

WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
April 12, 13, 2018

THURSDAY, APRIL 12, 2018

Location: Old Main 340

Time: 3:00 p.m.

1. CALL TO ORDER

3:00 – 3:05

2. COLLEGE PROMISE COALITION

3:05 – 3:45

Presentation:

Kelly Evans, Partner, Soundview Strategies
Bill Lyne, Professor, English and President, United Faculty of
Washington State
Gene Sharratt, Former Executive Director, Washington Student
Achievement Council

3. STRATEGIC PLANNING

3:45 – 4:45

FRIDAY, APRIL 13, 2018

Location: Old Main 340

Time: 8:00 a.m.

4. CALL TO ORDER, APPROVAL OF MINTUES

8:00 – 8:05

- Board of Trustees Special Meeting, February 7, 8, 2018
- Board of Trustees Meeting, February 9, 2018

5. PUBLIC COMMENT

8:05 – 8:15

6. BOARD CHAIR

8:15 – 8:25

7. UNIVERSITY PRESIDENT

8:25 – 8:35

8. FACULTY SENATE

8:35 – 8:40

9. ASSOCIATED STUDENTS

8:40 – 8:45

ACTION ITEMS

10. BOARD GOVERNANCE REPORTS AND APPROVAL OF CHARTER REVISIONS

8:45 – 9:15

- a. Approval of the Executive Committee Charter**
- b. Approval of the Student Success Committee Charter**
- c. Approval of the Finance, Audit, and Enterprise Risk Management Committee Charter**
 - Presentation: Sue Sharpe, Chair, Board of Trustees
 - Earl Overstreet, Chair, Board Audit Committee
 - Chase Franklin, Chair, Board Governance Committee

11. INTERNAL AUDIT CHARTER REVISIONS

9:15 – 9:25

Presentation: Earl Overstreet, Chair, Board Audit Committee
Antonia Allen, Director, Office of the Internal Auditor

BREAK – 10 MINUTES

12. APPROVAL OF THE WESTERN WASHINGTON UNIVERSITY STRATEGIC PLAN

9:35– 10:05

Presentation: Sabah Randhawa, President

13. PERMANENT RULE CHANGES

10:05 – 10:15

- a. WAC 516-24-130, DEMONSTRATIONS**
 - Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
 - Eric Alexander, Associate Dean of Student Engagement & Director Viking Union
- b. WAC 516-52-020, FIREARMS AND DANGEROUS WEAPONS**
 - Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
 - Darin Rasmussen, Director, Public Safety/Chief of Police

14. CONSENT ITEMS

10:15 – 10:20

- a. Construction Contract for Multiple Building Roof Replacement and Fall Protection: Fairhaven Commons, Highland Hall Stack 2, and Mathes Hall, PW723**
- b. Construction Contract for Birnam Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1), PW724**

15. TUITION FRAMEWORK AND APPROVAL OF THE 2018 SUMMER SESSION TUITION AND FEES

10:20 – 11:05

Presentation: Richard Van Den Hul, Vice President for Business & Financial Affairs
Brent Carbajal, Provost & Vice President for Academic Affairs
Earl Gibbons, Vice Provost for Extended Education

16. APPROVAL OF HOUSING & DINING RATES

11:05 – 11:25 Presentation: Melynda Huskey, Vice President for Enrollment & Student Services
Leonard Jones, Director, University Residences

BREAK – 10 minutes

DISCUSSION ITEMS

17. LEGISLATIVE UPDATE

11:35– 11:45 Presentation: Becca Kenna-Schenk, Executive Director of Government Relations

18. 2019 – 2021 DECISION PACKAGE AND CAPITAL PLAN PROPOSALS

11:45 – 12:30 pm Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Melynda Huskey, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs

19. INFORMATION ITEMS

12:30 – 12:35

- a. Professional Leave Report
- b. Tenure & Promotion Report
- c. Admissions and Enrollment Report
- d. Capital Program Report
- e. University Advancement Report
- f. University Relations and Marketing Report

20. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110

12:35 – 1:00

21. DATE FOR NEXT REGULAR MEETING: June 14, 15, 2018

22. ADJOURNMENT

1. CALL TO ORDER

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: Friday, April 13, 2018
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:

- Approval of the Minutes of the Special Board of Trustees Meeting, February 7 & 8, 2018
- Approval of the Minutes of the Board of Trustees Meeting, February 9, 2018

Supporting Information:

Minutes of February 7 & 8, 2108
Minutes of February 9, 2018

**Western Washington University
Board of Trustees
Special Meeting Minutes
February 7 & 8, 2018**

1. CALL TO ORDER

Chair Sue Sharpe called the special meeting of the Board of Trustees of Western Washington University to order at 11:23 a.m., Wednesday, February 7, 2018 at the Bellwether Hotel, Bellingham, Washington.

BOARD OF TRUSTEES

Sue Sharpe, Chair
Earl Overstreet, Vice Chair
John Meyer, Secretary
Chase Franklin
Betti Fujikado
Karen Lee
Trista Truemper
Mo West

WESTERN WASHINGTON UNIVERSITY

Sabah Randhawa, President
Brent Carbajal, Provost & Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Melynda Huskey, Vice President for Enrollment and Student Services
Donna Gibbs, Vice President for Community Relations and Marketing
Barbara Sandoval, Assistant to the President & Secretary to the Board of Trustees
Rayne Rambo, Assistant Secretary to the Board of Trustees

Cathy A. Trower, President, Trower & Trower, Inc.

2. EXECUTIVE SESSION

At 11:25 a.m. Chair Sharpe announced that the board would convene in Executive Session for approximately 90 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g). The board returned to open session at 1:04 a.m. with no action to report.

3. WELCOME AND OPENING REMARKS

Cathy Trower, President, Trower and Trower provided opening remarks and outlined the agenda for the day's conversations.

4. BEST PRACTICES GOVERNANCE UPDATE

Trower facilitated a conversation regarding current best practices for boards as it relates to shared governance. She referenced various articles and publications from The Association of Governing Boards (AGB) and others to provide context on governing board's roles and how it relates to current best practices. This included a review of AGB's Board of Directors' Statement on Shared Governance.

The board engaged in a robust conversation about the importance of shared governance and the board's roles, responsibilities and duties. Opportunities to engage the broader campus community in further dialogue were discussed.

Chair Sharpe announced a 20 minute break at 3:14 p.m. The board reconvened at 3:35 p.m.

5. LOOKING AHEAD STRATEGICALLY

Brian Burton, Associate Vice President for Academic Affairs and co-chair of the Strategic Planning Committee, joined the meeting for this agenda item.

President Randhawa provided background on the strategic planning process that was begun in the fall of 2016. He explained that the Western community has been engaged in a strategic planning process started in earnest in January 2017. Over the past 12 months, the Strategic Planning Committee has engaged in a comprehensive process, including:

- Initial listening sessions inside and outside the University community, including 30 focus group sessions, open forums and surveys of faculty, staff, students, and alumni.
- An environmental scan of the higher education landscape and institutional strengths and areas of improvement.
- Preliminary identification of goals and objectives, representing common ideas emerging from the feedback process, and reframing of mission and statements.
- Identification of a new peer list.
- Campus feedback on preliminary goals and objectives.
- Revision of goals and objectives, and mission and vision statements.

President Randhawa said that concurrently, the University administration worked on identifying the key themes that emerged from the broad range of goals and objectives articulated in the work of the Strategic Planning Committee. The themes have been refined as the strategic planning process evolved.

The board reviewed the draft strategic plan that had been vetted by the University Planning and Resource Council after the opportunities for input and feedback had been provided. The board agreed that the Strategic Planning Committee fulfilled its charge and were appreciative of the hard work and the process that resulted in the current document. The board noted that it is their role and responsibility to ensure the success of the university as trustees for the State of Washington and that the strategic plan represents that mission.

Chair Sharpe adjourned the meeting for the day at 5:14 p.m. noting the meeting would reconvene at 8:00 a.m. on Thursday, February 8, 2018.

THURSDAY, FEBRUARY 8, 2018

Chair Sue Sharpe called the special meeting of the Board of Trustees of Western Washington University back to order at 8:08 a.m., Thursday, February 8, 2018 at the Bellwether Hotel, Bellingham, Washington.

6. LOOKING AHEAD STRATEGICALLY, CONTINUED

The Trustees continued their strategic discussions from the previous day. President Randhawa thanked everyone for the productive conversation and reflected on the next steps in the strategic planning process. The board agreed that the board has the primary responsibility on ensuring the university is meeting the needs of the state of Washington. The board reiterated its appreciation to the Strategic Planning Committee for their hard work and dedication throughout the process. The board charged the President to finalize the strategic planning document, including the articulation of drivers for change and performance benchmarks.

The trustees said that they look forward to reviewing the final draft and asked the President to bring the document to the board for final approval at the April 2018 board meeting.

Chair Sharpe announced a 20 minute break at 9:44 a.m. The board reconvened at 10:08 a.m.

7. BOARD GOVERNANCE DISCUSSION

The board engaged in a discussion related to their committee structures and the process they are making on revising the board rules of operation. The board agreed that they anticipate bringing revisions to committee charters to the April board meeting followed by revisions to the rules of operation in June.

At 12:24 p.m. Chair Sharpe announced that the Board would convene in Executive Session for approximately 60 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g). The board returned to open session at 1:35 p.m. with no action to report.

The meeting was adjourned at 1:36 p.m.

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, February 9, 2018**

CALL TO ORDER

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:06 am in the Board Room, Old Main 340, in Bellingham, WA.

Board of Trustees

Sue Sharpe, Chair
Earl Overstreet, Vice Chair
John Meyer, Secretary
Betti Fujikado
Chase Franklin
Karen Lee
Trista Truemper
Mo West

Western Washington University

Sabah Randhawa, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for University Advancement
Melynda Huskey, Vice President for Enrollment and Student Services
Donna Gibbs, Vice President for University Relations and Marketing
Simrun Chhabra, Associated Students President
Allison Giffen, Faculty Senate President
Rob Olson, Assistant Attorney General
Paul Cocke, Director of University Communications
Paul Dunn, Senior Executive Assistant to the President
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees
Rayne Rambo, Assistant Secretary to the Board of Trustees

1. CALL TO ORDER, APPROVAL OF MINUTES

MOTION 02-01-2018 Trustee West moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Meeting December 14, 2017
- Board of Trustees Meeting December 15, 2017

The motion passed.

2. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. There were no requests for public comment.

3. BOARD CHAIR REPORT

Chair Sue Sharpe reflected on finding heroes in our communities. She asked Trustee Fujikado to acknowledge the work of Trustee Lee's father, Brig. Gen. Guthrie Turner Jr., who was honored with the memorialization of the Prevention Medicine Clinical Services Building in his name at the Madigan Army Medical Center located on Joint Base Lewis-McChord in Fort Lewis, WA.

Chair Sharpe reported that the trustees met in a work session, facilitated by Cathy Trower, Trower & Trower, to understand and reflect upon shared governance practices and how that understanding will help to guide shared governance conversations with the campus community. Sharpe noted that aligning governance work to fulfill the board's responsibilities to the state of Washington and to support the university is a priority for board development. Sharpe highlighted that the majority of the conversation in the work session was focused on a thorough review of the strategic plan which included learning about the process and the thinking and the learning that went into the plans development. Sharpe thanked Brent Carbajal, Provost and Vice President for Academic Affairs and Brian Burton, Associate Vice President for Academic Affairs, for providing the context for the session. Chair Sharpe also thanked the Co-Chairs and the Strategic Planning Committee for their thoughtfulness and thoroughness in fulfilling their charge as a committee. Sharpe explained that the four goals of the strategic plan capture the essence of Western and key elements for the plan moving forward. She stated that the strategic plan is the foundation of the future and the process of Western moving forward. Sharpe explained that the trustee's perspectives and feedback comes from their unique role as the stewards of Western as a public university. Sharpe noted that the board has charged the President with finalizing the strategic plan document with his leadership team and that they will consult with the strategic planning committee to prepare the final draft for approval at the April meeting of the board of trustees.

4. UNIVERSITY PRESIDENT REPORT

President Randhawa thanked the Strategic Planning Committee for their engagement in the strategic planning process which began in January 2017. Randhawa also thanked the Board of Trustees for their active and thoughtful engagement during the work session. He noted that the additional work requested by the board will frame the "why" in the context of the changing higher education landscape within the state and nationally. President Randhawa added that this will enrich the work already completed by the strategic planning committee. He said this makes the case for the investment in Western's mission of serving the education needs of the state of Washington and for the value that it provides in being one of the best masters comprehensive universities in the country. Randhawa stated that his goal will be to work with his team and the strategic planning committee over the next few weeks to ensure there is alignment with the pillars of the "why" and the goals and objectives that are articulated in the work of the strategic planning committee.

President Randhawa reiterated that strategic planning is a process and that the outcome needs to be continually assessed, strategies and priorities need to be adapted to the external environmental changes as new opportunities emerge and as Western's aspiration evolve over time.

President Randhawa concluded his report by thanking the trustees who attended Trustee Day in Olympia in January. He also thanked the trustees for attending a reception for Western's alumni that was hosted at the Governor's mansion in Olympia and was emceed by trustee Trista Truemper, who did a wonderful job.

5. FACULTY SENATE REPORT

Allison Giffen, Faculty Senate President, reported that the Faculty Senate continues to work on topics related to shared governance. She shared that the Faculty Senate expressed concerns about the Board of Trustees having a conversation in their work session regarding to shared governance without inviting faculty members to participate. She also noted that shared governance is a commitment rather than a philosophy.

Chair Sharpe responded to the report by explaining that the Board of Trustees Work Session was an opportunity for the board to gain a foundation of understanding regarding shared governance so that the board can fully engage in an ongoing dialogue with the campus community.

6. AUDIT COMMITTEE REPORT

Trustee Overstreet reported that the Audit Committee received a report from Antonia Allen, Director, Office of Internal Auditor, regarding the Audit Plan and the Quality Assurance Improvement Plan (QAIP) in which periodic assessment continues in preparation for an External Quality Assurance assessment. Overstreet also reported that the Audit Committee was provided a presentation on the Enterprise Risk Management program and that the framework has been completed and the plan will be presented to the Board of Trustees at the June meeting.

7. GOVERNANCE COMMITTEE REPORT

Trustee Franklin reported that the Governance Committee is in the final phase of transitioning to a new committee that will be the Governance and Executive Committee. The committee's intent is to help the board be more effective in supporting the president and crafting meeting agendas. Trustee Franklin also noted that there would be another committee created that will focus on Student Success. He noted that there would be a formal informational update at the April meeting of the Board of Trustees.

8. CONSENT ITEMS

Chair Sharpe introduced the consent items with the exception of consent item, Construction Contract and Budget Approval for Buchanan Towers Renovation, PW722, which Trustee Lee wished to discuss further.

MOTION 02-01-2018: Trustee Overstreet moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the following consent items:

- Approval of Winter Quarter Degrees
- Extension of the Emergency Rule Change to WAC 516-24-130 Demonstrations
- Extension of the Emergency Rule Change to WAC 516-52-020 Firearms and Dangerous Weapons
- Approval of Board of Trustees Meeting Schedule for 2019-2020

The motion passed.

Trustee Sharpe requested additional information from Richard Van Den Hul, Vice President for Business and Financial Affairs, regarding consent item: Construction Contract and Budget Approval for Buchanan Towers Renovation, PW722. Van Den Hul explained that the contract is part of the housing and dining ten year plan brought to the board in 2016 with Buchanan Towers being the first on the timeline to see improvements.

Trustee Lee inquired about the contractor on the project, Dawson Construction, who also won the bid for the Multi-Cultural Center. Trustee Lee expressed concern regarding preferential bidding and asked if the diversity of the contractor and the sub-contractors are reflective of the ideals of Western.

Van Den Hul stated that Western does work with the contractor to maximize opportunities for more diverse contractor businesses at the sub-contractor level.

MOTION 02-02-2018: Trustee Sharpe moved that the Board of Trustees of Western Washington University, upon recommendation of the President, approve a project budget of \$24,500,000 and award a contract to Dawson Construction, Bellingham, WA, for the amount of \$15,240,000 (base bid for Phases One and Two, plus alternates series 2) for the construction contract to construct Buchanan Towers

The motion passed.

The Board Chair reordered the agenda to accommodate participant's availability.

9. APPOINTMENT OF FY 2018 FINANCIAL STATEMENT AUDITOR

Trustee Overstreet reported that the Audit Committee agreed with the recommendation from Business and Financial Affairs to approve the State Auditor's Office to perform the FY 2018 Financial Statement Audit.

MOTION 02-03-2018 Trustee Overstreet moved, upon the recommendation of the Board of Trustees Audit Committee, the appointment of the

Washington State Auditor's Office to perform an audit of the Financial Statements of the University, Housing and Dining, and Wade King Student Recreation Center, and an audit of the inventory of the Associated Students Bookstore. The appointment is for one-year term with an estimated 620 hours and estimated cost of \$51,000.

The motion passed.

Chair Sharpe announced a 10 minute break at 9:11a.m. The board reconvened at 9:27 a.m.

Chair Sharpe requested to postpone the Approval of 2018 Summer Session Tuition and Fees agenda item.

MOTION 02-04-2018: Trustee Truemper moved that the approval of the 2018 Summer Session Tuition and Fees be tabled until the April 2018 meeting.

The motion passed

10. ENROLLMENT AND STUDENT SERVICES AND MULTICULTURAL CENTER PROJECT UPDATE

Melynda Huskey, Vice President for Enrollment and Student Services provided an update on the major initiatives within the division including the Multicultural Center Project. Huskey explained that the Enrollment and Student Services division is working on a strategic plan that will coincide with the universities strategic plan and will evoke potential restructuring within the division. Huskey reported that she has requested that each department within Enrollment and Student Service complete a comprehensive assessment which will facilitate her efforts to align the work of the division with the needs of the university.

Huskey provided an update on the Multicultural Center Project. She noted that this includes the actual construction of the center and will promote student development, including student needs with a focus on equity, inclusion and co-curricular education. Huskey emphasized that students have been involved in every stage of the project and are supportive of the plans to meet the needs of all students. She explained that the student center will include the Associated Students, Ethnic Student Center, Ethnic Student Center Multicultural Services, Associated Students Resource and Outreach Programs that includes the Womxn's Identity Resource Center, Queer Resource Center, and the Disability Outreach Center.

Simrun Chhabra, Associated Students, President, noted the students' desire for a continued dialogue between administration and the Associated Students with regards to assignment of what will be housed within the Multicultural Center. Huskey confirmed that the administration will continue to communicate and consult with students on the project.

Trustee Fujikado concluded the presentation by stating that physical space makes a statement. She added that Western has the opportunity with the Student union remodel to highlight its values and to emphasize the optimal goal of diversity, equity and inclusion. She added that the project highlights student success and serving the needs of the state of Washington by supporting all demographics of students at Western.

11. GENERAL CONTRACTOR/CONSTRUCTION MANAGER CONSTRUCTION CONTRACT AND BUDGET APPROVAL FOR MULTICULTURAL CENTER PROJECT, PW698

Richard Van Den Hul, Vice President for Business and Financial Affairs, provided an overview of the general contractor/construction manager construction contract for the Multicultural Center Project, PW698. Van Den Hul noted that the board was provided with the final budget of the project at the meeting. He outlined the reasons for the delay in the timeline which included: city building planning department plan review comments, as they can elevate cost and bid pricing on all sub-contractor bid packages. Van Den Hul noted that the total cost of the project is \$21,950,000 and awards a contract to Dawson Construction, Inc. with construction to start as soon as possible following Board approval.

MOTION 02-05-2018: Trustee Meyer Moved that the Board of trustees of Western Washington University, upon the recommendation of the President, approve a project budget of \$21,950,000 and award a contract to Dawson Construction, Inc. Bellingham, WA, for the Multicultural Center Project maximum allowable construction cost (MACC, commonly referred to as guaranteed maximum price) contract amount of \$13,254,098 (plus sales tax).

The motion passed.

12. 2017-2019 CAPITAL BUDGET

Richard Van Den Hul, Vice President for Business and Financial Affairs reported that a Capital Budget was passed by the legislature in January 2018. Rick Benner, Director of Facilities Development and Capital Budget provided an overview of the 2017-2019 Capital Budget that provided Western \$27,131,000 in new appropriations, of which the State Building Construction Account (general obligation bonds) provides \$14,368,000 and Local Funds provide \$12,763,000. He explained that local funds are generated from Normal School Fund (timber sales) and the portion of tuition and fees dedicated to construction. Benner reported that of the new appropriations, \$6,000,000 of general obligation bond funding is for the design phase of the Science Building Addition and Renovation project. The remaining funding, consisting of \$8,368,000 in general obligation bonds and \$12,763,000 in local funds, is for upgrading, preserving, and maintaining facilities and infrastructure throughout campus. He also noted that there were two important requests that were not in the final capital budget. Those include a request for the funding for Disability Resources and Veteran Services at Wilson Library and a portion of the funding for the Multicultural Center. Because of the importance of those projects, it is recommend that \$1,990,000 of additional money for the Multicultural Center, and \$2,700,000 for the Disability Resources and Veteran Services at Wilson Library be self –funded with one-time University funds. (ATTACHEMENT A)

MOTION 02-06-2018: Trustee Truemper moved that the Board of Trustees at Western Washington University, upon the recommendation of the President, accept the 2017-2019 Capital Budget totaling \$27,131,000 in appropriations and approve the distribution by major categories in accordance with the attached chart.

Further moved that \$1,990,000 be approved for the Multicultural Center and \$2,700,000 be approved for the Disability Resources and Veteran Services at Wilson Library.

The motion passed.

Trustee Sharpe announced a 5 minute break at 10:28 a.m. the meeting reconvened at 10:36 a.m.

13. SCULPTURE WOODS

Stephanie Bowers, Vice President for University Advancement, introduced Kit Spicer, Dean of the College of Fine and Performing Arts and Sonja Sather, Director of Development for the College of Performing Arts, to provided an overview of the gift of Sculpture Woods on Lummi Island.

Spicer explained that the gift includes the 15 acre property, the buildings on the property and the sculpture art on the property. Ann Morris, the owner of the Sculpture Woods property, will continue to live on the property as Western strives to honor her life as an artist during the transition of the gift. Sather explained that an endowment has been establish by three donors to maintain the property totaling over \$900,000.

Spicer explained that Western will use the space and property to honor Ann Morris' legacy including: to celebrating and maintaining the unique character, beauty and serenity of Sculpture Woods; preserving the physical and spiritual ambiance for future generations of artists; creating time and space to engage in the original works of artists and scholars including artists residency and small musical events, and convening a setting conducive to working with the natural environment of Sculpture Woods.

14. LEGISLATIVE UPDATE

Becca Kenna-Schenk, Executive Director of Government Relations, provided an update on the current legislative session. She noted that the 2017-2019 Capital Budget was signed by the governor in the second week of the current legislative session in which Western received \$27,131,000 in capital funding.

Kenna-Schenk stated that typically during an even-year supplemental legislative session, the Legislature adopts changes to the state's biennial operating and capital budgets. Western's budget priorities for the 2018 session include:

- o \$1.2 million per year to increase capacity in STEM degree programs;
- o \$1 million per year to establish a degree program in Marine, Coastal and Watershed Sciences;
- o Maintenance and Operations funding for the Poulsbo SEA Discovery Center; and
- o Supplemental Capital Budget funding for minor capital construction improvements not addressed in the biennial capital budget.

