940 Statement of Principles of Academic Freedom and Tenure with 1970 Interpretive Comments ... formulated by the Association of American Colleges and Universities and the American Association of University Professors..." This statement, in full, is included as [Appendix 4](#) of the handbook. The [CBA with the UFWW](#) further emphasizes the importance of academic freedom and states:

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

2.B.2. *Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.*

Western Washington University publishes and adheres to policies, established through its shared-governance procedures and approved by its Board of Trustees, concerning academic freedom (see Standard 2.B.1) and protection from inappropriate pressures and harassment that would unduly threaten the ability of any member of the Western community from freely exploring and expressing their opinions and beliefs. Western has [articulated its commitment to freedom of expression](#) and its rights to place some limits on the [time, place and manner](#) of public expression. President Randhawa has written on the topic of "[free expression and Western's values](#)" and invited public comment on the topic. Debates about the nature and limits of free expression are part of the fabric of a university campus, and the same is true at Western.

Policies and Procedures

2.C.1. *The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.*

Western's transfer of credit policies are developed in accordance with statewide Inter-College Relations Committee (ICRC) guidelines ([ICRC](#)) and are approved by the University's faculty. Authority to administer these policies is shared by the Registrar, the Office of Admissions and, where applicability of major or minor is concerned, department chairs or designees (see [Admissions](#)).

Transfer-of-credit policies are widely published and available via the University Catalog ([Transfer Credit Admissions](#)), the Admissions webpage, and the Registrar's webpage ([Registrar](#)). Regarding concerns and/or changes that could impact a student's transfer experience, Admissions and Advising staff maintain regular communication with counterparts at community colleges with high transfer rates to Western (e.g., Whatcom Community College and Skagit Valley College).

2.C.2. *The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.*

The [Student Conduct Code](#) is available through the Office of Student Life website, the University Catalog ([Appendix C](#)), and via a link to student conduct on the students' MyWestern portal. Students are also made aware of the Student Conduct Code through outreach conducted during new student orientation. In addition, a link is provided in the Annual Security and Fire Safety report which is distributed to all Western employees and students each fall.

Western's policies on reasonable accommodation, sexual harassment, equal opportunity, and nondiscrimination are included in [Appendix A](#) of the University catalog, the Academic Honesty Policy and Procedure is located in [Appendix D](#), and the Academic Grievance and Appeal Policy is found in [Appendix F](#). Because of their inclusion in the catalog, each of these policies is also codified in the [Washington State Administrative Code](#).

2.C.3. *The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.*

Admission policies consider a range of factors. Chief among them is a student's probability of academic success as evidenced by grades, course rigor, grade trends, completion of prerequisite courses, and related experiences. (See [Admission Requirements](#).)

Policies for extra-institutional learning such as Advanced Placement, International Baccalaureate, and Cambridge International Exam, as well as credit by exam guidelines, are available in the University Catalog and the Admissions website. (See [Advanced Placement & Credit by Exam](#) and [College Credit Admissions](#).)

Western utilizes the ALEKS Math Placement Assessment ([MPA](#)) to place students into appropriate math courses. Most new students, including transfer students, who wish to register for a math course at Western must first take the MPA. Testing is available at Western's Testing Center, offered through an online, proctored platform for incoming freshmen and transfer students. Information and frequently asked questions about the MPA are available on the Admissions and Testing Center websites. (See [MPA Admissions](#) and [MPA Testing Center](#).)

Western has clearly defined policies related to low academic performance, including academic warning, academic probation, continuing probation, removal from probation, and academic dismissal. Reinstatement procedures for students who have been academically dismissed are published in the University Catalog and on the websites for Admissions and the Academic Advising Center (see [Reinstatement Catalog](#); [Returning Student Admissions](#); and [Reinstatement Academic Advising](#)). Policies related to the readmission of former students who left in good academic standing are published on the Admissions webpage (see [Returning Students](#)).

2.C.4. *The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.*

Confidentiality and Release

Western Washington University takes protecting all institutional data and personal or confidential information extremely seriously. To ensure compliance with and appropriate implementation of the Family Educational Rights and Privacy Act of 1974 (FERPA), 20 U.S.C. §1232g, the University has policies and procedures for responsible handling of student records that are defined by the Washington Administrative Code (WAC), [Chapter 516-26](#), as well as the university's student records policy, [POL-U7100.01](#).

Access to the Banner system is only granted to authorized individuals who are approved for access by the appropriate designated primary data custodian (or designated agent of the data custodian) and who are informed of and agree to abide by the university's [Code of Responsibility for Security and Confidentiality of Records and Files](#). Access is limited to specific needed forms and records based on the user's role and responsibilities. Access to student academic records data is overseen by the Registrar's Office and implemented by the Registrar's Office Systems team. University faculty are provided additional information and resources regarding FERPA considerations for the classroom setting via the university [Teaching Handbook](#).

Western students are directly notified of their rights regarding their student records and given information regarding university-defined directory information and the process for restricting release to third parties. This information is published in the annual [University Catalog](#) and maintained on a dedicated page of the [Registrar's Office website](#). Students are

also informed of the reporting process should they believe that their information has been released in violation of FERPA and/or university policy.

Backup and Retrievability

Student Records are maintained, archived, and appropriately destroyed in accordance with the guidelines and schedules published by University Archives and Records Management (UARM). Records retention schedules are available on the [Records Management website](#), including both the WWU General Records Retention schedule and office-specific schedules for areas whose primary responsibilities include oversight of specific types of records and sensitive information—e.g., retention of transcripts, diploma requests, graduation evaluations, and similar records are detailed in the [office retention schedule](#) for the Registrar's Office. The schedules are approved by the State Records Committee in accordance with the Revised Code of Washington (RCW [40.14.050](#)).

Student academic records from fall 1984-present (i.e., beginning with the 1984-85 academic year) are maintained electronically and accessed via Banner SIS. Legacy transcripts from prior to the move to computerized record-keeping are maintained as physical copies in a secured vault in the Registrar's Office with back-up copies stored electronically as scanned images accessed via the Hyland OnBase platform. Other inactive student records that have not reached the end of their retention period are maintained in the [UARM Records Center](#) to ensure secure storage and, as needed, retrievability prior to destruction.

Information Technology Service/Enterprise Infrastructure Services is responsible for ensuring back-up and continued access for student records data. Western's primary database of student records is replicated every few seconds to a stand-by database in another datacenter on campus; every few seconds the stand-by database replicates to a disaster recovery database in the Microsoft Azure cloud. Nightly, an automated process checks the disaster recovery database to verify that the day's transactions were accurately recorded.

The primary and standby databases on campus are on virtual servers that are backed up daily, with, if needed, the last five days of backups on hand for quick restoration (two backups in the same datacenter as the server; three backups in the opposite datacenter). To provide off-site redundancy, the disaster recovery database in the cloud is stored in two different Microsoft datacenters.

Institutional Integrity

2.D.1. *The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.*

Official announcements, statements, and publications are routed through the Office of University Communications, which is responsible for the integrity of messages regarding Western's mission, branding, programs, and services. (See Communications & Marketing.) Faculty, staff and students are kept abreast of many university policies and procedures through the university's daily online newsletter, Western Today. Western's Marketing Committee and Communications Committee, both comprised of marketing, communications, and public relations professionals from across campus, regularly meets to coordinate efforts to ensure Western's brand is being used correctly, and to promote teamwork, resource sharing, and the dissemination of new ideas in these areas. To keep abreast of and appropriately utilize emerging social media platforms, a committee of university social media practitioners regularly meets to determine best practices for communicating Western's mission and other information. Editorial boards for the university magazines Window and The WWU Family Newsletter help assure strong editorial quality. All major website updates are approved by designated university officials and reviewed by the university webmaster (see [ITS Standards and Guidelines](#)).

Academic intentions, programs, and services are communicated to the public via the [University Catalog](#) and up-to-date university web pages. Pathways for completing academic programs are defined in the catalog, communicated by academic departments and advisors, and outlined in various transfer agreements. The university's [Strategic Plan](#) clearly defines metrics for success, and Academic Affairs annually provides a [detailed score card on a wide range of metrics](#) associated with the university's work and which is available to the public via web.

2.D.2. *The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.*

State Ethics Laws

Western Washington University is a higher education institution of the State of Washington. Washington State has some of the most comprehensive ethics laws in the nation. The Washington State Executive Ethics Board (EEB) is statutorily tasked with enforcing the Ethics in Public Service Act. The EEB's mission is to promote integrity, confidence, and public trust in state government through education, interpretation, and enforcement of the Ethics in Public Service Act. As prescribed by the Act, the university's President has assigned the role of University Ethics Advisor to the Assistant Vice President for Risk, Ethics, Safety, and Resilience to assist university employees with their understanding of the state ethics laws. The advisor administers a university-wide ethics program consistent with RCW 42.52 Ethics in

Public Service, WAC 292 Ethics in Public Service, and various existing university policies. The advisor receives complaints by or against university employees and recommends constructive ways to reach a resolution within existing administrative processes or reports ethics violations to the EEB, as applicable.

Faculty

Faculty ethical behavior is governed by their Collective Bargaining Agreement (CBA) and Faculty Handbook, and applicable university policies (including general and research ethics policies), RCW 42.52 Ethics in Public Service, and WAC 292 Ethics in Public Service. The CBA includes grievance and complaint procedures for faculty, and a section on Professional conduct and Conflicts of Interest. The Faculty Handbook includes their Professional Conduct and Code of Ethics.

Students

Student behavior, including ethical behavior, is governed by the Student Conduct Code and applicable university policies (including Academic Honesty). Faculty or staff may share concerns or make a complaint related to a particular student. Students may file a grievance under the Academic Grievance and Appeal Policy.

Classified Staff

Classified staff ethical behavior is governed by their three collective bargaining agreements, Washington Federation of State Employees (WFSE), Public School Employees (PSE), and Fraternal Order of Police (FOP), and applicable university policies, RCW 42.52 Ethics in Public Service, and WAC 292 Ethics in Public Service. Each CBA includes a grievance procedure for classified staff.

Exempt Professional Staff

Exempt professional staff ethical behavior is governed by their Professional Staff Handbook, RCW 42.52 Ethics in Public Service, and WAC 292 Ethics in Public Service. The Professional Staff Handbook includes their Professional Conduct and Code of Ethics.

Western's Values

The university sees equity, justice, and inclusion as fundamental principles integral to our success. We value diverse experiences and perspectives, and strive to create learning, living, and working environments that promote respect, access, opportunity, and equity for all. The single most important priority for the university is to eliminate opportunity gaps for students from diverse and under-represented socio-economic backgrounds and to ensure that we increase retention and persistence rates and the number of such graduates. Our values are imbedded in the university's mission and strategic plan, policies and programs, and learning and traditions, which align institutional resources and infrastructure to values and priorities, and create accountability.

Select University Policies and Programs

The university advances its' values, in part, through the implementation of programs and policies. The following is a selection of a few policies and programs that support the university's mission and strategic Plan. Policies include Ensuring Equal Opportunity and Prohibiting Discrimination and Retaliation (POL-U1600.02), Accommodating Persons with Disabilities (POL-U1600.03), Preventing and Responding to Sex Discrimination, Including Sexual Misconduct (POL-U1600.04), Implementing Affirmative Action Program (POLU1600.05),

Prohibiting Intimate Personal Relationships Between Supervisors and Supervisees (POL-U1600.06), Consensual Intimate Personal Relationships between Faculty and Students - Prohibiting (Faculty Handbook), Addressing Responsible Conduct of Research (POL-U4520.02), Reporting Financial Conflict of Interest by Public Health Services – Funded Investigators (POL-U4520.06), and Using University Resources (POL-U1500.08).

Select programs that advance the university's values include The Office of Equity, which is headed by a cabinet level leader, the Chief Diversity Officer and Executive Director of the Office of Equity (CDO/Executive Director), who reports to the university President. The work of the office is to provide broad alignment across the university with institutional goals for ADEI (accessibility, diversity, equity, and inclusion), develop allyships to advance key priorities, and work with the President and the executive and academic leadership team of the university to ensure that as an institution we are making meaningful progress on our ADEI goals and metrics. The Civil Rights and Title IX Compliance (CRIC) Office is responsible for overseeing compliance with civil rights and affirmative action laws, regulations, and policies. LGBTQ+ Western works to advance the holistic thriving of diverse LGBTQ+ students, faculty, and staff at the university by collaboratively engaging the university community with transformational knowledge, resources, advocacy and celebration. The Office of Tribal Relations represents the university President and Board of Trustees as liaison and representative to American Indian, Alaska Native and First Nation governments and advocates for the support and success of Native American students on campus. The Structural Equity and Bias Response Team (SEBRT) includes two response teams that work together to support people impacted by bias incidents and examine and offer alternatives to conditions at the university that give rise to such incidents.

2.D.3. *The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.*

Western has multiple policies and procedures to define and prohibit conflicts of interest for its governing board, administration, faculty and staff through the Washington State Ethics in Public Service Act and numerous university policies, including:

- The recently revised (in June 2022) policy on [Board Conflict of Interest](#)
- [POL-U1000.15](#) Administering the State Employee Whistleblower Act, provides for a reporting mechanism in the event an employee becomes aware of improper governmental action, as defined by the policy.
- [POL-U1500.08](#) Using University Resources, requires all faculty, staff, and student employees to use university resources to conduct official duties and activities related to state employment.
- [POL-U4520.06](#) Reporting Financial Conflict of Interest by Public Health Services Funded Investigators, requires PHS sponsored investigators to disclose significant financial interest that may constitute a financial conflict of interest prior to the submission of a PHS sponsored proposal.
- [POL-U5348.01](#) Purchasing Goods and Services, requires purchasers and approvers of goods and services to disclose any potential personal or financial conflicts of interest with current or potential vendors to the Chief Procurement Officer and to the federal awarding agency in the case of grant funds.

- [POL-U5400.17](#) Professional Staff Policy on Consulting and Other Outside Compensated Professional Activities, allows staff members to engage in outside compensated professional activities provided the outside work does not interfere with the staff member's university duties and is consistent with the State's Ethics in Public Service Law.
- [POL-U5400.18](#) Faculty Policy on Consulting and Other Compensated Professional Activities, allows faculty members to serve as consultants or engage in outside compensated professional activities provided that they do not interfere with the performance of university duties and that no conflict of interest exists.
- [POL-U5400.19](#) Receiving Honoraria, allows faculty and staff to engage in activities such as giving a presentation or writing an article in connection with their official university role and for individuals to receive an honorarium for such activities, as long as the activity does not detract from or interfere with their official duties and obligations to the university or conflict with any university outside employment policies or bargaining unit agreement provisions.
- [POL-U5400.20](#) Financial Disclosure Policy for Externally Funded Projects, requires faculty and staff to disclose their outside obligations, financial interests, and activities.
- [POL-U5410.01](#) Employing Family Members and Significant Others, states that employment opportunities shall not be immediately denied based on relationship, but may be restricted due to a conflict of interest and requires employees and applicants to disclose relationship when applicable.

These and other policies related to compliance with ethics requirements, using campus mail, and issuing and using university credit cards can be found on the [Ethics Policies](#) website.

Financial Resources

2.E.1. *The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.*

The Division of Business and Financial Affairs provides stewardship of the university's human, financial, and physical resources, all of which are critical to the university's ability to achieve its mission. Successful stewardship is accomplished by providing fiscal leadership, safeguarding university assets (both financial and physical), and providing a safe, attractive, and comfortable physical environment. These services are delivered in a timely and efficient fashion to both internal constituents and external customers. Additional reports or documentation are available in any level of detail that might be needed by the reviewer during the evaluation of Western Washington University finances.

As of June 30, 2022, the university was in a stable financial position, increasing net position by 9.1 percent over the prior year. Revenues increased largely because of state operating appropriations, recognizing remaining HEERF (Higher Education Emergency Relief Fund) revenue and the University auxiliary units being fully operational as the COVID-19 pandemic waned.

A summarized comparison of the University's assets, deferred outflows, liabilities, deferred inflows, and net position as of June 30 is shown below.

	2022	2021	2020
		<i>(Dollars in thousands)</i>	
Assets			
Current assets	\$81,145	\$118,276	\$104,840
Noncurrent assets	130,552	61,273	76,590
Capital assets, net	565,432	561,872	500,000
Total assets	<u>777,129</u>	<u>741,421</u>	<u>681,430</u>
Deferred Outflows	40,119	38,091	29,248
Liabilities			
Current liabilities	41,549	57,177	48,313
Noncurrent liabilities	292,873	302,354	305,602
Total liabilities	<u>334,422</u>	<u>359,531</u>	<u>353,915</u>
Deferred Inflows	<u>84,350</u>	<u>54,860</u>	<u>42,017</u>
Total net position	<u>\$398,476</u>	<u>\$365,121</u>	<u>\$314,746</u>

Western undergoes a financial statement audit every fiscal year by qualified personnel from the State Auditor's Office. The state auditors evaluate the internal controls and perform audit procedures on the financial activities of the university. The auditors meet with the executive leadership and the Board of Trustees through the Finance, Audit and Risk Management (FARM) Committee. When the audit is complete, the auditors then report to the FARM Committee their opinion as to whether the financial statements present fairly, in all

material respects, the financial position of the university. No major findings have resulted in recent years. WWU has received an “unmodified” opinion on the financial statements and has rarely received audit findings or management letter comments. The financial report, including the independent auditor’s opinion, is issued promptly after the audit. These reports are publicly available on WWU’s [Financial Statements](#) website.

In addition, the State Auditor’s office performs annual compliance audits for federal grants and use of public resources in accordance with state laws and regulations. Western has had no significant findings in these areas in recent years. Additionally, WWU maintains an [A1 issuer rating](#) according to Moody’s.

All gifts of private resources to Western Washington University are processed through the Western Washington University Foundation (“Foundation”). The Foundation is a not-for-profit 501(c)3 organization whose sole purpose is to generate private support for the benefit of Western Washington University (see [Western Foundation](#)). The Foundation supports the goals and mission of the University by providing student scholarships, supporting faculty and staff development, and assisting with key university programs, initiatives and select facilities. Assistance from the Foundation helps the University achieve its mission by means that are not possible with state funds alone.

The Foundation was originally formed in 1966. The Foundation’s authority to receive gifts on behalf of the University is documented in the formal agreement between Western and the Foundation, which was most-recently revised in 2016 (see online appendix: [Gift Acceptance Policy](#)).

The activities of the Foundation fall under the division of University Advancement. University Advancement includes both the Foundation and the Alumni Association, which is also a stand-alone 501(c)3. Both entities work hand in hand to encourage greater engagement with the University. The two organizations are presently assessing merger into a single entity, encompassing the engagement to fundraising continuum, driven by the need for greater effectiveness and efficiency and the need to maximize success in a forthcoming comprehensive fundraising campaign.

University Advancement is led by Vice President, Kim O’Neill, who is also the President and CEO of the Foundation. The Foundation is governed by a board of directors, which includes five officers: President, Vice President, Secretary, Treasurer, and Immediate Past President. The Board oversees the operation, fundraising activities, and events of the Foundation through its quarterly board meetings and its six standing committees: the Executive Committee, the Finance Committee, the Board Development Committee, the Special Initiatives Committee and the ADEI (Accessibility, Diversity, Equity & Inclusion) Committee. Committee meetings are scheduled four to six weeks before the governing board meetings. Endowed assets of the Foundation exceed \$115 million, with total assets under management exceeding \$137 million.

The Foundation has an annual audit performed by an external audit firm to ensure compliance with all pertinent accounting rules and regulations, and to confirm that the organization is adhering to all internal policies set forth by the Foundation board, the University, and state and federal laws, rules, and regulations. The Foundation publishes its audited financial statements annually (see Foundation Audit).

The university's accounting functions and information are managed and compiled through Banner Finance, which is part of Western's Banner ERP system. The Finance module maintains the University's chart of accounts, posts financial transactions, and provides financial reporting. It is the "system of record" for financial data for both Western Washington University and the Western Foundation. Banner Finance is used to create the following types of transactions:

- Procurement: Requisitions, purchase orders, change orders.
- Accounts Payable: Invoices, checks, direct deposits.
- Stores Inventory: Issues, returns.
- Accounting: Accounting journal vouchers, general encumbrances.
- Budget: Budget journal vouchers, Web4U Budget development transfers.

2.E.2. *Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.*

In accordance with the Board of Trustees [Delegation of Authority Policy](#), the Board authorizes and empowers Western's President, as the principal administrative officer, to lead and manage the internal operations of the University, while reserving the authority for final approval of all operating and capital budget plans. The President, with full authority from the Board, delegates the primary responsibility to ensure that all fiscal operations comply with local, state, and federal law to the Vice President for Business and Financial Affairs (see [BOT Rules of Operation](#) and).

Annual operational funding is reliant primarily on student tuition and fees revenue and state appropriations. Over the past 10 years, the ratio of tuition to state appropriations has varied widely. In fiscal year 2006 the ratio was 37% tuition/63% state appropriation. This completely flipped during and following the recession; in fiscal year 2013, the ratio was 67% tuition/33% appropriation. In planning the 2015-17 biennial budget, the state legislature passed an unprecedented tuition reduction plan for resident undergraduate students and backfilled the reduction with additional state funding. For fiscal years 2021 and 2022 the ratio of tuition to state appropriations was 51%/49% and 51.1%/48.9%, respectively. During fiscal years 2019 and 2020, the split was 48.5%/51.5% and 49.3%/50.7%, respectively. The primary cause for the shift in funding was due to lost tuition revenues from enrollment reductions related to the COVID-19 pandemic.

In 2019-21, the legislature authorized a new dedicated revenue source for public institutions of higher education, the Workforce Education Investment Account. This provided a total of \$5.2 million in new appropriations to the University, \$3.4 million of which is dedicated to increasing enrollments in science, technology, engineering, and mathematics (STEM) majors, and the remainder of which is purposed to alleviate financial pressures caused by the State's cap on resident undergraduate tuition increases.

Western's investment policy establishes parameters for maintaining liquid funds and longer-term investment funds. The policy addresses the following objectives:

- Safety by specifying parameters on investment diversification and credit quality;
- Liquidity by ensuring that cash is readily available to meet daily operating needs; and
- Return on Investment by attaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk parameters and cash flow characteristics of the portfolio.

The budget development processes, including participation of relevant stakeholders, are described in 2.E.3.

Western has a robust policy development process, including periodic reviews and updates of existing policies. Policies address the internal control requirements in purchasing, accounting, and treasury functions, including approvals, authorizations, segregation of duties, reconciliation, and security of assets. Western's internal auditor, reporting directly to the Board of Trustees and the President, assists in monitoring compliance with these fiscal policies.

Risk, Ethics, Safety and Resilience (RESR)

Risk, Ethics, Safety and Resilience (RESR) within the Division of Business and Financial Affairs provides a range of institutional services. It operates the University's environmental and occupational health and safety, fire safety, emergency preparedness, business continuity, risk management, compliance, and ethics. Along with Internal Audit, RESR helps fulfill the advisory responsibilities of the Finance, Audit, and Risk Management (FARM) Committee of Western's Board of Trustees as part of the Enterprise Risk Management (ERM) process.

Business & Financial Systems Department

The [Business & Financial Systems department](#) falls under Western's Associate Vice President's Office in the Business and Financial Affairs Division. (See [BFA Organizational Chart](#).) The BFS approach is analytical, process improvement and project-driven, and works side-by-side with Western's business partners and Project Management Office to deliver best-in-class business processes. To date, the group has completed over a dozen efficiency projects and helped many departments across campus in re-engineering new processes.

2.E.3. *Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.*

The Board of Trustees approves the operating, services and activities, and the capital budgets for Western. Additionally, the Board establishes academic year tuition fees, summer session fees, continuing education degree program fees, services and activities fees, housing and dining fees, and all mandatory fees (fees students enrolled for six or more credit hours are required to pay). The Board delegates its authority to the President to approve all other fees. Prior to a budget or fee recommendation being presented to the Board for approval, Western follows a process put into place in 2009 by the President. (Also see [BFA Policies & Procedures](#), and [BFA Policy List](#).)

As Western evaluates the biennial and annual budget proposals as described in the next section, critical analyses are completed assessing new student enrollments, student retention rates, transfer student enrollments, graduation rates, student financial aid needs, faculty and staff retirements, any increased operating expense projections (utilities, salaries, benefits, etc.), and academic program modifications that may be necessary due to developing trends. Finally, market conditions for each student category is assessed in conjunction with tuition setting authority provided by the legislature.

The primary goal of Western's planning policy is to provide involvement for every level within the University in developing bottom-up budgets, linked to strategic priorities defined by campus constituents. Western's processes are closely aligned with the state appropriations cycle, and constitute ongoing activity for both the capital and operating budgets. The legislature meets annually in Washington; however, biennial, or two-year appropriations are enacted in odd-numbered years. In the interim years, supplemental appropriations may be enacted by the legislature, adjusting biennial budget appropriations. Preparation for the submission of the biennial budget request to the Governor and to the legislature begins at least one full year in advance of the legislative session. Under the direction of the President, each Vice President works with their organizational units to analyze budget needs and proposals for University program enhancements. Comprehensive requests for new state funding to address these needs and enhancements are presented to the Board and, upon approval, are submitted to the Office of Financial Management in September of even numbered years.

As indicated in 2.E.2, the operating budget is managed through review and input from constituencies across the university. This past year, the university engaged in [a new strategic budgeting process](#) with the goal of simplifying the operating budget process and better aligning it with strategic priorities. Budget proposals are submitted from across the University in the focus areas of graduate education, inclusive student success, and core infrastructure, safety, and regulatory compliance. These three areas were prioritized for growth and enhancements during the 2021-23 biennium. After review by university leadership, the most compelling proposals are advanced. These proposals are then adapted to form the components of the university's budget recommendation to the Board of Trustees for internal funding, alternative funding such as philanthropic support, or as proposed budget packages for submission to the state. Strategic budgeting is a multi-year process, and we will continue to improve the process over the coming years and integrate our sustainability and accessibility, diversity, equity, and inclusion values into the process.

Additionally, this past year the president established a standing committee responsible for advising the president on matters related to the university operating budget and to broaden the perspectives informing and advising our budgeting process and outcomes.

As the legislative session progresses, our budget request proposals are considered first by the governor's office and then by the legislature. At the conclusion of the legislative session, Western's administration confers with the university committee and appropriate constituent groups and governance groups to endorse a final budget recommendation to the Board of Trustees. The recommendation is:

- Inclusive of new program enhancements and operational needs,

- Funded either by new state appropriations, redirected existing funds, or increased tuition,
- Based on the analyses described in section 2.F.2, and
- Informed by the feedback obtained from the campus (see [BFA Policies & Procedures](#) and [BFA Policy List](#)).