Kenna-Schenk also reported that the Legislature is considering various policy proposals related to higher education this session. Among the items being considered are bills related to fully

funding the State Need Grant, decoupling student and activities fees from tuition increases in state statute, open educational resources to reduce textbook costs, suicide prevention and behavioral health, and financial aid programs for all Washington students regardless of immigration status.

Kenna-Schenk thanked the trustee for attending Regents and Trustee Day in Olympia and noted it was one of the most highly attending and successful day so far.

15. INFORMATION ITEMS

a. Quarterly Report on Grants and Contracts

Provost Carbajal provided a written report with information for the Office of Research and Sponsored Programs concerning grant awards.

b. University Advancement Report

Vice President Bowers provided a written report on the University's Alumni Relations and Western Foundation activities

c. Capital Program Report

Vice President Richard Van Den Hul provided a written report on the University's capital projects.

d. University Relations and Marketing Report

Vice President Gibbs provided a written report documenting recent activities of University Relations and Marketing.

e. Annual Police Report

Vice President Van Den Hul provided a written report with an annual update of the University Police Department.

f. Annual Sustainability Report

Provost Carbajal provided a written report of the University's sustainability efforts.

g. Mid-year Housing & Dining Report

Vice President Huskey provided a written report regarding the University's housing and dining system.

16. DATE FOR NEXT REGULAR MEETING

April 12 & 13, 2018

19. ADJOURNMENT

The meeting adjourned at 12:07 p.m.

ATTACHMENT A

WESTERN WASHINGTON UNIVERSITY 2017-2019 CAPITAL BUDGET REQUEST COMPARISON SHEET

PROJECTS	FUND SOURCE	WWU Request - September 2016			Gov. Insee Budget - December 2016			FINAL BUDGET - January 2018		
		Bonds	Local	TOTAL	Bonds	Local	TOTAL	Bonds	Local	TOTAL
1	MINOR WORKS - Preservation	15,400,000		15,400,000	4,998,000	6,605,000	11,603,000		6,179,000	6,179,000
2	SCIENCE BUILDING ADDITION & RENOVATION	54,991,000	1,250,000	56,241,000				6,000,000		6,000,000
3	2017-19 CLASSROOM & LAB UPGRADES	6,180,000	470,000	6,650,000	6,180,000	470,000	6,650,000	6,180,000	470,000	6,650,000
4	MINOR WORKS - Program	6,637,000	8,763,000	15,400,000						
5	ACCESS CONTROL SECURITY UPGRADES	7,200,000		7,200,000					1,500,000	1,500,000
6	DISABILITY RESOURCES AND VETERAN SERVICES AT WILSON LIBRARY	2,607,000	93,000	2,700,000	1,350,000	1,350,000	2,700,000			
7	CONSOLIDATED ACADEMIC SUPPORT SERVICES FACILITY	9,526,000	424,000	9,950,000						
8	ELEVATOR PRESERVATION AND ADA UPGRADES	6,700,000		6,700,000		3,188,000	3,188,000	2,188,000	1,000,000	3,188,000
9	WATERFRONT LAND ACQUISITION	4,500,000		4,500,000						
10	SOUTHCENTRAL CAMPUS ROADWAY REVISIONS	2,060,000		2,060,000						
12	HEATING SYSTEM CARBON REDUCTION & ENERGY SYSTEM IMPROVEMENT	415,000		415,000						
	Preventive Facility Maintenance & Repairs								3,614,000	3,614,000
TOTAL		116,216,000	11,000,000	127,216,000	12,528,000	11,613,000	24,141,000	14,368,000	12,763,000	27,131,000

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: Friday, April 13, 2018

SUBJECT: **Public Comment**

PURPOSE: Information Item

Purpose of Submittal:

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

Persons wishing to comment will sign in between 7:45 – 7:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

TO: Members of the Board of Trustees
FROM: Sue Sharpe, Chair, Board of Trustees
DATE: Friday, April 13, 2018
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: Friday, April 13, 2018

SUBJECT: **President's Report**

PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of the Faculty Senate
DATE: Friday, April 13, 2018
SUBJECT: Faculty Senate
PURPOSE: Information Item

Allison Giffen, Faculty Senate President, will brief the Board on recent activities of the Faculty Senate.

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of the Associated Students
DATE: Friday, April 13, 2018
SUBJECT: **Associated Students**
PURPOSE: Associated Students Report

Purpose of Submittal:
AS President Simrun Chhabra will brief the Board of Trustees on recent activities of the Associated Students.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: Sue Sharpe, Chair, Board of Trustees
Earl Overstreet, Chair, Audit Committee
Chase Franklin, Chair, Governance Committee

DATE: April 13, 2018

SUBJECT: **Board Governance Reports and Approval of Charter Revisions**

PURPOSE: Action Item

Purpose of Submittal:

The Board of Trustees Governance Committee, as part of its oversight responsibilities, undertook a comprehensive review of the board committee structure. For review and guidance, the Governance Committee consulted with President Randhawa, Brent Carbajal, Provost and Vice President for Academic Affairs, and Kerena Higgins, Assistant Attorney General. Following the comprehensive review, the Governance Committee recommends discontinuing the Governance Committee, implementing an Executive Committee, creating a Student Success Committee and also recommends that language be adopted that defines the purpose of the Board of Trustees Committee Charters.

The Board of Trustees Audit Committee, as part of its oversight responsibilities, undertook a comprehensive review of the Board Audit Committee Charter. For review and guidance, the Audit Committee consulted with President Randhawa, Richard Van Den Hul, Vice President for Business and Financial Affairs, and Antonia Allen, Director, Office of the Internal Auditor. Following the comprehensive review, the Board Audit Committee recommends that the committee henceforth be known as the Finance, Audit, and Enterprise Risk Management Committee.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Governance Committee, discontinue the Governance Committee and implement an Executive Committee as defined in the Executive Committee charter that includes responsibilities that were previously assigned to the Governance Committee. Further, that the Board adopt language that defines the Board of Trustees Committee Charters. And, that the Board of Trustees Rules of Operation be updated to reflect the Executive Committee Charter and the inclusion of the defining committee charter language.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Governance Committee, approve the Student Success Committee Charter. Further, that the Board of Trustees Rules of Operation be updated to reflect the Student Success Committee Charter.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee, approve revisions to the Audit Committee Charter, henceforth known as the Finance, Audit, and Enterprise Risk Management Committee Charter. Further, that the Board of Trustees Rules of Operation be updated to reflect the revised Finance, Audit, and Enterprise Risk Management Committee Charter.

Supporting Material:

- Finance, Audit, and Enterprise Risk Management Committee Charter in strike-through format
- Finance, Audit and Enterprise Risk Management Committee Charter with edits incorporated
- Student Success Committee Charter
- Executive Committee Charter
- Board of Trustees Committee Charter All in One Document

Executive Committee Charter

Purpose:

The purpose of the Executive Committee is to ensure the integrity of the Board and enhance Board performance, and facilitate presidential evaluation and compensation.

Responsibilities:

The Committee is responsible for:

- Facilitating presidential evaluation and compensation review.
- Identifying the expertise and experience needed by the Board during Board members' transition and, as appropriate, communicating this to the Governor.
- Recommending strategic conversation themes as well as locations for upcoming Board meetings.
- Reviewing and making recommendations on the structure, format, and implementation of Board meetings and agendas.
- Serving in an advisory capacity to the University president as needed.
- Monitoring and advocating best practices in higher education governance.
- Ensuring the Board members have adequate orientation and ongoing education on governance issues and practices.
- Overseeing the timing and process of periodic Board self-assessment.
- Monitoring compliance with conflict of interest policy.

Membership:

The Committee shall typically consist of the chair of the board, the vice chair of the board and the immediate past chair of the board. The University president shall serve as an ex-officio member of the committee.

Operations:

The Committee will meet on the call of the chair of the board.

Student Success Committee Charter

Purpose:

Western Washington University aspires to advance inclusive success, increase its impact in Washington and beyond, and enhance the quality of its education programs and student learning experiences and its research and creative work. Directed by the Board of Trustees, the purpose of the Student Success Committee is to develop an understanding of Western's academic affairs and student affairs, with the intention of providing strategic oversight to advance student success at the University.

Responsibilities:

The Committee is advisory in nature and assists the Board of Trustees in ensuring that the University makes substantive progress in its mission fulfillment goals.

The Committee will provide strategic oversight of matters related to advancing student success, including undergraduate education, graduate education, and outreach and extended education programs:

- Progress towards the University's academic performance goals, including student persistence and graduation rates, educational quality, and faculty hiring and development.
- Access and affordability of educational programs in serving the education needs of Washington.
- Progress on graduate education goals and the graduate student experience.
- Delivery of outreach and extended education programs.
- Advancing diversity and equity initiatives, climate and culture.

The Board may refer to the Committee other matters related to the general welfare of students, staff and faculty, including, for example, student safety, health and wellness, and policies governing student conduct and student organizations.

Membership:

The Student Success Committee shall consist of three trustees selected by the Board, and the Student Trustee. The Committee's liaison to the Board is the Chair of the Student Success Committee. Additionally, the President in consultation with the Board Chair shall appoint one or more ex-officio members from among the officers of the University, who will serve as staff and primary liaison(s) to the Committee.

Operations:

The Student Success Committee shall meet at least four (4) times annually. Additional meetings may occur as the Committee or its chair deems advisable. Depending on the agenda, the Committee will invite members of the administration, faculty, students or others to attend meetings and provide pertinent information. The Committee will keep adequate meeting notes

of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

DRAFT



Western Washington University
Audit Finance, Audit, and Enterprise Risk Management
Committee Charter

Role

The Finance, Audit, and Enterprise Risk Management (ERM) Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the following:

- The integrity of the University's financial operations, physical plant, and financial health;
 - The quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board; with particular focus on effective internal controls, advising the University on business and financial risk as identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements;
 - The identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan.
- ~~and such other duties as directed by the Board. The Committee's role includes a particular focus on the University's processes to assure effective internal controls, to advise the University on business and financial risk as such is identified in any audit process, and to comply with significant applicable legal, ethical, and regulatory requirements.~~

General Responsibilities

The Committee serves in an advisory capacity to assure the demonstrable integrity, accountability, completeness, and effectiveness of University policies and their implementation, guided by analytical consideration of the magnitude of potential institutional risks and vulnerabilities.

The Committee will ~~oversee~~ provide strategic oversight of matters related to:

- Financial performance of the institution;
- Plans for issuance of debt for long-term financing of capital projects;
- ~~matters related to the f~~ Financial statements of the University and other official financial information provided to the public;
- The system of internal controls, including compliance with applicable policies, procedures, and risk management;
- Integration of enterprise risk identification, assessment, response, and monitoring into existing decision-making strategic planning and budgeting processes;
- The annual independent audit process, including recommending to the Board the appointment, compensation, retention, and oversight of the independent auditors engaged to audit the financial statements of the University;
- The effectiveness of the internal audit program; and,
- Interactions with the state auditor, as appropriate; and,
- Undertake an annual evaluation of the Committee's performance.

~~b) the system of internal controls, including compliance with applicable policies and procedures and risk management; c) the annual independent audit process, including~~

recommending to the Board of Trustees the appointment, compensation, retention and oversight of the independent auditors engaged to audit the financial statements of the University; d) the effectiveness of the internal audit program; and e) the interactions with the state auditor, as appropriate.

The Committee will review and make recommendations further recommends to the full Board broad policy for ensuring to ensure sound financial and risk management, accurate financial reporting, sound risk management, and institutional compliance with applicable legal, ethical and regulatory requirements. ethical behavior. The Committee's duties do not replace or duplicate established responsibilities and delegations for University leadership and management. Further, the Audit Committee does not act on behalf of the Western Washington University Board of Trustees, conduct hearings, or take testimony or public comment.

Membership

The membership of the Committee consists of three trustees selected by the Board. The Committee's liaison to the Board is the Chair of the Finance, Audit and ERM Committee. The Vice President for Business and Financial Affairs will generally serve as staff and primary liaison to the Committee except for the internal audit function for which the Director of Internal Audit shall be the staff and liaison to the Committee. The Audit Committee shall include or have access to a financial expert as appropriate.

Operations

The Committee meets at least four times a year. Additional meetings may occur as the Committee, or its chair deems advisable. As appropriate, the Committee will invite members of the administration, faculty, staff or others to attend meetings and provide pertinent information. The Committee will cause to be kept adequate minutes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Communications

With respect to the Committee's auditing functions, the The internal auditor, independent auditors and state auditor report directly to the Committee. The Committee maintains free and open communication with the internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

Relationship between Finance, Audit and ERM Committee, University Leadership, Internal Auditor, Independent Auditors, and State Auditor

The Committee relies on the expertise and knowledge of the University's leadership team, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. The President of the University is responsible to the Board and with the counsel of the Audit Committee, for ensuring that internal controls are reasonable, and for determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for auditing the University's financial statements. The state auditor's responsibilities are established by law and carried out pursuant to the policies and procedures dictated by the Washington State Auditor's Office. The internal auditor is responsible for providing an independent appraisal function which evaluates the University's activities to assist the Board of Trustees, President and University leadership team in the discharge of their oversight, management, and operating responsibilities.

Audit Committee Responsibilities

Responsibilities to be Evaluated in the Annual Committee Performance Assessment

In performing its audit oversight responsibilities, the Audit Committee shall:

General:

- 1.** Review the coordination of audit efforts to ensure completeness of coverage, reduction of redundant efforts, the effective use of audit resources, and the use of independent auditors other than the state auditor.
- 2.** Meet with the President in private session to discuss any matters the Committee or the President believes should be discussed privately ~~with the Audit Committee.~~
- 3.** Review policies and procedures with respect to transactions between the University and trustees, or affiliates of trustees.
- 4.** Review with management and the independent auditor the effect of any regulatory and accounting initiatives, as well as off-balance-sheet structures, if any.
- 5.** ~~Undertake an annual evaluation of the Committee's performance.~~

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of the University leadership team, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.
2. Consider and review the University's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report on ~~about~~ the University's assessment.

- b. The adequacy of the University's internal controls including computerized information system controls and security.
 - c. Any related significant internal control findings and recommendations of the independent auditors or state auditor together with management responses.
3. Periodically, review with the President and the appropriate auditors the University's critical accounting policies.
 4. Review and oversee procedures for: (a) receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls, and auditing matters; and (b) the confidential, anonymous submission of employee concerns regarding accounting or auditing matters.

Internal Audit Program:

1. Annually review the Internal Audit Charter and make recommendations to the Board of Trustees. Review the responsibilities, functions and performance of the University's internal audit program and consult with management with respect thereto.
2. Participate in the annual audit planning risk assessment process. Review and make recommendation to the Board of Trustees for approval of the risk-based annual audit plan.
3. At least four times a year on such dates as specified by the Committee Chair, receive updates from the Office of the Internal Auditor on the status of the annual audit plan and other matters. Receive and review all reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
4. Ensure that the internal audit function has an external quality assurance review every five years at a minimum or a lesser period of time at the discretion of the Committee. Review the results of the independent external quality assurance review and periodic internal assessments, and monitor the implementation of the action plans to address recommendations raised. Review and concur with the President's appointment, evaluation, replacement, reassignment, or dismissal of the Director of the Office of the Internal Auditor.
5. Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to ensure functional independence and to enable it to effectively carry out the internal audit program's responsibilities.
6. ~~Receive and review all audit, consultation and investigation reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.~~
7. ~~Review and make recommendation to the Board of Trustees regarding the Internal Audit schedule. Receive periodic updates from the Office of the Internal Auditor on the status of the audit schedule.~~
1. ~~Annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed.~~

- ~~2. Inquire of the Internal Audit Director regarding any difficulties encountered in the course of audits, consultations and special investigations, including any restrictions on the scope of work or on access to required information.~~
6. Review and make recommendations as appropriate related to the President's appointment, evaluation, replacement, reassignment, remuneration or dismissal of the Director of the Office of the Internal Auditor.
7. Meet with the Director of the Office of the Internal Auditor in private session to discuss any matters the Committee or the internal auditor believes should be discussed privately. with the Audit Committee, and report the results of such meetings to management.

External Audit Activities:

1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.
2. Evaluate the independent auditors' qualifications, performance, and independence, including that of the lead partner.
3. Pre-approve any non-audit services provided by the independent auditors, including tax services.
4. Ensure the periodic rotation of lead or concurring partner for the independent auditor and establish appropriate interval for rotation.
5. Resolve any disagreements between management and the independent and/or state auditors.
6. Ensure receipt from the independent auditors of a formal written statement delineating all relationships between the auditors and the University or any other matter that may impact the objectivity and independence of the auditors.
7. Review with the independent auditor, state auditor and University President the scope and plan for the various audits.
8. Upon completion of each audit performed by the independent and state auditors, conduct a detailed review of the audit report with management and the appropriate auditor and discuss any significant findings, recommendations, and management's responses.
9. Review with management, the independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
10. Inquire of the independent and state auditors any difficulties encountered in the course of audits, including any restrictions on the scope of work or ~~on~~ access to required information.

11. Meet with the independent auditors and state auditor in private sessions to discuss any matters the Committee or the auditors believe should be discussed privately with the Audit Committee, and report the results of such meetings to management. In order to assure independence, private sessions shall be held at least once a year.
12. Receive and review all outside audit, investigation and regulatory findings and reports of the University including, but not limited to, those from the State Auditor's Office Whistleblower Program, Executive Ethics Board, and Internal Revenue Service. Ensure that management responds appropriately to issues raised.

Approved by ~~the~~ Board of Trustees April 22, 2005
Revision Approved by Board of Trustees August 3, 2007
Revision Approved by Board of Trustees June 11, 2010
Draft Revision – December 6, 2017



Finance, Audit, and Enterprise Risk Management Committee Charter

Purpose:

The Finance, Audit, and Enterprise Risk Management (ERM) Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the following:

- The integrity of the University's financial operations, physical plant, and financial health;
- The quality and integrity of the accounting, auditing, and reporting practices of the University, with particular focus on effective internal controls, advising the University on business and financial risk as identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements;
- The identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan.

Responsibilities:

The Committee serves in an advisory capacity to assure the demonstrable integrity, accountability, completeness, and effectiveness of University policies and their implementation, guided by analytical consideration of the magnitude of potential institutional risks and vulnerabilities.

The Committee will provide strategic oversight of matters related to:

- Financial performance of the institution;
- Plans for issuance of debt for long-term financing of capital projects;
- Financial statements of the University and other official financial information provided to the public;
- The system of internal controls, including compliance with applicable policies, procedures, and risk management;
- Integration of enterprise risk identification, assessment, response, and monitoring into existing decision-making strategic planning and budgeting processes;
- The annual independent audit process, including recommending to the Board the appointment, compensation, retention, and oversight of the independent auditors engaged to audit the financial statements of the University;
- The effectiveness of the internal audit program;
- Interactions with the state auditor, as appropriate; and,
- Undertake an annual evaluation of the Committee's performance.

The Committee will review and make recommendations to the Board to ensure sound financial and risk management, accurate financial reporting, and institutional compliance with applicable legal, ethical and regulatory requirements. The Committee's duties do not replace or duplicate established responsibilities and delegations for University leadership and management. Further, the Committee does not act on behalf of the Western Washington University Board of Trustees, conduct hearings, or take testimony or public comment.

Membership:

The membership of the Committee consists of three trustees selected by the Board. The Committee's liaison to the Board is the Chair of the Finance, Audit and ERM Committee. The Vice President for Business and Financial Affairs will generally serve as staff and primary liaison to the Committee except for the internal audit function for which the Director of Internal Audit shall be the staff and liaison to the Committee. The Committee shall include or have access to a financial expert as appropriate.

Operations:

The Committee meets at least four times a year. Additional meetings may occur as the Committee, or its chair deems advisable. As appropriate, the Committee will invite members of the administration, faculty, staff or others to attend meetings and provide pertinent information. The Committee will cause to be kept adequate minutes of all its proceedings and will report on its actions and activities at the next meeting of the Board.

Communications:

With respect to the Committee's auditing functions, the internal auditor, independent auditors and state auditor report directly to the Committee. The Committee maintains free and open communication with the internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

Relationship between Finance, Audit and ERM Committee, University Leadership, Internal Auditor, Independent Auditors, and State Auditor

The Committee relies on the expertise and knowledge of the University's leadership team, the internal auditor, the independent auditors and the state auditor in carrying out its oversight responsibilities. The President of the University is responsible to the Board and with the counsel of the Committee for ensuring that internal controls are reasonable, and for determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for auditing the University's financial statements. The state auditor's responsibilities are established by law and carried out pursuant to the policies and procedures dictated by the Washington State Auditor's Office. The internal auditor is responsible for providing an independent appraisal function which evaluates the University's activities to assist the Board of Trustees, President and University leadership team in the discharge of their oversight, management, and operating responsibilities.

Responsibilities to be Evaluated in Annual Committee Performance Assessment

In performing its audit oversight responsibilities, the Committee shall:

General:

1. Review the coordination of audit efforts to ensure completeness of coverage, reduction of redundant efforts, the effective use of audit resources, and the use of independent auditors other than the state auditor.
2. Meet with the President in private session to discuss any matters the Committee or the President believes should be discussed privately.
3. Review policies and procedures with respect to transactions between the University and trustees, or affiliates of trustees.
4. Review with management and the independent auditor the effect of any regulatory and accounting initiatives, as well as off-balance-sheet structures, if any.

Internal Controls, Risk Assessment and Financial Reporting:

1. Inquire of the University leadership team, the internal auditor, the independent auditors and the state auditor about significant risks or exposures, review the University's policies and processes for risk assessment and risk management, and assess the steps management has taken to control such risk to the University.
2. Consider and review the University's internal controls with management and appropriate auditors related to:
 - a. The University's assessment of the effectiveness of its internal controls and any auditor's attestation and report on the University's assessment.

- b. The adequacy of the University's internal controls including computerized information system controls and security.
 - c. Any related significant internal control findings and recommendations of the independent auditors or state auditor together with management responses.
3. Periodically, review with the President and the appropriate auditors the University's critical accounting policies.
4. Review and oversee procedures for (a) receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls, and auditing matters; and (b) the confidential, anonymous submission of employee concerns regarding accounting or auditing matters.

Internal Audit Program:

1. Annually review the Internal Audit Charter and make recommendations to the Board of Trustees.
2. Participate in the annual audit planning risk assessment process. Review and make recommendation to the Board of Trustees for approval of the risk-based annual audit plan.
3. At least four times a year on such dates as specified by the Committee Chair, receive updates from the Office of the Internal Auditor on the status of the annual audit plan and other matters. Receive and review all reports issued by the Office of the Internal Auditor and ensure that management responds appropriately to issues raised.
4. Ensure that the internal audit function has an external quality assurance review every five years at a minimum or a lesser period of time at the discretion of the Committee. Review the results of the independent external quality assurance review and periodic internal assessments, and monitor the implementation of the action plans to address recommendations raised.
5. Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to ensure functional independence and to enable it to effectively carry out the internal audit program's responsibilities.
6. Review and make recommendations as appropriate related to the President's appointment, evaluation, replacement, reassignment, remuneration or dismissal of the Director of the Office of the Internal Auditor.
7. Meet with the Director of the Office of the Internal Auditor in private session to discuss any matters the Committee or internal audit believes should be discussed privately.

External Audit Activities:

1. Recommend to the Board of Trustees the appointment or replacement of the independent auditors and approve the terms on which the independent auditors are engaged for the ensuing fiscal year. The Committee shall solicit the input of management in the selection process.

2. Evaluate the independent auditors' qualifications, performance, and independence, including that of the lead partner.
3. Pre-approve any non-audit services provided by the independent auditors, including tax services.
4. Ensure the periodic rotation of lead or concurring partner for the independent auditor and establish appropriate interval for rotation.
5. Resolve any disagreements between management and the independent and/or state auditors.
6. Ensure receipt from the independent auditors of a formal written statement delineating all relationships between the auditors and the University or any other matter that may impact the objectivity and independence of the auditors.
7. Review with the independent auditor, state auditor and University President the scope and plan for the various audits.
8. Upon completion of each audit performed by the independent and state auditors, conduct a detailed review of the audit report with management and the appropriate auditor and discuss any significant findings, recommendations, and management's responses.
9. Review with management, the independent auditor and state auditor, all matters required to be communicated with the Committee under generally accepted auditing standards.
10. Inquire of the independent and state auditors any difficulties encountered in the course of audits, including any restrictions on the scope of work or access to required information.
11. Meet with the independent auditors and state auditor in private sessions to discuss any matters the Committee or the auditors believe should be discussed privately with the Audit Committee, and report the results of such meetings to management. In order to assure independence, private sessions shall be held at least once a year.
12. Receive and review all outside audit, investigation and regulatory findings and reports of the University including, but not limited to, those from the State Auditor's Office Whistleblower Program, Executive Ethics Board, and Internal Revenue Service. Ensure that management responds appropriately to issues raised.

*Approved by Board of Trustees April 22, 2005 Revision
Approved by Board of Trustees August 3, 2007 Revision
Approved by Board of Trustees June 11, 2010
Draft Revision – December 6, 2017*

Western Washington University Board of Trustees Board of Trustees Committee Charters

The Board of Trustees Committee Charters enhance the purpose and advance the work of the Board. The Charters allow the board to focus its work, which largely occurs in its committees, on discussions of key institutional issues and responsibilities that align with the Board's governance roles.

There are two standing committees of the Board established to facilitate the business of the Board and the University: the Student Success Committee, and the Finance, Audit, and Enterprise Risk Management Committee. These committees provide opportunities for board members to gain deeper understanding of specific areas or issues, increase engagement of board members with relevant university constituents on specific topics, and leverage individual board member's expertise. In addition, a special committee of the Board, the Executive Committee, ensures effective Board performance, and meets, as needed, on the call of the Chair of the Board.

All matters considered by the standing committees requiring action shall be referred to the Board for action.

A majority of the committee's voting members shall constitute a quorum.

Executive Committee Charter

Purpose:

The purpose of the Executive and Governance Committee is to ensure the integrity of the Board and enhance Board performance, and facilitate presidential evaluation and compensation.

Responsibilities:

The Committee is responsible for:

- Facilitating presidential evaluation and compensation review.
- Identifying the expertise and experience needed by the Board during Board members' transition and, as appropriate, communicating this to the Governor.
- Recommending strategic conversation themes as well as locations for upcoming Board meetings.
- Reviewing and making recommendations on the structure, format, and implementation of Board meetings and agendas.
- Serving in an advisory capacity to the University president as needed.
- Monitoring and advocating best practices in higher education governance.
- Ensuring the Board members have adequate orientation and ongoing education on governance issues and practices.

- Overseeing the timing and process of periodic Board self-assessment.
- Monitoring compliance with conflict of interest policy.

Membership:

The Committee shall typically consist of the chair of the board, the vice chair of the board and the immediate past chair of the board. The University president shall serve as an ex-officio member of the committee.

Operations:

The Committee will meet on the call of the chair of the board.

Student Success Committee Charter

Purpose:

Western Washington University aspires to advance inclusive success, increase its impact in Washington and beyond, and enhance the quality of its education programs and student learning experiences and its research and creative work. Directed by the Board of Trustees, the purpose of the Student Success Committee is to develop an understanding of Western's academic affairs and student affairs, with the intention of providing strategic oversight to advance student success at the University.

Responsibilities:

The Committee is advisory in nature and assists the Board of Trustees in ensuring that the University makes substantive progress in its mission fulfillment goals.

The Committee will provide strategic oversight of matters related to advancing student success, including undergraduate education, graduate education, and outreach and extended education programs:

- Progress towards the University's academic performance goals, including student persistence and graduation rates, educational quality, and faculty hiring and development.
- Access and affordability of educational programs in serving the education needs of Washington.
- Progress on graduate education goals and the graduate student experience.
- Delivery of outreach and extended education programs.
- Advancing diversity and equity initiatives, climate and culture.

The Board may refer to the Committee other matters related to the general welfare of students, staff and faculty, including, for example, student safety, health and wellness, and policies governing student conduct and student organizations.

Membership:

The Student Success Committee shall consist of three trustees selected by the Board, and the Student Trustee. The Committee's liaison to the Board is the Chair of the Student Success Committee. Additionally, the President in consultation with the Board Chair shall appoint one or more ex-officio members from among the officers of the University, who will serve as staff and primary liaison(s) to the Committee.

Operations:

The Student Success Committee shall meet at least four (4) times annually. Additional meetings may occur as the Committee or its chair deems advisable. Depending on the agenda, the Committee will invite members of the administration, faculty, students or others to attend meetings and provide pertinent information. The Committee will keep adequate meeting notes of all its proceedings, and will report on its actions and activities at the next meeting of the Board.

Finance, Audit, and Enterprise Risk Management Committee Charter**Purpose:**

The Finance, Audit, and Enterprise Risk Management (ERM) Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the following:

- The integrity of the University's financial operations, physical plant, and financial health;
- The quality and integrity of the accounting, auditing, and reporting practices of the University, with particular focus on effective internal controls, advising the University on business and financial risk as identified in any audit process, and compliance with significant applicable legal, ethical, and regulatory requirements;
- The identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan.

Responsibilities:

The Committee serves in an advisory capacity to assure the demonstrable integrity, accountability, completeness, and effectiveness of University policies and their implementation, guided by analytical consideration of the magnitude of potential institutional risks and vulnerabilities.

The Committee will provide strategic oversight of matters related to:

- Financial performance of the institution;
- Plans for issuance of debt for long-term financing of capital projects;

- Financial statements of the University and other official financial information provided to the public;
- The system of internal controls, including compliance with applicable policies, procedures, and risk management;
- Integration of enterprise risk identification, assessment, response, and monitoring into existing decision-making strategic planning and budgeting processes;
- The annual independent audit process, including recommending to the Board the appointment, compensation, retention, and oversight of the independent auditors engaged to audit the financial statements of the University;
- The effectiveness of the internal audit program;
- Interactions with the state auditor, as appropriate; and,
- Undertake an annual evaluation of the Committee's performance.

The Committee will review and make recommendations to the Board to ensure sound financial and risk management, accurate financial reporting, and institutional compliance with applicable legal, ethical and regulatory requirements. The Committee's duties do not replace or duplicate established responsibilities and delegations for University leadership and management. Further, the Committee does not act on behalf of the Western Washington University Board of Trustees, conduct hearings, or take testimony or public comment.

Membership:

The membership of the Committee consists of three trustees selected by the Board. The Committee's liaison to the Board is the Chair of the Finance, Audit and ERM Committee. The Vice President for Business and Financial Affairs will generally serve as staff and primary liaison to the Committee except for the internal audit function for which the Director of Internal Audit shall be the staff and liaison to the Committee. The Committee shall include or have access to a financial expert as appropriate.

Operations:

The Committee meets at least four times a year. Additional meetings may occur as the Committee, or its chair deems advisable. As appropriate, the Committee will invite members of the administration, faculty, staff or others to attend meetings and provide pertinent information. The Committee will cause to be kept adequate minutes of all its proceedings and will report on its actions and activities at the next meeting of the Board.

Communications:

With respect to the Committee's auditing functions, the internal auditor, independent auditors and state auditor report directly to the Committee. The Committee maintains free and open communication with the internal auditors, the independent auditors, the state auditor, and management, including periodic private sessions with each of these parties.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: Board Audit Committee and President Sabah Randhawa
DATE: April 13, 2018
SUBJECT: Approval of Revisions to Internal Audit Charter
PURPOSE: Action Item

Purpose of Submittal:

Substantial updates to the Internal Audit Charter were drafted to help ensure compliance with Internal Audit Standards and to incorporate documentation of the Internal Audit Quality Assurance and Improvement Program. The updates are based on the Institute of Internal Auditor's International Professional Practices Framework, Supplemental Guidance/Model Internal Audit Activity Charter. The Audit Committee reviewed the draft Internal Audit Charter during their December 14, 2017, meeting and recommended review and approval of the Internal Audit Charter by the full Board of Trustees during their April 13, 2018, meeting.

The Audit Committee with President Randhawa, requests the Board's approval of the following amended Internal Audit documents:

- Office of the Internal Auditor Charter

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Randhawa, approve revisions to the Office of the Internal Auditor Charter.

Documents Attached:

The following documents are attached, first in strike-through format and then with edits incorporated:

- Office of the Internal Auditor Charter



Draft Office of the Internal Auditor Charter

Purpose

The purpose of Western Washington University's (WWU's) Office of the Internal Auditor (OIA) is to provide independent, objective assurance and consulting services designed to add value and improve WWU's operations. The mission of the OIA is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. The purpose of this charter is to define the authority and responsibilities of the Western Washington University Office of the Internal Auditor. This charter was approved by the University Board of Trustees of Western Washington University.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations in the efficient and effective discharge of their responsibilities. The OIA helps WWU an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control, ~~and governance~~ processes.

The Director of the OIA will ensure that the OIA collectively possesses or obtains the knowledge, skills and other competencies needed to meet the requirements of the Office of the Internal Auditor Charter.

The OIA will govern itself by adherence to the mandatory elements of The Institute of Internal Auditors' (IIA) International Professional Practices Framework, including the Core Principles of the Professional Practice of Internal Auditing, the Code of Ethics, the *International Standards for the Professional Practice of Internal Auditing*, and the Definition of Internal Auditing.

The OIA will maintain a quality assurance and improvement program (QAIP) that will include evaluation of its conformance with the *Standards* and the IIA's Code of Ethics. This program includes periodic internal self-assessments, and external assessments performed once every five years by an assessment team from outside the University. The Director of the OIA will communicate the results of these assessments to appropriate senior management and the Finance, Audit and Enterprise Risk Management Committee (Committee).

Authority

The Director of the OIA reports functionally to the Committee, which directs the planning, execution, and results of audit activities. The Director of the OIA reports administratively (e.g., oversight of payroll, budget, and space allocation) as deemed appropriate by the President with the concurrence of the Committee. To demonstrate this function reporting relationship and to establish, maintain, and assure that the OIA has sufficient authority to fulfill its duties the Committee

has established and implemented internal audit program oversight duties specifically identified in the Committee Charter.

The Director of the OIA participates in Committee meetings and has unrestricted access to, and communicates and interacts directly with the Committee, including in private meetings without management present.

The OIA is authorized to:

- Have full, free and unrestricted access to all University functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information.
- Maintain and allocate OIA's resources, including, but not limited to, establishing audit frequencies, selecting audit subjects, determining the scope of work, and applying techniques required to accomplish audit objectives and issue reports within the framework of the Committee's functional oversight.
- Obtain assistance from the necessary personnel of WWU, as well as other specialized services from within or outside WWU, in order to complete the engagement.

~~—The internal audit review and appraisal process does not in any way relieve other University personnel of the responsibilities assigned to them.~~

~~Western Washington University is committed to the professional practice of internal auditing. The Office of the Internal Auditor will uphold the principles of integrity, objectivity, confidentiality, and competency as defined in the Institute of Internal Auditors Code of Ethics and will adhere to the *International Standards for the Professional Practice of Internal Auditing (Standards)*.~~

Organization and Independence and Objectivity Authority

- ~~In order to permit independent and unbiased judgments essential to the proper conduct of audits, Office of the Internal Auditor reports functionally to the Audit Committee of the Board of Trustees and administratively as deemed appropriate by the President with concurrence of the Audit Committee. The Director of the OIA will report functionally to the Finance, Audit and ERM Committee and administratively () as deemed appropriate by the President with concurrence of the Finance, Audit and ERM Committee.~~

~~Internal Audit participates in Audit Committee meetings and has free and open communication with the Audit Committee of the Board of Trustees. The Director of the OIA will ensure that the OIA remains free from all conditions that threaten the ability of the OIA internal auditors to carry out their responsibilities in an unbiased manner, including matters regarding audit selection, scope, procedures, frequency, timing, and report. If the Director determines that independence or objectivity may be impaired in fact or appearance, the details of impairment will be disclosed to appropriate parties.~~

OIA Internal Auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work products, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

OIA Internal Auditors will have no direct operational responsibility or authority over any of the operations or activities reviewed. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment, including:

- Performing any operations duties for the University.
- Initiating or approving transactions external to the OIA.
- Directing the activities of any University employee not employed by the OIA, except to the extent that such employees have been appropriately assigned to an audit team or to otherwise assist the OIA.

Where the OIA is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity.

WWU's Internal Auditors will:

- Disclose any impairment of independence or objectivity, in fact, or appearance to appropriate parties.
- Exhibit professional objectivity and due professional care in gathering, evaluating, and communicating information about the activity or process being examined.
- Make balanced assessments of available and relevant facts and circumstances.
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.

The Director of the OIA will confirm to the Committee, at least annually, the organizational independence of the OIA.

The Director of the OIA will Internal Audit presents an annual report of its operations to the Board of Trustees.

- The Office of the Internal Auditor is authorized to have access to information including computer files, records, property and personnel of the University excluding individual user's computer passwords. University units will submit information and records in a timely manner and in the form specified by the Office of the Internal Auditor.

Independence

Internal Audit management and staff will be independent of the activities that they review. In performing the audit function, the Office of the Internal Auditor has no direct responsibility for, or authority over, any of the activities reviewed. **Independence requires that the Internal Auditor carry out work freely and objectively. The Internal Auditors are not to subordinate their judgment on audit matters to the opinions of others.**

Responsibilities

The Director of OIA is responsible for submitting, at least annually, to appropriate senior management and the Committee a risk-based annual internal audit plan (Plan) for review and recommendation to the full Board of Trustees for approval. The plan will be developeding and implementing A biennial, risk-based audit using an appropriate risk-based methodology that considers the input of appropriate senior management and the Committee. The Director is responsible for implementing the approved Plan, subject to adjustments, made as necessary, in response to changes in the University's risks, operations, programs, systems, and controls. The Finance, Audit and ERM Committee reviews and makes recommendations regarding the audit planschedule to the Board of Trustees, approves the audit schedule. Audit services are coordinated with external assurance and consulting service providersauditors to reduce duplication of efforts and increase audit coverage of the University.

The Director of Internal Audit is responsible for:

- maintaining an effective internal auditing program
- ensuring that audit results and actions taken are communicated to the Audit Committee and appropriate levels of university management
- keeping the Audit Committee informed of emerging trends, successful practices in internal auditing and communicating timeline deviations from audit schedule
- ensuring that audits are completed in a timely manner

University academic and administrative department heads are responsible for:

- allowing audit staff to have complete, free and unrestricted access to all university records and personnel necessary for the completion of audits and special projects
- providing responses (including action plans and completion dates) in accordance with this charter
- ensuring that action plans are completed in a timely manner

Vice presidents are responsible for approving action plans included in audit reports and have ultimate responsibility for implementation of the action plans.

Types of Audit Services

The Office of the Internal Auditor performs internal operational, compliance, and financial related audits of programs, services, departments and accounts that come under the budget authority of the University. The Plan will include provisions for the Internal Audit performs four types of OIA's audit services:

1. **Assurance Services:** The scope and nature of a Assurance services encompasses, but is not limited to, are objective examinations reviews of evidence for the purpose of providing an independent assessments to the

Committee, management and outside parties on the adequacy and effectiveness of governance, risk management and control process for WWU. Assurance services include evaluating whether:

- Operations or programs are being carried out effectively and efficiently.
 - Established practices, processes and systems enable compliance with policies, procedures and applicable laws, and regulations that could significantly impact WWU.
 - Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity.
 - Resources and assets are acquired economically, used efficiently, and protected adequately.
 - Risks related to the achievement of WWU's strategic objectives are appropriately identified and managed.
 - The actions of WWU's officers, directors, employees, and contractors are in compliance with WWU's policies, procedures, and applicable laws, regulations, and governance standards.
 - The results of operations or programs are consistent with established goals and objectives.
 - ~~The scope and nature of assurance services includes reviewing and evaluating for: operational efficiencies and effectiveness; reliability of financial and operational systems; adequacy and clarity of policies and procedures; compliance with university policy and state and federal law; safeguarding of assets; and accomplishment of objectives and goals.~~
2. **Consulting Services:** ~~A Consulting services are advisory and related client~~ other service activities, the nature, and scope of which are agreed upon with the client, and are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation, ~~process design~~ and limited training. The objective of consulting services is to add value in the development or modification of processes, procedures, and controls to minimize risk and achieve objectives. The nature and scope of particular consulting services are agreed upon with management. Internal Audit will not assume management's responsibilities in order to maintain appropriate objectivity and independence. Consultation reports are not typically presented to the Audit and Finance committee unless there is a material finding.
3. **Special Investigative Engagements:** ~~Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine whether if~~ Investigations evaluate allegations of unethical business practices and financial and operational misconduct to determine whether if allegations are substantiated and to prevent future occurrences.
4. **Follow-up Engagements:** ~~Follow-up engagements evaluate plans and actions taken to correct reported conditions.~~

4.

Audit Reports

A written report will be prepared and issued by the Director of the OIA following the conclusion of each engagement and will be distributed appropriately. University management shall respond in a timely manner. The response will indicate what actions were taken or are planned, and an anticipated completion date ~~regarding in regard to~~ the specific

recommendations. Copies of final reports will be distributed to the ~~Board of Trustee's Finance, Audit and ERM~~ Committee Members, the President as well as appropriate ~~U~~university personnel.

The Director of the OIA will ~~report periodically provide quarterly progress reports to~~ appropriate senior management and the ~~Finance, Audit, and ERM~~ Committee regarding:

- The OIA's purpose, authority, and responsibility (i.e., Office of the Internal Auditor Charter).
- The OIA's risk-based annual audit plan and performance relative to its plan, interim changes to the plan, and other matters including the results of engagements or other activities.
- Sufficiency of OIA's budget and resources.
- Any interference or unwarranted restrictions on OIA's authorized access and activities.
- The OIA's organizational independence and OIA Internal Auditor's objectivity.
- The results of QAIP internal and external assessments.
- The OIA's conformance with State Administrative & Accounting Manual (SAAM) Chapter 22 Internal Auditing and Revised Code of Washington (RCW) 43.88.160.
- Significant risk exposures and control issues, including fraud risks, governance issues and other matters requiring the attention of, or requested by, the Committee.
- Whether appropriate actions have been taken on significant OIA findings and/or any response to risk by management that may be unacceptable to WWU. summarizing the results of engagement activities and reports, progress against plan, and other matters.

Recommended by the Finance, Audit, and ERM Committee for Updated and a Approved by the WWU Board of Trustees on, April
13 February 9, 2018



Draft Office of the Internal Auditor Charter

Purpose

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The Plan will include provisions for the four types of OIA's audit services:

1. **Assurance Services:** The scope and nature of assurance services encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Committee, management and outside parties on the adequacy and effectiveness of governance, risk management and control process for WWU. Assurance services include evaluating whether:
 - Operations or programs are being carried out effectively and efficiently.
 - Established practices, processes and systems enable compliance with policies, procedures and applicable laws, and regulations that could significantly impact WWU.
 - Information and the means used to identify, measure, analyze, classify, and report such information are reliable and have integrity.
 - Resources and assets are acquired economically, used efficiently, and protected adequately.
 - Risks related to the achievement of WWU's strategic objectives are appropriately identified and managed.
 - The actions of WWU's officers, directors, employees, and contractors are in compliance with WWU's policies, procedures, and applicable laws, regulations, and governance standards.
 - The results of operations or programs are consistent with established goals and objectives.
2. **Consulting Services:** Advisory and related client service activities, the nature, and scope of which are agreed upon with the client, and are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation, and training.

3. **Investigative Engagements:** Investigations evaluate allegations of financial and operational misconduct to determine whether allegations are substantiated and to prevent future occurrences.
4. **Follow-up Engagements:** Follow-up engagements evaluate plans and actions taken to correct reported conditions.

A written report will be prepared and issued by the Director of the OIA following the conclusion of each engagement and will be distributed appropriately. University management shall respond in a timely manner. The response will indicate what actions were taken or are planned, and an anticipated completion date regarding the specific recommendations. Copies of final reports will be distributed to the Committee Members, the President as well as appropriate University personnel.

The Director of the OIA will report periodically to appropriate senior management and the Committee regarding:

- The OIA's purpose, authority, and responsibility (i.e., Office of the Internal Auditor Charter).
- The OIA's risk-based annual audit plan and performance relative to its plan, interim changes to the plan, and other matters including the results of engagements or other activities.
- Sufficiency of OIA's budget and resources.
- Any interference or unwarranted restrictions on OIA's authorized access and activities.
- The OIA's organizational independence and OIA Internal Auditor's objectivity.
- The results of QAIP internal and external assessments.
- The OIA's conformance with State Administrative & Accounting Manual (SAAM) Chapter 22 Internal Auditing and Revised Code of Washington (RCW) 43.88.160.
- Significant risk exposures and control issues, including fraud risks, governance issues and other matters requiring the attention of, or requested by, the Committee.
- Whether appropriate actions have been taken on significant OIA findings and/or any response to risk by management that may be unacceptable to WWU.

Recommended by the Finance, Audit, and ERM Committee for approval by the WWU Board of Trustees on April 13, 2018

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: Thursday, April 12, 2018

SUBJECT: **Approval of the Western Washington University Strategic Plan**

PURPOSE: Action Item

Purpose of Submittal:

Western's Strategic Plan provides a roadmap and vision for our future. Led by a university-wide Strategic Planning Committee, the process actively and extensively engaged the university community and relevant external stakeholders in the development of the plan.

The plan recognizes that higher education in the U.S. faces significant challenges, including affordability and student debt, stagnating graduation and retention rates, growing achievement gaps for historically underrepresented groups, public skepticism of the value of college education, globalization and the role of technology, and diminishing state and federal investments in higher education. It is informed by the Washington Student Achievement Council's Roadmap Report on education attainment goals and the projected workforce trends in the state. Most of all, this plan reaffirms our commitment to higher education as a public good which should be accessible to all qualified students.

The Strategic Plan (SP) articulates four goals to advance Western:

1. Provide a transformative education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.
2. Advance a deeper understanding of, and engagement, with place.
3. Foster a caring and supportive environment where all members are respected and treated fairly.
4. Pursue justice and equity in its policies, practices, and impacts.

The strategic goals and objectives make good on our commitment to an equitable and transformative education for all students, and on our commitment to increasing Western's impact in Washington and beyond. Three unifying and recurring ideals emerge from the four goals and associated objectives—Advancing Inclusive Success, Increasing Washington Impact, and Enhancing Academic Excellence. These ideals are the essential pillars of institutional mission fulfillment and represent our commitment to each other, to our communities, and to the state of Washington.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the Western Washington University Strategic Plan 2018-2024 as presented to replace the 2010 University Mission, Vision and Strategic Goals.