Western's auxiliary enterprises are self-supporting entities primarily providing services to individuals in the institutional community, rather than to departments of the University. These auxiliary enterprises' activities contribute and relate to the institution's goals and mission. All operating costs are paid from income earned; no state appropriated funds are allocated to cover the operating costs of these auxiliaries. Additionally, Western assesses an administrative fee on these auxiliaries to cover the cost of shared facilities or services provided by state funded offices. Examples of these auxiliary enterprises include University Residences, Dining Services, Bookstore, and the Wade King Recreation Center (see online appendix: [2022 WWU Financial Report](#)).

Human Resources

2.F.1. *Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.*

All employees are apprised of the conditions of their employment, work assignments, and responsibilities via their job description at the time of hire. If changes occur, those descriptions are updated during annual evaluation processes. Criteria/procedures for evaluation, retention, promotion, and termination are provided during new employee orientation and onboarding (typically the first six months in a position). For new employees, the Offer of Employment letter addresses the specific conditions of employment for each employee classification and references the applicable collective bargaining agreements or employee handbooks. (See [HR Policies](#).)

All new supervisors are provided with 'Quick Start' training immediately upon hire or promotion. This training not only covers performance evaluations, but it also covers payroll, labor relations, hiring, and FMLA/Disability.

Human Resources has offered other regular supervisor/manager trainings on communicating with employees in the evaluation process. Trainings include those for:

- Communication and Successful Conflict Resolution.
- Employee Engagement & Strengths-Based Management.
- Upholding Ethics in the Workplace.
- Managing Classified Staff: Labor Relations 101.
- Supervising a Diverse Workforce.
- Coaching & Crucial Conversations.

Some of this training has been put on hold during the pandemic, and compliance training continues. Recent staffing challenges in Human Resources have exacerbated the post-pandemic situation and the department is focused on rebuilding the professional development offerings.

Processes for evaluation, tenure, promotion and termination for faculty are specified in the [CBA with the UFWW](#) (Section 7 for tenured and tenure-track faculty and Section 8 for non-tenure-track faculty). Specific standards expected for teaching, scholarship and service are documented in the unit evaluation plans established by each academic department and shared on their departmental websites. During the COVID-19 pandemic, a number of adjustments related to tenure and promotion of faculty that are recorded in a [series of memorandums of understanding \(MOUs\)](#) between the administration of Western and the UFWW.

Prior to the start of employment, all new faculty (tenure- and non-tenure-track) are enrolled in an online course offered in our learning management system (Canvas) that serves as a part of the orientation process. Among the 16 modules in this course are those covering:

- An overview of the university, faculty union and CBA
- Important University, State and Federal Policies and Requirements

- Faculty Governance at WWU
- Tenure, Promotion and Post-tenure Review

New tenure-track faculty are also invited to participate in a face-to-face orientation during which many topics related to the conditions of their employment are discussed.

2.F.2. *The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.*

Western strives to ensure all employees are given the tools needed to succeed in their position and the opportunity to grow into the professional they desire to become. While department chairs, managers, and supervisors may draw from various sources to support the professional development of faculty and employees in their units, Western recognizes the need for internal options for professional development.

Out of practical necessity, many professional development programs were put on hold due to reallocation of resources to address the university's COVID response and the overall impact of the pandemic. Recent challenges with staffing turnover have exacerbated this situation and the [Human Resources](#) department is taking steps to build back up the training programs.

Current opportunities for professional growth include new employee orientation and supervisor training, as well as ongoing support through Human Resources. In addition, the university promotes several professional development opportunities including the popular 'Lunch and Learn' sessions designed to build understanding and knowledge at times more convenient to an employee's busy schedule. Supervisors actively support external opportunities for professional development whether they be conferences, training sessions, or other such forums.

The base financial support for faculty professional development is specified in the faculty CBA (CBA 22.9.1). In the 2021-2022 academic year, colleges at Western provided faculty a total of just over \$720,000 in direct professional development awards. Additional support for faculty development in research, scholarship and teaching is available by application to programs through the [Office of Research and Sponsored Programs](#). During FY 22, faculty were awarded over \$155,000 through these opportunities, out of a budgeted amount of \$270,000. In addition to start-up packages that have been negotiated during the hiring process, new tenure-track faculty are provided a \$6,000 summer research grant in their first year.

Professional development in teaching is provided to members of the faculty through mentorship within their departments, and also through training offered by the [Center for Instructional Innovation and Assessment](#). Their [Teaching and Learning Co-op](#) provides access to [workshops](#), [mentorship](#) and a virtual [professional development community](#) on Canvas. Support for development of externally funded research is provided by the [Office of Research and Sponsored Programs](#), which provides information and one-on-one coaching on topics such as grant writing, understanding relevant state and federal policies and compliance with polices related to human subjects.

Tenured faculty at Western can apply for up to three academic quarters of fully paid professional leave for the purpose of professional development after they complete six years

of full-time service, as described in Section 10 of the CBA. During the 2022-2023 academic year, 107 quarters of professional leave were awarded to 67 faculty members.

Faculty, staff and administrators may participate in the University's tuition waiver program as provided by state law, [RCW 28B.15.558](#), and [WWU Policy POL-U1400.07: Managing and Reporting Tuition Waivers](#), which allows eligible employees to enroll in up to six credit hours per quarter at no cost on a space available basis.

2.F.3. *Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.*

Western strives to employ a sufficient number of qualified personnel to maintain its support and operations functions. As of fall 2022, Western had a total of 565 full-time equivalent (FTE) tenure-track/tenured faculty and 308 FTE non-tenure-track instructional faculty. Of full-time faculty (tenured, tenure-track and non-tenure-track), 86.5% have terminal degrees. Of tenured and tenure-track faculty, over 99% have terminal degrees (see [Academic Organization Chart](#)).

As of fall 2022, Western had a total of 833 full-time equivalent (FTE) classified staff, 404 FTE professional staff, 15 FTE library staff and 31 FTE executive staff.

Western's recruitment practices are located on the [Human Resources website](#). Classified staff and faculty recruitment procedures are also outlined in the applicable [collective bargaining agreements \(CBAs\)](#).

Human Resources provides guidance in recruitment processes, ensuring that criteria, qualifications, and procedures are appropriate and posted correctly. In addition, the university's office of Civil Rights and Title IX Compliance (CRTIC) provides search committee briefings and reviews the search process for faculty, professional staff, and executive officer positions to ensure equity standards are followed (see [Recruitment Guide](#)). Position descriptions accurately reflect duties and responsibilities, and copies are maintained by HR; position-specific training needs are identified at the time of recruitment.

Staffing has recently become an issue post-pandemic, especially in some support areas such as Human Resources, as Western has been affected by the changes in the labor market that are occurring nationwide. The university recognizes this as an institution-wide challenge and is taking steps to improve the situation through better recruitment and onboarding practices.

2.F.4. *Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.*

Administrators, Classified, and Professional Staff

Administrators and classified staff are historically evaluated regularly with regard to performance of work duties and responsibilities. Performance Evaluation plans, up until the COVID pandemic, were completed annually. The process was put on hold during the pandemic due to the complexity associated with managing the new remote and hybrid working environment. Performance evaluations resumed in 2022. Performance goals and training and development plans are determined and reviewed during this process. Completed Performance Evaluation plans are maintained in each employee's HR file. Supervisors are trained on protocol for completing performance evaluations. Procedures for classified staff evaluations follow the process set by the Washington State HR. (See [HR's site on Performance Evaluations](#)).

In addition to their annual evaluations, administrators (including the Vice Presidents, Deans and the Provost/Executive Vice President for Academic Affairs, and a majority of Directors and Associate Vice Presidents) receive "360 degree" evaluations on a rotational basis—typically every 3-5 years. The 360 degree evaluation of Deans, VPs, and others include venues for broad faculty participation and "open" opportunities wherein anyone may submit comments. The 360 degree evaluations of Professional Staff directors and other administrators employ the EPAS system and typically include comments from three to ten peers. The Faculty Senate participates in 360 degree evaluations of the Deans and Provosts, and also periodically conducts its own reviews of Deans.

Faculty

All faculty are evaluated in a regular, systematic, substantive, and collegial manner at least once within every five-year period of service. The [Collective Bargaining Agreement](#) (CBA) with the United Faculty of Western Washington University (UFWW) describes the processes and timelines by which tenured and tenure-track faculty, as well as non-tenure-track faculty, are evaluated at Western.

Evaluation of Tenure-Track and Tenured Faculty: Upon being hired as an assistant professor, and until achieving tenure and promotion to associate professor, tenure-track faculty are evaluated every year, using criteria outlined in college and department evaluation plans. Once tenured and promoted, faculty are evaluated every five years (starting with their most recent promotion) through Post-tenure Review.

These processes use criteria outlined in college and department evaluation plans. Faculty compile an evaluation file or dossier with all relevant evidence since their previous review or promotion; dossiers contain all primary evaluation data, including teaching evaluations for every course taught in the review period, and are available for administrative review. Faculty are evaluated based on departmental standards for their rank, as documented in the department's Evaluation Plan. While these standards address teaching, service, and scholarship or creative activity, departmental standards include multiple indices of

effectiveness and provide flexibility to allow for fluctuations in the relative emphasis of these activities across the career life cycle of the individual faculty member. Departmental evaluation plans and standards are reviewed by a college committee, the dean, and the Provost/Executive Vice President for Academic Affairs for compliance with relevant college and university standards and procedures. All new faculty are given the department and college evaluation plan by the time they begin service at the university.

All tenured members of the department participate in the review of probationary faculty, evaluating the file and submitting a recommendation using the forms provided in the departmental or college standards. Other probationary members are invited but not required to participate (7.6.2.2.1). The CBA directs chairs to discuss with the candidate any activities that meet departmental standards in the areas of teaching, service, and scholarship/creative activity and demonstrate the candidate's progress toward departmental standards for tenure (7.6.2.1.2).

Under no circumstances shall a performance evaluation of a faculty member be undertaken without the faculty member's knowledge.

The university provides a variety of faculty development resources to assist faculty in the development of their teaching, research, and service activities, should areas for improvement be identified. These resources include mentors for new faculty within departments, the department chair, [Research and Sponsored Programs](#) (RSP), and the [Center for Instructional Innovation and Assessment](#) (CIIA). University procedures permit students or faculty to contact a faculty member's chair, should concerns about a faculty member's performance emerge between regularly scheduled evaluations. In such instances the chair meets with the faculty member to discuss the concerns and, where appropriate, to recommend resources or strategies for addressing it.

Evaluation of Non-Tenure-Track Faculty: Non-tenure track faculty (called instructors) are evaluated every year until promoted to senior instructor, at which time they are evaluated every three years. Non-tenure-track faculty are evaluated by the department chair in a manner established by the departmental evaluation plan and on the basis of expectations and duties defined in the Letter of Offer. The evaluation includes student evaluations of all courses taught (CBA 8.3.1). The department chair may consult with the tenured and tenure-track faculty of the department if deemed appropriate by the chair or the faculty member. The department chair shall summarize the results of his/her evaluation in a letter. The faculty member shall receive a copy of this letter and have the opportunity to respond before it is submitted to the dean. The dean will review the letter to verify compliance with departmental and college standards. A copy of the final letter shall be provided to the faculty member, the department chair, and the Provost/Executive Vice President for Academic Affairs.

Student Support Resources

2.G.1. *Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.*

Last year WWU submitted our Spring 2022 Ad Hoc report (see Appendix) describing significant steps which have been taken to meet this standard, including expanded staffing, enhanced services, dedicated facilities, enhancements in curriculum, and bold initiatives – all building on Western’s Strategic Plan, which calls for advancing inclusive success and increasing the university’s impact in Washington and the region. These steps included hiring a Director of Multicultural Student Services, Assistant Director for Multicultural Student Engagement, and Basic Needs Resource Navigator; expanding support services including Counseling and Wellness Services, Gender-Affirming Care, and establishing the Bias Response and Structural Equity Team; providing Black affinity housing and planning for a Coast Salish longhouse; expanding the Ethnic Studies curriculum and adding a general education requirement in Power, Equity, and Justice; as well as becoming a NASPA First-Generation Forward institution, joining the United States Health Promoting Campuses Network, and implementing programs to support former foster and unaccompanied homeless youth. Additional steps have been taken since that time to expand the comprehensive array of services and programs to support the success of an increasingly diverse student body at Western. These steps include:

- The [hiring of our first Chief Diversity Officer](#), Dr. Jacqueline Hughes, who now oversees the newly created [Office of Equity](#) – which brings together the complementary functions of compliance and community education and development – and provides broad oversight to policies and initiatives that promote a learning and work environment where accessibility, diversity, equity, and inclusion (ADEI) are valued and integrated in institutional planning and operations.
- The [creation of the Access, Diversity, Equity, and Inclusion Unit](#) in Enrollment and Student Services, which is comprised of Multicultural Student Services, the Disability Access Center, and LGBTQ+ Western, and is charged with fostering belonging and holistic thriving for students who hold multiple marginalized identities, supporting positive identity development and community and cultural engagement. This unit is being led by our former LGBTQ+ Western Director, Litav Langley, JD.
- The expansion of the [Student Resilience Department](#) in Enrollment and Student Services to promote a positive and healthy collegiate experience for all students by increasing mental and physical wellness and encouraging a proactive approach to healthier living. This department is being led by Dr. Brandon Joseph.
- Leading the state in researching [Basic Needs Security Among Washington College Students](#) in order to better understand the needs of our student population and to develop programs and services to provide expanded support for those in need.
- Entering into the design phase for both a [Coast Salish Longhouse](#) to support Native students by providing a gathering and ceremonial space to promote cultural

exchange and understanding, and for a new [Student Development and Success Center](#) to co-locate key student support offices to provide accessible and comprehensive services to students.

- Proposing to the state legislature a new initiative to provide wrap-around, academic and co-curricular support for our most at-risk first-generation and low-income students through a year-long, cohort-based series of first-year seminar courses. This proposal was included in the Governor’s budget proposal to the legislature, and is now under consideration for funding in the 2023-2025 biennium.

At WWU, we see equity, justice, and inclusion as fundamental principles integral to our success. We value diverse experiences and perspectives, and strive to create learning, living, and working environments that promote respect, access, opportunity and equity for all. The single most important priority for the university is to eliminate opportunity gaps for students from diverse and under-represented socio-economic backgrounds and to ensure that we increase retention and persistence rates and the number of such graduates. We will continue to revise policies, expand programs, develop resources, build infrastructure, and maintain ongoing accountability in achieving this goal.

2.G.2. *The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.*

Institutional Mission: <https://catalog.wwu.edu/content.php?catoid=19&navoid=5120>

Western Washington University serves the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.

Admission Requirements and Procedures:

- <https://catalog.wwu.edu/content.php?catoid=19&navoid=4869> (Undergraduate Admission)
- <https://admissions.wwu.edu/> (WWU Admissions)
- Accessing the [Online Application](#)
- <https://gradschool.wwu.edu/application-process> (admission to graduate programs)

Grading Policy:

- <https://catalog.wwu.edu/content.php?catoid=19&navoid=5129#Grades and Grade Reporting> (Grades and Grade Reporting)

- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5059> (Student Records)

Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings:

- <https://catalog.wvu.edu/>
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5164> (Programs of Study)
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5159> (University Graduation Requirements)

Names, Titles, Degrees held, and conferring institutions for administrators and full-time faculty:

- <https://catalog.wvu.edu/content.php?catoid=19&navoid=4870> (Board of Trustees, Administrative Officers, President and Provost, Academic Affairs, University Relations and Marketing, Business and Financial Affairs, Enrollment and Student Services, University Advancement, Presidents of Faculty Senate, Presidents Emeritus, Distinguished Service Professor of Western Washington University, Library Faculty)
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5123> (Faculty)
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5122> (Faculty Emeritus)

Rules and Regulations for conduct, rights, and responsibilities:

- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5129> (University Academic Policies)
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5058> (Appendix C – Student Conduct Code)
- <https://osl.wvu.edu/student-conduct-process>
- <https://osl.wvu.edu/student-rights-conduct-process>

Tuition, fees, and other program costs:

- <https://bfp.wvu.edu/current-year> (current year)
- <https://sbo.wvu.edu/tuition-and-fees> (tuition and mandatory fee schedules)

Refund policies and procedures for students who withdraw from enrollment:

- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5129#Withdrawal from the University> (Withdrawal from the University)
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5129#Withdrawal from a C course> (Withdrawal from a Course)
- <https://catalog.wvu.edu/content.php?catoid=19&navoid=5129#dean-s-withdrawal> (Dean's Withdrawal)
- <https://policy.wvu.edu/POL-U5352.11-Repaying-Unearned-Financial-Aid-0> (POL-U5352.11 Repaying Unearned Financial Aid)
- <https://policy.wvu.edu/POL-U5352.03-Adjusting-Student-and-General-Receiveable-Accounts-and-Refunding-Credit-Balances> (POL-U5352.03 Adjusting Student and General Receiveable Accounts and Refunding Credit Balances)
- <https://summer.wvu.edu/refund-and-withdrawal-policies> (Summer session refund and withdrawal policies)

- <https://registrar.wwu.edu/important-dates-deadlines> (Important dates and deadlines)
- https://www.finaid.wwu.edu/client_services/pages/maintain/repayment_policy.php (Return of Title IV funds policies and procedures)

Opportunities and requirements for financial aid:

- <https://catalog.wwu.edu/content.php?catoid=19&navoid=4864> (Financial Aid)
- <https://www.finaid.wwu.edu/>

The Academic Calendar:

- <https://registrar.wwu.edu/calendars>
<https://registrar.wwu.edu/important-dates-deadlines>
<https://calendar.wwu.edu/>

2.G.3. *Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.*

Publications describing information on national and/or state licensure eligibility can be found in the corresponding program descriptions on the institutional website and the academic catalog. Western's [professional licensure information](#), in accordance with [34 CFR 668.43\(a\)\(5\)\(v\)](#), includes this statement:

Western Washington University has not determined whether its programs meet other states' educational or professional requirements for licensure and certification. Students planning to pursue licensure or certification in other states are responsible for determining whether, if they complete a Western Washington University program, they will meet their state's requirements for licensure or certification. This disclosure is made pursuant to 34 CFR §668.43(a)(5)(v)(C).

Contact information for program advising is provided following this statement to support students in determining the applicability of Western's program to the requirements of any specific state of interest.

2.G.4. *The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.*

Western is highly committed to providing a quality education at an affordable price and has been nationally recognized for efforts in this area. The Federal College Scorecard, published by the White House, ranks Western's costs to be below the national midpoint for 4-year schools. Further, the Scorecard shows the median earnings for former Western students who have received federal aid to be above the national midpoint for 4-year schools. In addition,

the U.S. News and World Report placed Western in its list of Best Value Colleges and Universities for 2022-23, based on academic quality and the net cost of attendance.

Consistent with the University's mission and strategic goal to expand student access to rigorous and engaging baccalaureate and graduate education, Western's Financial Aid department (hereafter referred to as "Financial Aid") provides comprehensive services to eligible applicants through grants, scholarships, student employment, loans, or some combination of these student aid programs (see [Financial Aid](#)).

Eligibility for financial aid for citizens and eligible non-citizens is determined by completing the Free Application for Federal Student Aid ([FAFSA](#)). Students who are ineligible for federal student aid and meet individual program, income, or Washington state residency requirements can file the free Washington Application for State Financial Aid ([WASFA](#)) to be considered for aid.

Western-specific financial assistance is widely published and made available to prospective and current students in the University Catalog and on Western web pages associated with Admissions, Financial Aid and the Student Business Office. Accepted and currently registered students can view their financial aid information at any time via Western's Web4U portal upon activating their universal account. Information about categories of federal student assistance is published by the U.S. Department of Education. Information about state student assistance is published by the Washington Student Achievement Council. (See [U.S. Department of Education](#); and [WSAC](#).) In addition, aid-related information is provided on the Financial Aid website. (See [Admissions](#); [Financial Aid](#).)

Western's net price calculator helps prospective students and their families assess the true cost of higher education by calculating the difference between the "sticker" price and the estimated net price that first-time, full-time students will pay after grants and scholarships have been applied. (See [Net Price Calculator](#).) Western also makes every effort to inform current students and their families of the tax credits available to reduce the federal income tax burden for students or those paying the costs of a student's higher education (See Tax Credit.) Tax credit information is a topic covered in financial aid presentations during advising and registration sessions, high school financial aid nights, parent/family workshops and as part of the College Goal Washington (FAFSA/WASFA help) workshop. Tax credit information is available on the [Student Business Office website](#) and a link to the information is provided with every billing statement. In addition, the Student Business Office website includes information about tuition waivers offered at Western. (See [SBO Waivers](#).)

During 2021-22, Western provided \$135.9 million in federal, state, institutional and private financial aid to 9,892 students. These awards, in percentage of total aid, included loans (33%), grants (40%), scholarships (18%) and student employment (9%). In addition, 1,414 students earned an estimated \$9.1 million in wages in the Bellingham community through part-time employment obtained through the Federal Job Location and Development program.

Western underwent a comprehensive, institution-wide Federal program review (audit) conducted by the U.S. Department of Education that began in September 2021 and ended in February 2022. Federal program reviewers examined financial aid, academic and fiscal records, interviewed staff members and reviewed relevant consumer information associated

with the 2019-20, 2020-21 and 2021-22 school years. The Federal reviewers issued Western an “expedited determination”, meaning that the reviewers deemed any findings to be minor and corrected before the review officially closed.

2.G.5. *Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution’s loan default rate on its website.*

Western’s Financial Aid department goes out of its way to inform students of their repayment obligations. Such obligations include educational loan repayments, as well as required financial aid repayments resulting from course withdrawal. Outreach efforts associated with repayment obligations include loan entrance and exit counseling, availability of appointments with Financial Aid Counseling staff, messaging to students about their educational loan balances and estimated loan repayments, messaging to students about the need to repay aid when they withdraw and availability of repayment information on Web4U.

Informing Students of Educational Loan Offers and Repayments:

To promote informed borrowing, Western requires student and parent borrowers to actively accept via “active confirmation” any loan type(s) and amount(s) before Financial Aid will authorize disbursement of loan proceeds. Borrowers are given the flexibility to request less than they have been offered, make changes to accepted loan amounts within their eligibility throughout the academic year and even repay all or a portion of their student loan proceeds before repayment is required, if they wish to do so.

Federal loans specifically require entrance counseling. Financial Aid provides electronic notification to potential borrowers of the need to complete this requirement and will not authorize loan disbursement until evidence has been received from the U.S. Department of Education that entrance counseling has been completed. Financial Aid retrieves such records daily from the U.S. Department of Education.

Students can view all financial aid awards, including loan offers, at any time (“24/7”) on their Web4U accounts. Financial Aid also keeps each student apprised of the amount of their educational loans via e-mail notifications throughout the year. Whenever there are changes to loan amounts, students are directed to view their updated loan records and attending messages on their Web4U accounts.

In addition, the U.S. Department of Education provides all Federal loan borrowers with an e-mailed disclosure statement for every Federal loan origination, disbursement and change in amount borrowed.

At the point that loans are offered, students are sent an e-mail informing them to review their Western online borrower history and estimated repayment calculator on their Web4U accounts. This data is updated daily to include changes to loan award amounts and informational updates from the U.S. Department of Education. Financial Aid provides the following data via Web4U:

- The existing federal loan balances and estimated monthly repayment amount; and
- The existing federal loan balances plus current year loan amount offered or accepted, with an accompanying estimated monthly repayment amount; and
- The existing balance of private and/or Alaska loans borrowed while at Western and an estimated monthly repayment amount; and
- The existing balance of any federal Perkins loans and estimated Perkins monthly repayment amount; and
- Online links to federal and state financial aid consumer information, including guidance related to potential loan disputes and financial literacy materials.

The U.S. Department of Education requires that federal student loan borrowers undergo exit loan counseling when the student graduates, leaves Western, or drops below half-time enrollment. Financial Aid regularly informs students required to undergo exit counseling of the need to complete this via their Western e-mail account and provides the U.S. Department of Education link to complete these requirements.

Students who withdraw or drop below half-time status are e-mailed exit counseling information on the evening that the enrollment change occurs. Graduating students are e-mailed exit requirements starting 30 days prior to commencement. If the requirement is still outstanding, students will be e-mailed two weeks prior to commencement and the Monday following, as well. If the requirement remains outstanding 30 days past graduation, exit counseling information with web links are sent to their external e-mail accounts.

Historical Borrowing and Repayment Data:

Nationwide, the average debt of students hovers around \$30,000. The average debt borrowed by Western graduates is significantly less. In 2020-21, 47% of the graduating class borrowed an average of \$21,401; in 2019-20, 48% borrowed an average of \$22,582.

We are pleased to report that Western's Federal CDRs (cohort loan default rates) have tended to be the lowest or the second-to-lowest among the four-year public institutions of higher education in Washington state. The latest Federal CDRs were issued by the U.S. Department of Education during Fall 2022 for fiscal year 2019. Western's 2019 CDR came in at only 0.5% and is the lowest among the four-year Washington public institutions.

It should be noted that most CDRs decreased for 2019 in part because borrowers were not required to make payments for more than one year of the three-year timeframe used in the default rate calculation, a result of COVID-19 forbearance. However, Western's 2018 CDR was only 1.7 (the year prior), which also happened to be the lowest among the four-year Washington public institutions. For sake of comparison, the national fiscal year 2019 cohort default rate was 2.3%; for fiscal year 2018 it was 7.3%.

Financial Aid published information and updates about [one-time student loan debt relief and the student loan repayment pause through December 31, 2022](#), to apprise students of loan repayment developments.

Informing Students of Financial Aid Repayments When They Withdraw:

Western routinely calculates repayment of federal, state and institutional financial aid in accordance with associated federal and state regulations and institutional policy requirements. Financial aid policies pertaining to required repayments are published on the [Financial Aid website](#).

Financial Aid directs students required to repay aid as a result of course withdrawal to their Web4U account to access relevant information, including revisions made to their aid offers. The Student Business Office sends notification and processes repayment as required.

Western adopted the federal regulatory flexibility to waive the requirement for return of aid when students provided evidence of having withdrawn as a direct result of the coronavirus pandemic.

Of the \$135.9 million in disbursed aid last year, Financial Aid authorized \$13.4 million in emergency aid disbursements:

- \$13,067,934 through HEERF (Higher Education Emergency Relief) dollars
- \$173,703 in repurposed institutional scholarships and grants
- \$206,305 in state grants.

Much of this funding was used by students to pay down their repayment obligations.

2.G.6. *The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program, and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.*

Academic advising at Western is a shared responsibility involving the Academic Advising Center (AAC), Student Outreach Services (SOS), advisors in academic departments and faculty working closely with students to establish and complete their academic goals, explore the intellectual side of their lives, choose among educational options, and develop plans to support their academic and life objectives. (More information on our “shared responsibility” model can be found here: <https://advising.wvu.edu/academic-advising-western>)

AAC and SOS staff primarily provide advising for first-year students, undeclared students and students experiencing academic difficulty, though staff will meet with any student requesting an appointment or attending a drop-in session. SOS staff provide advising and coaching that is most specifically focused on serving first-generation and/or low-income students. AAC and SOS are part of an integrated Student Success Initiatives unit that also includes the Career Services Center and the Western Success Scholars Program. (More information on the Student Success Initiatives unit can be found here: <https://ssi.wvu.edu/>)

All AAC and SOS advisors have earned a bachelors or masters degree and are trained and supervised by senior level staff in coaching and advising students. AAC staff are assisted in their work by student staff who receive extensive training prior to serving in an advising role.