WESTERN WASHINGTON UNIVERSITY

Strategic Plan 2018-2024

EXECUTIVE SUMMARY

As a leading public comprehensive institution, Western Washington University serves the state of Washington and beyond through a focus on academic excellence and inclusive achievement by its students, staff, and faculty.

Western prides itself on providing quality education and a broad range of programs that lead to professional and academic careers. Western grounds every program in the liberal arts and sciences, enhancing student knowledge, skills, and creativity, and developing engaged citizens who are prepared to solve the increasingly complex and interdisciplinary challenges facing the state, the nation, and the world.

Established in 1893, Western is one of the top public Master's granting universities in the nation. Western is the highest-ranking public, master's-granting university in the Pacific Northwest and ranked second in the West, according to the U.S. News & World Report college rankings. Kiplinger's ranks Western among the top 100 public colleges and universities in the nation that offer the best quality and affordability. Western's recognition for academic excellence is further underscored by its third-place ranking among all master's-granting institutions nationally, for the number of its graduates awarded Fulbright Fellowships and by its ninth-place ranking, among all masters-granting institutions nationally, public or private, for the number of undergraduates who go on to earn doctorates.

Western's Strategic Plan provides a roadmap and vision for our future. Led by a university-wide Strategic Planning Committee, the process actively and extensively engaged the university community and relevant external stakeholders in the development of the plan.

The plan recognizes that higher education in the U.S. faces significant challenges, including affordability and student debt, stagnating graduation and retention rates, growing achievement gaps for historically underrepresented groups, public skepticism of the value of college education, globalization and the role of technology, and diminishing state and federal investments in higher education. It is informed by the Washington Student Achievement Council's Roadmap Report on education attainment goals and the projected workforce trends in the state. Most of all, this plan reaffirms our commitment to higher education as a public good which should be accessible to all qualified students.

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The strategic goals and objectives make good on our commitment to an equitable and transformative education for all students, and on our commitment to increasing Western's impact in Washington and beyond. Three unifying and recurring ideals emerge from the four goals and associated objectives—Advancing Inclusive Success, Increasing Washington Impact, and Enhancing Academic Excellence. These ideals are the essential pillars of institutional mission fulfillment and represent our commitment to each other, to our communities, and to the state of Washington.

CONTEXT FOR THE PLAN: CHALLENGES FACING HIGHER EDUCATION

While there is much to celebrate about Western’s success over the past decade, higher education is faced with pressures and challenges that we must address, intentionally and effectively.

The Roadmap Report produced by the Washington Student Achievement Council, and adopted by the Washington legislature in 2013, set the foundation for Washington's educational attainment goals, that by 2023:

- All adults in Washington, ages 25–44, will have a high school diploma or equivalent
- At least 70 percent of Washington adults, ages 25–44, will have a postsecondary credential

Currently, these numbers are 90 percent and 51 percent, respectively. In the next decade, workforce projections in Washington indicate that two-thirds of the jobs in Washington will require some form of post-secondary education, yet Washington currently ranks 46th in the nation in college continuation rates. Additionally, there are about 700,000 adults in the state who have earned some college credits, but haven’t completed a degree; nationally, this number is nearly 40 million.

In addition to the economic imperative, we also believe there is a moral imperative to improving degree attainment. Six-year graduation rates from four-year college degree programs have been relatively stagnant, varying between 53 and 58 percent, and graduation rates of underrepresented groups are even lower— between 1970 and 2013, degree attainment for students from the bottom family income quartile has remained essentially constant at about nine percent. We are going to see increasingly more students attending our universities from the bottom family income quartiles, which also tend to be more ethnically and racially diverse.

The country as a whole is experiencing significant differences by region in high school graduates, with the Northeast and Midwest showing a continued and steady decline. According to the Western Interstate Commission for Higher Education, the projected total increase in high school graduates from 2017-18 to 2022-23 in the state of Washington is a mere 0.8 percent, with the white, non-Hispanic population expected to decrease by 2.7 percent, while the Hispanic population is expected to increase by 34.3 percent.

Government funding for higher education has been declining since the start of the Great Recession, and though funding has recently rebounded as the economy has steadily improved, Washington state still experienced a 20 percent decrease in state spending per student, after inflation adjustment, between 2008 and 2016. At the same time, the future of federal funding for academic research, grants and loans is, at best, uncertain.

The decline of state and federal funding has shifted more of the cost burden for higher education to students and their families, with the price of attending college rising significantly faster than growth in median income. Current student debt, not including family debt, is about \$1.45 trillion; nationally, for the graduating class of 2016, the average student debt was \$31,172, up six percent from the previous year. Consequently, students and their families, who are paying for an increasingly larger proportion of educational expenses, are asking for the “return on their investment.” There is a growing expectation from the public and lawmakers for institutions to demonstrate relevance and outcomes, with several states now experimenting with performance-based funding measures.

Competition for recruiting and retaining human talent—faculty, staff and students—has intensified nationally, as well as globally, as countries outside the U.S. place greater emphasis on higher education, and an increasing array of online educational offerings and providers are reshaping the higher education landscape. Artificial intelligence, machine learning, adaptive learning, robotics, and cloud technology are just

a few of the innovations changing the nature of jobs in the future. Employers expect that institutions will graduate students who are better prepared and workforce ready, including proficiency in skills like communications, critical thinking, problem solving and emotional intelligence, which are critical to the life-long learning and growth of individuals and their organizations.

The extraordinarily complex and important challenges facing our world, including issues like climate change, biodiversity, sustainable energy, and physical, mental and psychological health, require an interdisciplinary and integrative approach to education and research, and an educational model that extends beyond the traditional programmatic structures and more intentionally engages undergraduate and graduate students in the creative work of faculty to understand and address those issues.

Higher education is being challenged in many additional ways. Increased compliance laws have placed significant financial burden on many institutions. Campus health and wellness services are being stretched due to increased mental health and disability service needs, and sustaining a campus climate and an institutional culture that addresses sexual violence, promotes student safety, and encourages conversation on controversial issues, while affirming the fundamental dignity and respect that people of all identities deserve, are issues that will continually challenge campus communities.

Our 2018-2024 strategic plan is informed by our challenges and constraints, but it is not limited by them. The plan asserts our uncompromising commitment to student success, to positively impacting the state of Washington, the nation, and the world, and to further strengthening our academic and co-curricular programs.

STRATEGIC PLAN 2018-2024

Western prides itself on providing quality education. A major strength of Western is our liberal arts and sciences foundation. We believe that preparing students for a job is not enough. The world needs graduates who have a strong foundation in the liberal arts and sciences—already a major strength of Western—so that they can become life-long learners, creative thinkers and determined problem solvers. Another strength of Western is the emphasis upon faculty/student interactions in research, scholarly and creative activities, classes, and community engagement. These strengths help foster informed, engaged, and creative graduates. Western is committed to enabling all students to have high-impact experiences and finding resources to allow all this to occur. We recognize that more can be done to prepare our graduates for success and are committed to continually improving our programs.

We recognize the importance of investing in a faculty culture of innovation and creativity that cuts across disciplines and integrates knowledge and exploration in our undergraduate and graduate programs. An innovative culture also means that we are open to new opportunities, including partnerships with other educational institutions and community organizations, public-private collaborations, new models for providing support services, and creatively and selectively using technology to enhance our institutional impact.

Western's location, on the Salish Sea, near an international border, among sovereign Native nations, positions us to better engage with the environment, communities, and cultures, both local and global. To do this, we must respect and better understand the varied cultures and histories of the Pacific Northwest and the world at large in our teaching, research, and service.

Western aspires to be a caring community. Our greatest strength is our people—our students, staff, faculty, and alumni. Our community cannot be taken for granted, and much work needs to be done to ensure that

every individual at Western can thrive professionally and personally. We must aim at student success, at a workplace where all employees have a voice that is heard and the opportunity to grow. It also means we must connect students, staff, faculty, and alumni to support and sustain each other.

Western is committed to justice and equity, to inclusive achievement and academic excellence, and to providing a safe, just, and equitable University for all students and employees. We must open our doors wider to welcome a more diverse student body, and we must ensure that we provide the environment and resources all students need to be successful. We must also ensure that Western more closely reflects the local and global diversity in which we live and we seek to advance. As such, we are committed to cultivating global citizenship in our graduates so they have the perspective to make well-informed judgements, the curiosity to learn about others' values and cultures, and the wisdom to challenge their own preconceived notions.

MISSION AND VALUES

Western Washington University is a public comprehensive institution dedicated to serving the people of the state of Washington. Together our students, staff, and faculty are committed to making a positive impact in the state and the world with a shared focus on academic excellence and inclusive achievement.

As a community, we uphold certain basic values. These include:

- Commitment to student success, critical thought, creativity, and sustainability
- Commitment to equity and justice, and respect for the rights and dignity of others
- Pursuit of excellence, in an environment characterized by principles of shared governance, academic freedom and effective engagement
- Integrity, responsibility and accountability in all our work

VISION

Western Washington University prepares and inspires individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions.

GOALS AND OBJECTIVES

The Strategic Plan articulates four goals to advance Western. Our approach is somewhat non-traditional; we articulate our goals as *values* that we aspire to advance.

This work complements another important effort completed recently, the Sustainability Action Plan: 2015-2035, which builds on Western leadership in many areas of sustainability to define a comprehensive sustainability plan for the future (<https://sustain.wvu.edu/sustainability-action-plan/>).

A comprehensive list of institutional performance associated with each of the four goals is provided at <http://www.wvu.edu/provost/strategicplanning/index.shtml>.

Goal #1: Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.

Western's educational experience will continue to be rooted in an active teaching and learning environment with a liberal arts and sciences foundation and robust co-curricular, internship, research, creative, and community engagement opportunities. Western will prepare students to be successful and engaged members of society, and will provide the tools to work in and across disciplines to identify and creatively solve key societal problems, both local and global. Western will recruit the best faculty and staff to support the growth and sustained flourishing of programs, departments, and centers that do this vital work.

- A. Strengthen the liberal arts and sciences foundation to ensure and expand student access to the breadth of our undergraduate, graduate, and professional programs.
- B. Provide tools and experiences for all students to follow their intellectual curiosity, to work across disciplines, and to develop the skills, knowledge, and habits of mind that will enable them to effectively contribute to evolving societal needs.
- C. Increase support and infrastructure for all types of scholarship, research, and creative activity.
- D. Ensure that all students have access to high quality educational experiences beyond the classroom.
- E. Review and improve general education requirements and programs of study at the undergraduate and graduate levels to ensure they foster the knowledge, skills, and habits of mind required in a dynamic world.
- F. Through shared governance, align budgeting, capital planning and development to allow for agility in response to changes in student interests, state needs, and knowledge production and dissemination.
- G. Provide technological and other academic infrastructure to support curricular innovation, research, scholarship, and creative activity, civic engagement and social justice.

Goal #2: Western will advance a deeper understanding of and engagement with place.

At Western, we seek to engage place in all of its complexity. Place calls us to recognize debts and obligations to indigenous and Native nations, to the environment and sustainability, and to diverse and rich cultures within and across borders. Place inspires us to study with rigor and precision the complexity, vibrancy, and beauty of land and sea in Washington State and in the Pacific Northwest. Place moves us to think and act thoughtfully and creatively about where we are and how we connect with the wider world. Place beckons us to look at the past with care and to envision the future with curiosity, innovation, and creativity.

- A. Take steps to acknowledge and honor the richness and multiple meanings of place, from local to state, national, and global.
- B. Support teaching, learning, research, scholarship, creative activity, and programming that engages with place in a respectful way.
- C. Support experiences inside and beyond the classroom that help develop an understanding of the region and its communities in all their natural and cultural richness and complexity.
- D. Recognize, honor, and respect the cultures, traditions, languages, rights, and knowledge of the indigenous and Native nations in the region.
- E. Weave the ecological, social, and economic dimensions of sustainability into and through the University's practices.
- F. Give all students educational experiences both in and beyond the classroom that help them develop the knowledge, skills, and abilities to nurture and create the conditions for people and planet to thrive.
- G. Increase engagement between Western and local communities.

- H. Increase the experiences through which students, staff, and faculty can engage with communities and environments in multiple regions in the world, both inside and beyond the classroom.

Goal #3: Western will foster a caring and supportive environment where all members are respected and treated fairly.

Western's greatest strength is the outstanding students, faculty, staff, and alumni/ae who make up its community. Western supports an inclusive governance structure for all and provides a learning and working environment in which everyone can thrive.

- A. Strengthen shared governance to ensure that students, staff, and faculty are meaningfully empowered in the university's policies, decisions, and direction.
- B. Support student, staff, and faculty wellbeing, including physical health and wellness, mental health, and disability resources based on universal design.
- C. Enhance student services and co-curricular opportunities to foster students' intellectual, personal, and professional development and success.
- D. Improve climate and working conditions for student employees, staff, and faculty at all locations.
- E. Provide competitive compensation and professional development for student employees, staff, and faculty.
- F. Expand networks between students, staff, faculty, and alumni/ae.

Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.

Western sees equity, justice, inclusion, and diversity as fundamental principles calling for authentic engagement. Western acknowledges that, as an institution, it has failed to meet the needs of people of many races, ethnicities, creeds, socioeconomic classes, gender identities, sexual orientations, and disability statuses. WWU will contribute to redressing these inequities by transforming policies, structures, and practices to ensure meaningful inclusion.

- A. Foster a positive and collaborative campus climate, including the physical environment, that welcomes and affirms the diversity of individuals, groups, cultures, and ideas.
- B. Establish, fund and sustain practices of self-examination and continuous improvement to identify, understand, and remediate structural injustices and inequities at Western.
- C. Recruit, retain, and support more underrepresented and first-generation students at the undergraduate and graduate levels.
- D. Implement model practices to improve our recruitment and retention of a diverse staff, faculty, and administration.
- E. Increase affordability of and access to high quality undergraduate and graduate education at all Western's locations.
- F. Support and strengthen curricula and other programming that engage issues of access, equity, power, and privilege in and across disciplines.
- G. Expand professional development opportunities for all staff and faculty to provide for additional leadership capacity in the effort toward equity and justice.
- H. Expand and support respectful collaborative relationships with community partners and underrepresented groups to advance equity and social justice.
- I. Pursue just action by taking all appropriate steps to protect survivors and to prevent sexual and other types of violence, discrimination, harassment, and bullying.

CONCLUSION: ACHIEVING OUR MISSION

The Northwest Commission on Colleges and Universities, the regional accreditation body for Western, requires that the institution define overarching constructs essential for advancing the institutional mission. Advancing inclusive excellence, increasing Washington impact and enhancing academic excellence represent those overarching constructs. While informed by our work on goals, objectives and associated performance metrics, we believe that progress on advancing institutional mission and vision requires making significant and continuous progress on these ideals.

Advancing Inclusive Success

Education is the most powerful social equalizer, a true engine for upward mobility. While postsecondary institutions become increasingly diverse, the degree attainment gap persists for low-income students and students of color. We are going to see increasingly more students attending our universities from the lowest family income quartiles, which also are more ethnically and racially diverse. At the same time, jobs in our global, knowledge-based economy, increasingly require postsecondary education, as reflected in the statistics that workers with a bachelor's degree or higher accounted for 73 percent of the 11.6 million jobs gained in the recovery after the great recession.

We recognize that our most important challenge is to advance inclusive success, that is, increase retention and persistence rates and the number of graduates, while eliminating achievement gaps for students from diverse and under-represented socio-economic backgrounds. We have a great platform to advance access and completion at Western, starting with a six-year graduation rate of 70 percent, one of the best in the region.

Increasing Washington Impact

In the next decade, two-thirds of the jobs in Washington will require some form of post-secondary education. According to the Washington Roundtable, there will be 740,000 job openings in Washington in the next five years, yet only 31 percent of Washington high school seniors go on to earn a postsecondary credential today.

We recognize that to contribute to the future workforce needs in Washington and the region, we need to expand access to our programs, increase persistence and graduation rates, and partner with other education providers to offer programs and credentials to place-bound and non-traditional students. At the same time, we must prepare our students to be successful in a continuously changing work and social environment, where technology and automation are driving employment trends, and significantly changing the nature of work and relationships.

Enhancing Academic Excellence

Western provides a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research and creative activity to foster the development of engaged members of a global community. Making progress on critical issues—from environmental sustainability and climate change, to human health, economic vitality and cultural diversity—requires investing in, and nurturing, a faculty culture that integrates knowledge and exploration in our undergraduate and graduate programs.

Western is well positioned to increase its impact and contributions in ways that build upon and maintain the essence of what has made us distinctive. We will continue to enhance the high quality of our undergraduate and graduate programs in the liberal arts and professional programs, while simultaneously extending our reach to become a greater catalyst for regional economic and social development.

We recognize that excellence and diversity go hand in hand. Our community will be richer and stronger if members of our community—students, faculty, staff and administrators—are drawn from the widest possible

range of socioeconomic and multicultural groups. We strive to expand and deepen our work to build a diverse, inclusive and equitable community and culture: in terms of access and success, curriculum, learning, shared experiences, embedded values and beliefs, and engagement opportunities to create enduring change.

Benchmarks for Success

A comprehensive list of performance measures associated with goals and objectives is provided at <http://www.wvu.edu/provost/strategicplanning/index.shtml>. The following is a summary of some of the most important metrics which we believe are critical to mission fulfillment.

Metric	2015-16	2016-17	Target 2024-25
<u>INCLUSIVE SUCCESS</u>			
First-year Retention Rate			
Overall	82.4%	82.1%	87-90%
Students of Color, Underrepresented	80.0%	79.8%	87-90%
Pell Grant Eligible	78.4%	79.5%	87-90%
Six-year Graduation Rate			
Overall	71.2%	69.5%	75-80%
Students of Color, Underrepresented	61.8%	64.8%	75-80%
Pell Grant Eligible	65.4%	65.4%	75-80%
Transfer Four-year Graduation Rate			
Overall	77.6%	71.9%	75-80%
Students of Color, Underrepresented	72.6%	69.5%	75-80%
Pell Grant Eligible	73.6%	72.4%	75-80%
<u>WASHINGTON IMPACT</u>			
Degrees Awarded			
Total	3,645	3,783	4,300-4,600
Graduate	309	293	350-375
State's High Need Areas	1,207	1,276	1,450-1,500
Students of Color, Underrepresented	24.9%	25.3%	30-35%
Enrollment FTE for Off-campus & Extended Education	6.2%	6.5%	8-10%
<u>ACADEMIC EXCELLENCE</u>			
Tenure/Tenure-track Faculty			
Total Faculty	500	514	600-625
Faculty of Color, Underrepresented	15.2%	15.7%	18-23%
Students Graduating with High-Impact Experiences			
Research			
Research & Sponsored Programs Annual Revenue	\$12.5M	\$9.9M	\$15-20M
University Supported Research & Creative Activity	\$4.5M	\$5.9M	\$7-9M

**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, Vice President for Enrollment and Student Services

DATE: April 13, 2018

SUBJECT: **Approval to Amend WAC 516-24-130, Demonstrations**

PURPOSE: Action Item

Purpose of Submittal:

The manifestation of violence and intimidation observed in on-campus demonstrations in Washington State and across the United States over the past several months necessitate changes to WAC 516-24-130 in order to preserve the integrity of Western Washington University's educational mission, to protect the health, safety and welfare of students, faculty and staff, and to preserve University property and scarce state resources while at the same time preserving its strong commitment to freedom of expression.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the permanent rule change to WAC 516-24-130, Demonstrations as submitted.

Background:

Permanent rule making for WAC 516-24-130, Demonstrations, began in fall 2017 in response to emergency rule adoption by the Board of Trustees in October, 2017. The purpose of emergency rule adoption was to immediately, on an interim basis, address time, place, and manner of freedom of expression and update subsections regarding prohibited conduct. Since the emergency rule's adoption, a revision committee was created to begin the permanent rule making process.

The development of the proposed permanent rule was conducted by Eric Alexander, Associate Dean for Student Engagement and included representatives from the Attorney General's Office, Risk Management, Public Safety Department, Government Relations, Office of Student Life, Associated Students, and UFWW. The proposed rule was reviewed by the Technical Review Committee and President's Cabinet and a public hearing was held to solicit community and campus feedback.

Proposed amendments include:

- Change in WAC title from "Demonstrations" to "Freedom of Expression and Prohibited Conduct"

- A recognition that the University is committed to a safe campus and insuring safety to campus community members as well as preventing loss or damage to facilities or property.
- Added language that a violation of WAC 516-52-020 is prohibited conduct.
- Added additional language regarding prohibited conduct to include obstruction or interference with recognized University activities, obstruction or interference with pedestrian or vehicular traffic, and obstruction or interference with preservation and protection of University property, as well as prohibiting behavior that is threatening.

Supporting Information:

Attachment 1 - WAC 516-24-130 WAC, Demonstrations, with amendments

Attachment 2 - Hearing Officer's Report

Attachment 3 - Audio recording of public hearing - <https://youtu.be/vAidFzAZVVw>

AMENDATORY SECTION (Amending WSR 01-09-052, filed 4/13/01, effective 5/14/01)

WAC 516-24-130 ((Demonstrations.)) Freedom of expression and prohibited conduct. The value of active participation in political and social issues is recognized by Western Washington University as enhancing the education of the individual and contributing to the betterment of American society. The rights of free speech, petition and assembly are fundamental to the democratic process guaranteed under the Constitution of the United States and will be promoted and respected at all times.

The university ((further)) also recognizes that it has an obligation to maintain on campus an atmosphere that allows the institution to perform the fundamental task of providing an opportunity for all members of the community to pursue knowledge through accepted academic processes.

The university further recognizes that it is committed to a safe campus, ensuring the safety of its community members and preventing loss or damage to its facilities or property.

To achieve these objectives it is essential that ((demonstrations)) freedom of expression and assembly be orderly and conducted in a time, place, and manner that allows the orderly function of the university. Any person or group of persons shall not, by their conduct ((, disrupt, disturb or interfere with:

- ~~(1) Classroom activities and other educational pursuits;~~
- ~~(2) Recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities;~~
- ~~(3) Pedestrian and vehicular traffic;~~
- ~~(4) Preservation and protection of university property and personal property of individuals.)):~~

(1) Violate the prohibition of firearms, weapons, armor or armaments as set forth in WAC 516-52-020.

(2) Obstruct or interfere with classroom activities and/or other educational or employment pursuits.

(3) Obstruct or interfere with recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities.

(4) Obstruct or interfere with pedestrian or vehicular traffic.

(5) Obstruct or interfere with the preservation and protection of university property and personal property of individuals.

(6) Threaten, by statement or implication, the health or safety of others.

(7) Contact or communicate in a threatening nature that harasses, would cause a reasonable person to fear for their safety, or which is so persistent, pervasive, or severe as to deny a person's ability to substantially participate in the university community.

Any person persisting in such conduct after being requested to cease by university authorities, shall be subject, as appropriate, to disciplinary proceedings, trespass, or arrest and prosecution.

WWU RULE-MAKING REVIEW
Hearing Officer's Report
WAC 516-24-130, Demonstrations
WAC 516-52-020, Firearms and Dangerous Weapons

On March 13, 2018, at 12:09 p.m., in Old Main 340, a public hearing was held on a proposal to amend WAC 516-24-130, Demonstrations and WAC 516-52-020, Firearms and Dangerous Weapons. The hearing was conducted by Jennifer Sloan, Rules Coordinator. The hearing was held pursuant to the authority provided in the Revised Code of Washington, Open Public Meetings Act and Administrative Procedures Act.

The testimony and Hearing Officer's Report are provided to President Sabah Randhawa for consideration of the permanent rule change. Upon approval, the proposed code is presented to the Board of Trustees for adoption and is effective 31 days after filing with the Code Reviser's Office.

Notice of Hearing

Notice of public hearing was published in the February 21, 2018 issue of the *Washington State Register* (18-04-104) and (18-04-105). Notice of hearing was also published February 21, 2018 on the University's online newsletter, *Western Today*, and in the campus newspaper, *Western Front*.

Hearing Attendance

The hearing was attended by: Darin Rasmussen, Director of Public Safety / Chief of Police; Eric Alexander, Associate Dean of Student Engagement / Director of the Viking Union; Paul Mueller, Director, Risk, Compliance & Policy Services; Michael Sledge, Assistant Dean of Students; Sara Wilson, Special Assistant to the Vice President for Enrollment and Student Services; Aaron Gillis, *Western Front*; and Rob Olson, Assistant Attorney General. A copy of the sign-in roster is attached.

Summary

Eric Alexander, Associate Dean of Student Engagement / Director of the Viking Union, began the hearing by providing an overview of the proposed amendments to WAC 516-24-130. Proposed amendments included:

- Change in WAC title from Demonstrations to Freedom of Expression and Prohibited Conduct
- A recognition that the University is committed to a safe campus and insuring safety to campus community members as well as preventing loss or damage to facilities or property.

Hearing Officer's Report

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WAC 516-52-020

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- Added language that a violation of WAC 516-52-020 is prohibited conduct.
- Added additional language regarding prohibited conduct to include obstruction or interference with recognized University activities, obstruction or interference with pedestrian or vehicular traffic, and obstruction or interference with preservation and protection of University property, as well as prohibiting behavior that is threatening.

Darin Rasmussen, Director of Public Safety / Chief of Police, provided an overview and background of the proposed amendments to WAC 516-52-020. Chief Rasmussen began by stating that it is helpful to know that we looked at addressing and changing this WAC to maximize the opportunity for freedom of expression on campus while providing reasonable restrictions and greater clarification as to what weapons, arms and armaments, ammunitions, and explosives are and what is permitted on campus. Chief Rasmussen explained that an emergency rule was adopted by the Board of Trustees in October, 2017 and permanent rule making occurred shortly thereafter. Input was sought from students, faculty, and staff. The rule development committee also took into consideration campus culture and activities; for example, humans vs. zombies. The proposed amendments are consistent with the student conduct code and the goal was to better organize the current rule that was last revised in 1993. Proposed changes include:

- A change in WAC title from Firearms and Dangerous Weapons to Weapons and Armaments Prohibited.
- Addition of definitions to better define weapons, arms and armaments, and firearm.
- Clarify who can possess weapons on campus and where weapons can be checked and stored when a person comes to campus.

Testimony

The Rules Coordinator reported on written testimony received by a student and read the comments into the record.

1. For student assembly and expression on campus, I urge the rule-makers to remember that freedom of speech and assembly, no matter how distasteful they might be, should be protected as long as they do not pose a direct, physical threat to students or property. It is saddening to see in national news that voices that do not conform to a leftist political mindset being shut down by student protests without allowing controversial speakers to have a chance to speak their opinions.

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Let me be clear that I do not support the ideologies of headline controversial speakers like Richard Spencer, but I do believe that Western should lean on the side of free speech, unless opponents of the controversial speaker can prove that what he is saying is a threat. It is not the speaker's fault that people who oppose them react violently.

Colleges should be a place where ideas can be shared freely without fear on all sides of the political spectrum and I hope that the university keeps this in mind.

2. I am not sure what the proposed changes to the school's weapon policy are, but I assume that they are being revised to become more restrictive. As the news is filled with story after story of violence on college campuses and mass shootings, it might seem like a good idea to restrict weapons on campus further. I do not believe that is the right course of action. I believe that restricting "weapons" and self-defense means to students only increases the risk of violence. I do not believe that a "bad guy" will obey campus policies and this only puts the rule-abiding students at a further disadvantage in a potential violent situation.

If you read *The Western Front*, a recent edition brought to light some aspects that make Western unprepared for a mass shooting scenario as well as safety risks in the neighborhoods by burglars and voyeurs. I believe that these events point to a need for students to be better equipped to defend themselves.

I believe that Western's weapon policy, particularly its firearm policy, should be considered by experts to see if it is time that the school loosens this policy to allow students to carry on campus.

This should, of course, be heavily regulated. Students should register their firearms with campus police, show proper knowledge of their use and safety, and pass rigorous background checks and mental health screenings.

If this is not feasible, and I understand completely how unlikely it is, I believe that Western's weapon policy should not be further restricted. I believe that students should have more opportunities to defend themselves. This applies not only to the unlikely event of a mass shooting, but also to the more common incidents of burglary, assault, indecent exposure and theft that have plagued campus.

People may accuse me of being alarmist and that having more weapons on campus will contribute to a climate of fear and distrust. I advocate the opposite. I believe that having properly educated, properly equipped and properly trained students will decrease fear because people will know that they are ready. I advocate for a culture of preparedness and empowerment.



Hearing Officer's Report

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Mr. Alexander responded to the first comment by thanking the contributor for the comment and stating that we are committed to freedom of speech and assembly and throughout the rule development process worked closely with University legal counsel to ensure that we are engaging in content neutral determinations about free speech, expression and conduct. A freedom of expression and assembly website is available and outlines all the commitments, perspectives, and policies of the University.

Chief Rasmussen responded to the second comment by thanking the contributor for the comment and stating we recognize people's rights under the Constitution of the United States and the Washington State Constitution the right to keep and bear arms; however, as we look at weapons, we want to be sure to provide a safe and secure place for the educational mission of the University to continue and he believes the amendment to the WAC does do that.

Audience Comments and Questions

There were no audience comments and no further testimony was given.

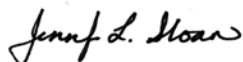
The hearing adjourned at 12:21 p.m.

Conclusion

Considering the thorough review process WAC 516-24-130 and WAC 516-52-020 received during the past several months, and considering the testimony received in writing, I recommend the following:

- That President Randhawa approve the revisions to WAC 516-24-130, Demonstrations, and WAC 516-52-020, Firearms and Dangerous Weapons; and further, that the proposed rule changes be brought before the Board of Trustees for consideration.

Respectfully submitted,



Jennifer Sloan
Rules Coordinator

JS

Attachments:

- Public Hearing Sign-In Sheet
- Audio Recording of Public Hearing



Hearing Officer's Report

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WAC 516-24-130 – Current rule

WAC 516-24-130 – Final Draft of Proposed Rule

WAC 516-52-020 – Current rule

WAC 516-52-020 – Final Draft of Proposed Rule

WAC 516-24-130 Demonstrations. The value of active participation in political and social issues is recognized by Western Washington University as enhancing the education of the individual and contributing to the betterment of American society. The rights of free speech, petition and assembly are fundamental to the democratic process guaranteed under the Constitution of the United States and will be promoted and respected at all times.

The university further recognizes that it has an obligation to maintain on campus an atmosphere that allows the institution to perform the fundamental task of providing an opportunity for all members of the community to pursue knowledge through accepted academic processes.

To achieve these objectives it is essential that demonstrations be orderly and conducted in a manner that allows the orderly function of the university. Any person or group of persons shall not, by their conduct, disrupt, disturb or interfere with:

(1) Classroom activities and other educational pursuits;

(2) Recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities;

(3) Pedestrian and vehicular traffic;

(4) Preservation and protection of university property and personal property of individuals.

Any person persisting in such conduct after being requested to cease by university authorities, shall be subject, as appropriate, to disciplinary proceedings or arrest and prosecution.

[Statutory Authority: RCW 28B.35.120(12). WSR 01-09-052, § 516-24-130, filed 4/13/01, effective 5/14/01. Statutory Authority: RCW 28B.35.120(12), 34.05.220 (1)(b), 34.05.250, 28B.15.600, 42.17.310, 42.30.070 - 42.30.075, chapters 69.41 and 43.21C RCW. WSR 90-10-042, § 516-24-130, filed 4/27/90, effective 5/1/90; Order 72-10, § 516-24-130, filed 11/17/72.]

AMENDATORY SECTION (Amending WSR 01-09-052, filed 4/13/01, effective 5/14/01)

WAC 516-24-130 ((Demonstrations.)) Freedom of expression and prohibited conduct. The value of active participation in political and social issues is recognized by Western Washington University as enhancing the education of the individual and contributing to the betterment of American society. The rights of free speech, petition and assembly are fundamental to the democratic process guaranteed under the Constitution of the United States and will be promoted and respected at all times.

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(1) Violate the prohibition of firearms, weapons, armor or armaments as set forth in WAC 516-52-020.

(2) Obstruct or interfere with classroom activities and/or other educational or employment pursuits.

(3) Obstruct or interfere with recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities.

(4) Obstruct or interfere with pedestrian or vehicular traffic.

(5) Obstruct or interfere with the preservation and protection of university property and personal property of individuals.

(6) Threaten, by statement or implication, the health or safety of others.

(7) Contact or communicate in a threatening nature that harasses, would cause a reasonable person to fear for their safety, or which is so persistent, pervasive, or severe as to deny a person's ability to substantially participate in the university community.

Any person persisting in such conduct after being requested to cease by university authorities, shall be subject, as appropriate, to disciplinary proceedings, trespass, or arrest and prosecution.

WAC 516-52-020 Firearms and dangerous weapons. (1) Only such persons who are authorized to carry firearms or other weapons as duly appointed and commissioned law enforcement officers in the state of Washington, commissioned by agencies of the United States government, or authorized by contract with the university, shall possess firearms or other weapons issued for their possession by their respective law enforcement agencies or employers while on the campus or other university-controlled property, including, but not limited to, residence halls. No one may possess explosives unless licensed to do so for purposes of conducting university-authorized activities relating to building construction or demolition.

(2) Other than the law enforcement officers or other individuals referenced in subsection (1) of this section, members of the campus community and visitors who bring firearms or other weapons to campus must immediately place the firearms or weapons in the university-provided storage facility. The storage facility is located at the university public safety department and is accessible twenty-four hours per day.

(3) If any member of the campus community or visitor wishes to bring a weapon to the campus for display or demonstration purposes directly related to a class, seminar, or other educational activity,

permission for such possession may be applied for at the university public safety department, which shall review any such proposal and may establish the conditions of the possession on campus.

[Statutory Authority: RCW 28B.35.120(12). WSR 93-01-080, § 516-52-020, filed 12/14/92, effective 1/14/93; WSR 90-17-031, § 516-52-020, filed 8/9/90, effective 9/1/90.]

AMENDATORY SECTION (Amending WSR 93-01-080, filed 12/14/92, effective 1/14/93)

WAC 516-52-020 ((Firearms and dangerous)) Weapons and armaments prohibited. (1) Definitions. As used in this section, the following words and phrases mean:

(a) Armor or armaments. Includes, but are not limited to, shields, body armor, tactical gear, face masks, and helmets.

(b) Firearm. A weapon or device from which a projectile or projectiles may be fired by an explosive such as gunpowder, whether loaded or unloaded.

(c) Weapon. Includes, but is not limited to, air guns, pellet guns, paint ball guns, or other pneumatic propellant devices, bows, crossbows, slingshots or other muscle powered projectile devices, daggers, swords, knives or other cutting or stabbing instruments with blades longer than three inches, clubs, bats, sand clubs, truncheons, metal knuckles, incendiary devices or materials, or any other objects or instruments apparently capable of producing bodily harm.

(2) Only such persons who are authorized to carry firearms, ammunition, or other weapons or armaments as duly appointed and commissioned law enforcement officers in the state of Washington, commissioned by agencies of the United States government, or authorized by contract with the university, shall possess firearms or other weapons or armaments issued for their possession by their respective law enforcement agencies or employers while on the campus or other university-controlled property, including, but not limited to, residence halls. ((No one may possess explosives unless licensed to do so for purposes of conducting university authorized activities relating to building construction or demolition.

(2) Other than the law enforcement officers or other individuals referenced in subsection (1) of this section, members of the campus community and visitors who bring firearms or other weapons to campus must immediately place the firearms or weapons in the university provided storage facility. The storage facility is located at the university public safety department and is accessible twenty four hours per day.

(3) If any member of the campus community or visitor wishes to bring a weapon to the campus for display or demonstration purposes directly related to a class, seminar, or other educational activity, permission for such possession may be applied for at the university public safety department, which shall review any such proposal and may establish the conditions of the possession on campus.))

(3) Other than the law enforcement officers or other individuals referenced in subsection (2) of this section, individuals seeking to bring a firearm or other weapon onto campus, university-owned property, or a university sponsored event must obtain prior written authorization at the university public safety department, which shall have sole authority to review and approve any such request and, if approval is granted, establish conditions to the firearm or weapon authorization.

(4) Members of the campus community and visitors who bring firearms or other weapons or armaments to campus without prior authorization must immediately remove them from university property or place the firearm(s), weapon(s), or armament(s) in the university provided storage facility. The storage facility is located at the university public safety department and is accessible twenty-four hours per day.

(5) Possession of a valid concealed pistol license authorized by the state of Washington is not an exemption under this section. However, nothing in this section shall prevent an individual holding a valid concealed pistol license from securing their pistol in a vehicle as authorized under RCW 9.41.050.

(6) Except for those persons identified in subsection (2) of this section or under the circumstances described in subsection (3) or (4) of this section, possession of firearms, ammunition, fireworks, and explosives is prohibited on the university campus, university-owned property, and at university sponsored events. No one may possess fireworks or explosives unless certified or licensed to do so for purposes of conducting university-authorized activities, building construction or demolition.

(7) Some weapons including, but not limited to, sports equipment, kitchen utensils, laboratory materials and equipment, safety training equipment, and props in campus theatre productions are permitted when used for the purpose for which they are intended. Use of weapons, armor, or armaments in a manner, under circumstances, and at a time and place that either manifests an intent to intimidate another or that warrants alarm for the safety of other persons or property, or in any way to avoid apprehension for a criminal act or acts is prohibited.

(8) Violations of this section are subject to appropriate disciplinary or legal action.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of:
Richard Van Den Hul, Vice President for Business and Financial Affairs

DATE: April 13, 2018

SUBJECT: **Approval to Amend WAC 516-52-020, Firearms and Dangerous Weapons**

PURPOSE: Action Item

Purpose of Submittal:

The manifestation of violence and intimidation observed in on-campus demonstrations in Washington State and across the United States over the past several months necessitate changes to WAC 516-52-020 in order to preserve the integrity of Western Washington University's educational mission, to protect the health, safety and welfare of students, faculty and staff, and to preserve University property and scarce state resources while at the same time preserving its strong commitment to freedom of expression.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the permanent rule change to WAC 516-52-020, Firearms and Dangerous Weapons as submitted.

Background:

Permanent rule making for WAC 516-52-020, Firearms and Dangerous Weapons, began in fall 2017 in response to emergency rule adoption by the Board of Trustees in October, 2017. The purpose of emergency rule adoption was to immediately, on an interim basis, address weapons, armor, and armaments on campus. Since the emergency rule's adoption, a revision committee was created to begin the permanent rule making process.

The development of the proposed permanent rule was conducted by Darin Rasmussen, Director of Public Safety/Chief of Police, and included representatives from the Attorney General's Office, Risk Management, Public Safety Department, Facilities Management, Office of Student Life, Environmental Health and Safety, University Residence, Human Resources, Faculty Union, Washington Federation of State Employees, and Professional Staff Organization. The proposed rule was reviewed by the Technical Review Committee and President's Cabinet, and a public hearing was held to solicit community and campus feedback.

Proposed changes include:

- A change in WAC title from "Firearms and Dangerous Weapons" to "Weapons and Armaments Prohibited".
- Addition of definitions to better define weapons, arms and armaments, and firearms.

- Clarify who can possess weapons on campus, and where weapons can be checked and stored when a person comes to campus.

Supporting Information:

Attachment 1 - WAC 516-52-020 WAC, Firearms and Dangerous Weapons, with amendments

Attachment 2 - Hearing Officer's Report

Attachment 3 - Audio recording of public hearing - <https://youtu.be/vAidFzAZVVw>

AMENDATORY SECTION (Amending WSR 93-01-080, filed 12/14/92, effective 1/14/93)

WAC 516-52-020 ((Firearms and dangerous)) Weapons and armaments prohibited. (1) Definitions. As used in this section, the following words and phrases mean:

(a) Armor or armaments. Includes, but are not limited to, shields, body armor, tactical gear, face masks, and helmets.

(b) Firearm. A weapon or device from which a projectile or projectiles may be fired by an explosive such as gunpowder, whether loaded or unloaded.

(c) Weapon. Includes, but is not limited to, air guns, pellet guns, paint ball guns, or other pneumatic propellant devices, bows, crossbows, slingshots or other muscle powered projectile devices, daggers, swords, knives or other cutting or stabbing instruments with blades longer than three inches, clubs, bats, sand clubs, truncheons, metal knuckles, incendiary devices or materials, or any other objects or instruments apparently capable of producing bodily harm.

(2) Only such persons who are authorized to carry firearms, ammunition, or other weapons or armaments as duly appointed and commissioned law enforcement officers in the state of Washington, commissioned by agencies of the United States government, or authorized by contract with the university, shall possess firearms or other weapons or armaments issued for their possession by their respective law enforcement agencies or employers while on the campus or other university-controlled property, including, but not limited to, residence halls. ((No one may possess explosives unless licensed to do so for purposes of conducting university authorized activities relating to building construction or demolition.

(2) Other than the law enforcement officers or other individuals referenced in subsection (1) of this section, members of the campus community and visitors who bring firearms or other weapons to campus must immediately place the firearms or weapons in the university provided storage facility. The storage facility is located at the university public safety department and is accessible twenty four hours per day.

(3) If any member of the campus community or visitor wishes to bring a weapon to the campus for display or demonstration purposes directly related to a class, seminar, or other educational activity, permission for such possession may be applied for at the university public safety department, which shall review any such proposal and may establish the conditions of the possession on campus.))

(3) Other than the law enforcement officers or other individuals referenced in subsection (2) of this section, individuals seeking to bring a firearm or other weapon onto campus, university-owned property, or a university sponsored event must obtain prior written authorization at the university public safety department, which shall have sole authority to review and approve any such request and, if approval is granted, establish conditions to the firearm or weapon authorization.

(4) Members of the campus community and visitors who bring firearms or other weapons or armaments to campus without prior authorization must immediately remove them from university property or place the firearm(s), weapon(s), or armament(s) in the university provided storage facility. The storage facility is located at the university public safety department and is accessible twenty-four hours per day.

(5) Possession of a valid concealed pistol license authorized by the state of Washington is not an exemption under this section. However, nothing in this section shall prevent an individual holding a valid concealed pistol license from securing their pistol in a vehicle as authorized under RCW 9.41.050.

(6) Except for those persons identified in subsection (2) of this section or under the circumstances described in subsection (3) or (4) of this section, possession of firearms, ammunition, fireworks, and explosives is prohibited on the university campus, university-owned property, and at university sponsored events. No one may possess fireworks or explosives unless certified or licensed to do so for purposes of conducting university-authorized activities, building construction or demolition.

(7) Some weapons including, but not limited to, sports equipment, kitchen utensils, laboratory materials and equipment, safety training equipment, and props in campus theatre productions are permitted when used for the purpose for which they are intended. Use of weapons, armor, or armaments in a manner, under circumstances, and at a time and place that either manifests an intent to intimidate another or that warrants alarm for the safety of other persons or property, or in any way to avoid apprehension for a criminal act or acts is prohibited.

(8) Violations of this section are subject to appropriate disciplinary or legal action.

WWU RULE-MAKING REVIEW
Hearing Officer's Report
WAC 516-24-130, Demonstrations
WAC 516-52-020, Firearms and Dangerous Weapons

On March 13, 2018, at 12:09 p.m., in Old Main 340, a public hearing was held on a proposal to amend WAC 516-24-130, Demonstrations and WAC 516-52-020, Firearms and Dangerous Weapons. The hearing was conducted by Jennifer Sloan, Rules Coordinator. The hearing was held pursuant to the authority provided in the Revised Code of Washington, Open Public Meetings Act and Administrative Procedures Act.

The testimony and Hearing Officer's Report are provided to President Sabah Randhawa for consideration of the permanent rule change. Upon approval, the proposed code is presented to the Board of Trustees for adoption and is effective 31 days after filing with the Code Reviser's Office.

Notice of Hearing

Notice of public hearing was published in the February 21, 2018 issue of the *Washington State Register* (18-04-104) and (18-04-105). Notice of hearing was also published February 21, 2018 on the University's online newsletter, *Western Today*, and in the campus newspaper, *Western Front*.

Hearing Attendance

The hearing was attended by: Darin Rasmussen, Director of Public Safety / Chief of Police; Eric Alexander, Associate Dean of Student Engagement / Director of the Viking Union; Paul Mueller, Director, Risk, Compliance & Policy Services; Michael Sledge, Assistant Dean of Students; Sara Wilson, Special Assistant to the Vice President for Enrollment and Student Services; Aaron Gillis, *Western Front*; and Rob Olson, Assistant Attorney General. A copy of the sign-in roster is attached.

Summary

Eric Alexander, Associate Dean of Student Engagement / Director of the Viking Union, began the hearing by providing an overview of the proposed amendments to WAC 516-24-130. Proposed amendments included:

- Change in WAC title from Demonstrations to Freedom of Expression and Prohibited Conduct
- A recognition that the University is committed to a safe campus and insuring safety to campus community members as well as preventing loss or damage to facilities or property.

Hearing Officer's Report

WAC 516-24-130

WAC 516-52-020

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- Added language that a violation of WAC 516-52-020 is prohibited conduct.
- Added additional language regarding prohibited conduct to include obstruction or interference with recognized University activities, obstruction or interference with pedestrian or vehicular traffic, and obstruction or interference with preservation and protection of University property, as well as prohibiting behavior that is threatening.

Darin Rasmussen, Director of Public Safety / Chief of Police, provided an overview and background of the proposed amendments to WAC 516-52-020. Chief Rasmussen began by stating that it is helpful to know that we looked at addressing and changing this WAC to maximize the opportunity for freedom of expression on campus while providing reasonable restrictions and greater clarification as to what weapons, arms and armaments, ammunitions, and explosives are and what is permitted on campus. Chief Rasmussen explained that an emergency rule was adopted by the Board of Trustees in October, 2017 and permanent rule making occurred shortly thereafter. Input was sought from students, faculty, and staff. The rule development committee also took into consideration campus culture and activities; for example, humans vs. zombies. The proposed amendments are consistent with the student conduct code and the goal was to better organize the current rule that was last revised in 1993. Proposed changes include:

- A change in WAC title from Firearms and Dangerous Weapons to Weapons and Armaments Prohibited.
- Addition of definitions to better define weapons, arms and armaments, and firearm.
- Clarify who can possess weapons on campus and where weapons can be checked and stored when a person comes to campus.

Testimony

The Rules Coordinator reported on written testimony received by a student and read the comments into the record.