Colleges, too, provide academic advising for all students interested in their programs, be those students in declared majors, minors, or merely prospective students in a particular area. All academic departments typically have a staff advisor as an initial point of contact to provide information about the major/minor, advising for application and/or declaration, etc. These staff advisor roles often act as the primary advisor for majors with a pre-major or phase one status, prior to full declaration. Once students are fully declared in the major, they are assigned a faculty advisor for ongoing advising related to major coursework planning and other topics like research opportunities, internships, etc.

Advising staff are knowledgeable of the curriculum and program requirements and are prepared to fulfill their responsibilities. Faculty and staff advisors assisting with Advising & Registration (A&R) receive training prior to the start of Fall A&R each year. In addition, an advising meeting coordinated by the Academic Advising Center is held quarterly to update and inform advisors across campus of any changes or new initiatives and ongoing education and training opportunities are made available via webinars, national conferences, and on-site professional development.

To further improve its ability to deliver the best advising services possible, Western is using Navigate, a predictive analytics tool and advising platform created by the Education Advisory Board (EAB) in Washington, D.C. Navigate provides an avenue for users across the University to review notes and appointment summaries recorded in the platform for a holistic understanding of who a student has been engaging with, to review a student's academic progress, and to identify their level of term-to-term retention risk. It includes features to generate intentional outreach campaigns and scheduling with students. There are nearly 400 faculty and staff who have been trained and have access to the platform and interest in using the platform continues to increase, especially among academic departments.

Upon enrollment, all entering first-year students (freshmxn and Running Start) and transfer students are enrolled in a Virtual Advisor online learning module and receive a Viking Advisor handbook to prepare for participation in their reserved day-long A&R session. All entering first-year students are [required](#) to attend an A&R session prior to their first term for academic advising and course registration assistance. A&R sessions are also offered and strongly encouraged for incoming transfer students. Since moving A&R to a completely virtual experience, transfer student participation has been very high.

Participation in an A&R session helps ensure that new students are introduced to key advising tools and resources, plus instructed about key academic policies, General University Requirements, and graduation requirements. Once enrolled, students are expected to be pro-active in seeking advising assistance and have access to scheduled advising appointments and drop-in advising.

With the exception of students who have completed 105 credits and are still undeclared, advising is not currently mandatory. High-credit, undeclared students are required to submit Major Declaration Plans which are reviewed by AAC and SOS advisors. Students with poorly-defined or unrealistic academic plans are placed on a registration hold, which can only be released by meeting with an advisor. Students in low academic standing receive targeted outreach that encourages them to take advantage of advising resources.

It should be noted that the President has made a commitment to implement mandated advising for all incoming first-year students. Modeling is currently under development to put this charge in place with a sub-set of first year students being identified for winter/spring term implementation and full implementation as staffing capacity is increased.

Advising requirements and responsibilities are defined, published, and available to students through a variety of means including, but not limited to, the Academic Advising Center website, the University Catalog, the Viking Advisor handbook, the Virtual Advisor online course, and in the student resources section of the MyWestern portal. In addition, some credit-bearing classes are offered to prepare students in goal setting, degree planning, major selection, and time management/study skills.

While Western has a decentralized model to advising, with departments and programs having differing approaches, the goals are the same: to assist students in making appropriate academic decisions. Advisors across the institution have a shared commitment to supporting students with the following:

- Setting academic goals and plans;
- Understanding Western's academic policies, graduation and GUR requirements;
- Exploring disciplinary options and possible career paths;
- Choosing a major consistent with their interests, abilities and personal goals;
- Selecting and scheduling courses to make effective time-to-degree progress;
- Addressing challenges that are interfering with their academic progress; and
- Identifying campus resources necessary to support their success.

Many degree programs in Western's College of Fine and Performing Arts also include an applied element, such as performances (Dance, Music, Theatre) or portfolios of original work (Art, Design). Advisors assist students in navigating both the coursework and applied work required in these majors.

2.G.7. *The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.*

Western students are assigned a unique student number and a universal computing account. At the time of account activation, students choose a confidential password and may opt-in to multifactor authentication (MFA). Beginning January 2023, all accounts, including student accounts, will be automatically enrolled in MFA. This unified account is used to log-in to Western's core services including the learning management system (Canvas), e-mail, student account information, and registration records.

On a quarterly basis, students must agree to a [Responsible Computing User Agreement](#) which summarizes student roles and responsibilities with regard to privacy and security using Western's Information Technology resources.

Students must also abide by the University's [Academic Honesty Policy](#), and all other academic integrity policies outlined by the University and/or within their program of study. Instructors may reference the Academic Honesty Policy in their course syllabi. The following sample is a recommendation provided by the Center for Instructional Innovation and Assessment (CIIA):

“Academic dishonesty is not tolerated at Western Washington University. Someone commits an act of academic dishonesty when that person participates in representing something as the work of a student that is not in fact the work of that student. A Western student who is caught committing such an act at Western typically fails the course in which it occurred, and repeated such acts can lead to dismissal from the University.” (See also: [Syllabus Tips](#))

At this time, there are no additional institutional verification requirements for students enrolled in online coursework above and beyond those required for students enrolled in face-to-face offerings. Instructors may choose to implement additional security measures such as face-to-face exam proctoring at an approved testing facility, online proctoring via Western's approved proctoring service (Honorlock), required face-to-face discussion sessions, online synchronous video sessions, content matching tools to help detect plagiarism, and recorded student presentations to assist in ensuring students' identification. These additional requirements are clarified and outlined in the course syllabus and provided to students by the instructor. During the course set-up process, departments are asked to communicate information pertaining to proctored exams to students to include the number and format of proctored examinations.

Library and Information Resources

2.H.1. *Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution’s mission, programs, and services.*

Western Libraries advances the mission of Western Washington University by cultivating inclusive excellence through connecting people to resources, expertise, collections, and spaces essential to academic success, lifelong learning, and community. Western Libraries is entering the last third of its current [Strategic Plan](#) that indicates the Libraries “proudly serves as an intellectual crossroads for the university community and as an innovative partner in Western’s teaching and research mission.” [Western Libraries](#) is Western’s main academic library and spans three buildings across campus. Organizationally, the Libraries includes units such as the Center for Pacific Northwest Studies, Hacherl Research & Writing Studio, University Archives and Records Management, and Tutoring Center. Collection strengths include Pacific Northwest Studies, Children’s Literature, and Mongolian Studies. The [Music Library](#) is maintained separately by the Music Department with some resource and staffing support provided by Western Libraries.

Staffing:

The Libraries employs nearly 60 personnel with relevant and diverse experience, as well as a commitment to student success and ADEI (accessibility, diversity, equity, and inclusion). All library employees have appropriate academic qualifications to successfully perform their duties. For a complete list of employees and job titles see the [Western Libraries personnel directory](#) and the Western Libraries org chart (see Appendix). In addition to the permanent positions, Western Libraries regularly employs more than 150 student employees who provide substantive contributions to, and support for, library work, programs and services.

Collections:

Western Libraries provides access to collections and resources to support university degree programs, student success, and research needs. The Collections budget is approximately \$2.1 million and the Libraries has a collection of more than 1.6 million titles [see Table 1 for breakdown of resource types]. Collection Development practices continue to be flexible and adaptive to changing curricular and general patron needs. The Libraries utilizes several concurrent and complementary strategies, reflected in its [Collection Development Policy](#) (found under “Statements and Policies”) and described generally below, to ensure appropriate currency, depth, and breadth of resources. The collection development plan and practices directly support WWU’s commitment to equity by developing equity- and inclusion-informed guidelines for collections development. These guidelines inform purchasing decisions and incorporate equity and inclusion into the assessment of current collection development practices. A goal is to ensure that collections reflect a diversity of identities and perspectives and that state funds are influencing the publishing landscape in a socially just way.

Librarian [Subject Teams](#) maintain active collaborative relationships with university faculty and departments and facilitate prospective collection development, i.e., using their subject expertise to select items in alignment with WWU’s curricular needs. The Libraries also maintains an approval plan, developed to identify potential gaps in the collection based on collection use data and knowledge of university courses and programs. The plan is assessed

and updated periodically. And the Libraries utilizes patron-driven acquisitions, a strategy that allow patrons to directly request materials for the collection at point of need. In order to maximize the usefulness and impact of limited funds, the Libraries engages in an annual [Subscription Review](#) process that is transparent in how subscriptions are [evaluated](#) and allows for users to [request](#) that new subscriptions be considered.

Additionally, Western Libraries, Archives & Special Collections (A&SC) provides for the responsible stewardship of unique and archival resources in support of teaching, learning, and research. Comprising the Center for Pacific Northwest Studies, Special Collections, and University Archives, the units within A&SC have unique and mutually supportive [collecting strategies](#) that enable access to materials documenting the culture and history of Western, the local community, state, region, and world. The library [website](#) provides easy access to, and discovery of, these materials through the OneSearch catalog, the institutional repository [CEDAR](#), and digital collections in [MABEL](#).

Students, staff, and faculty have access to print and electronic resources held at other libraries and institutions around the world through resource sharing agreements and partnerships including the [Orbis Cascade Alliance's](#) Summit program, RapidILL, and interlibrary loan.

Table 1: Library Collection, 2021 ACRL Library Survey

Material Type	Physical	Electronic
Books (title count)	652,539	673,170
Databases		118
Media	124,013	228,309
Serials	21,783	136,856

Improved Access:

Western Libraries is actively committed to reducing barriers and increasing access to collections, resources, and spaces. Several recent examples of this ongoing work include:

- Developed and shared a [Library Engagement Calendar](#) to help faculty and staff plan for library-related tasks and engagement opportunities
- Improved and expanded online services and support provided by the Tutoring Center and Hacherl Research & Writing Studio
- [Eliminated overdue fines](#) for most borrowing circumstances and forgiveness of past overdue fines
- Expanded options and availability for home delivery of library materials to patrons
- Welcomed construction of the first multi-stall gender neutral, accessible restroom on campus
- Archives & Special Collections developed a [Statement about potentially harmful language and content](#)
- Suspended keyed access to group study rooms (which previously required staff mediation)

Instruction, Programs, and Services:

Western Libraries creates, offers, and maintains a variety of services, programming, and support for students including the robust and student-centered [Tutoring Center](#) and [Hacherl](#)

[Research & Writing Studio](#), dozens of online library [tutorials](#) and [Library Guides](#), and access to [course reserves](#) materials. There are also several services developed and provided for, and in collaboration with, faculty and instructors including co-curricular and curricular embedded [instruction, workshops, and outreach](#), [Course Design Support](#), and [Writing Instruction Support](#).

Western Libraries Curriculum Committee has developed their Learning Philosophy (see Appendix) that informs and serves as the foundation for the array of [credit courses](#) Western Libraries provides and supports. Library instruction includes notable courses like “History of the Book” and “Studies in Children’s Lit.” Western Libraries is currently reworking courses like “Introduction to Research Strategies” to be more inclusive, and the Research & Writing Workshop to include participation from the Tutoring Center as well as a greater focus on helping students strengthen their study skills.

Additional supportive documentation and policies (not included above):

- [Biennial Planning](#)
- [Policies for collection use](#)
- Annual Course Scheduling Process (see Appendix)

Physical and Technology Infrastructure

2.I.1. Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Physical Facilities:

Western Washington University's (Western) main campus is situated on 215 acres in Bellingham, 90 minutes north of Seattle. In addition to the main campus, the university maintains satellite locations to provide educational opportunities to non-traditional and place bound students, along with unique research opportunities for all students. The marine research center at Shannon Point near Anacortes is an 88-acre forested setting with 38,000 square feet of research lab, educational, and residential space. The university also offers joint programs with Olympic College and Peninsula College on the Olympic and Kitsap peninsulas. A key components of its "Western on the Peninsulas" program is the 12,000 square foot Sea Discovery Center adjacent to the marina in downtown Poulsbo.

Western's facilities across all campuses consist of approximately 3.54 million gross square feet of interior building space. This is broken down as 65 academic and support buildings (roughly 2/3 of campus building square footage), 40 residential housing and food services facilities, and 9 auxiliary facilities. The university owns and operates the infrastructure to generate and distribute utilities to the main campus buildings and grounds, which is comparable to a small town. In addition to buildings and infrastructure, Western has developed recreational fields, a soccer field and stadium, softball fields, tennis courts, a large gardening and permaculture space, and other exterior and field space to support its academic mission and commitment to improving student and employee health and wellbeing. The overarching goal for all new development and renovation at Western is creating spaces that support academic excellence and are welcoming and barrier-free for all students, staff, and faculty.

Facilities Development and Operations (FDO) supports Western in the planning, developing, managing, and maintaining of its physical facilities including grounds, buildings, and infrastructure. The FDO department functions in the following areas: A) Capital Budgets and Public Works Procurement, B) Planning and Development, C) Facilities Maintenance, D) Facilities Services, E) Facilities Financial and Business Services and F) Energy and Sustainability. The department manages the largest capital assets on campus, along with providing all construction, contract, design, and engineering services for construction projects in all university locations. FDO performs regular assessment of facilities and grounds to protect the assets and the safety of the university community. In addition, the FDO custodial team has been providing transportation and housekeeping for COVID-positive students throughout the pandemic.

Strategic Visioning & Capital Development (Facilities Master Plan) Planning:

As the two previous accreditation reviews noted deficiency in description of the master planning process, Western has renewed its focus on master planning. Upon completion of the university's 2017 Sustainability Action Plan and 2018-2025 Strategic Plan, the university

began to prioritize updating capital development plans. Initially, the process began by assessing the quantity of additional space required to adequately support existing services into the future and the additional space required to advance the institution's aspirations and priorities set forth in the Strategic Plan. The working group completed much of its planned analysis and presented reports to the campus community, the University Planning and Resources Committee (UPRC), and the administration. However, when the pandemic hit in spring 2020, the completion of final reports was suspended.

In summer 2021, the university renewed these efforts, creating a standing committee, the Capital Planning and Space Advisory Committee, with the following charges:

- Develop campus-wide space policies, standards, and guidelines
- Identify operational and future growth space gaps
- Develop and maintain a rolling Ten-Year Capital Plan (including all projects and all funding sources)
- Integrate capital budget planning with operating budget planning
- Begin preparations for the development of a new Comprehensive Master Plan

The Capital Planning and Space Advisory Committee has been working for approximately one year and is composed of faculty, staff, students, and administration representing all facets of the institution. The [space policies](#) are in place, and the integrated [Ten-Year Capital Plan](#) is completed. Integration of capital and operating planning is ongoing. Lastly, consultants have been hired to help develop a scope of work and Request for Qualifications (RFQ) for a new comprehensive Strategic Visioning & Capital Development Plan (the Plan). The timeline for development of the Plan is as follows:

- Scoping and RFQ development: Ongoing until February 2023
- Consultant Selection: February – April 2023
- Development of the Plan: April 2023 – May 2024

Once adopted in the summer of 2024, the Plan will be the basis for any modifications to the associated City of Bellingham zoning documents.

In recent years, the primary focus of capital development on campus has been to expand and update facilities for STEM programs as a priority of both the State of Washington and Western's strategic plan, to improve physical and cultural accessibility across campus, to make progress toward Western's sustainability goals, and to increase the flexibility and resiliency of facilities and infrastructure.

Current in-progress and recently completed projects include:

- Alma Clark Glass Hall – Named in honor of the first Black student to attend Western, the new 105,000-square-foot, 413-bed residence hall has won multiple architectural awards and offers accessible, inclusive living spaces for students. Its shared journey pathway and the addition of an elevator in Ridgeway Commons makes the previously inaccessible Ridgeway residential community ADA accessible. – September 2021

- Interdisciplinary Science Building – The new 56,000-square-foot facility adds essential teaching labs and active learning classrooms to meet the growing need for degree programs in STEM fields. – January 2022
- Kaiser Bosari Hall – The new electrical engineering and computer science building is a private-public funding partnership planned as an innovative hub for collaboration, where industry experts, faculty, and students will come together to co-create technology and engineering solutions. It will be approximately 54,000 square feet and will be the first net zero energy use and carbon impact building on a university campus in Washington state.
- House of Healing – Being built in partnership and close collaboration with Coast Salish tribal nations and the Western Native American Student Union, the approximately 5,000-square-foot Coast Salish style longhouse building will reflect traditional Coast Salish architecture and design and will support American Indian/Alaska Native and First Nation students in academics by providing a dedicated space for students to gather, learn, build community, and support each other.
- Environment Studies Renovation project includes improvements to the exterior cladding and building envelope that will reduce heat loss, carbon emissions and water infiltration. The building is 111,145 square feet.
- Student Development and Success Center will serve as a hub of student life and connect students to crucial support services housed in the building. It will be approximately 40,000 square feet.
- Heating Conversion Project – Phase 1 will enable Western to de-commission the over 75-year-old gas-fired central steam plant and distribution system and reduce greenhouse gas emissions by approximately 50%.
- Upgrade of electrical infrastructure and network capabilities and the addition of new electronic access controls.
- Gender Neutral Restroom (GNR) project – Developed in partnership with the Assistant Vice President for ADEI and LGBTQ+ organizations on campus, the project is working to make gender neutral facilities conveniently available across campus and has recently completed in Haggard Hall the first multi-stall GNR in Bellingham.
- Veteran Services Office – New office for Veteran Services in the Viking Commons. – September 2022
- Classroom renovations are ongoing in order to provide technical capabilities to accommodate current programmatic needs, especially within the sciences, and to accommodate contemporary pedagogies such as student-centered learning. During the 2019-2021 biennium, 28 individual classrooms and labs were renovated, extending the useful life of these spaces by at least 25 years and enabling Western to provide learning in a contemporary setting.

A cornerstone of Western's master plan is support of a vibrant, student-centered environment. The creation of the Viking Union Multicultural Center, completed in 2019, involved student initiatives, funding, collaboration, and advocacy throughout the decision making and design process and provided new collaborative spaces and offices for student programs, a redesigned bookstore, and meeting facilities available to the entire campus. Alma Clark Glass Hall was designed with extensive student input, and all new facilities are designed with physical and cultural accessibility in mind.

Upcoming student-focused projects include the Student Development and Success Center and the House of Healing, which will provide gathering spaces and support services that will help Western's increasingly diverse student population connect, learn, and thrive. In addition, replacement of the Fairhaven residential stacks is planned in two phases for 2027 and 2028, and further renovation of the Viking Union is planned for 2028.

Equipment Replacement Policies and Procedures

FDO regularly reviews the condition and life cycle of university equipment and provides prioritized proposals to university leadership for replacement and upgrades. Western makes a biennial capital request to the legislature for minor works with a focus on projects that increase the quality and use of facilities, address safety concerns, and extend the life of capital assets. Replacement of facilities and equipment is based upon the following priorities:

- Health and safety of university staff, faculty, students, and community members
- Adherence to regulatory compliance requirements
- Providing the physical infrastructure to support a twenty-first century education including:
 - Modern classroom and lab spaces with cutting edge technology
 - Flexible learning classrooms that help students learn from each other as well as faculty
 - Physically and culturally accessible spaces that welcome a diverse group of students into the community of scholars and encourage wide ranging collaboration
 - Safe, comfortable housing where students can live and work together, benefitting from organically occurring academic and social interaction
- Responsible stewardship of state facilities
- Available funding

Procedures for Assessing Sufficiency of Physical Facilities

Facilities Development and Operations uses a variety of systems and processes to gather, store, and process information related to campus operations and development, including:

- AiM Computerized Maintenance Management System (CMMS). AiM is the enterprise application for all Facilities Management activities, including corrective maintenance, preventative maintenance, materials procurement, and asset tracking. This system gathers relevant information about buildings and building system maintenance, breakdowns, and repair costs. This information is used to develop the deferred maintenance backlog reduction plans required by the Washington State Office of Financial Management (OFM), which accompanies the university's biennial capital budget request.
- e-Builder. e-Builder is project management software that allows Western to interact with contractors and consultants on all aspects of public works projects, including submittals, change orders, and invoicing. Additionally, e-Builder is used to manage electronic bidding, budgets, funding, project close-outs, etc., all of which is imperative in audit-proofing our transactions.

- Facilities Portfolio Management Tool (FPMT). This database of information is hosted by OFM. Data is updated on an ongoing basis and summarized annually for legislative reporting. This information includes building name, address, use, date of construction, original costs of building purchase or construction, and date of last renovation or major upgrade.
- Facilities Condition Assessment (FCA). The University is contracting with Sightlines to conduct a condition assessment of all its major buildings and infrastructure. The current conditions are assessed and tracked with Unifomat, an industry standard for classifying building assemblies, specifications, cost estimating, and cost analysis. From this list, the university can evaluate the condition of a building or system and decide when it is most cost effective to proceed with major repairs, renovation, or replacement.

Policies and Procedures for Ensuring Accessible, Safe and Secure Facilities

The university's risk management program includes both traditional risk management and Enterprise Risk Management (ERM) programs, which assist FDO in identifying potential facilities-related risk. ERM focuses on risks and related opportunities at the enterprise level, identifying potential obstacles, challenges, and unforeseen events that may negatively impact the university's ability to achieve its objectives. Both approaches help prioritize work that needs to be done to minimize risk and improve institutional effectiveness.

Western's police officers are fully commissioned officers, and the University Police Department is currently undergoing state accreditation through the Washington Association of Sheriffs and Police Chiefs. The University Police work closely with the Title IX office and state and local agencies and have been leaders in the implementation of body cameras, use-of-force policies, and duty-to-intervene policies. The university maintains and publishes many procedures, policies, and reports that relate to ensuring an accessible, safe, and secure campus, including:

- [Annual Security and Fire Safety \(Clery Act\) Reports](#)
- [Accessible Technology](#)
- [Accommodating Persons with Disabilities](#)
- [Equal Opportunities](#)
- [Environmental Policy](#)
- [General Use of University Facilities](#)
- [Enterprise Risk Management](#)
- [Western Washington University Police Policy Manual](#)
- [Fire Life Safety](#)
- [Public Expression and Assembly](#)

In accordance with Western's [Health, Safety, and Environmental Protection Policy](#), the Environmental Health and Safety Office (EHS) provides support to departments and campus members in meeting health, safety, and environmental requirements. EHS provides support and consulting assistance to departments on a wide variety of safety and health related topics, including but not limited to:

- [General Safety](#)

- [Lab Safety](#). Includes Hazard Communication, Chemical Hygiene, and coordination of chemical inventory and Safety Data Sheets through use of the Chemical Inventory Management and Electronic Reporting
 - Application ([CHIMERA](#)) system hosted at the University of Nevada, Las Vegas.
- [Hazardous Materials](#). EHS coordinates gathering of chemical waste for disposal under a state contract with Clean Harbors. Universal Waste disposal, such as batteries, ballasts, fluorescent lamps, etc., is coordinated by EHS through various vendors.
- [Craft and Trades Safety](#)
- [Fire Safety](#)
- [Ergonomics](#), including workstation evaluations
- [Incident and Hazard Reporting](#)
- [Radiation Safety](#)
- [Laser Safety](#)
- [Biological Safety](#)
- [Bloodborne Pathogens](#)

EHS also has responsibility for the following university safety related committees:

- [Central Health and Safety Committee](#). Review of incident and hazard reports as well as general campus safety concerns
- [Institutional BioSafety Committee](#). Review of recombinant DNA activities under National Institutes of Health guidelines
- [Laboratory and Chemical Safety Committee](#)
- Smoke-Free Campus Task Force. Newly reformed to move the campus to fully smoke and vape free by the end of the 22-23 academic year.

Technology Infrastructure

Technology Facilities and Support Services

At Western Washington University, information technology (IT) is coordinated between central offices providing core campus IT services while more specialized services are supported at the division, college and department levels. The central [Information Technology Services](#) (ITS) unit provides leadership to the campus on IT directions and concerns and is led by the Vice Provost for Information Technology and Chief Information Officer (CIO). Reporting to the CIO are four units:

- [Academic Technology & User Services](#): Delivers end-user support including the Help Desk, device management, equipment loan, multimedia, and instructional technology.
- [Enterprise Infrastructure Services](#): Supports internet, voice, TV, datacenter computing, storage, cloud, and identity integration, as well as wired and wireless connectivity.
- [Information Security](#): Conducts security assessments and risk reviews; provides monitoring and incident response in addition to leading information security awareness training.
- [Enterprise Application Services](#): Serves the business needs of the institution with analysis, programming, database administration and system maintenance. Within this unit is the [Project Management Office](#) (PMO) which serves the university with effective

organizational leadership for technology initiatives that are complex, have high-impact, or involve multiple divisions across the campus.

Collectively, ITS provides secure, reliable, and integrated technology solutions in alignment with Western's academic and administrative goals, while delivering excellence in customer service.

Information Technology Governance

ITS is advised by an [Information Technology Advisory Committee](#) (ITAC) in which senior executives represent each of the major divisions of the university. Student leadership is also represented with both an undergraduate and a graduate student representative. The ITAC meets quarterly to advise on IT [policies](#), planning, maintenance, investments, [best practices](#), and future direction. Many IT initiatives begin with requests submitted to the PMO. The PMO helps to identify resource needs to maximize the institution's capacity toward university goals. The full project portfolio is brought before the ITAC for continuous review of institutional priorities.

IT governance includes several subcommittees to the ITAC. The Administrative Computing Advisory Committee (ACAC) identifies functional and technical support issues affecting multiple offices and identifies appropriate options for new and changing functionality to IT business applications. The [Data Governance Committee](#) seeks to define the ownership, management, and accountability regarding the use of data within the institution's [Enterprise Resource & Planning](#) (ERP) platform. The [IT Accessibility](#) Committee has the charge of developing standards, guidelines, and processes to ensure that institutional technologies meet accessibility laws and policies.

The final subcommittee to the ITAC is the [Student Technology Fee \(STF\) Committee](#). The mission of the STF is to provide Western students with adequate and innovative technology experiences that broaden access to and enhance the quality of the academic experience. Ensuring that student technologies remain affordable, and that technology is properly integrated into the curriculum is a key function of this committee. The STF achieves this mission through the distribution of the student technology fee to the following components:

- A computer lab renewal and replacement cycle which funds computer replacements on a five-to-six-year schedule for general university computer labs and classrooms.
- A networking renewal and replacement cycle which funds core technologies for student access to the internet.
- The Student Technology Center which provides student workshops and application support for academic-support technologies.
- The Digital Media Center which provides a television studio and media production space for classes and student projects.
- A print quota offering a specified number of free prints to students through university printers.
- Student support in information security including security training.
- A Technology Fee Initiatives program which funds the acquisition of new, innovative technology for student use.