1. For student assembly and expression on campus, I urge the rule-makers to remember that freedom of speech and assembly, no matter how distasteful they might be, should be protected as long as they do not pose a direct, physical threat to students or property. It is saddening to see in national news that voices that do not conform to a leftist political mindset being shut down by student protests without allowing controversial speakers to have a chance to speak their opinions.

Hearing Officer's Report

WAC 516-24-130

WAC 516-52-020

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Let me be clear that I do not support the ideologies of headline controversial speakers like Richard Spencer, but I do believe that Western should lean on the side of free speech, unless opponents of the controversial speaker can prove that what he is saying is a threat. It is not the speaker's fault that people who oppose them react violently.

Colleges should be a place where ideas can be shared freely without fear on all sides of the political spectrum and I hope that the university keeps this in mind.

2. I am not sure what the proposed changes to the school's weapon policy are, but I assume that they are being revised to become more restrictive. As the news is filled with story after story of violence on college campuses and mass shootings, it might seem like a good idea to restrict weapons on campus further. I do not believe that is the right course of action. I believe that restricting "weapons" and self-defense means to students only increases the risk of violence. I do not believe that a "bad guy" will obey campus policies and this only puts the rule-abiding students at a further disadvantage in a potential violent situation.

If you read *The Western Front*, a recent edition brought to light some aspects that make Western unprepared for a mass shooting scenario as well as safety risks in the neighborhoods by burglars and voyeurs. I believe that these events point to a need for students to be better equipped to defend themselves.

I believe that Western's weapon policy, particularly its firearm policy, should be considered by experts to see if it is time that the school loosens this policy to allow students to carry on campus.

This should, of course, be heavily regulated. Students should register their firearms with campus police, show proper knowledge of their use and safety, and pass rigorous background checks and mental health screenings.

If this is not feasible, and I understand completely how unlikely it is, I believe that Western's weapon policy should not be further restricted. I believe that students should have more opportunities to defend themselves. This applies not only to the unlikely event of a mass shooting, but also to the more common incidents of burglary, assault, indecent exposure and theft that have plagued campus.

People may accuse me of being alarmist and that having more weapons on campus will contribute to a climate of fear and distrust. I advocate the opposite. I believe that having properly educated, properly equipped and properly trained students will decrease fear because people will know that they are ready. I advocate for a culture of preparedness and empowerment.



Hearing Officer's Report

WAC 516-24-130

WAC 516-52-020

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Mr. Alexander responded to the first comment by thanking the contributor for the comment and stating that we are committed to freedom of speech and assembly and throughout the rule development process worked closely with University legal counsel to ensure that we are engaging in content neutral determinations about free speech, expression and conduct. A freedom of expression and assembly website is available and outlines all the commitments, perspectives, and policies of the University.

Chief Rasmussen responded to the second comment by thanking the contributor for the comment and stating we recognize people's rights under the Constitution of the United States and the Washington State Constitution the right to keep and bear arms; however, as we look at weapons, we want to be sure to provide a safe and secure place for the educational mission of the University to continue and he believes the amendment to the WAC does do that.

Audience Comments and Questions

There were no audience comments and no further testimony was given.

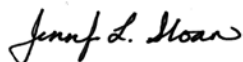
The hearing adjourned at 12:21 p.m.

Conclusion

Considering the thorough review process WAC 516-24-130 and WAC 516-52-020 received during the past several months, and considering the testimony received in writing, I recommend the following:

- That President Randhawa approve the revisions to WAC 516-24-130, Demonstrations, and WAC 516-52-020, Firearms and Dangerous Weapons; and further, that the proposed rule changes be brought before the Board of Trustees for consideration.

Respectfully submitted,



Jennifer Sloan
Rules Coordinator

JS

Attachments:

- Public Hearing Sign-In Sheet
- Audio Recording of Public Hearing



Hearing Officer's Report

WAC 516-24-130

WAC 516-52-020

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WAC 516-24-130 – Current rule

WAC 516-24-130 – Final Draft of Proposed Rule

WAC 516-52-020 – Current rule

WAC 516-52-020 – Final Draft of Proposed Rule

WAC 516-24-130 Demonstrations. The value of active participation in political and social issues is recognized by Western Washington University as enhancing the education of the individual and contributing to the betterment of American society. The rights of free speech, petition and assembly are fundamental to the democratic process guaranteed under the Constitution of the United States and will be promoted and respected at all times.

The university further recognizes that it has an obligation to maintain on campus an atmosphere that allows the institution to perform the fundamental task of providing an opportunity for all members of the community to pursue knowledge through accepted academic processes.

To achieve these objectives it is essential that demonstrations be orderly and conducted in a manner that allows the orderly function of the university. Any person or group of persons shall not, by their conduct, disrupt, disturb or interfere with:

(1) Classroom activities and other educational pursuits;

(2) Recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities;

(3) Pedestrian and vehicular traffic;

(4) Preservation and protection of university property and personal property of individuals.

Any person persisting in such conduct after being requested to cease by university authorities, shall be subject, as appropriate, to disciplinary proceedings or arrest and prosecution.

[Statutory Authority: RCW 28B.35.120(12). WSR 01-09-052, § 516-24-130, filed 4/13/01, effective 5/14/01. Statutory Authority: RCW 28B.35.120(12), 34.05.220 (1)(b), 34.05.250, 28B.15.600, 42.17.310, 42.30.070 - 42.30.075, chapters 69.41 and 43.21C RCW. WSR 90-10-042, § 516-24-130, filed 4/27/90, effective 5/1/90; Order 72-10, § 516-24-130, filed 11/17/72.]

AMENDATORY SECTION (Amending WSR 01-09-052, filed 4/13/01, effective 5/14/01)

WAC 516-24-130 ((Demonstrations.)) Freedom of expression and prohibited conduct. The value of active participation in political and social issues is recognized by Western Washington University as enhancing the education of the individual and contributing to the betterment of American society. The rights of free speech, petition and assembly are fundamental to the democratic process guaranteed under the Constitution of the United States and will be promoted and respected at all times.

The university ((further)) also recognizes that it has an obligation to maintain on campus an atmosphere that allows the institution to perform the fundamental task of providing an opportunity for all members of the community to pursue knowledge through accepted academic processes.

The university further recognizes that it is committed to a safe campus, ensuring the safety of its community members and preventing loss or damage to its facilities or property.

To achieve these objectives it is essential that ((demonstrations)) freedom of expression and assembly be orderly and conducted in a time, place, and manner that allows the orderly function of the university. Any person or group of persons shall not, by their conduct ((, disrupt, disturb or interfere with:

- ~~(1) Classroom activities and other educational pursuits;~~
- ~~(2) Recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities;~~
- ~~(3) Pedestrian and vehicular traffic;~~
- ~~(4) Preservation and protection of university property and personal property of individuals.)):~~

(1) Violate the prohibition of firearms, weapons, armor or armaments as set forth in WAC 516-52-020.

(2) Obstruct or interfere with classroom activities and/or other educational or employment pursuits.

(3) Obstruct or interfere with recognized university activities including, but not limited to, ceremonies, meetings, office functions or residence hall activities.

(4) Obstruct or interfere with pedestrian or vehicular traffic.

(5) Obstruct or interfere with the preservation and protection of university property and personal property of individuals.

(6) Threaten, by statement or implication, the health or safety of others.

(7) Contact or communicate in a threatening nature that harasses, would cause a reasonable person to fear for their safety, or which is so persistent, pervasive, or severe as to deny a person's ability to substantially participate in the university community.

Any person persisting in such conduct after being requested to cease by university authorities, shall be subject, as appropriate, to disciplinary proceedings, trespass, or arrest and prosecution.

WAC 516-52-020 Firearms and dangerous weapons. (1) Only such persons who are authorized to carry firearms or other weapons as duly appointed and commissioned law enforcement officers in the state of Washington, commissioned by agencies of the United States government, or authorized by contract with the university, shall possess firearms or other weapons issued for their possession by their respective law enforcement agencies or employers while on the campus or other university-controlled property, including, but not limited to, residence halls. No one may possess explosives unless licensed to do so for purposes of conducting university-authorized activities relating to building construction or demolition.

(2) Other than the law enforcement officers or other individuals referenced in subsection (1) of this section, members of the campus community and visitors who bring firearms or other weapons to campus must immediately place the firearms or weapons in the university-provided storage facility. The storage facility is located at the university public safety department and is accessible twenty-four hours per day.

(3) If any member of the campus community or visitor wishes to bring a weapon to the campus for display or demonstration purposes directly related to a class, seminar, or other educational activity,

permission for such possession may be applied for at the university public safety department, which shall review any such proposal and may establish the conditions of the possession on campus.

[Statutory Authority: RCW 28B.35.120(12). WSR 93-01-080, § 516-52-020, filed 12/14/92, effective 1/14/93; WSR 90-17-031, § 516-52-020, filed 8/9/90, effective 9/1/90.]

AMENDATORY SECTION (Amending WSR 93-01-080, filed 12/14/92, effective 1/14/93)

WAC 516-52-020 ((Firearms and dangerous)) Weapons and armaments prohibited. (1) Definitions. As used in this section, the following words and phrases mean:

(a) Armor or armaments. Includes, but are not limited to, shields, body armor, tactical gear, face masks, and helmets.

(b) Firearm. A weapon or device from which a projectile or projectiles may be fired by an explosive such as gunpowder, whether loaded or unloaded.

(c) Weapon. Includes, but is not limited to, air guns, pellet guns, paint ball guns, or other pneumatic propellant devices, bows, crossbows, slingshots or other muscle powered projectile devices, daggers, swords, knives or other cutting or stabbing instruments with blades longer than three inches, clubs, bats, sand clubs, truncheons, metal knuckles, incendiary devices or materials, or any other objects or instruments apparently capable of producing bodily harm.

(2) Only such persons who are authorized to carry firearms, ammunition, or other weapons or armaments as duly appointed and commissioned law enforcement officers in the state of Washington, commissioned by agencies of the United States government, or authorized by contract with the university, shall possess firearms or other weapons or armaments issued for their possession by their respective law enforcement agencies or employers while on the campus or other university-controlled property, including, but not limited to, residence halls. ((No one may possess explosives unless licensed to do so for purposes of conducting university authorized activities relating to building construction or demolition.

(2) Other than the law enforcement officers or other individuals referenced in subsection (1) of this section, members of the campus community and visitors who bring firearms or other weapons to campus must immediately place the firearms or weapons in the university provided storage facility. The storage facility is located at the university public safety department and is accessible twenty four hours per day.

(3) If any member of the campus community or visitor wishes to bring a weapon to the campus for display or demonstration purposes directly related to a class, seminar, or other educational activity, permission for such possession may be applied for at the university public safety department, which shall review any such proposal and may establish the conditions of the possession on campus.))

(3) Other than the law enforcement officers or other individuals referenced in subsection (2) of this section, individuals seeking to bring a firearm or other weapon onto campus, university-owned property, or a university sponsored event must obtain prior written authorization at the university public safety department, which shall have sole authority to review and approve any such request and, if approval is granted, establish conditions to the firearm or weapon authorization.

(4) Members of the campus community and visitors who bring firearms or other weapons or armaments to campus without prior authorization must immediately remove them from university property or place the firearm(s), weapon(s), or armament(s) in the university provided storage facility. The storage facility is located at the university public safety department and is accessible twenty-four hours per day.

(5) Possession of a valid concealed pistol license authorized by the state of Washington is not an exemption under this section. However, nothing in this section shall prevent an individual holding a valid concealed pistol license from securing their pistol in a vehicle as authorized under RCW 9.41.050.

(6) Except for those persons identified in subsection (2) of this section or under the circumstances described in subsection (3) or (4) of this section, possession of firearms, ammunition, fireworks, and explosives is prohibited on the university campus, university-owned property, and at university sponsored events. No one may possess fireworks or explosives unless certified or licensed to do so for purposes of conducting university-authorized activities, building construction or demolition.

(7) Some weapons including, but not limited to, sports equipment, kitchen utensils, laboratory materials and equipment, safety training equipment, and props in campus theatre productions are permitted when used for the purpose for which they are intended. Use of weapons, armor, or armaments in a manner, under circumstances, and at a time and place that either manifests an intent to intimidate another or that warrants alarm for the safety of other persons or property, or in any way to avoid apprehension for a criminal act or acts is prohibited.

(8) Violations of this section are subject to appropriate disciplinary or legal action.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: April 13, 2018

SUBJECT: **Consent Items**

PURPOSE: Action Items

Purpose of Submittal:

Approval of the university recommendations provided on the consent item agenda.

Proposed Motion(s):

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

- Construction Contract for Multiple Building Roof Replacement and Fall Protection: Fairhaven Common, Highland Hall Stack 2, and Mathes Hall, PW 723
- Construction Contract for Birman Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1), PW 724

Supporting Information:

Materials supporting the consent item agenda are attached.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Richard Van Den Hul

DATE: April 13, 2018

SUBJECT: **Construction Contract for Multiple Building Roof Replacement and Fall Protection: Fairhaven Commons, Highland Hall Stack 2, and Mathes Hall, PW 723**

PURPOSE: Action Item

Purpose of Submittal:

Approve the awarding of the construction contract for Multiple Building Roof Replacement and Fall Protection for Fairhaven Commons, Highland Hall Stack 2, and Mathes Hall, PW 723. Contract award following Board action. Construction to start June 18, 2018.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a project budget of \$1,395,000 and award a contract to Axiom Division 7, Lynden, WA, for the amount of \$985,799 (base bid, plus alternates 1, 2 and 3) for the construction contract for roof replacement and fall protection for the Fairhaven Commons, Highland Hall Stack 2, and Mathes Hall (FA HI MA) project.

Supporting Information:

Work will include abatement of asbestos containing materials and sealants, remove old built-up roof systems and vapor barriers, install new vapor barrier and thermoplastic polyolefin (TPO) single ply roof systems; replace shingles, replace or add fall protection, add gutters and downspouts, add insulation, raise mechanical curbs, and remove and replace wall siding and flashing.

This project was advertised for competitive bidding on February 28, 2018 with the bid opening held at 3:00 pm on March 22, 2018. One (1) bid was received by the University (see attached bid summary).

James Williams Architect, Bellingham, WA, prepared the plans and specifications for this project. The consultant also contacted the state of Washington's Office of Minority and Women's Business Enterprises (OMWBE) and learned that there were no listed MWBE roofing contracting companies in the state of Washington.

Project award of the contract is contingent on the approval of the contractor's Responsibility Criteria submittal.

Source of Funding: WWU Housing and Dining (non-appropriated)

BID SUMMARY

Job: PW723 MB ROOFING REPLACEMENT (FA HI MA)
Client: HOUSING AND DINING
Date: March 22, 2018
MACC: \$1,000,000.00

Alternate No.	Description & Bid Item	Engineer's Estimate				
		JAMES WILLIAMS	AXIOM			
	Base Bid	\$ 822,000.00	\$ 902,114.00			
1	FA - Composition roofing	\$ 75,000.00	\$ 37,850.00			
2	FA - Gutters	\$ 14,000.00	\$ 18,650.00			
3	MA - Fall protection	\$ 90,000.00	\$ 27,185.00			
4						
5						
6						
Compare to MACC: sub total		\$ 1,001,000.00	\$ 985,799.00	\$ -	\$ -	\$ -
8.70% sales tax		\$ 87,087.00	\$ 85,764.51	\$ -	\$ -	\$ -
Grand Total		\$ 1,088,087.00	\$ 1,071,563.51	\$ -	\$ -	\$ -

Base Bid + Alt 1 + Alt 2 + Alt 3						
	sub total	\$	985,799.00	\$	-	\$ -
8.70%	sales tax	\$	85,764.51	\$	-	\$ -
	Grand Total	\$	1,071,563.51	\$	-	\$ -

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Richard Van Den Hul

DATE: April 13, 2018

SUBJECT: **Construction Contract for Birnam Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1), PW 724**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Birnam Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1), PW 724. Contract award following Board action. Construction to start June 18, 2018.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a project budget of \$3,400,000 and award a contract to H.B. Hansen Construction Inc., Lynden, WA, for the amount of \$2,377,000 (base bid, plus alternates 1 and 4) for the construction contract for the Birnam Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1) project.

Supporting Information:

Phase 2 Deck and Railing replacement will match Phase 1 performed last summer with removal of concrete topping, repair of structural framing, installations of new plywood and waterproof membrane, and replacement of the railing system. Phase 1 Roof Replacement includes new shingles, attic insulation, structural repairs, and ventilation upgrades.

This project was advertised for competitive bidding on February 26, 2018 with the bid opening held at 3:00 pm on March 20, 2018. One (1) bid was received by the University (see attached bid summary).

Cornerstone Architectural Group, Kenmore, WA, prepared the plans and specifications for this project. Cornerstone also contacted MWBE firms to inform them of the project, how to access bid documents, and encouraged them to submit bids on the project.

Project award of the contract is also contingent on the approval of the contractor's Responsibility Criteria submittal.

Source of Funding:

WWU Housing and Dining, Non-appropriated

BID SUMMARY

Job: PW724 BW DECK REPLACEMENT PHASE 2 & BW ROOF REPLACEMENT PHASE 1
Client: HOUSING AND DINING
Date: March 20, 2018
MACC: \$2,361,000.00

Alternate No.	Description & Bid Item	Engineer's Estimate				
		CORNERSTONE	HB HANSEN			
	Base Bid	\$ 2,056,580.00	\$ 1,987,000.00			
1	Replace roofing at Stack 5	\$ 320,000.00	\$ 350,000.00			
2	Not Used		\$ -			
3	Walkway at Stack 4	\$ 50,000.00	\$ 60,000.00			
4	Walkway at Stack 5	\$ 30,000.00	\$ 40,000.00			
5						
6						
Compare to MACC: sub total		\$ 2,456,580.00	\$ 2,437,000.00	\$ -	\$ -	\$ -
8.70% sales tax		\$ 213,722.46	\$ 212,019.00	\$ -	\$ -	\$ -
Grand Total		\$ 2,670,302.46	\$ 2,649,019.00	\$ -	\$ -	\$ -
Trench & Safety Provisions (inc. in bid)			\$ 1.00			
Base Bid + Alt 1 + Alt 4						
sub total			\$ 2,377,000.00	\$ -	\$ -	\$ -
8.70%	sales tax		\$ 206,799.00	\$ -	\$ -	\$ -
Grand Total			\$ 2,583,799.00	\$ -	\$ -	\$ -

WESTERN WASHINGTON UNIVERSITY

ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of:
Richard Van Den Hul, Vice President for Business and Financial Affairs

DATE: April 13, 2018

SUBJECT: Tuition Framework and Approval of 2018 Summer Session Tuition and Fees

PURPOSE: Discussion and Action Item

Purpose of Submittal:

The purpose of this item is to reacquaint the Board members with the complexities of the tuition setting process, in preparation of requesting the Board's approval of the 2018 Summer Session Tuition and Fees and the request forthcoming in June for the 2019 state-supported Tuition and Fees. This discussion will include the tuition types and levels of students, a review of the tuition setting processes for each of the tuition types, a preliminary discussion on state-supported tuition rates for FY2019, followed by a request to approve the 2018 Summer Session Tuition and Fees.

Overview of Tuition Types and Levels

Western has three tuition types: 1) State-funded/state-supported tuition, 2) self-sustaining tuition, and 3) Summer Session tuition. In addition, Western has ten levels, or categories, of students that are potentially charged the three tuition types:

- Resident Undergraduate
- Non-Resident Undergraduate
- Resident Graduate
- Non-Resident Graduate
- Resident MBA
- Non-Resident MBA
- Resident Audiology
- Non-Resident Audiology
- Resident Speech Pathology
- Non-Resident Speech Pathology

There are several factors that determine the tuition types and rates. Background information for each tuition type is included in Attachments A-C. They are intended to aid in the discussions that follow.

Process Review

Tuition rates are annually reviewed and approved by the Board. State and self-sustaining tuition rates are generally set in June when the Legislature finishes on time or in July if they finish late. Summer Session rates are generally set in December or February. President Randhawa has asked for a review of the tuition setting process to ensure there is adequate opportunity for campus input and to see if we can improve understanding of each type and level of tuition and

how they support Western's goals for student access, success and affordability, and educational quality.

The process for setting state-supported tuition for FY2019 has been modified to include discussions with the Associated Students (AS), the Graduate Student Advisory Council, and the Board prior to the budgeting process (Attachment D). The broader study of tuition and related processes will be done during fall quarter.

Preliminary Discussion on FY2019 State-Supported Tuition Rates

In June the Board will set state-supported tuition rates to support the FY2019 budget. Resident undergraduate increases are limited by the Legislature to the increase in the 14 year average annual percentage growth in the median hourly wage for Washington. For FY2019 that amount is 2%. In the other categories the Board has more discretion.

During the review of tuition rates for the FY2018 university budget process it became more apparent that Western is lagging other Washington public universities in other tuition categories. In the past, tuition was adjusted incrementally. It appeared that we needed a deeper review of the tuition levels. This review became timely as we move ahead with additional international students.

Two immediate areas of focus are the undergraduate non-resident tuition and non-resident MBA graduate tuition, though we will be evaluating other areas over the next 12 months. We reviewed our tuition and fee costs to institutions with which we compete for non-resident students. The review indicates that we are behind the market particularly given the quality of our institution (Attachment E). The recommendation under consideration is to slowly increase non-resident undergraduate tuition levels until we are priced near the 28th percentile as shown in Attachment F. This would target a price position between Washington State University and Eastern Washington University. The recommendation would include a 5% annual increase in non-resident undergraduate tuition until we achieve the target. Depending on increases at other universities, it may require 5-7 years to achieve the target. The target will be reviewed annually during the tuition setting process.

Working with the College of Business and Economics, we reviewed the positioning of non-resident MBA tuition. Again, the comparison shows a sizeable lag to our competitors (Attachment G). A price point was selected to be closer to our competitors, as shown in the lower table in Attachment G. It should be noted that historically we have had few non-resident MBA students. The recommendation will be for new students coming into the program.

As pointed out earlier, the tuition process will include a review with the AS Board and the Graduate Council. Final recommendations will be sent to the campus for comment in May and ultimately the Board for approval in June. We welcome your questions and comments today.

Summer Session 2018 Tuition

Purpose of Submittal:

The Board of Trustees annually approves Summer Session tuition. Summer Session 2018 tuition is submitted for approval.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session Tuition for 2018: specifically, that resident undergraduate tuition will remain unchanged at \$250 per credit; resident graduate tuition will rise to \$309 per credit; and non-resident undergraduate and graduate tuition will increase to \$391 and \$450 per credit, respectively. Tuition rates for programs with unique tuition amounts will match the approved rates from the academic year: \$358 per credit for resident graduate and \$715 for non-resident graduate for the MBA program; \$472 per credit for resident graduate and \$872 for non-resident graduate for the Speech Pathology Program; and \$636 per credit for resident graduate and \$949 for non-resident graduate for the Audiology Program. The \$45 per credit "Non-resident Fee" applied to both undergraduate and graduate non-residents will be added to the tuition. Student tuition will be charged on a per credit basis for Summer Session.

Points to Consider:

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

Washington Resident Undergraduate Tuition

If this motion is adopted, there would be no increase in Summer Session 2018 tuition for resident undergraduates, which accounted for 85% of the Summer Session 2017 population.

Central Washington University, Eastern Washington University, Washington State University, and The Evergreen State College have determined that they will not increase their rates for resident undergraduates for Summer Session 2018. The University of Washington will increase resident undergraduate tuition by 2.7%.

Washington Resident Graduate Tuition

If this motion is adopted, Summer Session 2018 resident graduate tuition will rise 3.5% to \$309 per credit, to keep pace with what resident graduate students are paying during the current 2017-2018 academic year.

Central Washington University, Eastern Washington University, and Washington State University tuition will remain unchanged. The University of Washington increased graduate tuition by less than 1% and The Evergreen State College increased graduate tuition by 5.8%.

Non-Resident Undergraduate and Graduate Tuition

Washington's six public four-year institutions are divided in their respective approaches to establishing non-resident Summer Session tuition rates. This year, Central Washington University, The Evergreen State College, the University of Washington, and Western will propose differential Summer Session rates for non-resident students. Two institutions, Eastern Washington University and Washington State University, have adopted a single Summer Session tuition rate.

The proposed motion continues Western's practice of charging differential non-resident undergraduate and graduate tuition. If adopted, the tuition rate for non-resident undergraduates will increase to \$391 per credit, and the tuition rate for non-resident graduates will rise to \$450 per credit. The change in non-resident undergraduate tuition reflects a 3.5% increase plus the amount formerly assessed by the non-resident fee (\$45). The non-resident fee (formerly \$45 per credit) would be eliminated. These specific increases are necessary to maintain the previously

established relationships between resident and non-resident tuition and between undergraduate and graduate tuition.

The proposed motion is consistent with the Board’s previous authorization of differential state-supported tuition during the academic year for select graduate programs - Audiology, MBA, and Speech Pathology - and extends the approved tuition rates for the prior academic year to Summer Session.

Source of Funds: Self-Supporting Dedicated Revenue

Supporting Information:

Summer Session 2017 (Ordered by Resident Undergraduate Rates)									
Undergraduate					Graduate				
Resident		Non-Resident			Resident		Non-Resident		
Institution	Tuition per credit	Institution	Tuition per credit	Non-Res Fee	Institution	Tuition per credit	Institution	Tuition per credit	Non-Res Fee
WSU ¹	\$ 494.00	WSU ¹	\$ 494.00		WSU ¹	\$ 509.00	WSU ¹	\$ 509.00	
UW	\$ 323.10	UW	\$ 1,125.57		UW	\$ 723.13	UW	\$ 1,298.55	
CWU	\$ 264.70	CWU	\$ 397.05		CWU	\$ 310.59	CWU	\$ 465.89	
TESC	\$ 251.00	TESC	\$ 720.00		TESC	\$ 294.00	TESC	\$ 705.90	
WWU	\$ 250.00	WWU	\$ 335.00	\$ 45.00	WWU	\$ 299.00	WWU	\$ 384.00	\$ 45.00
EWU	\$ 235.00	EWU	\$ 235.00		EWU	\$ 364.13	EWU	\$ 364.13	

Summer Session 2018 - Proposed (Ordered by Resident Undergraduate Rates)									
Undergraduate					Graduate				
Resident		Non-Resident			Resident		Non-Resident		
Institution	Tuition per credit	Institution	Tuition per credit	Non-Res Fee	Institution	Tuition per credit	Institution	Tuition per credit	Non-Res Fee
WSU ¹	\$ 494.00	WSU ¹	\$ 494.00		WSU ¹	\$ 509.00	WSU ¹	\$ 509.00	
UW	\$ 331.78	UW	\$ 1,149.88		UW	\$ 723.81	UW	\$ 1,296.82	
CWU	\$ 264.70	CWU	\$ 397.05		CWU	\$ 310.59	CWU	\$ 465.89	
TESC	\$ 251.00	TESC	\$ 761.50		TESC	\$ 310.40	TESC	\$ 823.40	
WWU	\$ 250.00	WWU	\$ 391.00		WWU	\$ 309.00	WWU	\$ 450.00	
EWU	\$ 235.00	EWU	\$ 235.00		EWU	\$ 364.13	EWU	\$ 364.13	

1 – WSU Operates on the Semester System

Attachments:

- A: State Funded/State-Supported Tuition
- B: Self-Sustaining Tuition
- C: Summer Session Tuition
- D: FY2019 State Support Tuition Process
- E. Non-resident Undergraduate Tuition/fee comparisons
- F. Non-resident Graduate MBA Tuition/fee comparisons
- G. Non-resident Tuition considerations

State-Funded/State-Supported Courses/Tuition

As the name implies, state funding is provided to support the cost of these courses. Defined by the State Administrative & Accounting Manual (SAAM) as meeting **all** of the following conditions:

1. The course is taken for credit,
2. The course is degree-applicable or required for a student to make progress toward a degree,
3. Regular resident or non-resident tuition fees per RCW 28B.15.067 and RCW 28B.15.100 are charged, and
4. The course is not defined as self-sustaining.

State-Funded Tuition 2017-18 Per Credit Rates*		
	Resident	Non-Resident
Undergraduate	\$208	\$692
Graduate	\$309	\$664
MBA	\$358	\$715
Speech Language Pathology	\$472	\$872
Clinical Audiology	\$636	\$949

Credit Hours / Revenue

State-funded/state-supported student credit hours in FY17	569,994
Percentage of state-funded credit hours to all credit hours generated	89.0%

State-funded/State-supported revenue generated in FY17	\$86.3 million
Percentage of state-funded revenue to all tuition revenue	84.0%

Tuition Setting Timeline

Tuition rates are set after the annual legislative session is completed and during the budget building process for the subsequent fiscal year. All rates are market driven with the exception of Resident Undergraduate tuition, which is set by the Legislature.

The tuition rates are annually scheduled for approval at the June Board meeting unless the legislative session does not finish in time.

* Rates listed do not include the Service and Activity (S&A) Fee or other fees
Banded tuition is applied to 10-18 credit hours

Self-Sustaining Courses/Tuition

Self-sustaining courses are those for which the University receives no state support. Tuition is intended to cover the cost of instruction. These courses are defined by the State Administrative & Accounting Manual (SAAM) as meeting **all** of the following conditions:

1. The course is taken for credit, and
2. The direct costs of the course are entirely funded by dedicated local funds, external funds, or by a combination of the two.

Self-Sustaining Tuition 2017-18 Per Credit Rates*		
	Resident	Non-Resident
Undergraduate	\$250-\$281	\$264-\$281
Graduate	\$266-\$335	\$335
MBA	\$625	\$625

Credit Hours / Revenue	44,149
Self-sustaining student credit hours in FY17**	
Percentage of self-sustaining credit hours to all credit hours generated**	6.9%
Self-sustaining revenue generated in FY17**	\$8.9 million
Percentage of self-sustaining revenue to all tuition revenue**	8.7%

Tuition Setting Timeline

Self-sustaining courses/tuition rates (also referred to as Other Academic Program Fees) are reviewed and evaluated annually by the Academic Fee Committee, the University Fee Committee, and the President's Cabinet prior to being submitted to the Board for approval. This tuition type is assessed to students participating in Continuing Education programs and courses as well as degree programs via Extended Education.

Annually scheduled to be approved at the June Board meeting.

* Rates listed do not include the Service and Activity (S&A) Fee or other fees
Different programs charge different per credit rates

** Excludes Summer Session

Summer Session

Defined by the State Administrative & Accounting Manual (SAAM), all summer enrollments are self-sustaining except for certain state-funded courses that have prior approval from the Office of Financial Management. Western has no summer session state-funded/state-supported courses.

This tuition type is reserved for those courses that during the academic year are state-funded/ state supported courses, but convert to self-sustaining activities during the summer months. Historically, the tuition rates for this subset of self-sustaining tuition was equivalent to the academic year state-funded/state-supported tuition, until the College Affordability Act of 2015 bought back recent years tuition increases with newly appropriated state funds. Because the self-sustaining programs received no "buyback," summer session tuition for resident undergraduate students has remained at the 2014-2015 tuition rates to cover expenditures of the programs.

Summer Session Tuition 2017-18 Per Credit Rates*		
	Resident	Non-Resident
Undergraduate	\$250	\$335
Graduate	\$299	\$384
MBA	\$299	\$384

Credit Hours / Revenue	26,366
Summer Session student credit hours in FY17	
Percentage of Summer Session credit hours to all credit hours generated	4.1%
Summer Session revenue generated in FY17	\$7.5 million
Percentage of Summer Session revenue to all tuition revenue	7.3%

Tuition Setting Timeline

Summer session rates are reviewed and evaluated annually, and compared to the other institutions of higher education in the state. A recommendation is made to the Provost, and if approved, the recommendation is subsequently moved to the Board for approval.

Annually scheduled to be approved at the December or February Board meeting.

* Rates listed do not include the Service and Activity (S&A) Fee or other fees

FY2019 State Support Tuition Process

- April: Meeting with students identified by the AS Executive Committee to discuss undergraduate tuition and possible 2018-19 tuition increases.
- April: Meeting with the Graduate Student Advisory Council (GSAC) to discuss graduate tuition and possible 2018-19 tuition increases.
- April 13: Presentation to the Board of Trustees (BOT) to include an overview of tuition types and levels, broader review of tuition and recommendations currently under consideration for certain types of tuition.
- May 8: VP/Dean recommendations for FY2019 budget (including tuition increases) submitted to the Budget Office and provided to campus for comment.
- Feedback Loops:
 - President's Cabinet; inclusive of faculty, staff and student representatives. Meets on May 8, 2018
 - UPRC; inclusive of faculty, staff and students representatives. Meets on May 9, 2018
 - Via online Budget Forum. Open to faculty, staff and students through May 18, 2018
- Final President's recommendation to BOT posted on the Budget Office website and mailed to the BOT on June 4, 2018 as an action item for approval at the June 14-15, 2018 meeting
- BOT meeting June 14-15, 2018 – includes public comment period

2017-2018 Non-Resident Student Costs

	Institution	ST	Control	Tuition + Fees	Room & Board	Total Cost
1	Chapman Univ	CA	Private	\$ 50,594	\$ 14,910	\$ 65,504
2	Whitman Coll	WA	Private	\$ 49,780	\$ 12,524	\$ 62,304
3	Univ Redlands	CA	Private	\$ 48,072	\$ 13,862	\$ 61,934
4	Lewis Clark Coll	OR	Private	\$ 48,988	\$ 12,096	\$ 61,084
5	Univ Puget Sound	WA	Private	\$ 48,090	\$ 12,120	\$ 60,210
6	Willamette Univ	OR	Private	\$ 48,308	\$ 11,880	\$ 60,188
7	Univ Portland	OR	Private	\$ 44,026	\$ 14,824	\$ 58,850
8	Univ Calif Davis	CA	Public	\$ 42,396	\$ 16,136	\$ 58,532
9	Seattle Univ	WA	Private	\$ 42,885	\$ 12,072	\$ 54,957
10	Pacific Univ	OR	Private	\$ 42,594	\$ 12,164	\$ 54,758
11	Univ Colorado Boulder*	CO	Public	\$ 39,128	\$ 13,998	\$ 53,126
12	Gonzaga Univ	WA	Private	\$ 41,330	\$ 11,550	\$ 52,880
13	Whitworth Univ	WA	Private	\$ 41,086	\$ 11,496	\$ 52,582
14	Pacific Lutheran Univ	WA	Private	\$ 40,722	\$ 10,520	\$ 51,242
15	Seattle Pacific Univ	WA	Private	\$ 38,940	\$ 10,824	\$ 49,764
16	Univ Hawaii Manoa	HI	Public	\$ 33,764	\$ 13,673	\$ 47,437
17	Univ Washington Seattle	WA	Public	\$ 34,791	\$ 11,691	\$ 46,482
18	Univ of Oregon	OR	Public	\$ 34,611	\$ 11,450	\$ 46,061
19	Univ Washington Bothell	WA	Public	\$ 34,473	\$ 11,259	\$ 45,732
20	Univ Washington Tacoma	WA	Public	\$ 34,473	\$ 10,650	\$ 45,123
21	Univ Calif Santa Cruz	CA	Public	\$ 28,014	\$ 16,071	\$ 44,085
22	Colorado State Univ Ft Collins	CO	Public	\$ 29,140	\$ 12,208	\$ 41,348
23	Oregon State Univ	OR	Public	\$ 29,457	\$ 11,445	\$ 40,902
24	Portland State Univ	OR	Public	\$ 26,130	\$ 12,831	\$ 38,961
25	Washington State Univ	WA	Public	\$ 25,770	\$ 11,356	\$ 37,126
26	Eastern Washington Univ	WA	Public	\$ 24,594	\$ 11,638	\$ 36,232
27	Univ Utah	UT	Public	\$ 25,198	\$ 10,566	\$ 35,764
28	Northern Arizona Univ	AZ	Public	\$ 24,841	\$ 9,944	\$ 34,785
29	The Evergreen State Coll	WA	Public	\$ 24,963	\$ 9,681	\$ 34,644
30	Calif Polytec St Univ SLO	CA	Public	\$ 21,312	\$ 13,116	\$ 34,428
31	Univ Montana Missoula	MT	Public	\$ 24,943	\$ 9,178	\$ 34,121
32	Western Washington University	WA	Public	\$ 22,445	\$ 11,400	\$ 33,845
33	Montana State Univ Bozeman	MT	Public	\$ 24,300	\$ 9,250	\$ 33,550
34	Central Washington Univ	WA	Public	\$ 21,956	\$ 10,684	\$ 32,640
35	Univ of Idaho	ID	Public	\$ 23,812	\$ 8,670	\$ 32,482
36	Boise State Univ	ID	Public	\$ 21,530	\$ 7,566	\$ 29,096

WWU Percentile Rank	6.6%	36.7%	10.3%
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**CU-Boulder has differential tuition by academic college; information here is for engineering rate:*

Non-Resident Student Costs - Long Term Target Area					
Institution	ST	Control	T+F	H&D	Total Cost
1 Chapman Univ	CA	Private	\$ 50,594	\$ 14,910	\$ 65,504
2 Whitman Coll	WA	Private	\$ 49,780	\$ 12,524	\$ 62,304
3 Univ Redlands	CA	Private	\$ 48,072	\$ 13,862	\$ 61,934
4 Lewis Clark Coll	OR	Private	\$ 48,988	\$ 12,096	\$ 61,084
5 Univ Puget Sound	WA	Private	\$ 48,090	\$ 12,120	\$ 60,210
6 Willamette Univ	OR	Private	\$ 48,308	\$ 11,880	\$ 60,188
7 Univ Portland	OR	Private	\$ 44,026	\$ 14,824	\$ 58,850
8 Univ Calif Davis	CA	Public	\$ 42,396	\$ 16,136	\$ 58,532
9 Seattle Univ	WA	Private	\$ 42,885	\$ 12,072	\$ 54,957
10 Pacific Univ	OR	Private	\$ 42,594	\$ 12,164	\$ 54,758
11 Univ Colorado Boulder*	CO	Public	\$ 39,128	\$ 13,998	\$ 53,126
12 Gonzaga Univ	WA	Private	\$ 41,330	\$ 11,550	\$ 52,880
13 Whitworth Univ	WA	Private	\$ 41,086	\$ 11,496	\$ 52,582
14 Pacific Lutheran Univ	WA	Private	\$ 40,722	\$ 10,520	\$ 51,242
15 Seattle Pacific Univ	WA	Private	\$ 38,940	\$ 10,824	\$ 49,764
16 Univ Hawaii Manoa	HI	Public	\$ 33,764	\$ 13,673	\$ 47,437
17 Univ Washington Seattle	WA	Public	\$ 34,791	\$ 11,691	\$ 46,482
18 Univ of Oregon	OR	Public	\$ 34,611	\$ 11,450	\$ 46,061
19 Univ Washington Bothell	WA	Public	\$ 34,473	\$ 11,259	\$ 45,732
20 Univ Washington Tacoma	WA	Public	\$ 34,473	\$ 10,650	\$ 45,123
21 Univ Calif Santa Cruz	CA	Public	\$ 28,014	\$ 16,071	\$ 44,085
22 Colorado State Univ Ft Collins	CO	Public	\$ 29,140	\$ 12,208	\$ 41,348
23 Oregon State Univ	OR	Public	\$ 29,457	\$ 11,445	\$ 40,902
24 Portland State Univ	OR	Public	\$ 26,130	\$ 12,831	\$ 38,961
25 Washington State Univ	WA	Public	\$ 25,770	\$ 11,356	\$ 37,126
26 Western Washington University - Target	WA	Public	\$ 25,279	\$ 11,400	\$ 36,679
27 Eastern Washington Univ	WA	Public	\$ 24,594	\$ 11,638	\$ 36,232
28 Univ Utah	UT	Public	\$ 25,198	\$ 10,566	\$ 35,764
29 Northern Arizona Univ	AZ	Public	\$ 24,841	\$ 9,944	\$ 34,785
30 The Evergreen State Coll	WA	Public	\$ 24,963	\$ 9,681	\$ 34,644
31 Calif Polytec St Univ SLO	CA	Public	\$ 21,312	\$ 13,116	\$ 34,428
32 Univ Montana Missoula	MT	Public	\$ 24,943	\$ 9,178	\$ 34,121
33 Montana State Univ Bozeman	MT	Public	\$ 24,300	\$ 9,250	\$ 33,550
34 Central Washington Univ	WA	Public	\$ 21,956	\$ 10,684	\$ 32,640
35 Univ of Idaho	ID	Public	\$ 23,812	\$ 8,670	\$ 32,482
36 Boise State Univ	ID	Public	\$ 21,530	\$ 7,566	\$ 29,096

WWU Percentile Rank	28.5%	37.1%	28.5%
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**CU-Boulder has differential tuition by academic college; information here is for engineering rates*

2017-2018 Non-Resident MBA Student Costs

	Institution	Program Type	Control	Tuition	Fees	Total Cost
1	University of Washington	Traditional	Public	\$ 47,541	\$ 1,065	\$ 48,606
2	Seattle University	Traditional	Private	\$ 30,600	\$ 795	\$ 31,395
3	Eastern Washington University	Traditional	Public	\$ 27,515	\$ 2,541	\$ 30,056
4	Colorado State University	Online	Public	<i>not available</i>		\$ 29,858
5	Oregon State University	Traditional	Public	<i>not available</i>		\$ 29,616
6	Western Washington University	Traditional	Public	\$ 21,438	\$ 1,683	\$ 23,121
7	California State University - Monterey	Online	Public	<i>not available</i>		\$ 20,800
8	Washington State University	Online	Public	<i>not available</i>		\$ 18,600

Non-Resident MBA Student Cost - Target

	Institution	Program Type	Control	Tuition	Fees	Total Cost
1	University of Washington	Traditional	Public	\$ 47,541	\$ 1,065	\$ 48,606
2	Seattle University	Traditional	Private	\$ 30,600	\$ 795	\$ 31,395
3	Eastern Washington University	Traditional	Public	\$ 27,515	\$ 2,541	\$ 30,056
4	Colorado State University	Online	Public	<i>not available</i>		\$ 29,858
5	Western Washington University	Traditional	Public	\$ 28,000	\$ 1,683	\$ 29,683
6	Oregon State University	Traditional	Public	<i>not available</i>		\$ 29,616
7	California State University - Monterey	Online	Public	<i>not available</i>		\$ 20,800
8	Washington State University	Online	Public	<i>not available</i>		\$ 18,600

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Vice President, Melynda Huskey

DATE: April 13, 2018

SUBJECT: **Approval of Housing & Dining Rates**

PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rates for Housing and Dining room and board for 2018-2019.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Residence Hall Association and the University President, approve the Housing and Dining rates as proposed. The 2017-2018 proposed rates call for a 4.5%percent increase in residence hall room and board rates and Birnam Wood apartment rental rates.

*** Rate recommendation to be finalized by April 10, 2018, following the completion of presentations to, and feedback from, residential student advisory groups.*

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2018-2019 PROPOSED RATES
Information Shared with Residential Student Leadership
April 2, 2018**

Introduction:

The attached rate increase, budget and supporting documentation represents recommendations for fiscal year 2018-19 for the Housing & Dining System [the System] which consists of University Residences and the facilities & operations components of the Viking Union. This budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and enables the System to continue its comprehensive program of facility renewals and expected new residence construction. As with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing & Dining System. This recommended budget meets those standards and ensures the necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

Summary:

The recommended housing rate increase being discussed with residential student advisory groups is 4% - 5%. The pro-forma budget attached incorporates a 4.5% increase. Residential student leadership input is ongoing and will continue upon the students' return in early April. That student feedback will be incorporated into the proposed rate increase that will be presented to the Board at its April 13th meeting we anticipate that rate will fall into the 4.0% to 4.5% range.

Influences on budget and rate planning:

Inflation: Several large expenditure components of the System's budget, e.g. wages, benefits, food service, and certain recharges are tied to legislative, contractual, or collectively bargained requirements. Details are noted in the revenue and expenditure narrative.

Program: Funds have been added to implement enhancements to the residential program including enhancements to facility door access and security and the Real Food Challenge commitments.

The Capital Plan, System Renovations, and New Facility Planning: The Housing & Dining Capital Plan addresses the long-term financial strength of the System and ensures the System's facilities meet Western's enrollment expectations, and meet or exceed the Board of Trustees' fiscal principles. It also invests in infrastructure to ensure longevity, health and safety, and responds to changing student needs and expectations, including significant and much-needed renovation and a possible new residence for 2021 opening. A master planning effort is currently underway to integrate these efforts with the University's strategic and enrollment plans. System resource planning will ensure that the number of units, condition, and appropriateness for programmatic needs are optimized.

Proposed Rate Increase:

The proposed rate increase for residential halls and apartments used for the pro-forma budget is 4.5%.

- A 4.5% increase is consistent with the long-range financing plan presented to the Board of Trustees in December 2016, and used for projections in the recent bond financing which projects annual increases for the System in the 4% range over a ten year period.

Impact of the Rate Increase:

- Residence Halls (Room & Board): At a 4.5% increase, a double room w/125 Meal Plan increases \$55/month or \$494 for the academic year.
- Birnam Wood (Room only): With 4 residents per unit, 4.5% increases the rent \$18/month or \$163 for the academic year.

Proposed Revenue & Expenditure Details:

Comments and figures pertaining to 2018-19 are compared to the 2017-18 proposed budget and rates presented at the April 2017 Board of Trustees meeting.

Revenue Highlights and Assumptions

- Overall, the System's budgeted operating revenue increase is \$3,990,275 or 8.7% over FY2017's proposed budgeted revenue.
- Occupancy projections assume Fall 2018 second week residence hall counts being 135 students higher than was initially proposed and presented for Fall 2017 (3,620 vs 3,485). Of this comparative difference, 110 is due to increased first-year September 2017 enrollment announced after the April 2017 Trustees meeting. WWU expects Fall 2018 first year enrollments to be comparable to last Fall but housing estimates are showing 25 additional occupants compared to Fall 2017 due to expected demand. There is no change expected to Birnam Wood occupancy compared to Fall 2017.
- Commissions increase per WWU-Aramark Agreement.
- Viking Union services revenue decreases \$15,000 or 8.4% reflecting the estimated impact on reduced space for rental due to the construction phase of the Multicultural Center.
- Mandatory Student Fee revenue includes the continuation of the Viking Union Building Fee and the Multicultural Center Fee. The Multicultural Center Fee was implemented Fall 2017, but had not been shown as budgeted revenue yet in April 2017 as Board approval didn't occur until June 2017.