The STF Committee serves an important planning function to ITS helping us identify technologies that are current, sustainable, and add to the academic experience. Parallel to the STF Committee is the [Academic Technology Committee](#) (ATC). This committee is a standing committee of the Faculty Senate with representatives from each college providing advice, guidance, and support to ITS with a focus on the academic needs of students and faculty. The ATC meets monthly to consider constituent concerns.

Strategic Planning and Budget Processes

ITS seeks input from members of the university, the broader higher education sector, and external consultants through surveys, benchmarking, reviews, and evaluations. We utilize the services of EDUCAUSE which is a non-profit association serving the higher-education information-technology community. From 2017 to 2020, the EDUCAUSE annual student survey was deployed to gain insights into student technology ownership, opinions about wireless coverage and student accessibility needs among other topics. In 2014 and 2019, the EDUCAUSE faculty survey was deployed, providing insights on the instructional tools faculty value and the security practices they employ. It is planned to repeat these surveys when they become available again. The [EDUCAUSE Core Data Service](#) is an annual survey allowing benchmarking of Western's budgeting and staffing decisions with comparable institutions.

Following the university's strategic and transparent [budgeting process](#), ITS collaborates with key partners and stakeholders in discussions of financial needs in support of technology. For the 2022-2023 Budgeting Process, ITS proposed critical IT infrastructure funding to implement a sustainable replacement cycle for networking, servers, emergency telephone infrastructure and classroom technology. Past technology infrastructure purchases tended to be large, one-time capital outlays whereas present and future practices will require more evenly scheduled operating expenses across the full lifecycle of the technology. Our cloud-forward vision for infrastructure considers the efficient and sustainable deployment of technology both today and into the future.

The 2023 budget proposal for critical infrastructure was reviewed by the campus and selected as one of the university's decision-packages with a request for state funding. This proposal is currently included in the Governor's funding plan for the 2023-2025 biennium. While a fully sustainable classroom technology replacement plan is included in this funding package, classroom technology updates continue with significant coordination with the Capital Planning and Development office for projects involving classroom renovations. Computers assigned to our General University Classrooms and Computer Labs are on a regular replacement cycle funded through the aforementioned Student Technology Fee. The Provost's Faculty and Staff Workstations Program annually provides funding for new or upgraded computer workstations for active faculty and staff in the seven colleges. Allocations to the colleges are based on employee data from the Office of Institutional Effectiveness from the previous fall quarter. Standard configurations and central purchasing efforts make for efficient and affordable replacements.

**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: **February 10, 2023**

SUBJECT: **Strategic Enrollment Management Structure**

PURPOSE: Discussion Item

Enrollment and Student Services Vice President, Melynda Huskey, and Associate Vice President for Enrollment Management, Shelli Soto, will provide a presentation on strategic enrollment management for the Board of Trustees information and discussion.

Attachment: PowerPoint Presentation

Strategic Enrollment Management Planning

2023

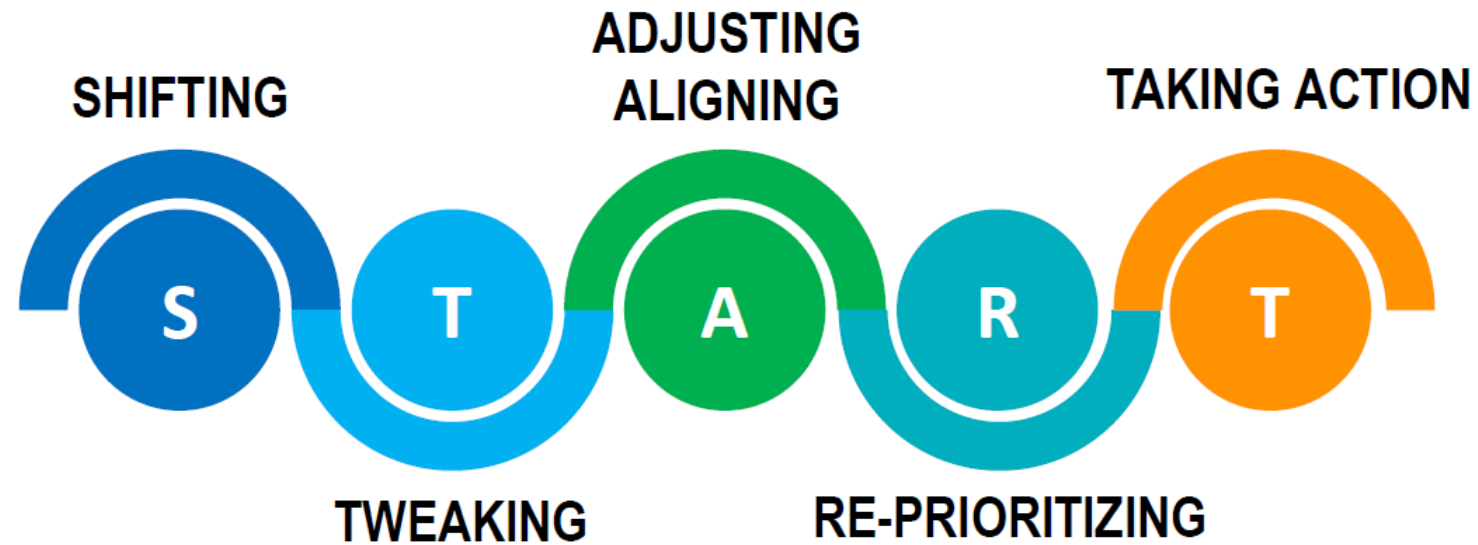
Western Washington University



SEM Planning Fundamentals

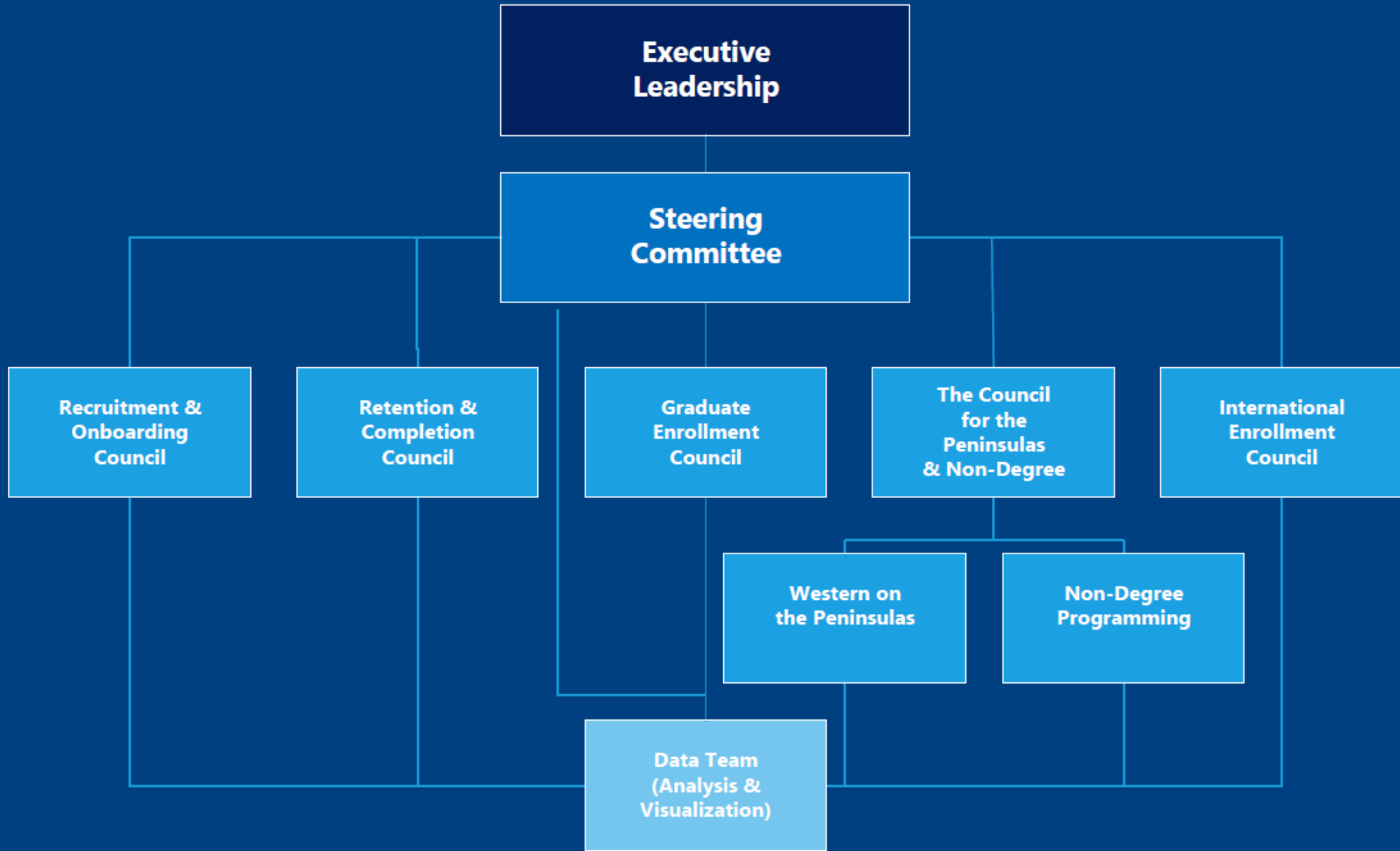
- Strategic Framework: Mission, Values, Vision
- Overview of Strategic Plan Goals & Institutional Capacity
- Charge of the Steering Committee and the Working Groups (Councils)
- Environmental Scans
- Evaluation and Assessment
- EM Website and Communications
- Production of the SEM Plan, sub-plans, and Action Plans for each branch of the work

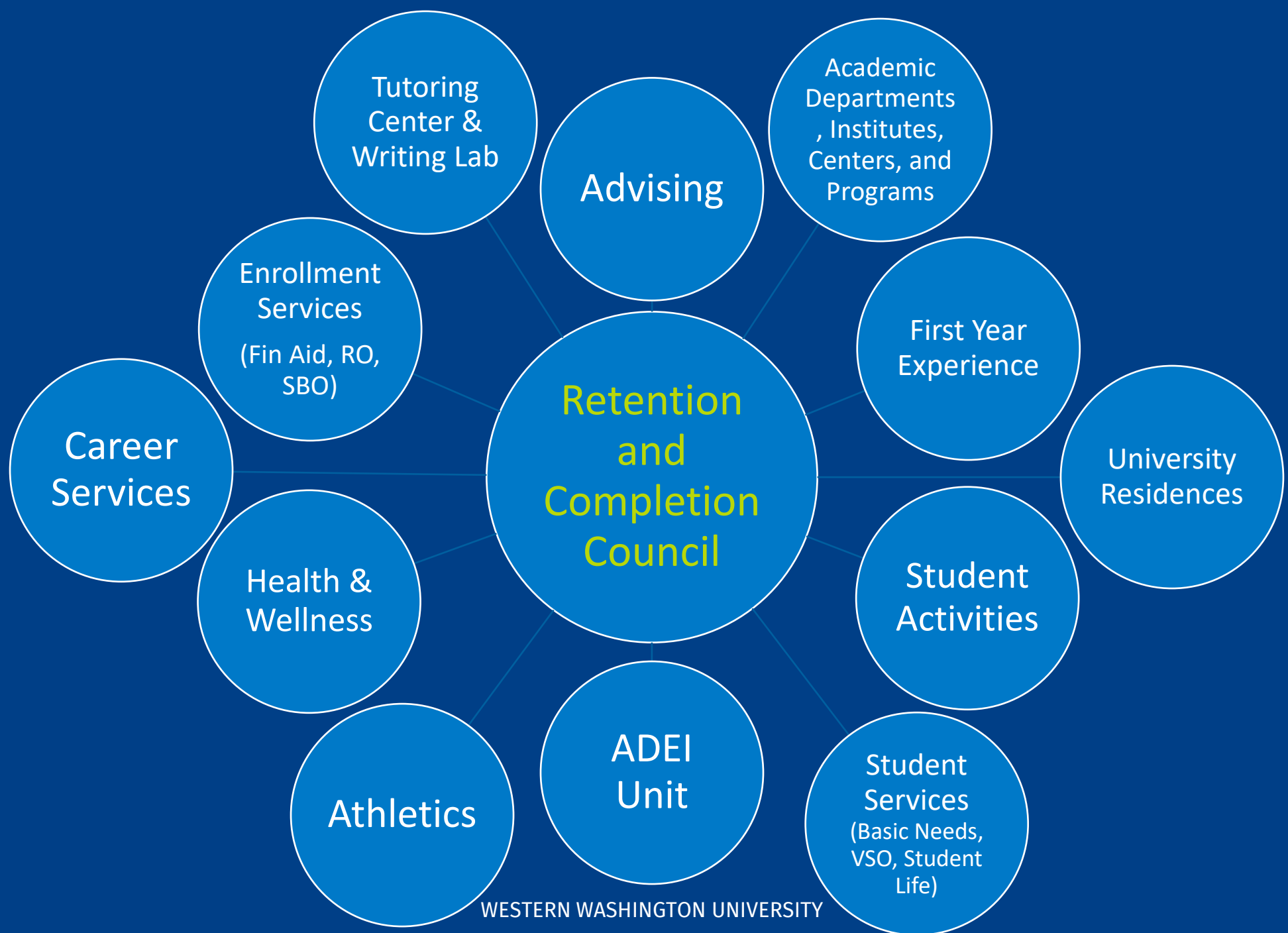
An ITERATIVE PROCESS Right from the...



Strategies, Tactics and Action Plans...
THE S.T.A.R.T. of the LIVING PLAN

SEM Structure for Western





Guiding Principles

- Establish goals that align with the 70% Attainment Goal for the State
- Stabilize enrollment
- Grow enrollment in targeted areas
- Improve retention
- Facilitate successful degree and credential completion
- Ensure that health and wellness underpin all enrollment planning
- Broaden access to underserved populations
- Identify new and emerging academic programming that meets student and workforce demands
- Equip students for successful career outcomes
- Employ actions and modify processes to minimize barriers that impair student success
- **Develop a culture that focuses on the student experience in all of Western's work**

Thank you.



14. 2023 Legislative Session Update

Nora Selander, Director of Government Relations, will report on the legislative session.

**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: February 10, 2023
SUBJECT: Approval of Degrees
PURPOSE: Action Item

Purpose of Submittal:

It is the Board of Trustees responsibility to approve awarding of degrees.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Winter Quarter 2023, effective March 11, 2023.

Supporting Information:

Lists on file with the Registrar and Graduate Dean.

Students	Winter 2023	Comparison: Winter 2022	
		<i>(Expected Number of Graduates graduated)</i>	<i>(Actual students</i>
<i>Undergraduates</i>	487	514	
<i>Masters</i>	57	4	<small>(08)</small>

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

TO: Members of the Board of Trustees

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

DATE: February 9, 2023

SUBJECT: **Exempting Some Classified Staff Roles from the Temporary/Nonpermanent Classification**

PURPOSE: Presentation Item

Purpose of Submittal:

This presentation will provide an overview of Resolution No. 2023-02 to exempt some classified staff roles from recent legislation regarding temporary and nonpermanent employees, per RCW 41.05.070(2)(b).

The presentation will be made by:

- Joyce Lopes, Vice President for Business and Financial Affairs
- Liz Parkes, Associate Vice President for Human Resources
- Kerena Higgins, Senior Counsel, Office of the Attorney General
- Anne Gilbert, Business and Financial Affairs Director of Strategy

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: February 9, 2023

SUBJECT: **Exempting Some Classified Staff Roles from the Temporary/
Nonpermanent Classification**

PURPOSE: Action Item

Purpose of Submittal:

Approve an exemption for some classified staff roles from recent legislation regarding temporary and nonpermanent employees, per RCW 41.06.070(2)(b).

Proposed Motion:

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).

Supporting Information:

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.

Temporary classified hourly staff are defined in WAC 357-04-045 and are exempt from civil service when they work 1,050 hours or less in a 12-month period from the anniversary of their original date of temporary employment. Additionally, the rules do not allow for reappointment to a subsequent temporary appointment to the same institution and remove the ability to ask OFM for exemptions to the 1,050-hour or 12-month limit.

The impact of the new legislation regarding temporary classified employees is manageable for some areas, yet it presents many challenges for our academic and some supporting departments. In some cases, particularly student advising or counseling, a few classified staff are hired on an as-needed basis during times of crises, and, because of the institutional knowledge required, it is beneficial to have the same individual return each year. Other times, individuals providing vital student services are hired into more than one part-time position.

Besides operational challenges for some areas, there is an additional overarching motivation stemming from Western’s educational mission. Learners often engage with Western over a period of many years during which they can be both students and employees of the university.

They may begin as undergraduate employees, continue as a postbaccalaureate research assistant, transition to a graduate program and serve as a TA, RA or an NTT instructor, and sometimes eventually become a temporary or permanent employee.

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.

Source of Funding: N/A



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.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on February 9, 2023.

ATTEST:

John M. Meyer, Chair

Faith Li Pettis, Vice Chair

Exempting classified staff from chapter classifications to cover temporary resourcing needs

This is to recommend Board of Trustees approval to exempt some classified staff roles from recent legislation regarding temporary and nonpermanent employees, per RCW 41.06.070(2)(b).

Background

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.

Temporary classified hourly staff are defined in WAC 357-04-045 and are exempt from civil service when they work 1,050 hours or less in a 12-month period from the anniversary of their original date of temporary employment. Additionally, the rules do not allow for reappointment to a subsequent temporary appointment to the same institution and remove the ability to ask OFM for exemptions to the 1,050-hour or 12-month limit. One of the reasons the WAC limits the employee to only one appointment with the same employer is to prohibit employers from rehiring a temporary employee into another temporary position right after the employee’s first temporary position ends.

Western, in accordance with the other Washington State 4-Year institutions, will introduce a new type of employment called ‘nonpermanent’. This type of employment is covered by only a few sections of civil service rules. Nonpermanent employment was previously a type of employment available only to general government employers (WAC 357-01-210).

Proposal

The impact of the new legislation regarding temporary classified employees is manageable for some areas, yet it presents many challenges for our academic and some supporting departments. In some cases, particularly student advising or counseling, a few classified staff are hired on an as-needed basis, and, because of the institutional knowledge required, it is beneficial to have the same individual return each year. Other times, individuals providing vital student services are hired into more than one part-time position.

Besides operational challenges for some areas, there is an additional overarching motivation stemming from Western’s educational mission. Learners often engage with Western over a period of many years during which they can be both students and employees of the university. They may begin as undergraduate employees, continue as a postbaccalaureate research assistant, transition to a graduate program and serve as a TA, RA or an NTT instructor, and sometimes eventually become a temporary or permanent employee.

The applicable statute, RCW 41.06.070(2)(b), allows for exemption to the WAC for certain classified job roles:

The governing board of each institution, and related boards, may also exempt from this chapter classifications involving research activities, counseling of students, extension or continuing education activities, graphic arts or publications activities requiring prescribed academic preparation or special training as determined by the board: PROVIDED, That no nonacademic employee engaged in office, clerical, maintenance, or food and trade services may be exempted by the board under this provision.

Exempting classified staff from chapter classifications to cover temporary resourcing needs

The proposed exemption covers many areas. For example, in research areas, exemption addresses what could otherwise be a barrier in the way researchers are traditionally trained and prepared for the workforce, through a series of appointments with increasing responsibilities. In addition, it would allow for continuing support from trained professionals in the advising or counseling of our students.

Western intends to implement this exemption to apply it to all temporary positions subject to RCW 41.06.070(2)(b). As Western identifies positions suited for exemption it will take care to respect union rights, including bargaining rights. Any impact on bargaining unit work or working conditions will be bargained consistent with union rights.

The following provides definitions for relevant terms as well as examples of the types of roles encompassed under the exemption at Western. Below are examples of how it applies in specific areas.

1. Research Activities

Definition: *Research activities are activities involving “investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws.”¹*

Examples of roles

Examples of research worker roles from [OFM’s Classified Job Listing](#); this list is for illustrative purposes and is not exhaustive.

- Most in common ones in Western:
 - DATA CONSULTANT Series²
 - RESEARCH AIDE Series
 - RESEARCH STUDY COORDINATOR Series
 - RESEARCH TECHNOLOGIST Series
- Less common, but likely to be used:
 - ENGINEERING TECHNICIAN Series
 - SCIENTIFIC TECHNICIAN Series
 - LABORATORY TECHNICIAN Series
 - MARINE TECHNOLOGIST Series
 - MICROBIOLOGIST Series
 - RESEARCH INVESTIGATOR Series
 - ENGINEER-DECKHAND, OCEANOGRAPHIC RESEARCH VESSEL

2. Counseling/Advising Activities

Definition: *Academic advising takes place in “situations in which an institutional representative gives insight or direction to a college student about an academic, social, or personal matter. The*

¹ “Research.” *Merriam-Webster.com Dictionary*, Merriam-Webster, <https://www.merriam-webster.com/dictionary/research>. Accessed 6 October 2022.

² OFM’s Classified Job Listing identifies these roles as performing research work; Data Consultant 1 roles are hired within CBE, often to support consumer survey research.

Exempting classified staff from chapter classifications to cover temporary resourcing needs

*nature of this direction might be to inform, suggest, counsel, discipline, coach, mentor, or even teach."*³

About the Positions

Advising & Registration (A&R) advisors serve as critical members of the advising team, often acting as the first advising point of contact providing counsel, information and resources that will be utilized throughout a student's time at Western. During an A&R session, advisors are assigned to groups based on student type (i.e., First-Year, Transfer) where they co-lead an advising presentation with an Academic Student Advisor (ASA). Topics include academic university policies, graduation requirements, information about majors/minors, A&R online tools and resources, math advising, campus resource information, and more.

Advisors provide individual advising following the presentation to support students in creating schedule options, answer academic planning questions, and make sure students are feeling prepared for their first quarter class registration. Advisors meet with students individually in the afternoon to assist students with final planning and get registered for classes. Advisors are provided with extensive training, practice, and ongoing support throughout A&R.

Examples of roles

We are still investigating this as it looks like the temporary classified staff that provide counseling and advising at A&R may be either Faculty Temporary or as their regular classified role, Program Coordinator, which would not be able to be exempted. The only relevant role found so far in [OFM's Classified Job Listing](#) is 253L, a Curriculum Advisor.

3. Extension or Continuing Education Activities

From reviewing temporary hires over the past year, any Classified staff hired on a temporary basis to support the summer academic curriculum are hired through the respective Western academic department. There was one Professional Staff Temporary Employee hired as a Research Associate 1.

³ (p. 3). Kuhn, T. (2008). Historical Foundations of Academic Advising. In Gordon, Habley and Grites. *Academic Advising: A Comprehensive Campus Process*. San Francisco: Jossey-Bass

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: February 10, 2023

SUBJECT: **Multiple Buildings (MB) Security, Access Controls, and Fiber Upgrades, PW780**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the MB Security, Access Controls, and Fiber Upgrades, PW780. Award of the construction contract will follow Board of Trustees action. Construction is projected to start in April 2023.

Proposed Motion:

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

Supporting Information:

This project will provide new access controls to the exterior doors in Biology Building (BI), Morse Hall (CB), Communications Facility (CF), and Fine Arts (FI), as well as new interior wireless door locks in CF. Additionally new fiber optic backbone cabling is being installed between Bond Hall (BH), Arts Annex (AA), FI, CB, BI, and CF.

This project was advertised for competitive bidding on January 3, 2023, with the bid opening held January 24, 2023. Two bids were received by the University (see attached bid summary). Hargis Engineers, Seattle, WA, prepared the plans and specifications for this project.

Advertisement for bids included language promoting MWBE participation, and the consultants and Western staff conducted extensive outreach to promote this project to MWBE certified firms. Neither bidder indicated MWBE or SBE participation on their bid.

The total budget for the project is \$2,015,000.

Source of Funding:

State Appropriations – Bonds
State Appropriations – Local

BID SUMMARY		
PROJECT: PW780 - MB Security, Access Controls, and Fiber Upgrades		
DATE OF OPENING: January 24, 2023		
Bidder Name:	Dutton Electric Company, Inc.	Valley Electric Company
Base Bid:	\$ 1,208,500	\$ 1,671,120
MWBE Participation	0.0%	0.0%
Sub-Total (Base Bid plus Alternates):	\$ 1,208,500	\$ 1,671,120
Sales Tax (8.8%):	\$ 106,348	\$ 147,059
Total:	\$ 1,314,848	\$ 1,818,179

Selected Bidder, Scope of Work Awarding

**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: February 10, 2023

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

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract amendment for Maximum Allowable Construction Cost (MACC) for the Electrical Engineering & Computer Science (EECS - Kaiser Borsari Hall) Project, PW758.

Proposed Motions:

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.

Supporting Information:

The EECS (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 is the final bid package to be awarded.

Amendment #6 is ready for Board approval and is the final bid package to be awarded which includes Base Bid and Alternate #3 Acoustical Baffle Ceiling. The following scope is included: Demolition, Earthwork/Utilities, Structures, Metal Studs and Drywall, Wall Panels, Glass and Glazing, Roofing and Sheet Metal, Finish Carpentry and Casework, Lab Casework, Doors, 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. The package also includes General Conditions, NSS, Risk Contingency, and GC/CM fee.

Direct Construction Costs	\$37,511,906
Negotiated Support Services	\$ 4,752,730
Risk Contingency	\$ 773,690
General Conditions	\$ 2,015,067
GC/CM Fee	\$ 1,452,611
TOTAL	\$46,506,004

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	Award	Demolition, Earthwork/Utilities, Structures, Metal Studs and Drywall, Wall Panels, Glass and Glazing, Roofing and Sheet Metal, Finish Carpentry and Casework, Lab Casework, Doors, 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
			Total	\$51,313,585

Total Construction	\$51,313,585
Authorized Change Orders	\$ 57,006
Pre-Construction	\$ 915,058
Sales Tax	\$ 4,601,137
Total GCCM Contract	\$56,886,786

Diverse Business Enterprises participation by firms certified with the Washington State Office of Minority and Women's Business Enterprises.

Mortenson Aspirational Goals (at GC/CM Selection Phase)

2%	Minority Business Enterprise (MBE)
3%	Women-Owned Business Enterprise (WBE)
2%	Socially & Economically Disadvantaged Business Enterprise (SEDBE)/ Disadvantaged Business Enterprise (DBE)
1%	Veteran Owned Business (VOB)
<u>12%</u>	<u>Small Business Enterprise</u>
20%	Total

Current Mortenson Percentages After Award of this Amendment

0.097%	MBE
1.06%	WBE
0.35%	SEDBE/DBE
3.7%	VOB
<u>0.38%</u>	<u>SBE</u>
6.46%	Total

Summation of Outreach Activities by Mortenson to Date:

During the Preconstruction Phase

- Met with trade associates that are connected to WMBE's in 2021 and 2022 to inform them of the upcoming project. The project scope and opportunities were identified for various OMWBE trade contractors to create excitement and encourage participation with the trade contractors on the project.
- Reviewed and strategized bid package scopes and sizes to maximize participation with the Design team and Owner that resulted in the right-sized and number of bid packages to get maximum participation.
- Clearly noted the project goals in the advertisements, scopes of work and pre-bid meetings when reaching out to the trade contractors.
- Implemented outreach plan of open house, webinars, and one-on-one meetings.

Bid Strategy and Outreach Events

- Announcement in local publications and through trade associations newsletters and social media to create interest and excitement. Those announcements were sent to and posted on the websites of Washington state Office of Minority and Women's Business Enterprises, National Association of Minority Contractors (NAMC) WA, National Association of Women in Construction (NAWIC), Northwest Mountain Minority Supplier Development Council (MSDC), and Tabor 100.
- Contacted approximately 40 OMWBE firms using our Building Connected bid management software system. There were various follow ups with those trade contractors via emails and phone calls that encouraged those trade partners to participate, reviewing scope and answering trade contractor questions.
- Contacted and developed a specific plan with our MCCM and ECCM partners to contact OMWBE firms that they could bid out and subcontract with for various scopes of work.
- Virtual Information Sessions were held in October 2022 listing the bid package dates, scope of work and project info.
- Advertised the project and bid packages in Building Connected and Seattle Daily Journal of Commerce in March, June and November in 2022.

While we will continue to make efforts to secure more participation, the reality is that the construction industry continues to struggle with inflation, supply chain issues and labor shortages. Of the overall 25 bid packages for the project, 10 of them had a single bidder and one smaller window treatment package had no bid (currently included in this amendment as an allowance amount).

Overall, we had 34 contractors participate in the bidding process, with six being OMWBE certified. Four OMWBE certified were successful bidders.

The remaining construction funding approval is requested with construction starting in late March 2023.

The total budget for the project is \$73,610,000 and includes \$100,000 from Institutional Parking Funds.

Source of Funding:

State Appropriations – Bonds
State Appropriations – Local
WWU Institutional Parking Funds
Private Donations



Western Washington University

Audit & Consulting Services FY 2023 Audit Plan

Finance, Audit, and Enterprise Risk Management
Committee of the Board of Trustees

Project: 2023-05
February 2023

Executive Summary

The Western Washington University Audit Plan for fiscal year (FY) 2023 is designed to provide coverage across the entirety of the university, deploying Audit & Consulting Services (ACS) resources effectively and efficiently. The department engages in three primary activities: audits, advising and consulting services, and investigations. The Audit Plan contains key information on our planned activities for the FY ending June 30, 2023. The plan was developed based on activities already being performed to reestablish the department and risk assessment interviews with leadership university-wide. Additionally, upon reestablishing the department, we received several complaints that required investigation and requests to review processes by senior leadership. Other activities were identified as a part of a strategic plan for Audit & Consulting Services and are included in the audit plan. See pages 5-6 for ACS Strategic Plan.

Audit Goals

Audit & Consulting Services' primary goals for FY 2023:

- Complete the open investigations that are a result of the complaints the department received from the Ethics & Fraud Hotline and directly by the department;
- Provide investigation assistance to the institution as needed;
- Work to position the department as a meaningful business partner and trusted advisor that promotes a culture of governance, ethics, accountability, transparency, and compliance, all while dedicated to achieving the WWU mission and strategic goals;
- Perform a review of the President's Expenses that is required per contract;
- Review medium and high-risk processes requested by senior leadership;
- Collaborate with leaders university-wide in a consulting and advisory capacity on emerging risks; and
- Expand the skill set of the department through continuing professional education.

Audit Plan

The audit plan for FY 2023 is based on the professional staffing of two FTEs. Our focus is to actively work with colleges and central administration to assist management in addressing emerging strategic, financial, reputational, operational, and compliance risks and to ensure that risk management processes are functioning as intended. ACS considers both university-wide and departmental-level processes and control systems. To focus our resources, we consider the work completed by external auditors, compliance officers, risk management professionals, and other regulatory agencies across the university in setting our overall audit plan and planning the work conducted on any specific project. The university's strategic plans and significant initiatives are considered as we identify areas to focus our audit efforts. We also acknowledge external forces such as talent shortages, decreases in enrollment, impacts to the supply chain, revisions to federal regulations, data breaches, changes in state funding, and growing economic uncertainty that could adversely impact internal control processes previously developed within the university. We expect to complete seven projects in FY 2023 and have allotted a reserve for any consulting projects or unanticipated audits that may arise throughout the year. See pages 2-4 for ACS Audit Plan.

Western Washington University										
Audit Plan FY 2023										
Last Updated January 12, 2023										
FY 2023 Audit Plan	Area	Risk	Origination	General Objective/Description	% of Total Budgeted Hours	Budget Hours	Actual Hours	Hour Variance	Status	% Complete
Assurance Engagements										
Washington Campus Coalition/AmeriCorps Criminal History Check Process Audit	Research Grants	High	Management Request	To assess Washington Campus Coalition's compliance with AmeriCorps National Service Criminal History Check (NSCHC) regulations and provide best practice recommendations for process improvement.	5.9%	200	199	1	Complete	100%
Sustainability, Equity, and Justice Fund Grant Approval Process	Academic Affairs	Medium	Complaint Received by Department	To clarify roles and responsibilities between the institute and the students related to the student fee and the review the grant approval process to ensure compliance with bylaws and rules of operation.	5.9%	200	84.5	115.5	Planning	30%
President's Expense Review	Finance	Medium	Required Per Contract	To perform a review of the President's expenses, per contract requirement.	5.9%	200	79	121	Fieldwork	65%
Human Resources	Operations	High	Leadership Risk Assessment Interviews	Perform high-level analysis of HR policies and procedures to ensure all areas have proper documentation and perform gap analysis to ensure all areas have adequate coverage. <i>Note - on hold - to perform once permanent leadership is established.</i>	0.0%	0	0	0	On Hold	Na
Assurance Engagements Subtotal					17.6%	600	362.5	237.5		
Advisory and Consulting Engagements										
Consulting and Advisory Services, Executive Meetings, Meetings with Management, and Specific Management Requests Related to Emerging Risks	Governance	Na	ACS Strategic Plan	To participate in an advisory role on Executive Management meetings, to provide ad hoc consulting and advisory services, and for specific requests on emerging risks.	5.9%	200	127	73	Ongoing	Ongoing
Institutional Committees, Workgroups, and Meetings	Governance	Na	ACS Strategic Plan	To assist in an advisory role on committees/workgroups at the institution.	1.5%	50	25.5	24.5	Ongoing	Ongoing
Policy Development Process Review	University-wide	Medium	Management Request	To evaluate the policy development process and provide best practice recommendations for improvement, per management request.	5.9%	200	0	200	Not Started	0%
Enterprise Risk Management (ERM) Program Review	University-wide	High	Management Request	To evaluate the ERM program and provide best practice recommendations for improvement, per management request.	5.9%	200	0	200	Not Started	0%
Advisory and Consulting Engagements Subtotal					19.1%	650	152.5	497.5		
Investigations										
Cheerleading Investigation	Athletics	High	Third-party Run Hotline	Funds collection investigation.	7.4%	250	229	21	Reporting	70%

Western Washington University

Audit Plan FY 2023

Last Updated January 12, 2023

FY 2023 Audit Plan	Area	Risk	Origination	General Objective/Description	% of Total Budgeted Hours	Budget Hours	Actual Hours	Hour Variance	Status	% Complete
Track & Field Investigation	Athletics	High	Complaint Received by Department	Funds collection investigation.	5.9%	200	122	78	Reporting	80%
Institutional Investigation Assistance	University-wide	High	ACS Strategic Plan	To provide investigative assistance to the institution as needed.	1.5%	50	0	50	Ongoing	Ongoing
Compliance & Fraud Hotline	University-wide	High	ACS Strategic Plan	To administer the Compliance & Fraud Hotline.	1.5%	50	15.5	34.5	Ongoing	Ongoing
Investigations Subtotal					16.2%	550	366.5	183.5		
Reserve										
Reserve for Ad-hoc Engagements	University-wide	High	ACS Strategic Plan	Hours reserved for any consulting projects as requested by management, unanticipated audits, or other activities that may arise during the fiscal year.	4.4%	150	0	150	Na	Na
Reserve Subtotal					4.4%	150	0	150		
Follow-up										
Implementation Status Tracking	University-wide	Medium	ACS Strategic Plan	Follow-up procedures to verify the implementation status of past recommendations made. To be performed in the following year.	0%	0	0	0	Na	Na
Follow-up Subtotal					0%	0	0	0		
Operations										
Annual Risk Assessment and Audit Plan	Audit & Consulting Services	Na	ACS Strategic Plan	To facilitate the annual risk assessment process and prepare the resulting audit plan.	2.9%	100	52.5	47.5	Reporting	85%
Marketing the Department	Audit & Consulting Services	Na	ACS Strategic Plan	To facilitate positive university relations between Audit & Consulting Services and the university community. Western Today articles, website updates, newsletters, videos of the importance of audit, departmental tour, etc.	2.9%	100	28	72	Ongoing	Ongoing
Departmental Policies and Procedures Manual Development	Audit & Consulting Services	Na	ACS Strategic Plan	To develop department procedures Audit & Consulting Services will use to perform its daily activities.	2.9%	100	10	90	Started	10%
Finance, Audit, and Risk Management (FARM) Committee	Audit & Consulting Services	Na	ACS Strategic Plan	To prepare materials for FARM Committee meetings, attend meetings, and engage with current members of the committee.	4.4%	150	47.5	102.5	Ongoing	Ongoing
Staff Meetings	Audit & Consulting Services	Na	ACS Strategic Plan	Regular update meetings for planning and review of current and upcoming audit projects.	2.9%	100	98	2	Ongoing	Ongoing
Collaborative Meetings with Other Chief Audit Executives in Higher Education	Audit & Consulting Services	Na	ACS Strategic Plan	Reoccurring meetings set with other Chief Audit Executives to discuss current audits, emerging risks, best business practices, initiatives, etc.	2.9%	100	20	80	Ongoing	Ongoing
Other General & Administrative Activities	Audit & Consulting Services	Na	ACS Strategic Plan	Miscellaneous administrative activities, including getting department up-and-running, hiring talent, moving and construction of office suite, etc.	13.2%	450	253	197	Ongoing	Ongoing

Western Washington University

Audit Plan FY 2023

Last Updated January 12, 2023

FY 2023 Audit Plan	Area	Risk	Origination	General Objective/Description	% of Total Budgeted Hours	Budget Hours	Actual Hours	Hour Variance	Status	% Complete
Operations Subtotal					32.4%	1100	509	591		
Development Initiatives and Professional Education										
Internal Training, Development, & Supervision	Audit & Consulting Services	Na	ACS Strategic Plan	To perform mandatory and voluntary institutional training, such as learning new systems, etc.	2.9%	100	57	43	Ongoing	Ongoing
Professional Organization/Association Participation	Audit & Consulting Services	Na	ACS Strategic Plan	To volunteer and get involved in professional organizations, such as the Association of College and University Auditor (ACUA) or the Institute of Internal Auditors (IIA).	2.9%	100	53.5	46.5	Ongoing	Ongoing
Continuing Professional Education (CPE)	Audit & Consulting Services	Na	ACS Strategic Plan	To expand the skillset of the department through continuing education as well as meeting CPE requirements for certifications, including travel time.	4.4%	150	99	51	Ongoing	Ongoing
Development Initiatives and Professional Education Subtotal					10.3%	350	209.5	140.5		
Total Budgeted Hours					100%	3400	1600	1800		



Audit & Consulting Services

Vision

Audit & Consulting Services (ACS) at Western Washington University (WWU) will continually strive to provide first-rate service university-wide while meeting the expectations of our key stakeholders and adhering to the Institute of Internal Auditors' (IIA) *International Standards for the Professional Practice of Internal Auditing (Standards)*. ACS will seek the role of meaningful business partner and trusted advisor that promotes a culture of governance, ethics, accountability, transparency, and compliance while dedicated to the achievement of the WWU mission and goals.

Mission

Design an internal audit activity that is capable of delivering on-going independent assessment of strategic, financial, operational, regulatory, information technology, and reputational risks and control effectiveness to the University President and key stakeholders at WWU. The audit activity will focus primarily on key risks to the institution so that limited resources can have a significant impact.

Critical Success Factors (CSF)

CSF 1: Design an efficient and effective audit process

- Develop a manual that defines the methodology for performing all internal audit assurance and consulting engagements.
- Design standardized templates for planning, fieldwork, reporting, and follow-up to ensure clarity and consistency across audit and advisory projects.
- Clearly delineate scope and expectations for the audit process to ensure that projects are defined and achievable.
- Implement automated work papers to ensure consistency across the department, and provide reasonable assurance that work is reviewed.

CSF 2: Establish a strong audit team capable of adequately responding to risk

- Perform a comparative staff analysis to determine appropriate departmental size and present to the President.
- Perform a skills assessment for staff and confirm that staff possess the knowledge, skills, and other competencies to perform their individual responsibilities.
- Train staff on core competencies, completing effective audits, and continuous professional development.

- Design an appropriate organizational structure that can adequately respond to WWU risks.

CSF 3: Focus on the organization's highest risks

- Build a sustainable and dynamic risk assessment process that identifies the most significant internal and external risks that can impede WWU's achievement of its strategic goals.
- Develop a common risk language, increase risk awareness, and identify a standardized risk appetite.
- Communicate regularly with key stakeholders across WWU so ACS can identify areas of vulnerability as well as create an open dialogue to discuss concerns in a timely manner.

CSF 4: Provide impactful reporting to stakeholders

- Design an annual report for the President and leadership team that communicates ACS's risk-based annual audit plan, performance relative to its plan, resource requirements, and other risk related matters.
- Re-design audit reports to clearly indicate the engagements objectives, scope, as well as audit opinions, any applicable conclusions, recommendations, and action plans.
- Ensure communications are accurate, objective, clear, concise, constructive, complete, and timely by implementing a quality control program within ACS.
- Follow-up on agreed upon action plans to ensure timely resolution and report on outstanding medium and high-risk issues.

CSF 5: Conformance with IIA's Standards

- Design a training program to ensure staff understand and are able to apply IIA standards.
- Develop and maintain a Quality Assurance and Improvement Program (QAIP) that evaluates conformance with the definition of Internal Auditing, the Standards, and the Code of Ethics. The QAIP will also assess the efficiency & effectiveness of the audit activity at WWU and identify opportunities for improvement.
- Oversee an external assessment from outside the organization and communicate the results to the President and senior leadership.



Office of the Washington State Auditor
Pat McCarthy

Preliminary Draft - Please do not duplicate, distribute, or disclose.

Accountability Audit Report

Western Washington University

For the period July 1, 2020 through June 30, 2022

Published (Inserted by OS)

Report No. 1031877



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**Office of the Washington State Auditor
Pat McCarthy**

Issue Date – (Inserted by OS)

Board of Trustees
Western Washington University
Bellingham, Washington

Report on Accountability

Thank you for the opportunity to work with you to promote accountability, integrity and openness in government. The Office of the Washington State Auditor takes seriously our role of providing state and local governments with assurance and accountability as the independent auditor of public accounts. In this way, we strive to help government work better, cost less, deliver higher value and earn greater public trust.

Independent audits provide essential accountability and transparency for University operations. This information is valuable to management, the governing body and public stakeholders when assessing the government’s stewardship of public resources.

Attached is our independent audit report on the University’s compliance with applicable requirements and safeguarding of public resources for the areas we examined. We appreciate the opportunity to work with your staff and value your cooperation during the audit.

Sincerely,

Pat McCarthy, State Auditor
Olympia, WA

Americans with Disabilities

In accordance with the Americans with Disabilities Act, we will make this document available in alternative formats. For more information, please contact our Office at (564) 999-0950, TDD Relay at (800) 833-6388, or email our webmaster at webmaster@sao.wa.gov.

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AUDIT RESULTS

Results in brief

This report describes the overall results and conclusions for the areas we examined. In those selected areas, University operations complied, in all material respects, with applicable state laws, regulations, and its own policies, and provided adequate controls over the safeguarding of public resources.

In keeping with general auditing practices, we do not examine every transaction, activity, policy, internal control, or area. As a result, no information is provided on the areas that were not examined.

About the audit

This report contains the results of our independent accountability audit of the Western Washington University from July 1, 2020 through June 30, 2022.

Management is responsible for ensuring compliance and adequate safeguarding of public resources from fraud, loss or abuse. This includes the design, implementation and maintenance of internal controls relevant to these objectives.

This audit was conducted under the authority of RCW 43.09.310, which requires the Office of the Washington State Auditor to examine the financial affairs of all state agencies. Our audit involved obtaining evidence about the University's use of public resources, compliance with state laws and regulations and its own policies and procedures, and internal controls over such matters. The procedures performed were based on our assessment of risks in the areas we examined.

As part of our routine audits of state agencies, the State Auditor's Office is responsible for auditing public funds and accounts that are not managed by, or are in the care of, the State Treasurer. These funds are commonly referred to as local funds.

The Legislature has established some of these local funds. Additionally, state law authorizes the Office of Financial Management to establish local funds when state agencies present compelling reasons to do so. Local funds may be used for regular University expenses.

Every two years, the State Auditor's Office is required by state law (RCW 43.09.420) to report to the Legislature on the status of local funds and accounts that were examined during the preceding biennium and recommendations we made about how state agencies can improve their financial management of these funds.

Our most recent report covered audit reports published from July 1, 2019 through June 30, 2021.

The next report will cover July 1, 2022 through June 30, 2024 and is due to the Legislature by November 30, 2024.

Based on our risk assessment for the years ended June 30, 2022 and 2021, the areas examined were those representing the highest risk of fraud, loss, abuse, or noncompliance. We examined the following areas during this audit period:

- Associated Student Bookstore – point of sale software conversion and inventory controls
- Human Resources and Payroll departments – gross wages, bonus and incentive payments and segregation of duties evaluation
- Internal Audit – policies, procedures, and scope of work
- Open public meetings – compliance with minutes, meetings and executive session requirements
- Financial condition – reviewing for indications of financial distress

RELATED REPORTS

Financial

Our opinion on the University's basic financial statements is provided in a separate report, which includes the University's financial statements. That report is available on our website, <http://portal.sao.wa.gov/ReportSearch>.

We also perform an annual audit of the statewide basic financial statements, as required by state law (RCW 43.09.310). Our opinion on these financial statements is included in the Annual Comprehensive Financial Report (ACFR). The ACFR reflects the financial activities of all funds, organizations, institutions, agencies, departments and offices that are part of the state's reporting entity. That report is issued by the Office of Financial Management in December of each year and can be found at www.ofm.wa.gov.

Federal programs

In accordance with the Single Audit Act, we annually audit major federal programs administered by the state of Washington. Rather than perform a single audit of each agency, we audit the state as a whole. The results of that audit are published in a report issued by the Office of Financial Management in March of each year.

INFORMATION ABOUT THE UNIVERSITY

Western Washington University, formerly Western Washington State College, achieved university status in 1977. Located in the city of Bellingham, the University serves approximately 16,000 students each quarter with approximately 1,800 permanent employees.

An eight-member Board of Trustees, appointed by the Governor and confirmed by the Senate, is responsible for oversight of University operations. Dr. Sabah Randhawa became the University's 14th President on August 1, 2016.

The University's operating revenues for the 2020-2021 and 2021-2022 fiscal years were \$176.8 million and \$220.5 million, respectively. The major sources of revenue for the University include student tuition and fees, as well as state appropriations.

Contact information related to this report	
Address:	Western Washington University P.O. Box 218 Bellingham, WA 98227-0218
Contact:	Mike Ulrich, Controller/Director of Financial Services
Telephone:	(360) 650-3675
Website:	www.wvu.edu

Information current as of report publish date.

Audit history

You can find current and past audit reports for the Western Washington University at <http://portal.sao.wa.gov/ReportSearch>.

ABOUT THE STATE AUDITOR’S OFFICE

The State Auditor’s Office is established in the Washington State Constitution and is part of the executive branch of state government. The State Auditor is elected by the people of Washington and serves four-year terms.

We work with state agencies, local governments and the public to achieve our vision of increasing trust in government by helping governments work better and deliver higher value.

In fulfilling our mission to provide citizens with independent and transparent examinations of how state and local governments use public funds, we hold ourselves to those same standards by continually improving our audit quality and operational efficiency, and by developing highly engaged and committed employees.

As an agency, the State Auditor’s Office has the independence necessary to objectively perform audits, attestation engagements and investigations. Our work is designed to comply with professional standards as well as to satisfy the requirements of federal, state and local laws. The Office also has an extensive quality control program and undergoes regular external peer review to ensure our work meets the highest possible standards of accuracy, objectivity and clarity.

Our audits look at financial information and compliance with federal, state and local laws for all local governments, including schools, and all state agencies, including institutions of higher education. In addition, we conduct performance audits and cybersecurity audits of state agencies and local governments, as well as state whistleblower, fraud and citizen hotline investigations.

The results of our work are available to everyone through the more than 2,000 reports we publish each year on our website, www.sao.wa.gov. Additionally, we share regular news and other information via an email subscription service and social media channels.

We take our role as partners in accountability seriously. The Office provides training and technical assistance to governments both directly and through partnerships with other governmental support organizations.

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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 on behalf of Melynda Huskey

DATE: February 10, 2023

SUBJECT: Enrollment Management

PURPOSE: Information Item

I. Enrollment

There is significant anticipation for 2023, as we prepare to launch Strategic Enrollment Management (SEM) Planning for Western. The opportunities that come with being on the Common App are tempered by changes in our institutional and environmental realities, and we continue to make bold steps to position ourselves to best recruit and retain our students.

Winter 2023 Enrollment

With enrollment in Fall 2022 being down from Fall 2021 by 2.5%, the decline of 1.7% for Winter 2023 from Winter 2022 was a better outcome than expected. The proportion of students of color in our student body remains high at 28.3%, with noteworthy levels of enrollment of students who identify as Black or Latino. Nonresident enrollment (14%) is consistent with what we saw in the fall quarter, and recent years continue to reflect success in raising brand awareness outside of Washington. Our partnership with the University Marketing team has been critical in that effort. The ongoing challenges for enrollment of first-generation and low-income students are apparent in our student body this winter, as they were for fall, and of course, they are a reflection of the natural progression from fall enrollment to winter.

Winter Enrollment - All Students

Enrollment by Race/Ethnicity

	Winter 2018	Winter 2019	Winter 2020	Winter 2021	Winter 2022	Winter 2023
Hispanic or Latino Ethnicity	1,358 (8.9%)	1,437 (9.3%)	1,526 (10.0%)	1,469 (10.4%)	1,469 (10.5%)	1,462 (10.6%)
American Indian or AK Native	316 (2.1%)	306 (2%)	289 (1.9%)	259 (1.8%)	234 (1.7%)	214 (1.5%)
Asian	1,599 (10.5%)	1,637 (10.6%)	1,616 (10.6%)	1,614 (11.4%)	1,587 (11.3%)	1,521 (11.0%)
Black or African American	408 (2.7%)	406 (2.6%)	399 (2.6%)	427 (3.0%)	445 (3.2%)	465 (3.4%)
Native HI or Other Pacific Isl	63 (0.4%)	67 (0.4%)	56 (0.4%)	58 (0.4%)	60 (0.4%)	74 (0.5%)
White	10,916 (71.5%)	10,844 (70.5%)	10,635 (69.8%)	9,712 (68.6%)	9,624 (68.5%)	9,448 (68.4%)
Two or more races: Other	168 (1.1%)	182 (1.2%)	188 (1.2%)	177 (1.2%)	180 (1.3%)	170 (1.2%)
International	171 (1.1%)	179 (1.2%)	173 (1.1%)	108 (0.8%)	155 (1.1%)	170 (1.2%)
Race and ethnicity unknown	264 (1.7%)	327 (2.1%)	364 (2.4%)	343 (2.4%)	293 (2.1%)	284 (2.1%)
Total	15,263	15,385	15,246	14,167	14,047	13,808
<i>Students of Color</i>	<i>3,912 (25.6%)</i>	<i>4,035 (26.2%)</i>	<i>4,074 (26.7%)</i>	<i>4,004 (28.3%)</i>	<i>3,975 (28.3%)</i>	<i>3,906 (28.3%)</i>
<i>Non-Resident</i>	<i>1,813 (11.9%)</i>	<i>1,942 (12.6%)</i>	<i>1,870 (12.3%)</i>	<i>1,595 (11.3%)</i>	<i>1,841 (13.1%)</i>	<i>1,936 (14.0%)</i>
<i>First Generation</i>	<i>4,928 (32.3%)</i>	<i>4,884 (31.7%)</i>	<i>4,670 (30.6%)</i>	<i>4,217 (29.8%)</i>	<i>3,861 (27.5%)</i>	<i>3,187 (23.1%)</i>
<i>PELL-Eligible</i>	<i>3,932 (25.8%)</i>	<i>3,625 (23.6%)</i>	<i>3,502 (23.0%)</i>	<i>3,152 (22.2%)</i>	<i>2,961 (21.1%)</i>	<i>2,751 (19.9%)</i>

This quarter, 62 new first-year students joined our student body along with 225 new transfer students. This is a shift from the years prior to the pandemic, when the number of new first-year students was consistently lower and the number of new transfer students was consistently over 300.

Spring 2023 Outlook

We always expect a smaller number of new students to enroll with us in spring quarter than in winter, and that number is dominated by new transfer students. For Spring 2023, we are seeing some growth in interest from international students and from first-generation students. However, overall activity—among both first-year and transfer applicants—suggests we will be down slightly in Spring 2023 new student enrollment compared with Spring 2022.

Fall 2023 Recruitment

Though there are some challenges ahead, we are starting the yield season from a position of strength: more applications and more offers of admission. Confirmations have been fluctuating each week and signal that interest among those applicants is lighter and that yield will be down. The following tables provide some comparative information about applications, admits, and confirmations for Fall 2023, as compared to the same week in the cycle for recent years.

Totals as of January 25, 2023:

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2023	10,684	8,936	681
2022	8,518	7,554	579
2021	8,051	6,988	616
2020	7,832	5,425	512

New transfers—Bellingham

	Applied	Admitted	Confirmed
2023	491	104	36
2022	506	188	77
2021	427	154	45
2020	411	89	13

New transfers—other locations

	Applied	Admitted	Confirmed
2023	19	4	4
2022	24	1	1
2021	60	6	6
2020	62	0	0

Important notes on New First-year Applications for Fall 2023

- First-year applications are up significantly (25.4%).
- The percentage of applicants who have been offered admission is down modestly. (83.6% currently, compared to 89.1% for Fall 2022)
- The percentage of first-year applicants identifying as students of color is comparable to what it was at this time in the cycle for Fall 2022. (35.5% this cycle, compared to 36.2% for Fall 2022)

- Confirmations from nonresident first-year students are almost the same as the number of confirmations we had received from nonresidents at this point in the cycle for Fall 2021 and Fall 2022 (despite far more offers).
- The percentage of first-year applicants identifying as first-generation is up from what it was at this time in the cycle for Fall 2022. (24.1% currently, compared to 19.5% for Fall 2022)
 - This is encouraging, as our current levels are nearing the pre-pandemic level—26.5% for Fall 2019.

Like our peers in the state (who also joined the Common App this year), Western is experiencing a double-digit increase in the percentage of applications received.

As has been shared in a prior report, the significant increase in the number of first-year applications for Fall 2023 can be attributed to several factors.

- Continued investment in institutional marketing
- Full resumption of key recruitment activities, both on- and off-campus, including resumed activity with Community-Based Organizations
- Dividends beginning to be realized on prior-year marketing for early high schoolers (i.e., sophomores and juniors)
- Supporting the second year of the state's Guaranteed Admissions Program
- Joining the Common App consortium and deploying the application platform for the Fall 2023 cycle

Being on the Common App consortium positions Western alongside more than 1000 other colleges and universities, elevating our visibility and making it easier for students to apply to Western, and it is the most significant factor in our increase in applications this year.

Official reports from the Common App highlight a 19.5% increase in applications compared with the Fall 2020 group as of their January 2020 report (the last report before pandemic effects took hold). In that comparison, Western's performance looks especially favorable: this year's count is 29.1% larger than the Fall 2020 class at the same time. That same Common App report references an increase in applications of 47% by students requesting fee waivers (compared with an 11% increase in applications by those not requesting waivers). This could point to either real or perceived aspects of financial vulnerability, one which should remain front-and-center in our analysis and planning.

While the sizeable increase in applications puts us in a good position at this point in the process, we recognize that more of those applicants from outside of our region are applying without significant awareness of Western and with a lower level of interest in us compared to other schools on their lists. Simply stated, significant increases in applications and offers of admission—especially those from more distant locations—will interfere with our ability to yield at the same rate we have in recent years.

In a January 23rd article for *Higher Ed Dive* ("[6 college admissions experts share their biggest predictions for 2023](#)"), Dr. Angel Pérez, former Vice President of Enrollment at Trinity College (CT), and currently CEO for the National Association for College Admissions Counseling (NACAC), shared his predictions for the year...

"Institutions with stronger endowments and resources will get more selective, enrolling a greater number of students who can pay full tuition. Institutions with fewer resources and less name recognition will struggle to meet enrollment and net tuition revenue targets. These diverging forces will increasingly bifurcate America's higher education ecosystem. Institutions will experience enormous pressure to balance revenue and diversity goals."

As competition rises for students who can pay tuition, institutions face difficult tradeoffs. Do they admit more low-income, first-generation students of color, or focus solely on the financial bottom line? What happens if a decision from the Supreme Court makes these efforts even harder? The decisions are not easy, and today's higher education leaders can't be blamed for historical decisions politicians made to push college costs in America to the student. Many colleges need significant tuition revenue to survive. As I reminded board members of colleges where I led enrollment, "Without money, there is no mission."

We are fully committed to robust on-the-ground recruitment activities—both on- and off-campus. At this point in the cycle, these include several yield receptions and programs throughout the region. Our digital presence and virtual engagements are garnering good interest and activity, including one in partnership with the Honors College, named "Experience Western Honors."

While the scholarship funding available is modestly reduced this year from last year, this year's scholarship recruitment plan makes great use of available resources and incorporates a renewed commitment to supporting access for first-generation Washington residents as well as those from under-represented backgrounds. We've strengthened our relationships with several community-based organizations (CBOs) such as College Success Foundation, Futures Northwest, College Possible, GEARUP, The Seattle Program, and a number of public school districts with AVID (Advancement Via Individual Determination) curricula. Additionally, we are once again collaborating with on-campus partners—such as the Multicultural Center, Ethnic Student Center, Student Outreach Services, and Blue Group—to bolster on-campus activities for prospective Students of Color (SOC) and ensure they have connections to their support networks. Upcoming events include scholarship recognition receptions, application completion events, and tailored visits geared toward program learning outcomes centered around student identity and lived experiences.

Similarly, diversification of international student recruitment is essential. We are exploring and planning for out-of-state transfer fairs as well as international first-year programs for future recruitment. In February, WWU will be represented at eight international transfer fairs in Seattle-area community colleges, along with several virtual presentations with global audience participation. In-person representation is well-received by the staff and students in attendance, but generally, international student numbers are considerably down across the state's two-year institutions. Finally, Admissions is partnering with the Office of Continuing Education (OCE) and Study Group in introducing a new faculty-approved pathway to direct admission for students who could benefit from additional English-language proficiency coursework but who we believe are ready for bachelor's level study at Western. Students who qualify for this special pathway will be admitted to study toward a degree but will be required to take two college-level English preparatory courses (advanced level) as electives as they begin their studies at Western.

Transfer Outlook—While we are still several weeks away from the March 1st application deadline for transfer students, a picture is coming into focus. Consistent with recent years, we are planning for another down year. As shared in previous reports, our transfer activity is impacted greatly by the enrollment realities of the state's community and technical colleges. Recently released data from the Washington State Board for Community and Technical Colleges provides insight. Numbers below—for Western's largest transfer feeder institutions—point to a slowdown in the enrollment decline but, settling at a level far removed from the much higher enrollment counts of a decade ago.

	10-11	17-18	21-22	22-23	Change HC (F10-F22)		Change HC (F17-F22)		Change HC (F21-F22)	
	Headcount	Headcount	Headcount	Headcount	N	Perc	N	Perc	N	Perc
ALL	269,551	228,275	168,708	169,152	-99,290	-37%	-59,123	-26%	444	0.3%
Bellevue	19,865	17,393	13,275	12,123	-7,276	-37%	-5,270	-30%	-1,152	-8.7%
Cascadia	3,379	3,873	2,106	2,049	-1,189	-35%	-1,824	-47%	-57	-2.7%
Clark	16,054	12,901	7,935	7,891	-8,515	-53%	-5,010	-39%	-44	-0.6%
Edmonds	13,225	10,547	7,112	7,488	-5,244	-40%	-3,059	-29%	376	5.3%
Everett	12,000	9,713	7,920	7,389	-4,249	-35%	-2,324	-24%	-531	-6.7%
Green River	11,136	10,860	8,244	8,261	-2,282	-20%	-2,599	-24%	17	0.2%
Olympic	8,733	7,278	5,377	5,354	-3,086	-35%	-1,924	-26%	-23	-0.4%
Peninsula	4,545	2,643	1,909	2,066	-2,414	-53%	-577	-22%	157	8.2%
Shoreline	7,174	6,857	5,241	5,074	-2,695	-38%	-1,783	-26%	-167	-3.2%
Skagit Valley	6,606	5,549	4,218	4,355	-2,451	-37%	-1,194	-22%	137	3.2%
Whatcom	7,209	6,657	4,423	4,347	-2,533	-35%	-2,310	-35%	-76	-1.7%

As the state's community and technical colleges serve distinct populations with differing goals, two additional tables are worth referencing. The table below makes clear the continued decline in enrollment—though less accentuated—for those enrolling in associates degrees with a path toward transfer (traditionally, DTA and AST).

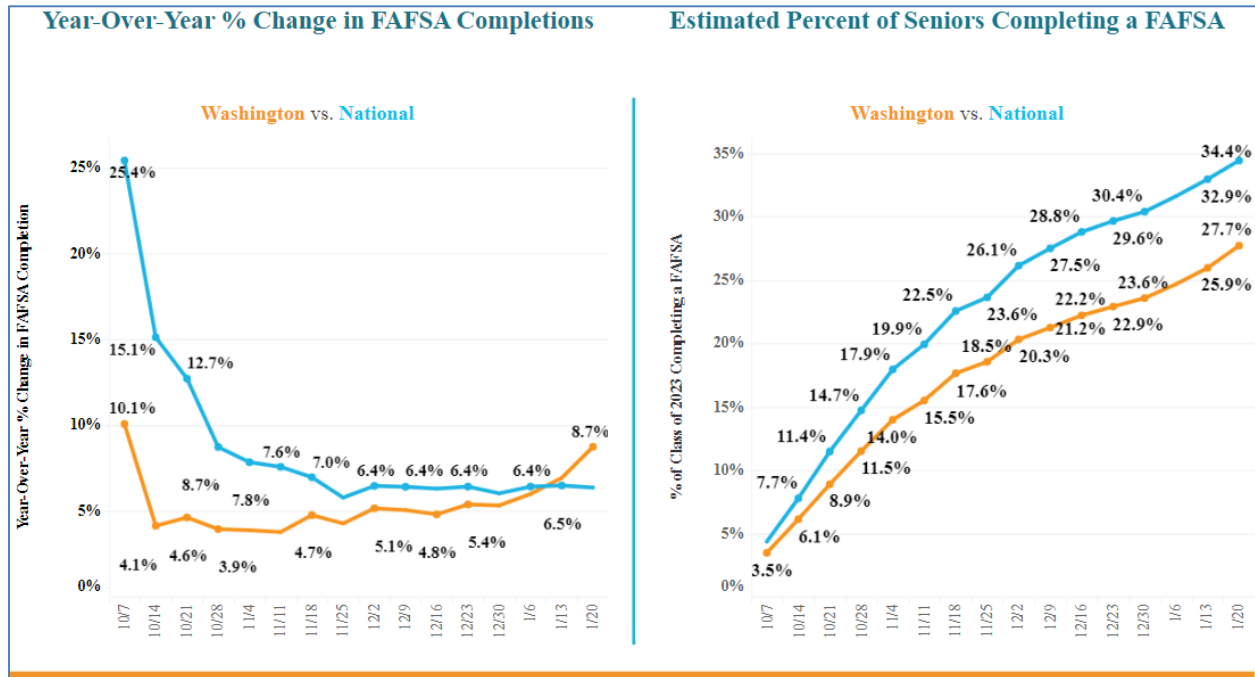
	10-11	17-18	21-22	22-23	Change HC (F10-F22)		Change HC (F17-F22)		Change HC (F21-F22)	
	Headcount	Headcount	Headcount	Headcount	N	Perc	N	Perc	N	Perc
ALL	92,362	90,107	74,128	70,816	-18,706	-20%	-19,291	-21%	-3,312	-4.5%
Bellevue	7,647	6,540	8,407	6,256	-961	-13%	-284	-4%	-2,151	-25.6%
Cascadia	2,279	2,769	1,720	1,597	-547	-24%	-1,172	-42%	-123	-7.2%
Clark	6,320	5,713	4,552	4,159	-1,961	-31%	-1,554	-27%	-393	-8.6%
Edmonds	4,928	4,188	2,834	3,108	-1,553	-32%	-1,080	-26%	274	9.7%
Everett	4,402	4,359	4,985	4,019	-135	-3%	-340	-8%	-966	-19.4%
Green River	4,825	5,033	4,260	4,148	-573	-12%	-885	-18%	-112	-2.6%
Olympic	3,733	3,321	2,764	2,749	-967	-26%	-572	-17%	-15	-0.5%
Peninsula	1,233	786	705	660	-414	-34%	-126	-16%	-45	-6.4%
Shoreline	3,181	3,153	2,294	2,735	34	1%	-418	-13%	441	19.2%
Skagit Valley	2,320	2,107	1,867	1,725	-736	-32%	-382	-18%	-142	-7.6%
Whatcom	3,380	3,117	2,667	2,252	-1,174	-35%	-865	-28%	-415	-15.6%

The following table features data for high school students enrolled in each community college's Running Start program. The rapid growth in running start students that the state experienced in the 2010s has leveled off for these dual-enrollment cohorts.

	10-11	17-18	21-22	22-23	Change HC (F10-F22)		Change HC (F17-F22)		Change HC (F21-F22)	
	Headcount	Headcount	Headcount	Headcount	N	Perc	N	Perc	N	Perc
ALL	16,741	26,792	25,727	25,988	9,745	58%	-804	-3%	261	1.0%
Bellevue	1,285	2,469	2,748	2,722	1,556	121%	253	10%	-26	-0.9%
Cascadia	462	701	668	649	209	45%	-52	-7%	-19	-2.8%
Clark	1,669	2,469	1,883	1,770	195	12%	-699	-28%	-113	-6.0%
Edmonds	713	1,162	1,049	1,071	403	57%	-91	-8%	22	2.1%
Everett	767	1,284	1,354	1,396	654	85%	112	9%	42	3.1%
Green River	1,145	1,776	1,606	1,684	384	34%	-92	-5%	78	4.9%
Olympic	710	1,048	963	1,030	376	53%	-18	-2%	67	7.0%
Peninsula	294	352	297	263	-38	-13%	-89	-25%	-34	-11.4%
Shoreline	262	445	436	453	215	82%	8	2%	17	3.9%
Skagit Valley	614	598	579	605	21	3%	7	1%	26	4.5%
Whatcom	850	968	846	815	9	1%	-153	-16%	-31	-3.7%

We are adjusting for these realities and engaging in the work of the Strategic Partnership Impact Plan (STIP). This is the plan that we developed with Olympic College over the last year in the Transfer Intensive program that was hosted by AASCU and the Aspen Group.

FAFSA Submission—As of January 20th, the national percentage of high school seniors submitting the FAFSA stands at 34.4% according to the FAFSA Tracker. The Fall 2023 cohort is 6.4% ahead of last year’s high school senior class in FAFSA submission. Washington state is performing better—8.7% up in FAFSA submissions, at 27.7% compared to this time last year. This year-over-year comparison places our state among the top 10 highest increases as of this reporting date. However, the overall completion rate still places Washington in the bottom 10 nationally, well behind the top five states/district of Illinois (47.0%), D.C. (45.1%), Texas (43.5%), Connecticut (43.3%), and Tennessee (43.2%). Source: *FAFSA Tracker*, sponsored by the National College Attainment Network at <https://formyourfuture.org/fafsa-tracker/>.



II. Registrar

Academic Performance

Changes in the academic performance of our students signal higher levels of stress and distress. Since the pandemic, we are seeing elevated percentages of students on academic warning, probation, and dismissal (low standing in the tables below).

Undergraduate Students							
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Good Standing	13,383	13,735	13,896	13,753	13,315	12,654	12,299
Academic Warning	1,050	1,075	1,128	1,281	765	1,178	1,255
Probation	169	137	126	123	163	169	147
Drop	84	86	60	86	6	70	102
Withdrawal	157	155	150	181	146	128	118
No Standing	3	5	7	2	7	6	11
Total	14,846	15,193	15,367	15,426	14,402	14,205	13,932
% Good Standing	90.1%	90.4%	90.4%	89.2%	92.5%	89.1%	88.3%
% Low Standing	8.2%	8.0%	8.2%	9.1%	6.4%	9.5%	10.1%
% Drop/Withdraw/No Standing	1.6%	1.6%	1.4%	1.7%	1.1%	1.4%	1.7%

New First-Year Students							
	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Good Standing	2,482	2,673	2,726	2,645	2,211	2,437	2,706
Academic Warning	384	419	394	446	263	417	498
Withdrawal	21	21	26	26	17	19	18
No Standing	1	1	1		3	1	1
Total	2,888	3,114	3,147	3,117	2,494	2,874	3,223
% Good Standing	85.9%	85.8%	86.6%	84.9%	88.7%	84.8%	84.0%
% Low Standing	13.3%	13.5%	12.5%	14.3%	10.5%	14.5%	15.5%
% Withdraw/No Standing	0.8%	0.7%	0.9%	0.8%	0.8%	0.7%	0.6%

III. Student Aid

FAFSA/WASFA Outreach

Western's Financial Aid team has been encouraging and helping students and families with 2023-24 FAFSA and WASFA filing since October 2022.

Financial Aid has provided workshops in collaboration with Futures Northwest at the following high schools: Bellingham, Squalicum, Ferndale, Nooksack Valley, Meridian, Blaine, Lynden and Burlington-Edison. These events are held with ready computer access, thereby allowing students and parents/guardians to simply raise a hand to receive the help they need to complete and file electronically. We anticipate follow-up requests from high schools and will continue to provide assistance as it is requested. In addition, Western partnered with the Washington Student Achievement Council to provide an on-line, regional FAFSA and WASFA presentation.

Financial Aid has been working with Admissions to send reminders to newly admitted students. The office also sent another round of reminders to 8,800 continuing students on January 20th. During the week following that message to continuing students, a total of 317 students from the batch of 8,800 filed the FAFSA, suggesting that our e-mailed nudge had the intended effect.

2023-24 Financial Aid Processing

Ellucian Banner Financial Aid software installations have been made and tested for the upcoming year; forms have been updated and student aid applicants notified of additional documentation required to complete their financial aid files.

Although we are early in the 2023-24 aid year, we are definitely seeing some traction:

- The digital advertising campaign pushing FAFSA completion has been running since December, directing students to the updated Financial Aid department landing page created by University Marketing. This has been a successful endeavor for the past two years and is again yielding results.
- The Financial Aid Services Center (primary Financial Aid lobby) began receiving inquiries as quickly as 20 minutes after the electronic notifications requesting documentation were sent.
- Students are already self-scheduling appointments with Financial Aid Counselors.
- Students and parents are seeking adjustments (under professional judgement rules) due to loss of income or other hardships including divorce, separation and unique student circumstances such as financial aid dependency status issues and homelessness.

- As is always the case, many nonresident students and parents have expressed interest in WUE and Admissions scholarships.

The number of visits and types of inquiries we are receiving are on track for this time of year.

Scholarship Processing Software

Financial Aid has been working with Enterprise Application Services, University Advancement, academic and administrative departments, and Western students to review software options that will allow us to better meet campus scholarship processing needs.

Scholarship processing has been supported by institutionally written software that was developed in-house many years ago. Campus partners and scholarship applicants have had to deal with significant challenges using the outdated system: the need for continued development, increased challenges with data sharing across systems, security, accessibility, maintenance, and an overall lack of usability by students and staff. We are seeking a hosted or cloud-based scholarship management system to replace the current system.

We anticipate that implementation of new, up-to-date software will lead to greater campus-wide efficiencies in the administration and stewardship of scholarship funds. Successful implementation will result in improved access to scholarships for students, clearer communication of timelines and document submission, better funds utilization, internal processing efficiencies and increased opportunity for donor/recipient interaction, which will ultimately enhance our stewardship efforts. It will also allow us to more strategically utilize scholarship funding and adopt industry best practices for scholarship management.

On-campus demonstrations of scholarship software systems will follow with the opportunity for stakeholders to provide input to aid in the purchasing decision.

HEERF (Higher Education Emergency Relief Fund) Update

HEERF disbursements totaling \$27,742,616 have been made since March 2020. Since October 1, 2023, Western has disbursed the final \$3,000,398 to 4,902 students with exceptional financial need. Personnel across campus were encouraged to make referrals, and the response was high.

The final HEERF aid restricted for students has been disbursed. Compilation of data illustrating the profiles of student recipients and detailing use of those funds is underway and will be provided in a future report.

Western Foundation Emergency Grant Update

At the same time HEERF was being awarded, the Financial Aid Scholarship Center awarded \$352,522 in Foundation emergency funds to students in financial crisis. Approximately half of this total was awarded each year: 2020-21 and 2021-22. Without HEERF funds to assist students going forward, we will be more reliant on fundraising efforts to help those students in financial crisis, allowing them to persist in their educations.

Seeking to Preserve Washington State Bridge Grant Next Year

A total of 1,925 financially needy Western students were awarded \$926,023 through the pilot Washington State Bridge Grant program for the current year 2022-23, with maximum Bridge Grants consisting of \$500 each. Noting that funding for 2023-24 is not guaranteed, Financial Aid partnered with the Office of Institutional Effectiveness to ask students to tell us the extent to which receipt of a Bridge Grant positively impacted their decisions to enroll and remain enrolled at Western. In addition, we invited them to tell us in so many words how the Bridge Grant personally helped them manage their college expenses this year.

As of January 27th, 305 Western students responded, with over 80% indicating that the Bridge Grant positively impacted their enrollment decisions to a "large" or "great" extent.

	count	%	cum %
To a great extent	150	49.2%	49.2%
To a large extent	95	31.1%	80.3%
Somewhat	46	15.1%	95.4%
Little	8	2.6%	98.0%
Not at all	6	2.0%	100.0%
TOTAL	305	100.0%	

Data will be compiled, de-identified and shared with Western's Director of Government Relations, the Washington Student Achievement Council and others in an effort to preserve the Washington State Bridge Grant program for 2023-24.

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

We are watching the progress on SB 5079 with great interest. This bill would allow the setting of tuition and fees in October of the year prior. Currently, in Washington state, students and families are given estimated costs, and financial aid awards are calculated on those estimated costs. To the extent that the less concrete nature of that information produces any hesitation for students and families as they are trying to make decisions about where to enroll, Western can be at a disadvantage. 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. Importantly, in a competitive higher education environment, students and families need to have confidence that they can make plans based on the financial information that they receive from us, and they need to be able to make comparisons between Western and other schools based on actual costs. This bill, if it passes, will be an important development for Washington higher education and all students and families considering colleges in the state.

IV. New Student Services/Family Outreach

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

The final Winter Advising & Registration (A&R) Session was held on January 3rd with a total attendance of 277 new students (209 new transfer and 68 new first-year students). This was one of our largest Winter cohorts of new first-year students ever to complete their A&R Session. Reservations for Spring A&R Sessions opened in late January, featuring four session dates for new transfer and first-year students. Those sessions will be held in February and March. Additionally, one Summer A&R Session has already been scheduled for early May to complete the academic year programming.

Fall A&R 2023 planning is well underway in collaboration with Academic Advising and Admissions. Current work within enrollment management is on projecting enrollment of new first-year, transfer, and post-baccalaureate students. Early projections, while fluid estimations, serve a significant role in decision-making for the number of A&R Session dates to offer, capacity, printing counts for large-volume publications, and other materials and resources for new students. Sessions are typically published in mid- to late March, prior to the last, large Admitted Student Day events hosted by Admissions.

New for Fall Orientation 2023: NSSFO will introduce the return of in-person orientation and onboarding events during the summer months. The purpose of the events is to enhance and supplement the orientation and onboarding process for new students and families through smaller scale in-person events that also produce digital collateral around common “transition to university” topics. Modeling our structure on current trends in orientation programming, the smaller scale events offer new students and families time to visit and explore campus, conduct business, and connect to resources in a more informal way. Further, this provides an opportunity for some students who may not have attended Admitted Students Day in April or visited campus during the academic year to engage with our space and solidify their plans to enroll at Western.

Such events are more institutionally sustainable, considering short- or long-term budget needs and staffing capacities, and a less complicated schedule reduces operational vulnerabilities for execution. Additionally, students and families will not be charged fees for participation, and keynote presentations can be recorded to create digital collateral accessible to those not in attendance. Those recorded presentations will also be accessible for students and families entering Western at other quarters during the year.

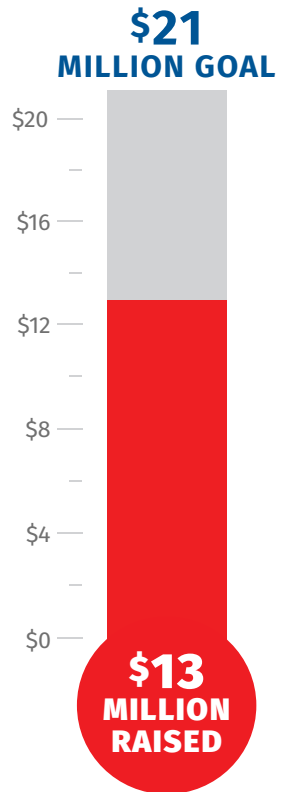
The pilot of these in-person Orientation events for Fall 2023 will focus on distinct themes related to academic success, health and wellness, diversity and inclusion, student connections and community, and student employment and career development. Featured presentations each session will additionally focus on topics that match developmental needs and preparation, timelines for required and recommended onboarding tasks for new students, and some of the most sought-after services and resources requested by new students and families at that point in their Orientation process. Events will also offer time to connect with Western through guided campus tours, featured locations to visit, and informational tables to connect with services and staff. NSSFO is also working with University Relations and Marketing to brand this new set of events, identifying a collective name and visual identity that supports the university’s mission and message.



UNIVERSITY ADVANCEMENT REPORT FEBRUARY 2023

FUNDRAISING TO DATE

As of January 31, \$13 million has been raised toward our overall goal of \$21 million by June 30, 2023.



Laurel Nesholm ('64)

PROFESSORSHIP NAMED FOR ALUMNA

As a surprise for a milestone birthday, the family of alumna Laurel Nesholm ('64) made a gift to create an endowed professorship in French in honor of their wife and mother. This will be the first fully endowed professorship in the entire College of Humanities and Social Sciences. Laurel earned her degree in French and Education and her lifetime love of the French language and culture was ignited by the remarkable professors in the Department of Modern and Classical Languages. In 2012, she was recognized as a Distinguished Alumna of the College of Humanities and Social Sciences for her

work as the executive director of the Nesholm Family Foundation, which supports health, human services, education and performing arts in Seattle. Earnings from the endowment will provide salary support for a tenure-track position in the French program and distributions may also be used to enhance scholarly activity and student support.

LONG-TIME FACULTY MEMBER GIVES BACK

David and Lynn Nelson made a generous gift to support deserving students majoring in Economics in the College of Business and Economics. As founder and director of the Center for Economic Education at Western for 30 years, David has a keen interest in ensuring students get a full financial education. To that end, the scholarships will help students preparing to teach social studies at the K-12 level. The ideal scholar would be community-minded—a campus leader or volunteer—at WWU or in the greater community. David's wife Lynn is a psychologist in Bellingham and has dedicated her career to improving the mental health of countless patients. She has served on the boards of Whatcom Dream and the Lighthouse Mission. David and Lynn established this scholarship to honor David's 33 years of service to Western.

UPCOMING EVENTS

Back2B'ham is returning and will be celebrated May 19-21 on campus. Festivities will kick off Friday evening with a keynote from actress and activist Ashely Judd followed by a reception for our President's Society members.

Saturday will have activities throughout the day, including a brunch celebrating the 50th anniversary of Title IX where Western female athletes from 1968 to 1981 will be recognized for their athletic accomplishments. There will be a carnival in Red Square, lunch on Old Main lawn, campus tours, Classes Without Quizzes, open houses, Party in the Library and a concert on the Communications Lawn. We will also have a construction commencement ceremony for Kaiser Borsari Hall on Saturday afternoon. On Sunday, the Faculty Mentor Award brunch, in which more than 400 nominations were received from alumni for their most influential faculty member, will take place. Registration will open April 3 and more information can be found at alumni.wvu.edu/back2bham.



BY THE NUMBERS

Last year, the Phonathon Call Center was transitioned into the Engagement Center, allowing Western to stay ahead of best practices in the industry, reach our potential donors in new ways, and engage those prospects in the ways in which they wish to be engaged. This year, those changes continue to maximize our impact.

Future innovations will include video messages with prospects, implementing visual caller ID, and using advanced data analytics support. These new tools, paired with better training, retention, and call strategy, should lead to more exciting connections with donors, alumni, and friends of Western.



Feedback about these changes has been very positive and an early indication of that success was through personal invitations to those living on the Kitsap Peninsula to invite them to an event in early January. That Alumni Association-sponsored event saw 93 registrants, including 41 alumni – representing classes from 1964 to 2022 - community leaders, friends of Western, Alumni and Foundation Board members, Olympic College President Marty Cavalluzzi and campus leaders from WWU. President Sabah Randhawa outlined Western's goals and strategies on the Peninsulas and guests had the opportunity to ask questions and share ideas. It was Western's first post-Covid event on the Peninsulas and was very well received.

Alumni also had the opportunity to volunteer to become Western Advocates, and following the event, eight Advocates – five of them brand new – sent a total of 22 messages to their legislators encouraging them to support state funding for enhanced programming for Western on the Peninsulas.



Capital Program Report

Board of Trustees

February 9, 2023

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Interdisciplinary Science Building (ISB) Tenant Improvements

This project completed construction of four rooms (two labs and two lab support spaces) on the fourth floor of the new Interdisciplinary Science Building (ISB) that were built as shelled space under the primary ISB contract. The consultant for this project is Perkins&Will and the contractor is Regency NW Construction. The work started in winter 2022 and the spaces are now operational. Additional work on the AV system will occur soon.

Electrical Engineering and Computer Science – Kaiser Borsari Hall

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, and the latest contract amendment is being brought to the February Board of Trustees meeting for approval. The building is scheduled for occupancy in late Fall 2024.

Birnam Wood Siding & 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 leaks 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 construction contract approval and Fall 2023 for beginning work.

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

This project will provide new access controls to existing doors and new telecom room power receptacles in multiple University Residences buildings across campus. The project was awarded to Valley Electric. Construction began in June 2022 and is scheduled to complete in Spring 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. The project bid in January 2023 and a construction contract was submitted to the Board of Trustees for approval at their February 2023 meeting. The project construction is scheduled to begin in March 2023 and complete in Fall 2023.

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 Draft Plan was presented to the Board of Trustees at their April 2022 meeting. The final version of the Plan was presented to the Board of Trustees 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 2022. The Ten-Year Capital Plan and Two-Year Capital Request was submitted to OFM in September 2022. The Governor's proposed capital budget was released in mid-December 2022 and includes funding for the following:

- Student Development and Success Center: **\$53,750,000**
- Minor Works Preservation: **\$9,340,000**
- Access Control Security Upgrades: **\$8,475,000**
- Environmental Studies Renovation: **\$500,000**
- Classroom, Lab, and Collaborative Space Upgrades: **\$1,500,000**
- Minor Works Program: **\$3,000,000**
- Heating Conversion Project – Phase 1: **\$10,000,000**

The Senate and House are anticipated to release their proposed capital budgets in Spring 2023.

For more information regarding the process and development of the Plan, please visit the following website: [2023-25 Capital Budget Request | Capital Planning and Development \(www.edu\)](https://www.wvu.edu/2023-25-Capital-Budget-Request).

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

TO: Members of the Board of Trustees

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

DATE: Thursday, February 9, 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**

As previously reported, we started this academic year with a greatly reduced recruitment marketing budget of \$350,000 (compared to a \$600,000 budget in 2021-22) due to the end of the previous three-year commitment of funding from the WWU Foundation and reduction in one-time pandemic stimulus funding. Consequently, at the start of the new recruitment cycle our overall impressions were down 58.8%, however, we are grateful for a recent one-time infusion of \$150,000 from the Foundation bringing our overall recruitment marketing budget to \$500,000 for the remainder of the 2022-23 recruitment cycle.

This year, WWU has joined the Common Application, a single online college application form used by over 900 colleges and universities. Instead of filling out the same general information—like address, GPA, and extracurriculars—a dozen times, applicants only have to do it once. We now have two buttons for applying on all marketing landing pages, the Common App and a direct WWU application. As we look toward yield season it will be important to take into consideration the additional application volume coming from the Common App. Overall lead and application volume are strong but cannot be directly compared to last year's data due to the addition of volume from the Common App.

December to January saw a dip in conversions after the November priority deadline passed and with the holiday distractions, but we are seeing an increase through January as we approach the FAFSA/WASFA application deadline on Jan 31. Also, after expanding our target geographies for pay-per-click campaigns in Southern California to include metro Los Angeles and San Diego, we are seeing strong conversions (requests for info and application clicks). Benchmarks are solid across the board and exceeding our digital agency's industry benchmarks.

In earned media efforts, we continue to see impressive gains in coverage in reputable national news outlets thanks to new leadership in University Communications, and we look forward on February 1 to welcoming a new Social Media Coordinator, a recent WWU graduate who joins us from a related position in University Residences. We expect this digital native who intuitively understands the student experience will help us continue to drive measurable increases in engagement across all of our organic channels. We also look forward to completing a search next month for a new Public Relations Manager who will be charged with proactive traditional and social media outreach to augment the reporting and feature news writing skills of our department veterans.

We've also had our share of issues management situations including response to media inquiries regarding a [ProPublica published report and data on the repatriation of Native American ancestral remains](#) that are held by hundreds of institutions nationwide, including WWU. WWU's Tribal Liaison and University Communications worked with the department of Anthropology to provide a [statement from President Randhawa and FAQs](#) which included information regarding the Native American Graves Protection and Repatriation Act (NAGPRA) process. President Randhawa met with Lummi Nation Chairman Tony Hillaire who was appreciative of our mutual relationship. We assured Chairman Hillaire of our commitment to move the repatriation process forward in a timely manner.

MARKETING & COMMUNICATIONS

UNIVERSITY COMMUNICATIONS

Summary

The University Communications team tracked strong earned coverage on WWU research stories, thought leadership and policy commentary through the months of November and December, with prominent stories and columns featured in [National Geographic](#), [The Washington Post](#), [Popular Science](#), [the Everett Herald](#), and [Seattle NBC affiliate KING5 TV](#), among others. In addition to our proactive PR efforts, the department continues to further develop distribution and audience insights collection to build upon its owned publications, Western Today and Window Magazine. The department is also now finalizing an agreement with a global media database and wire services partner to further amplify its news release and story pitching capacity.

Earned Media

As mentioned in the general summary, University Communications writers continue to provide in-depth coverage of departments and projects across campus, from research cruises where students listen for earthquakes to volcanos in the Aleutians to Environmental Science students accessing the Greenland ice sheet - virtually. Notable these last two months were the caliber of the national publications that covered WWU stories. Western's communications hub, Western Today, is also undergoing a design and user experience overhaul that will increase ease of use and readability in both the emailed format and its revamped anchor page on [wwu.edu](#). This project should be complete by the end of the 2022-2023 academic year.

Social Media

Despite the departure of our valued social media coordinator, Zoe Fraley, the team was able to maintain followership growth and engagement on key university organic channels, including Instagram and LinkedIn, with only soft declines in content volume and overall reach. The team will continue to follow its channel and content strategies, leveraging LinkedIn for WWU's highest-profile stories and achievements. Content contributions from within University Communications and from URM's Visual Media Production team continue to drive above-benchmark engagement. Incoming social media coordinator, Caitlyn Daniels, begins February 1, 2023, joining the University Communications from WWU Campus Residences.

Publications

The department was delighted to work with WWU Advancement to send a newly designed digital edition of Window Magazine to all alumni and donor constituents, numbering nearly 60,000 email addresses, for the first time ever. More than 46 percent of recipients opened the email and readers clicked on more than 1,000 links. We plan to send out these digital editions to all constituents with every edition and hope to include a link to a short readership survey so we can keep track of readers' interests, preferences and trends and more quickly apply that information to upcoming editions.

We also continue to work toward making Window Magazine a digital-first publication. New stories will appear throughout the year (beyond the three-times-per-year schedule for the print edition) and will be amplified on WWU digital channels, in addition to appearing in the regular paper editions.

While we wrap up the production of the winter edition in late January, we're well into planning for spring. We're looking forward to including a profile of an alum who was so impressed with the

Window story ["The Art of Translation,"](#) that he and his wife donated \$100,000 to Western for a scholarship for single parents. Hardev Shergill, '62, has an interesting story of his own to tell, too, so stay tuned.

Commented [DG1]: Add a link to the story.

OFFICE OF UNIVERSITY COMMUNICATIONS



**METRICS DASHBOARD
NOVEMBER – DECEMBER 2022**

WESTERN TODAY

Total Sessions

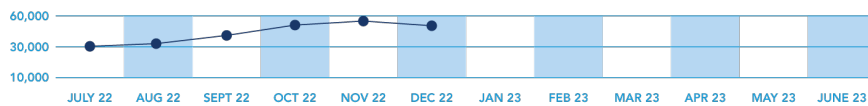
September 56,974

October 49,673

Total sessions: 106,647 (vs. 93,111 sessions for Sept./Oct.)

Top Stories

- Halloween on Campus 2022 – [Link](#)
- What to expect when it snows at Western – [Link](#)
- Vics win National Championship – [Link](#)



SOCIAL MEDIA

Period measured: 11/21/22 – 01/23/23

Twitter	Facebook	Instagram	LinkedIn
STATISTICS AT A GLANCE			
22.2k Total followers	52,888k Total followers	29k Total followers	102k Total followers
-70 New followers	196 New followers	1.1k New followers	2.3k New followers
73.4k Tweet impressions (organic)	1.2m page reach (+53.7%) (Source: Meta)	682k Post impressions: (+102%)	392k Organic impressions (down from 449k in previous period)
18% Organic Tweet impression growth	4.31% Post engagement rate (up from 4.02% in previous period)	7.92% Post engagement rate (down from 8.4% in previous period)	5.8% Engagement rate (up from 5.69% in previous period)

EXTERNAL MEDIA

Total Stories

November 317

December 342

Total stories: 659 (vs. 1,514 for Sept./Oct.)

Top Stories

- Hawaii's Mauna Loa erupts for the first time in 38 years. What happens next? – [National Geographic](#)
- 'It felt like it was from another planet:' Scientists studying mysteries of volcanoes in Washington – [KING 5 TV](#)
- There's a Weird Link Between Teeth And The Evolution of Pregnancy – [Science Alert](#)
- Pink snow spells serious trouble for water in the western US – [Popular Science](#)
- 'Mind-blowing' network of magma chambers found under Hawaii's volcanoes – [Washington Post](#)



WINDOW MAGAZINE

Physical copies sent to USA addresses: 134,483

Digital Window sent to all WWU Advancement constituents on Nov. 15, 2022

- Sent: 59,606
- Open rate: 46.7%
- Total clicks: 1,203

Digital magazine data for window.wvu.edu for November and December 2022.

- Total users: 6,314
- Engagement rate: 81%
 - Engagement measured by users who do at least one of the following:
 - Visit two or more pages.
 - Spend more than one minute on window.wvu.edu.
 - Click through to another WWU link or a WWU Foundation link
 - Scroll down at least 10 percent of the page.
 - Click on a related story.
 - Visit window.wvu.edu for the first time.
- Top-viewed stories:
 - From the Amazon to the Galapagos: 830
 - Window to a Solar Future: 701
 - Class Notes: 440

- Look Up (Spring '22): 145
- Cross-Border Coach: 126

FAMILY CONNECTION NEWSLETTER

November-December edition

Sent: 10,743

Opened: 51.2%

Clicked: 4.3%

Top Content: Regional transportation to travel home over break; Transportation Services; First-Generation Tool-kit's "Do You Speak Western?"; WWU Housing during breaks.

UNIVERSITY MARKETING

Summary

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

From the Court to the Kiln: November - December 2022

Throughout November and December, Western shared 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](#).

[A cinematic video](#) of Dani's story, shot and produced by Director of Visual Media Sean Patrick, served as the centerpiece of this campaign. The full-length version of the video was shared on WWU's main web and social channels, and was also used in Undergraduate Admissions and College of Fine and Performing Arts email campaigns. Western worked with Carnegie-Dartlet, our digital marketing agency, to use short clips of the video in Snapchat ads.

The video, 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, prospective students were brought to wwu.edu/makewaves, where they were prompted to start their application or submit a request for additional information.



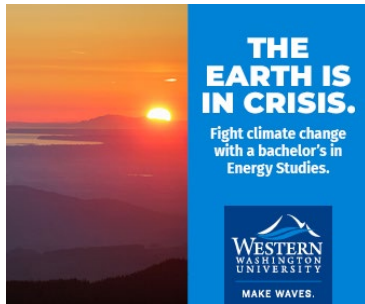
DISPLAY PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Display Impressions	1,766,164
Total Display Clicks	1,950
Total Display Conversions <i>(applications, inquiries, in-platform leads)</i>	147
SNAPCHAT PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Snapchat Impressions	4,575,976
Total Snapchat Swipe-Ups (Clicks)	18,096
Total Display Conversions <i>(new leads)</i>	125

Energy Studies: November to December 2022

In the November/December time period, WWU also ran a program-specific campaign highlighting our unique and innovative Energy Studies programs. These interdisciplinary programs are housed in the Institute for Energy Studies and draw from faculty expertise in multiple colleges, including College of the Environment, the College of Science and Engineering, and the College of Business and Economics. The programs prepare students to become leaders in Washington's emerging clean energy economy and position graduates to fight climate change and hit the ground running in high-demand professions.

WWU promoted our Western's Energy Studies programs to in-state prospective freshman and transfer applicants with a set of digital display ads. The University Marketing team also worked with the leadership of the Institute for Energy Studies on internal promotion to encourage continuing students to declare their major or minor in Energy Studies. A follow-up advertising campaign is scheduled for the 23/24 admissions cycle.

Since this ad set promoted a specific program rather than WWU's institutional brand, the Energy Studies major page at <https://www.wvu.edu/majors/energy-studies> was used as a campaign landing page. Prospective students were encouraged to learn more about the programs, as well as to apply or request additional information.



ENERGY STUDIES AD SET PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Impressions	92,579
Total Clicks	116
Total Conversions (<i>applications, inquiries, in-platform leads</i>)	39

FAFSA/WASFA Promotion December 2022

One of the most important steps for new and continuing college students and their families is completing the Free Application for Federal Student Aid (FAFSA) or the Washington Application for State Financial Aid (WASFA). Completing these applications enables students to be considered for the Washington College Grant, as well as other state and institutional scholarship sources.

By promoting participation in assistance programs to help bridge the gap between a family's resources and the cost of attending college, Western helps provide opportunity and educational access to all students. For the past two years, Western has placed digital 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 lead 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 · 🌐

Find the money your student needs for college. Apply for financial aid now and let WWU help them receive scholarships and grants.




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

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

+ 3
Like Comment Share

Western Washington University
Sponsored · 🌐

Find the money your student needs for college. Apply for financial aid now and let WWU help them receive scholarships and grants.



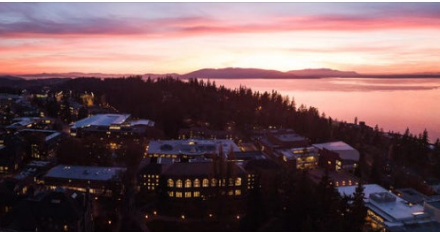
WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

Learn more

👍❤️👍 6
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.

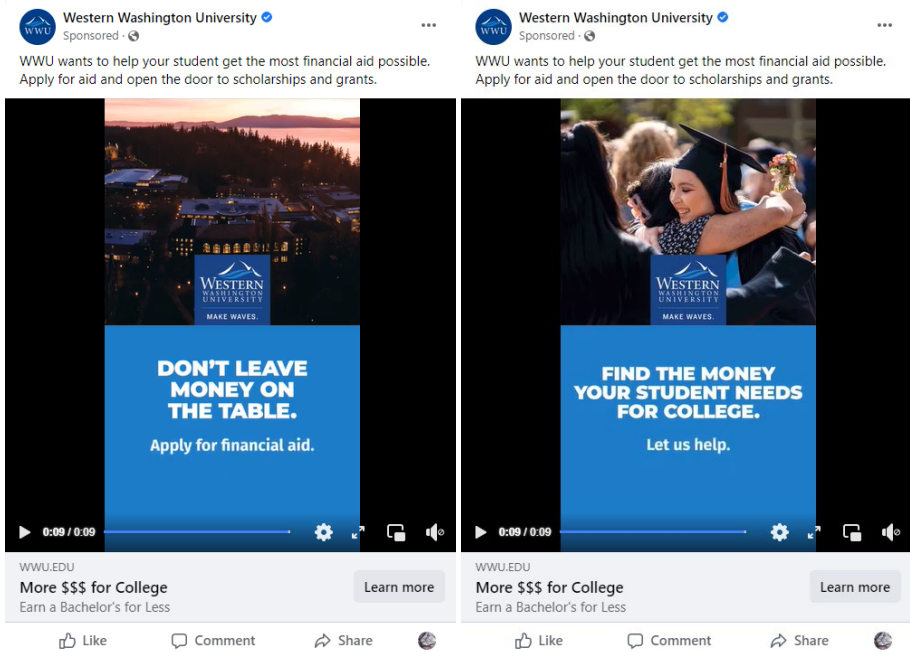


WWU.EDU
More \$\$\$ for College
Earn a Bachelor's for Less

Learn more

👍❤️👍 11
Like Comment Share

One of the three pairs of ads was composed of GIFs (pictured below) as opposed to still images (pictured above). These dynamic ads were displayed in Facebook and Instagram Stories, while the static ads appeared in the feed.



FAFSA/WASFA FACEBOOK AD SET PERFORMANCE: DECEMBER 2022	
Total Impressions	325,880
Total Clicks	998
Total Conversions (<i>FAFSA/WASFA button clicks</i>)	12

Paid Search (PPC)

PPC, or pay-per-click advertising, is a model of digital advertising in which organizations pay a fee each time one of their ads is clicked. Using a set of curated keywords, Western attracts targeted visits to our website landing pages.

Search engine advertising (also known as paid search or search engine marketing) is one of the most popular forms of PPC. It allows Western to bid for ad placement in a search engine's sponsored links when someone performs a search related to our academic offerings.

For example, when a prospective student searches for “transfer to university”, they are served this

Ad · <https://www.wwu.edu/> ⓘ

Apply To Transfer to Western - Western Washington University

WWU Works With You To Help You Turn Your Associate Degree Into a Life-Changing Bachelor's.

ad.

This fall, Western worked with Carnegie to evaluate our callout extensions and align them with majors and programs that generate the most interest among prospective students. Using Google Ads, we're currently running a paid search campaign using approximately 100 action- and program-focused search terms.

PAID SEARCH PERFORMANCE: NOVEMBER - DECEMBER 2022	
Total Impressions	71,188
Total Clicks	5641
Total Direct Conversions	197

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

- Bias Response Team
- Career Services Center
- Center for Canadian American Studies
- Community Relations
- Environmental Health and Safety
- Financial Services
- Graduate School
- History Department
- Multicultural Student Services

VISUAL MEDIA PRODUCTION

WWU Honors Ecuador & Galapagos Program

A recent project URM captured in July 2022. Over 23,000 images and video clips were captured through the 19-day program. [This whole program was shared with the public via a feature in Window, an interactive digital version dedicated to the program, and video vignettes.](#) The project continued into the fall with a longer form video about the journey, via interviews with the faculty and students. The project will also be included in [upcoming digital recruitment advertising.](#)

EMMY Award Submissions

We submitted two video projects from 2022 to the Regional Emmy Awards, in three categories. Our [“Court to the Kiln”](#) project was submitted to “Sports Story - Short and Long Form Content” and “Multimedia Journalists” and our Ecuador Program went up for “Video Essayist.” Nominations will be announced in spring of 2023. Only productions that were released in 2022 can be submitted, so many other projects that we are yet to release can be submitted in the next cycle.

University Digital Signage - Increasing URM's Visibility Across Campus

We have begun a program of sharing recent social media videos and visual assets with the larger university community by including our work in the Digital Signage screens across campus. They should be rolling out around campus in the next week.

Video Projects Recently Completed

- [MLK Day 2023 Opening](#)
- [MLK Day 2023 “Western Recap”](#)
- [Ecuador & Galapagos Travel Vlog / Longer version for Honors & other interested organizations](#)
- [WWU Ski Day! “Western Recap”](#)
- [Droning Over Campus “Western Recap”](#)
- [WWU Holiday Greeting](#)
- [Student Spotlight: Dani Iwami - “Court to the Kiln”](#)
- [Indigenous Peoples Day Recap](#)
- [Veteran’s Day](#)
- [International Education Week](#)
- [Audit & Consulting Services Video](#)
- [Honors Program: Ecuador & Galápagos Clips 1](#)
- [Honors Program: Ecuador & Galápagos Clips 2](#)
- [Honors Program: Ecuador & Galápagos Clips 3](#)
- [Honors Program: Ecuador & Galápagos Clips 4](#)
- [Honors Program: Ecuador & Galápagos Clips 5](#)

“Western Recap” a New, Short Social Media Video Series of Recent Events on Campus & Community

- [State of the University “Western Recap”](#)
- [Windy Day “Western Recap”](#)
- [Convocation “Western Recap”](#)
- [Info Fair “Western Recap”](#)
- [Downtown Party “Western Recap”](#)
- [Move In! “Western Recap”](#)
- [WestFest “Western Recap”](#)
- [Family Newsletter Welcome](#)
- [Solar Window Campus Install Vignette](#)

Projects in Post-Production

Title IX: 50 Years Later Interview Retrospective (In association with WWU Athletics)

WEB COMMUNICATION TECHNOLOGIES

Summary

As Western moved into the holiday season and a break for students, WebTech completed software maintenance and wrapped up a team learning exercise. A small number of sites were moved off legacy systems and merged into the primary wwu.edu website over the holidays.

The PHP upgrade to version 8.1.x was successfully executed as well as a subsequent upgrade to Drupal 9.5.x. Staying up to date on the latest versions of these technologies greatly increase security, speed, and ease of use for the 115+ sites managed by WebTech on the Drupal platform.

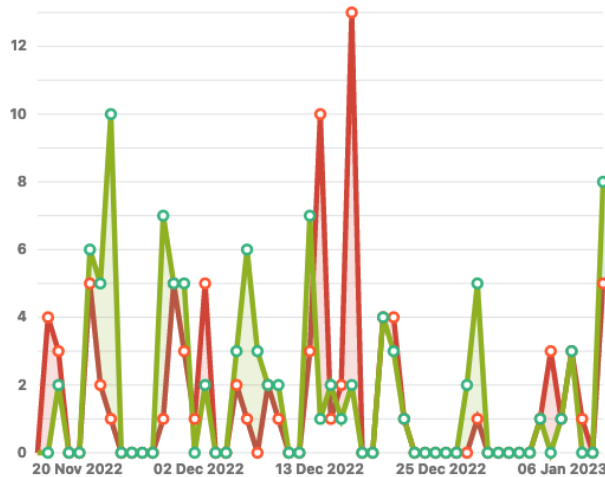
The WebTech team took time during each staff meeting these last several weeks to review chapters of [The Inclusive Language Handbook](#) to discuss how we can be more aware of the language we use in our work. Technology lingo itself can be exclusive which is where we started the book and as a team all learned new information about how language can be used more effectively.

The Government Relations website has been updated. It can still be found at <https://www.wvu.edu/govrelations>. The weather during this time period presented Western with an ice storm and the subsequent weather messaging exposed improvements that WebTech will be making to <https://emergency.wvu.edu> to allow for a more consistent text/email to web experience.

WebTech Workload

Commented [DG2]: Remove excess space.

Created vs. Resolved Chart: Updated within the last ...



Issues in the last 54 days (grouped daily)

View in Issue navigator

Created issues (89)

Resolved issues (99)

We saw a small decrease in requests for support over the holiday season which aligns with historical trends. The faculty and cyclic employees going on break puts a significant damper on requests.

Even the web help email support line dropped to 392 emails following the consistent downward trend observed over the past two reporting periods.

UNIVERSITY RELATIONS

COMMUNITY RELATIONS

Summary

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

Martin Luther King, Jr. Day – “Now is the Time”

For the third year in a row, the Director of Community Relations facilitated a community-wide advisory team in planning an event for Martin Luther King, Jr. Day. This year's community event was hosted on Monday, January 16 at WWU. 150 people from across Whatcom County attended the in-person event and another 100 people watched the livestream remotely. Highlights of the event included:

- A community breakfast provided by WWU's University Dining Services
- Multiple speakers including:
 - Jason McGill, Director of Northwest Youth Services, who spoke on the importance of “Community in Action.”
 - Shu-Ling Zhao, TeeJay Morris, Kristina Michele Martens, and Pamela Wheeler, founding members of the Whatcom Racial Equity Commission who discussed the creation of the Commission and how Whatcom County is recognizing a need for “radical change.”
 - LaTosha Brown, who is a nationally recognized activist, artist, thought leader and co-founder of Black Voters Matter Fund. Her keynote inspired attendees with a message on the power of light, love, and our shared humanity. A summary of her moving keynote can be found in Western Today, [MLK Day: LaTosha Brown on the power of light, love, and our shared humanity](#)
- Photography displayed from students at Bellingham's Squalicum High School featured the theme, “Picturing Justice.” This work is currently on display at the Whatcom County Museum.
- Encouragement to support local Black-owned businesses, including three that were invited to sell their products at the event. Those businesses, Guud Bowls, Mo's Parlor, and Vividly Vexed nearly sold out of all their inventory.
- Three student MCs including two WWU students and one student from Sehome High School.

This event was 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.

A recording of the event can be found at www.wwu.edu/mlk.

Bellingham City Club's “Start Your Year on a High Note.”

The Director of Community Relations serves on the program committee for Bellingham City Club to amplify WWU faculty, staff and alumni as expert speakers and panelists. Bellingham City Club's most recent event held on January 25 focused on the recent 10-year anniversary of the legalization of cannabis in Washington. The panel of experts included WWU Assistant Professor Dr. Josh Kaplan and WWU alumna and cannabis business leader, Danielle Rosellison. They spoke about how legalization has affected our state, challenges along the way, and whether the predicted

benefits and concerns of legalization have come to fruition. The event can be viewed at www.bellinghamcityclub.org.

Combined Fund Drive

Once again, WWU employees are among Washington's most generous by donating to nonprofits through the Combined Fund Drive. In 2022 more than \$40,000 was donated to nonprofit organizations through employee payroll contributions which puts WWU in the top 25 of hundreds of state-run organizations throughout Washington. WWU's Combined Fund drive was coordinated by Community Relations and will be managed by University Advancement starting in 2023.

Speaking and MC Engagements

The Director of Community Relations remains visible in the community on behalf of WWU including serving as the MC of the annual Chamber Awards Dinner in December and presenting to Bellingham's Sunrise Rotary in January.

TRIBAL LIAISON

Planning

The planning and development for WWU's Coast Salish-style longhouse project continues to make progress with the Longhouse Steering Committee and Elders committees' engagement. Wellman & Zuck, Jones & Jones Architects, and Rolluda Architects are preparing a tentative working model for the longhouse. This group is expected to share the renderings with the Tribal Relations Longhouse Planning and Elders committees to review the progress of the model plans during the February meeting.

Events

Native American Heritage Month for November 2022 inspired several key events throughout the month which included:

- 11/1/22 – Display of several Native and Indigenous authors featured in the Hacheri Research and writing Studio – Haggard Hall.
- 11/2/22 – Multicultural Center Lunch & Learn hosted by Dr. Brandon Joseph with a discussion regarding the use of Native American mascots and imagery in sports.
- 11/8/22 – Discussion led by Dr. Anna Lees on Indigenous community-based research and her book titled, "Unsettling Settler-Colonial Education."
- 11/9/22 – Livestream by Canadian composer Bruce Ruddell on "The Healing Heart of the First People of this Land."
- 11/16/22 – Multicultural Center Lunch & Learn with an educational session on "Matrilineal Tradition & Modern Cherokee Women in Sport" by Dr. Natalie Welch.
- 11/21/22 – Discussion led by Theresa Sheldon, Tulalip tribal member, about Missing and Murdered Indigenous Women.
- 11/22/22 – Zoom conversation with Natasha Singh (Dinyee Hu'tanna), VP of Legal Affairs at the Alaska Native Tribal Health Consortium, who discussed the Indian Child Welfare Act and provided updates on the Brackeen v. Haaland case currently before the Supreme Court.
- 11/29/22 – WWU Athletics Naive American Heritage Night pregame reception.

Training

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

Advisory Functions

The Tribal Liaison has begun the winter quarter as one of several advisors for the Native American Student Union. NASU has begun the winter quarter with its first in-person event held on 1/19/23 with a winter social. This was a very well-attended event with approximately 50 people.

The NASU club is currently in the planning process for the Spring 2023 Pow Wow, which will be the club's first live pow wow event since the pandemic. More information will be shared as the planning process continues throughout the winter and spring quarters.

The Tribal Liaison responded to media inquiries regarding a [ProPublica published report and data on the repatriation of Native American ancestral remains](#) that are held by hundreds of institutions nationwide, including WWU. The Tribal Liaison worked with University Communications to provide a [statement from President Randhawa and FAQs](#) which included information regarding the Native American Graves Protection and Repatriation Act (NAGPRA) process. President Randhawa met with Lummi Nation Chairman Tony Hillaire and the meeting was respectful and appreciative of our mutual relationship. We assured Chairman Hillaire of our commitment to move the repatriation process forward in a timely manner.

Relationship-Building

The Tribal Liaison continues to serve as a board member for Northwest Indian College and Northwest Indian College Foundation. The Tribal Liaison continues to serve on the Affiliated Tribes of Northwest Indians Education Committee and will be attending the winter conference in Portland, Oregon.

SMALL BUSINESS DEVELOPMENT CENTER

WWU SBDC Bellingham Q4 Highlights

Businesses Served	Q4 2022	Q4 2021	YTD 2022
Business Counseling Received	141	162	445
SBDC Sponsored Training Participants	7	16	43
Research or Students Projects	0	2	3
Information or Resources Provided	67	23	250

Clients' Economic Impacts	Q4 2022	Q4 2021	YTD 2022
Capital Formation	\$90k	\$2.1M	\$11.3M
Business Starts	1	6	17
Jobs Created or Retained	20	30	643

Top Areas of Counseling: Start-up Assistance, Buy/Sell Business, Managing a Business, Business Accounting/Budget, Financing/Capital

Rolling 12-month Demographics

Top Industries: Accomodation & Food Services, Retail trade, Healthcare & Social Assistance, Educational Services, Construction

Annualized Sales: \$155.6M

Jobs Supported: 2,114

Highlights

Multilingual advising and outreach: Dr. Liliana Deck joined the WWU SBDC in August and has been working towards her WA SBDC certification while engaging in community outreach. Dr. Deck has been connecting with our local Spanish speaking community and has also begun advising multilingual clients. As word is spreading throughout Whatcom County, Dr. Deck's outreach efforts have proven effective and are reflected in the influx of new referrals. The welcome response from the trusted community leaders and the Latino Owned Businesses group emphasizes the critical need for culturally competent Spanish-language advising to go beyond transactional toward more relational connections.

Supporting Employee Ownership: The WWU SBDC is teaming with Project Equity, the Whatcom Community Foundation, Sustainable Connections, and the Washington Department of Commerce to create a statewide Employee Ownership Center in Bellingham. Spearheaded by the Whatcom Community Foundation, the center will assist small businesses owners in succession planning, especially transitioning to an employee-ownership model. As our community faces an upcoming wave of retiring business owners, the Employee Ownership Center will help to retain these businesses and strengthen local economic resilience.

In addition, The WWU SBDC hosted and coordinated the meeting of Cascade Cooperatives (a coalition of co-ops in Whatcom and Skagit counties), as they revised and voted to accept their bylaws. Cascade Cooperatives will serve as a resource for co-ops throughout the region and will work closely with the SBDC to support existing and emerging small businesses.

New Entrepreneurs:

75 - number of Buy/Sell business clients served in 2022

214 - number of Start-up clients served in 2022

WASHINGTON CAMPUS COALITION FOR THE PUBLIC GOOD

Legislative Agenda

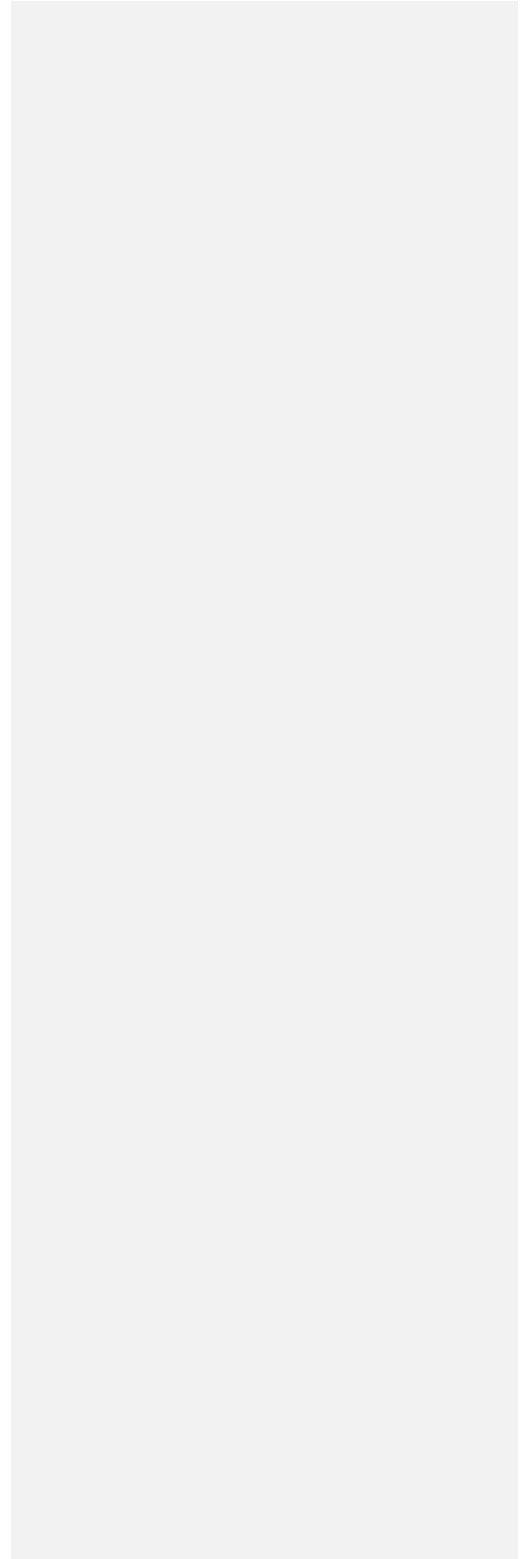
Washington Campus Coalition for the Public Good is pursuing legislative funds during the 2023 legislative session to support the Student Civic Leaders Initiative. WACC received \$500,000 in 2019 to pilot this program.

The current request is for \$600,000 per biennium of on-going funding. Funds will be used to support student fellows from across the state develop community-based projects that address one or more of the following community issues:

- Food and housing security
- Mental and community health
- K-16 academic support
- Environmental stewardship
- Prison pipeline reduction

Strategic Planning

Washington Campus Coalition for the Public Good will be launching a strategic planning process in late spring of 2023. The process will include regional meetings across the state to solicit input from member-campus and community leaders.



**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: February 1, 2023

SUBJECT: Mid-Year Housing and Dining Report

PURPOSE: Information Item

Purpose of Submittal:

To provide the annual programmatic and fiscal report to the Board on the University's Housing and Dining System.

Supporting Information:

Mid-Year Housing and Dining Report

WESTERN WASHINGTON UNIVERSITY ENROLLMENT AND STUDENT SERVICES

Mid-Year Housing and Dining Report February 2023



EXECUTIVE SUMMARY

APPENDIX I: Occupancy

APPENDIX II: Housing and Dining System Financials (through December 2022)

APPENDIX III: Residential Facilities

APPENDIX IV: Dining Services

APPENDIX V: Residence Life

EXECUTIVE SUMMARY

Western's Residential Communities — Campus housing, an auxiliary enterprise, provides competitively-priced housing in an affordable, safe, developmentally-appropriate, and educationally-focused environment.

OCCUPANCY (Appendix I)

Note: we use Academic year 2019-2020 as a better comparison year than the 2020-2021 or 2021-2022 years where severe Covid restrictions were in place. Fall 2022 had limited space offline for Covid-19 isolation and quarantine as opposed to 90% occupancy restrictions for Fall 2021 and less than 25% for Fall 2020.

- Opening Numbers: Fall 2022 Peak Report Occupancy was 4,150, an increase of 369 students from Fall 2021 Peak.
 - *Fall 2019 Peak occupancy was 3,953.*
- Academic Year 2022-2023: Fall 2022 occupancy of 4,150 compared to winter 2023 of 4,014 resulted in a fall-to-winter decrease of 136 for this year.
 - *Fall 2019 Peak occupancy of 3,953 compared to winter 2020 Peak of 3,785 making a fall-to-winter decrease of 168.*
- Students residing on campus Fall 2022 included:
 - 86% of all first-year freshmen (5% increase from 2021)
 - 29% of all first-year transfers (5% increase from 2021)
 - 30% of all students of color (4% increase from 2021)
- Housing Insecurity: Fall 2022 two emergency units available for SEHP housing
- Disability Accommodations
 - Fall 2022: 5% of all residents had an accommodation on file from DAC (193 of 4,150).
 - Fall 2021 2% of all residents had an accommodation on file from DAC (91 of 3,781)
Fall 2019: Less than 1% of all residents (0.5%) had an accommodation on file (22 of 3,953).

HOUSING & DINING SYSTEM FINANCIALS (Appendix II)

Although COVID restrictions are easing up, meaningful comparisons between FY23 and FY22 are still difficult. In FY22, occupancy was roughly 15% less than in FY23, there were no bond payments, and maintenance and repairs were minimal. Occupancy levels for FY23 are at a more normal level, although still reduced to allow for a suitable number of quarantine and isolation spaces.

- Year-to-Date Revenues
 - Total system revenue to date (including student fees, commissions, and one-time operating revenues) was \$30.5 million, or 13% higher than the prior year.
 - Room and meal plan revenue through December 2021 was \$26.4 million or 13.6% higher than the prior year due to fewer occupancy restrictions related to the pandemic.
- Year-to-Date Operating Expenses
 - Total system operating expenditures through December 2022 increased by \$6.3 million or 52%.
- Net Operating Revenues
 - Net operating revenue through December 2022 was \$11.8M, which was \$2.7 million less than the prior year.
- Non-Operating Expenses

Year-to-date non-operating expenses increased by \$11.3 million primarily due to the resumption of bond payments and capital improvements.

RESIDENTIAL FACILITIES (Appendix III)

- Projects related to residential security and safety upgrades to existing building access doors converting outdated brass keys to electronic access control with proximity reader & credentials capability.
- Projects replacing exterior building systems.
- Projects to enhance residential network services to current technology.
- Upgrades to residential community amenities (television / media rooms, artwork, bike storage, laundry equipment, furniture).

UNIVERSITY DINING SERVICES (Appendix IV)

Summary

- Implemented USDA SNAP program at Miller Market in February 2022. Approved for USDA SNAP program at Fairhaven Market in December 2022. Expected implementation January 2023
- All three residential dining halls now certified through the [Green Restaurant Association](#).
- Implemented TRUE BALANCE at Viking and Ridgeway Dining Commons, an allergen friendly station that only features recipes made without the top nine food allergens.
- Ridgeway Community Convenience store opened fall 2022

RESIDENCE LIFE (Appendix V)

- ADEI initiatives this academic year have included the development of Latine Housing, which will open in Higginson Hall in Fall 2023. In addition, Residence Life staff are continuing professional development/ADEI dialogues focused on the Scene on Radio podcast. The student staff selection committee is evaluating the effectiveness and impact of anonymous screening of applications for the Resident Advisor, Apartment Advisor, and Inclusion Assistant positions in efforts to mitigate bias during hiring processes. Lastly, Inclusion Assistants have begun community conversations to outreach to underrepresented students living in residential communities across campus.
- Professional staff began academic intervention meetings with residential students placed on academic warning to address progress and strategies for success. Residence Life staff will provide outreach to over 300 students on academic warning through this initiative.
- Residence Life staff have changed our quarantine and isolation space process and response to COVID positive cases for the Winter 2023 quarter by permitting all residents who test positive for COVID to isolate in place. Information was shared broadly with residential students in the Fall 2022 quarter to prepare for this significant change in Western's COVID response efforts. Cases have significantly decreased (approximately 10 cases have been reported in the Winter 2023 quarter), but this reduction may be attributed to a decrease in the number of reports. Residence Life staff are continuing to monitor and evaluate changes made to COVID isolation and quarantine protocols.

APPENDIX I: OCCUPANCY

*Note: Covid-19 Isolation/Quarantine still in place, but Restrictions eased**

	Operating Beds	Heads	Beds Rented	% Beds Filled
Fall 2022 Peak	4,342	4150	4152	95.62%
Fall 2021 Peak	4,438	3,781	3,831	86.3%
Fall 2020 Peak	1,400	1,051	1,051	75.0%
Fall 2019 Peak*	4,045	3,953	3,953	97.7%
Fall 2018 Peak	4,144	4,015	4,017	96.9%
Winter 2023 Peak	4342	4014	4017	92.5%
Winter 2022 Peak	4,438	3,714	3,764	84.8%
Winter 2021 Peak	1,400	1,072	1,072	77.2%
Winter 2020 Peak*	4,045	3,785	3,787	93.6%
Winter 2019 Peak	4,144	3,851	3,856	93.0%

**Note: we use Academic year 2019-2020 as a better comparison than the 2020-2021 academic year where occupancy was restricted to under 25%, and 2021-2020 restricted to under 90%.*

APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

July – December 2022 vs 2011

	YTD <u>2023</u>	YTD 2022	Var \$	Var %
System Revenue from Operations	\$30,498,843.11	26,915,763.68	\$3,583,079.43	13.3%
System Operating Expenditures	18,613,630.39	12,267,859.28	6,345,771.11	51.7%
Net Operating Revenue	11,885,212.72	14,647,904.40	(2,762,691.68)	
Debt Service Expense	3,164,266.62	0	0	
Major Projects and Renovations (non-debt funded)	2,568,262.35	521,810.32	2,046,452.03	392.2%
SYSTEM NET REVENUE	\$6,352,683.75	\$14,126,094.08	(7,773,410.33)	

Year-to-Date Revenues

- Total system revenue to date (including student fees, commissions, conferences, and one-time revenues) was \$30.5 million (13.3%) higher than the prior year.

- Room and meal plan revenue through December 2022 was \$26.4 million or 13.6% higher than the prior year due to an increase in occupancy. Room and board prices increased by 3.55% over the prior year.
- Mandatory student fee revenue (S&A Fee, Non-Academic Building Fee, Multi-Cultural Center Fee) decreased by \$18,222.43 due to a slight decrease in WWU enrollment.
- Conference and guest housing revenue for FY2023 to date is \$94,801.05 which is a 296.8% increase from the previous year. In the summer of 2022, some conferences returned to the WWU campus after a year break because of the Covid-19 pandemic.
- Commission revenue increased by \$198,482.45 (27.1%) due to an increase in food service activity across all dining sales sectors.

Year-to-Date Operating Expenses

- Total system operating expenditures to date increased \$6.3 million (51.7%)
- Salary and Benefit expenditures increased \$771,262.29 (24.8%) due to an increase in student staffing to align with current housing occupancy, an increase in the minimum wage, and staff compensation.
- Food expenditures were \$4.4 million (86.7%) higher, reflecting higher resident dining invoices due to increased occupancy. Another factor is the timing of when some invoices were paid, compared to the previous year.
- Total utility expenditures increased by \$119,589.92 due primarily to increased building usage and a rise in utility costs.
- Operating maintenance expenditures increased by \$447,247.08 (28.1%), which is consistent with an increase in occupancy.

Net Operating Revenues

- Net operating revenue to date is \$11.8 million which is \$2.7 million less than the prior year. For the full 2023 fiscal year, a net operating revenue gain of \$16 million.

Non-Operating Expenses

- Year to date non-bond funded renovation and construction expenditures of \$2,568,262.35 is \$2,046,452.03 (392.2%) more than last year's \$521,810.32 in expenditures from the curtailment of most renovation and major repair work due to the pandemic. Bond proceeds used to date in FY23 for the Buchanan Towers renovation and new residence hall was \$464,020; in FY2022 it was \$7.1 million. The New Residence Hall project came in at \$1.5 million under budget. The excess funds will be used towards access control upgrades in the residence halls.

System Net Revenue

- System net revenue through December 2022 was \$6.3M compared to \$14.1 million for December 2021. Early projections indicate FY2023 finishing with a net gain of \$2 million which is mainly due to resuming bond payments and deferred maintenance.

APPENDIX III: RESIDENTIAL FACILITIES

- Public Works designs **in progress**:
 - Engineering study in works to assess Ridgeway complex external, sub-surface utility distribution systems (hydronic loops supporting building heat, stormwater / sanitary sewer pipes) to ensure that needed repairs are planned to prolong systems until comprehensive building replacement or renovation projects are started avoiding unplanned emergency repairs or catastrophic failures.

- Planning efforts underway to support projects worth \$0.4M to repair / replace roofing systems at Viking Commons and Ridgeway Commons. Work expected to be done in Summer 2023.
 - Project worth \$0.4M in design to convert Viking Commons upper-level public restrooms to gender neutral configuration and to upgrade lower-level public restrooms to accommodate ADA accessibility. Work expected to be done in Summer 2023.
 - Project worth \$0.3M in design to upgrade Ridgeway Commons emergency generator and back-up power distribution capabilities to support sustained operations in the event of an extended power outage or other contingency scenarios. In addition, related projects worth \$0.4M in planning to replace emergency generators at Ridgeway Alpha, Ridgeway Delta, and Edens North. Work expected to start in Spring 2023 and to be completed before Fall 2023.
 - Project worth \$1.1M in design to upgrade existing Birnam Wood Stacks 1 & 2 tubs to showers along with replacing plumbing appurtenance in bathrooms and/or kitchens as appropriate. Work preferred to be done in Summer 2023.
 - Project worth \$0.8M in planning to replace heating convector balancing valve bonnet stem assemblies at Buchanan Towers Classic and all Fairhaven Residential Stacks in Summer 2023. Needed preventative maintenance of student living space heating system supports 1,100 residents.
 - Project worth \$0.6M in planning to replace horizontal building heat hydronic lines originating from the Fairhaven complex underground utility tunnel to point-of-connections at each vertical riser supporting residential spaces at Fairhaven Stacks 1, 3, 6, 7, 8, 9. Work expected to be done in Summer 2023.
- **Public Works construction in progress:**
 - Project worth \$1.7M in progress to upgrade antiquated external building access door capability from brass key to electronic access control system with proximity reader & credentials at 17 buildings located within Fairhaven, Edens-Higginson, Ridgeway SODA (Sigma, Omega, Delta, Alpha) communities in accordance with campus standards. Work is expected to be completed in Spring 2023.
 - Project worth \$0.9M in progress to upgrade residential network IDF/MDF room spaces to facilitate needed power and fiber connectivity requirements. Work is expected to be completed in Spring 2023.
 - Concurrent network upgrade efforts in progress to install roughly \$2.5M in network gear to replace obsolete units along with \$1.7M in vendor & in-house labor efforts that will provide residents with faster, more reliable network services for the foreseeable future. Phase 1 efforts were completed in 2022 at Nash, Higginson, and Edens North. Remaining Phase 2 efforts will be completed before Fall 2023.
 - Phase 1 project worth \$4.7M awarded to replace Birnam Wood Apartments external siding (Stacks 3 & 4 along with the Community Building), windows (Community Building), and deteriorating bridges (Stacks 3 & 4) supports continued renewal efforts of aging infrastructure. Work is expected to start in Spring 2023 and progress through Fall 2023.
 - **Public Works construction completed:**
 - Emergency repair project worth \$750K (\$250K funded by Housing) executed to address sanitary sewer line deficiencies at the Fairhaven complex mitigating environmental concerns. Temporary planned shutdowns to the Fairhaven Academic building and Residential Stacks 1 thru 4 were required to facilitate

repair work done during the winter break period with subsequent repairs completed in January 2023.

- Urgent project worth \$0.1M completed in Fall 2022 to replace failed building heat hydronic line system supporting Ridgeway Beta Stack 1 with new electric cover base units with user thermostat controls.
- Project worth \$0.2M completed in Summer 2022 to replace part of the roof system at the Fairhaven Academic building.

APPENDIX IV: UNIVERSITY DINING SERVICES

- **Combating Food Insecurity**
 - Implemented USDA SNAP program at Miller Market in February 2022. Approved for USDA SNAP program at Fairhaven Market in December 2022. Expected implementation January 2023
 - Sponsored two pop-up food pantries March and December 2022
 - Swipe out Hunger: Revised program to front end load meals in each quarter enabling students to receive meal swipes prior to donations from other students. Reallocated 2521 donated meals to students in need.
- **Sustainability**
 - [Green Restaurant Certification](#) – All three residential dining halls now certified through the Green Restaurant Association.
 - Cool Foods – Implemented Cool Foods highlighting low carbon impact meal options in dining halls
 - Engaged in a partnership with the Puget Sound Food Hub Cooperative with a focus on purchasing products from MWBE's (Minority & Women owned business enterprises)
- **Student Health & Well Being**
 - Implemented TRUE BALANCE at Viking and Ridgeway Dining Commons, an allergen friendly station that only features recipes made without the top nine food allergens.
 - Introduced TAKE 15 – a program dedicated to encouraging students to pause and reflect on positive mental health activities.
 - Dietician Programming – Experiential cooking and nutritional education classes.
- **Programming enhancements**
 - Ridgeway Community Convenience store opened fall 2022
 - Refreshed residential station branding in all three dining halls
 - Flavor Trends – Created Chef led cooking demonstrations that introduces students to trending ingredients and culinary techniques.
 - Created comprehensive Marketing and Communications plan.

APPENDIX V: RESIDENCE LIFE

Academic Support

- Professional staff are in process of academic intervention conversations with residential students placed on academic warning. Total number of students identified for outreach in Winter 2023 is 317, an increase from last year. In addition to providing outreach to students on academic warning, Residence Life staff are also connecting with student staff employed in Residence Life who received below a 2.5 GPA for two consecutive quarters while working in

Residence Life. We have also partnered with the Academic Advising Center and Student Outreach Services to provide outreach to these students.

Residential Education/Leadership

- During the Fall 2022 quarter, residential staff completed intentional conversations with 76% of on campus residents. The average duration of all conversations was 30 minutes each and addressed topics such as transition to college, wellness, goals for academic and personal success, and how to get connected at Western. All conversations are focused on the three URISE goals of:
 - Inclusive community building
 - Career preparedness
 - Personal wellness
- Hall Councils were re-designed and are now called Residential Programming Boards. The Residential Programming Boards in each hall community are focused on programming and events for the residential community to foster a welcoming environment that promotes a sense of belonging and engagement for the residential student population.
- The National Residence Hall Association (NRHH) is planning a student leadership conference for February 2023. NRHH has partnered with local community organizations such as Skookum Kids to provide service opportunities to students living in the residence halls. Opportunities to further collaborate on service projects with the Viking Union are in development.
- The Residence Hall Association (RHA) returned to campus with a full board in the Fall 2022 quarter. Highlights include RHA attending the PACURH leadership conference and the implementation of a new model where RHA executive board members provide support and mentorship to Residential Programming Boards.

Accessibility, Diversity, Equity, and Inclusion

- Residence Life is working on several critical initiatives to incorporate the values of ADE&I into daily practice. Initiatives in the Fall 2022 quarter include:
 - The advisory committee for Latine Housing has met throughout the Fall 2022 quarter to develop the Latine Housing program, which will be called La Comunidad. La Comunidad will open in Higginson Hall in the Fall of 2023.
- The Inclusion Assistant (IA) program in its fourth year has expanded to have one Inclusion Assistant in each community. The Inclusion Assistant program continues to provide targeted programming, opportunities to engage in dialogue, and leadership development for residents related to topics of diversity, equity, and inclusion. The number of Inclusion Assistant positions and the structure of the position will be continually evaluated as we grow the Pride Housing and Black Affinity Housing programs, which both increased in student participation this year.
- Implementation of strategic planning initiatives has begun, which includes several strategies focused on ADEI initiatives in Residence Life connected with the strategic plan created by the Division of Enrollment and Student Services.

Health and Residential Environment

- In Fall 2022, Residence Life experienced a moderate increase in the number of alcohol transports and cases where paramedics were called to evaluate students for alcohol toxicity or health related concerns due to the consumption of alcohol. No individuals got to the point this fall of having housing contract termination for non-compliance or repeat violations.
- CARE cases generated by Residence Life increased this year, specifically regarding mental health concerns, however, we also have the highest number of students living on campus this year as well. We outreached to all of these students to follow-up, create action plans, and provide referrals to campus and community resources. A reoccurring concern this year involves impact to roommates who have helped to support other students who are navigating mental health concerns and the impact to both their living and academic experience. In addition, enhanced skill building in conflict management is needed as roommate conflicts have significantly increased this year.

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

TO: Members of the Board of Trustees
FROM: Faith Pettis, Vice Chair of the Board of Trustees
DATE: February 10, 2023
SUBJECT: **Board of Trustees Remarks**
PURPOSE: Information Item

Purpose of Submittal:

Vice Chair Pettis will provide time to members of the Board of Trustees and the University President for any final remarks, questions, or observations.

22. DATE FOR NEXT REGULAR MEETING

- **April 13-14, 2023**

23. EXECUTIVE SESSION

An Executive Session will be held as authorized by RCW 42.30.10(1)(i).

24. ADJOURNMENT