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to increase by \$1,650,867 or 5.3%.
- Wages and Benefits increase \$538,000 or 7.3%. A portion of the comparative increase over FY2018 is due to mandated classification and other wage adjustments made after the April 2017 presentation. FY2019 incorporates minimum wage increases, and a 3% – 4% increase to full time wages per university guidance. No additional FTE positions are planned.
- Dining services rates are under negotiation. The increase shown includes a residential dining rate increase per the WWU-Aramark Agreement and estimates of to-be-finalized programmatic additions.
- Utilities: Taken together, the various utility expenditures are expected to increase approximately \$21,000 (0.7%). Increases in electricity and waste removal are offset by a slight reduction in natural gas expenditures.

- Maintenance and repairs increase \$140,000 or 5% to reflect an estimated recharge rate increase of 5%.
- Rentals and operating leases increase \$206,000 due to the projected addition of temporary leased spaces off-campus. Revenue associated with these leases is included in the room and board revenue projections.

Non-Operating Expenditures Highlights and Assumptions

- Debt service increases \$1,726,000 or 33% due to the addition of the revenue bonds to finance the Multicultural Center and a portion of the Buchanan Towers renovation.
- Allocations for major repairs and planned renovations and capital plan project costs or transfers increase \$212,000 or 9.5%, while transfers into the capital plan for renovations increase \$401,000 or 5.5%. FY2019 expenditures continue an aggressive program of major renovations with over \$16 million of renovations planned. Forthcoming years will see annual expenditures ranging from \$15 - \$25 million, to be funded by combinations of cash and debt.
- Overall, budgeted Non-Operating expenditures and transfers increase \$2,339,000 or 15.9%.

**WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2018 & 2019**

DRAFT

	DRAFT BUDGET 2017-18 As presented to BOT	DRAFT BUDGET 2018-19 As of 3/20/18	PERCENT CHANGE	DIFFERENCE BUDGET \$
REVENUES				
Room and Board Payments	\$38,785,000	\$41,367,000	6.66% 2	\$2,582,000
Room and Board Fees and Penalties	232,500	230,500	-0.86% 3	(2,000)
Investment Income	59,000	69,000	16.95%	10,000
Bond Interest Subsidy	282,445	276,001	-2.28%	(6,444)
Housing Rentals	130,850	135,850	3.82%	5,000
Conferences	532,099	532,099	0.00%	0
Commissions	2,558,699	2,834,699	10.79% 4	276,000
Viking Union Programs & Services	180,200	165,000	-8.44% 5	(15,200)
S & A Fee Distribution	1,276,182	1,280,000	0.30%	3,818
VU Building Fee & Multicultural Center Fee	1,872,512	3,008,613	60.67% 6	1,136,101
Other	43,150	44,150	2.32%	1,000
Total Revenues	\$45,952,637	\$49,942,912	8.68%	\$3,990,275
OPERATING EXPENDITURES				
Salaries & Benefits	\$7,407,649	\$7,945,404	7.26% 7	\$537,755
Food Service (net of capital contribution)	13,421,619	14,037,964	4.59% 8	\$616,345
Communications	313,230	285,710	-8.79%	(\$27,520)
Electricity	795,835	817,335	2.70%	\$21,500
Heat	1,093,106	1,078,630	-1.32%	(\$14,476)
Water/Sewer	604,499	606,599	0.35%	\$2,100
Refuse Disposal/Recycling	338,651	350,791	3.58%	\$12,140
Television Cable	126,725	126,725	0.00%	\$0
Maintenance & Repairs	2,807,470	2,947,090	4.97% 9	\$139,620
Operating Supplies	320,730	333,530	3.99%	\$12,800
Equipment	403,920	418,138	3.52%	\$14,218
Insurance	494,102	498,002	0.79%	\$3,900
Rentals and Operating Leases	34,272	240,375	601.37%	\$206,103
Administrative Services Assessment (ASA)	1,695,879	1,771,137	4.44% 10	\$75,258
Student Services Support and other Recharges	408,100	433,100	6.13% 11	\$25,000
Other Expenditures	961,919	988,043	2.72% 12	\$26,124
Total Operating Expenditures	\$31,227,706	\$32,878,573	5.29%	\$1,650,867
NON-OPERATING EXPENDITURES/TRANSFERS				
Bond Debt Service	\$5,206,943	\$6,933,655	33.16% 13	\$1,726,712
R&R/ Minor Cap./Public Works Projects	2,240,000	2,452,000	9.46% 14	212,000
Other Transfers	0	0	0.00%	0
Capital plan projects: Expensed or transferred	7,277,988	7,678,684	5.51% 15	400,696
Total Non-Operating Expenditures	\$14,724,931	\$17,064,339	15.89%	\$2,339,408
Total Expenditures	\$45,952,637	\$49,942,912	8.68%	\$3,990,275
EXCESS (DEFICIT) OF REV OVER EXP	\$ 0	\$ 0	0.00%	\$ 0

FOOTNOTES TO THE ATTACHED 2018-19 HOUSING & DINING SYSTEM PROPOSED BUDGET

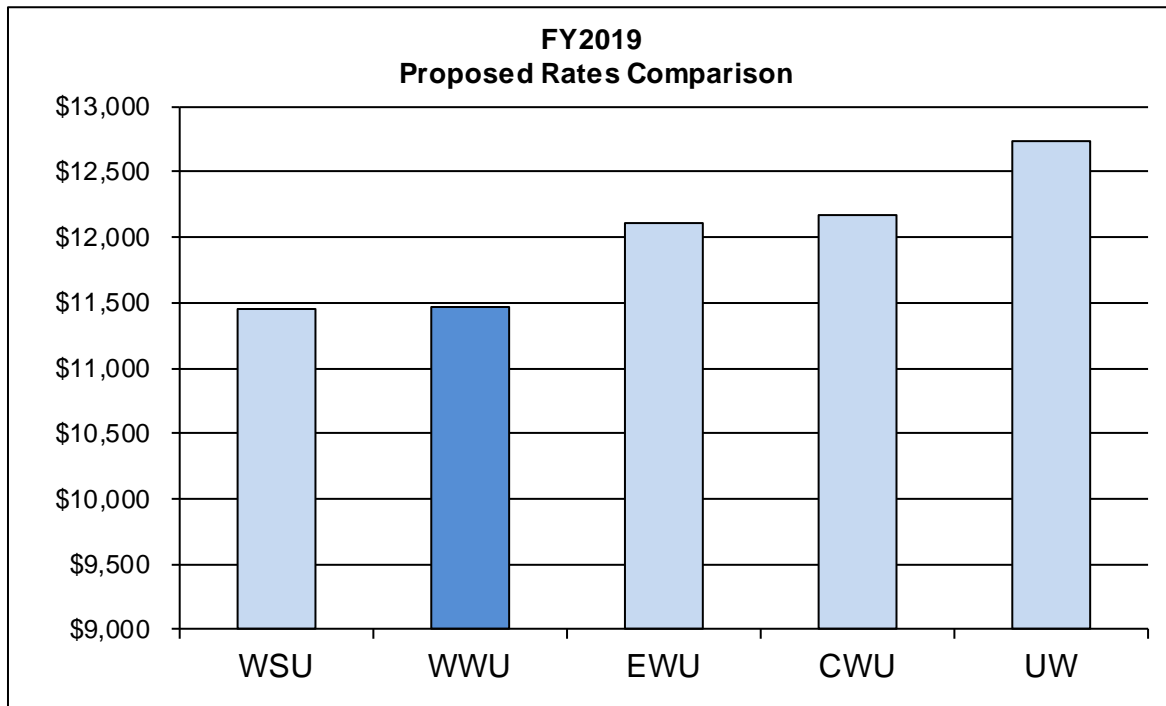
- (1) The 2017-18 Budget, as approved by the WWU Board of Trustees April 2017, is shown to compare with the 2018-19 proposed budget. After Fall 2017 opening, adjustments were made based on an analysis of opening residence hall and apartment occupancy. Those October 2017 revisions are not shown here.
- (2) Room & Board rate increase is proposed here at 4.5%. Percent change shown varies due to the FY2018 figure being prior to Spring 2017 enrollment adjustment and Fall 2017 opening. Fall 2018 opening ResHall count shown increases 25 over the Fall 2017 adjusted budgeted count. Leased bed income is included in FY2019.
- (3) No increase in underlying fee/penalties rates. Line item increase due to adjusting expected actuals.
- (4) Food service commissions adjusted to reflect expected actuals.
- (5) Viking Union revenue reduced to reflect anticipated decline in space rentals due to the Multicultural Center construction.
- (6) Two student fees are reported here: Projections for FY2019 include the continuation of the Viking Union Building Fee and the Multicultural Center fee. The Multicultural Center fee was implemented Fall 2017 but had not been shown as budgeted revenue yet in April 2017 since the Board approval did not occur until June 2017, thus the 60.7% increase shown when comparing budget to budget from April each year.
- (7) FY2019 FTE wage rate increase is estimated and incorporates cost of living increases at the WWU-recommended level and per bargaining unit agreements. Minimum wage increase is per state mandate. Assumes existing vacancies are filled.
- (8) The Food Service expense category includes residential dining, catering, conference dining and departmental food costs. Negotiations with the University's Dining Contractor are in process, so this budget conservatively shows a maximum amount for potential board plan price increase and some enhancements to the board dining program.
- (9) Increase reflects additional investment in facilities per estimated actuals. Recharge rate increase estimated at
- (10) The FY2019 recharge rate for the Administrative Services Assessment (ASA) is 5.775% of adjusted revenue. FY2018 rate was the same.
- (11) Increase shown for possible service level increases.
- (12) This category includes expenditures for: Support provided to other departments pertaining to URES programs, student activities, audit, consultants and client services, printing & copies, laundry, and other.
- (13) Increase to FY2019 debt service due to the addition of the 2018-B revenue bonds which fund the Multicultural Center construction and a portion of the Buchanan Towers renovation
- (14) Increased allocation reflects needs identified in the planned major renovation schedule.
- (15) The "Transfer for Capital Plan Support" is an allocation representing operating, non-operating, Building Fee, and Multicultural Center fee funds to be placed into the System's renewal & replacement reserve fund for additions to and significant renovations of University Residences and Viking Union facilities.

**WASHINGTON PUBLIC UNIVERSITIES
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2019 (as of 4/2/18)**

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

	WSU	WWU	EWU	CWU	UW
	Level 2	125 Block	Gold	"Large"	"Level 4"
Residence Hall Room Pricing Model	New/Renovated rooms priced	All rooms priced same	New/Renovated rooms priced higher	New/Renovated rooms priced higher	New/Renovated rooms priced higher
Live on Requirement?	First year students	None	First year students	First year students	None
Type of Meal Plan	Declining Balance	Meals & Points	Meals & Points	Declining Balance	Declining Balance
Elements of the Meal Plan	Equivalent to Approx. 14 meals/w k	Approx. 12+ meals/w k + \$580 Points	Equivalent to 2 to 3 meals per day	Equivalent to Approx. 14 meals/w k	Equivalent to 13-15 meals/w k
Weighted Cost of a Double Room and Meals:	\$11,454	\$11,465	\$12,103	\$12,162	\$12,741
Rate of Increase Over 2017-18	Per website Ave. 2.0%	Proposed 4.5%	Per website Ave. 4.95%	Proposed NTE ~5%	Per website Ave. 4.37%

Some campuses have added housing stock, which will alter the comparison of these figures with those presented here



2018-19 Campus Rates for a Double Room and Range of Meal Plans



By: Kurt Willis and Deborah Frost, April 2018
 Source: Campus websites for 2018-19 rates

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM**

DRAFT: For Discussion Only

TEN YEAR HISTORY OF RESIDENCE HALL RATES

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN*	% OF CHANGE
2009-10	\$8,076 *	4.75%
2010-11	\$8,419	4.25%
2011-12:	\$8,755	4.00%
2012-13	\$9,019	3.00%
2013-14	\$9,290	3.00%
2014-15	\$9,662	4.00%
2015-16	\$9,952	3.00%
2016-17	\$10,350	4.00%
2017-18	\$10,971	6.00%
2018-19	\$11,465	4.50%
10-Year Average Percentage Change		4.05%

* The meal plan used for comparison changed in 2009-10 from the Gold /100 to the 125 Meal Plan

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2018-2019

	2017-18 Actual	at 4.5% incr. 2018-19 Proposed	2018-19 Cost per Month
Room & Board Plans: Academic Year (@ 4.5% increase)			
Double Room with Unlimited meal plan	\$11,400	\$11,913	\$1,324
Double Room with 125 meal plan	\$10,971	\$11,465	\$1,274
Double Room with 100 meal plan	\$10,549	\$11,024	\$1,225
Double Room w/ 75 meal plan	\$10,115	\$10,570	\$1,174
Triple Room with 125 meal plan	\$9,547	\$9,977	\$1,109
Single Room with 125 meal plan	\$12,139	\$12,685	\$1,409
Birnam Wood Apartment Rents: Academic Year (4.5% increase)			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$402	\$420	\$420

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Becca Kenna-Schenk, Executive Director of Government Relations

DATE: April 13, 2018

SUBJECT: Legislative Update

PURPOSE: Discussion Item

Purpose of Submittal:

For this agenda item, Becca Kenna-Schenk, Executive Director of Government Relations, will provide a brief update on the 2018 Legislative Session and answer any questions the Trustees may have.

Background:

The 2018 legislative session ended March 8, 2018 with several legislative “wins” for higher education and for Western specifically.

Budget highlights of the 2018 session include:

- ✓ \$18.5 million for the State Need Grant program to serve an additional 4,825 students and a commitment to fully-fund the program by 2022;
- ✓ \$1.3 million for Western to establish a new undergraduate degree program in Marine, Coastal and Watershed Sciences;
- ✓ \$700,000 for Western to establish a baccalaureate degree program in Early Childhood Education in Kitsap County as part of the Western on the Peninsulas program;
- ✓ \$70,000 in one-time funding for Western to conduct a study exploring the feasibility of creating a four-year degree granting campus on the Kitsap or Olympic Peninsula, with a report on the findings due to the Governor and the Legislature by December 2018; and
- ✓ \$1.5 million in state bond funding in the 2018 supplemental capital budget to address minor works projects at Western. (This funding was previously appropriated from WWU’s local building account in the 2017-19 capital budget).

Key higher education policy bills that passed during the 2018 session include:

- ✓ HB 1433 – Decoupling Services and Activities fees from tuition increases;
- ✓ HB 1488 – Expanding higher education opportunities for certain students;
- ✓ HB 1561 – Concerning open educational resources;
- ✓ HB 2009 – Providing higher education support for gold star families;
- ✓ SB 5917 – Requiring a system-wide credit policy regarding International Baccalaureate exams;
- ✓ SB 6029 – Establishing the Student Loan Bill of Rights;

- ✓ SB 6493 – Increasing transparency and accountability for intercollegiate athletic programs;
- ✓ SB 6514 – Concerning suicide prevention and behavioral health in higher education; and
- ✓ SB 6582 – Concerning the criminal history of applicants to institutions of higher education.



2018 Legislative Session Report

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WWU Government Relations works to pursue and promote Western's state and federal policy objectives to the legislative and executive branches of the state and federal government. The Office works closely with elected officials, Western administrators, faculty, students and staff. Western's Office of Government Relations also educates the campus community about legislation and initiatives affecting the University.

Introduction

Washington's 2018 legislative session adjourned *sine die* on March 8 on the 60th day of the regular session. This report provides a summary of the budgets as they impact Western and key policy bills impacting higher education that passed the Legislature or were enacted as part of the new operating budget and have been signed into law.

Operating Budget

The 2018 supplemental operating budget ([SB 6032](#)) included \$18.5 million in new funding for the State Need Grant program to serve an additional 4,600 students throughout the state, along with a commitment to fully-fund the program over the next four years. The budget also includes \$100,000 for the Student Achievement Council to establish a competitive grant program for the development of Open Educational Resources (OERs) as specified in [HB 1561](#). Additionally, funding was provided for the Washington State Institute for Public Policy to review the higher education funding models in ten states with higher education systems similar to Washington and report to the legislature by November 1, 2018.

For Western, the operating budget included \$1.3 million to establish a new undergraduate degree program in Marine, Coastal and Watershed Sciences, as well as \$700,000 to develop an Early Childhood Education degree program in partnership with Olympic College as part of the Western on the Peninsulas program. The operating budget also directs WWU to conduct a study exploring the feasibility of creating a four-year degree granting campus on the Kitsap or Olympic Peninsula, with a report on the findings due to the Governor and the Legislature by December 2018. Additionally, \$24,000 in one-time funding was provided to Western solely for the implementation of [SB 5028](#) (Native American history curriculum) and \$39,000 was provided for implementation of [HB 2009](#) (Gold Star families).

Capital Budget

2017-19 Capital Budget

The 2017-19 biennial capital budget ([SB 6090](#)) passed in the early weeks of the 2018 session, following the adjournment of the 2017 legislative session without the passage a biennial capital budget for the first time in state history. The 2017-19 capital budget included the following funding for WWU's capital priorities:

- \$6 million in design funding for the Sciences Building Addition;
- \$6.65 million for Classroom and Lab Upgrades;
- \$6.179 million for Minor Works Preservation Projects;
- \$3.614 million for Maintenance and Repairs;
- \$1.5 million for Access Control Security Upgrades; and

- \$3.188 million for Elevator Preservation Safety and ADA Upgrades.

2018 Supplemental Capital Budget

The 2018 supplemental capital budget ([SB 6095](#)) included \$1.5 million in state bond funds to address minor works projects at Western. This funding was originally appropriated from WWU's capital projects account in the 2017-19 biennial capital budget.

Under the supplemental budget, the Office of Financial Management must submit a higher education facility study to the governor and the appropriate legislative fiscal committees by December 1, 2018. The study must include learning space utilization standards, reasonableness of cost standards, and a criteria scoring and prioritization matrix for use by four-year higher education institutions and other decision makers to produce single prioritized lists of higher education capital projects.

Additionally, the supplemental budget directs Western to require the successful bidder for the Sciences Building Addition design project to submit current third-party verified environmental product declarations for the eligible materials used, including concrete, unit masonry, metal and wood, and to report declarations to the Department of Commerce.

Policy Bills Enacted in the 2018 Legislative Session

Academic Affairs

[HB 1561](#) - Open educational resources – Sponsored by Representative Noel Frame, HB 1561 requires the Washington Student Achievement Council to administer the Open Educational Resources Grant Pilot Program for the public, four-year institutions of higher education and requires the Council to conduct outreach to other states and higher education agencies to identify if there is interest in establishing a multistate OER network. The bill also requires the Washington State Institute for Public Policy to conduct a study on the costs of textbooks and course materials and on the use of OER at the public, four-year institutions of higher education.

[SB 5028](#) - Native American curriculum – Sponsored by Senator John McCoy, SB 5028 requires teacher preparation programs to integrate the Native American curriculum developed by the Office of the Superintendent of Public Instruction into existing history and government course requirements.

[SB 5064](#) - Student freedom of expression – Sponsored by Senator Joe Fain, SB 5064 provides that students of public institutions of higher education have the right to exercise freedom of speech and freedom of the press in school-sponsored media. Under the bill, school-sponsored media produced at institutions of higher education are designated public forums and are not subject to prior review by school officials. The bill also provides that a public institution of higher education may not control the content of student speech, unless the content is libelous

or slanderous, is an unwarranted invasion of privacy, violates the Federal Communications Act or rules of the Federal Communications Commission, or incites other students so as to create a clear and present danger to violate federal or state laws or violate school regulations, or is reasonably forecast to cause a material and substantial disruption to the orderly operation of the school. Finally, under the bill, an official or governing board of a public school or institution of higher education is not responsible for expressions made in school-sponsored media and may not be held civilly or criminally liable for content unless the school official or governing board has interfered with or altered the content.

[SB 5917](#) - International Baccalaureate exam credit – Sponsored by Senator Mark Mullet, SB 5917 requires institutions of higher education to take into account the evidence for student success and the relevance of the IB or Cambridge International curriculum and test scores or grades when granting college credit or waiving course requirements. Examples of policies the institutions may consider are included, such as whether a score of four on standard-level or higher-level IB examinations and whether a grade of E on a Cambridge International examination indicates that the student has mastered college-level coursework for which undergraduate credits may be granted. The credit policies for all IB examinations and Cambridge International examinations must be posted on campus websites effective for the 2018 fall academic term, and the institutions must conduct biennial reviews of their credit policies and report noncompliance to the Legislature by November 1, 2020.

Capital Projects and Public Works

[HB 1673](#) - Responsible bidder criteria – Sponsored by Representative Beth Doglio, HB 1673 requires training in public works and prevailing wage in order to be a responsible bidder on public works projects. Under the bill, bidders who have completed three or more public works projects and have had a Washington business license for at least three years are exempt.

[HB 1849](#) - Apprenticeship utilization — Sponsored by Representative Mike Sells, HB 1849 makes awarding agencies responsible for monitoring a contractor and subcontractor's compliance with apprenticeship utilization hours within existing resources. The bill also requires public works contracts to include a specific line item specifying that apprenticeship utilization goals should be met, monetary incentives for meeting the goals, monetary penalties for not meeting the goals, and an expected cost value to be included in the bid associated with meeting the goals. Under the legislation, contracts must specify that apprenticeship utilization requirements may not be required, and awarding agencies are required to report the apprenticeship utilization by contractor and subcontractor to the Supervisor of Apprenticeship at the Department of Labor and Industries by the time of final project acceptance.

Financial Aid and Student Services

[HB 1169](#) - Student loan assistance – Sponsored by Representative Tina Orwall, HB 1169 repeals multiple provisions allowing suspension of a professional license due to student loan default. The bill also changes the judgment interest rate for unpaid private student loan debt to two

percentage points above the prime rate, unless the judgment interest rate is specified in the contract and increases the bank account and wage garnishment exemptions for judgments on private student loan debt. The bill also modifies the writs and forms for garnishment and continuing lien on earnings to specify whether a writ is for private student loan debt, and if so, to notify the debtor of their exemption rights for private student loan debt.

[HB 1433](#) - Services and Activities fee increases – Sponsored by Representative Melanie Stambaugh, HB 1433 decouples S&A fee increases from tuition increases for resident undergraduate students, but limits S&A fee increases to four percent per year.

[HB 1439](#) - Higher education student protection – Sponsored by Representative Gerry Pollet, HB 1439 authorizes the Washington Student Achievement Council to continue administering its study from 2016 on for-profit degree-granting institutions and private vocational schools, and to include recommendations on the creation of an ombuds office. The bill also makes it an unfair business practice for degree-granting institutions and private vocational schools to provide misleading or deceptive testimonials and endorsements. Finally, the bill provides that if a degree-granting institution or private vocational school presents certain performance data, the posted data must be consistent with data posted on the state’s Career Bridge website or data posted by the United States Department of Education.

[HB 1452](#) - Opportunity Scholarship program – Sponsored by Representative Jeff Holy, HB 1452 expands the Washington State Opportunity Scholarship program to students pursuing professional-technical certificates and degrees. The bill also creates a new account, called the Student Support Pathways Account, from which scholarships for professional-technical certificates and degrees will be awarded and allows students who are ineligible to file for federal student aid to file a state financial aid application to meet scholarship renewal requirements.

[HB 1488](#) - Expanding higher education opportunities – Sponsored by Representative Drew Hansen, HB 1488 allows students who meet the state’s “1079” residency criteria to be eligible for the College Bound Scholarship program. The bill also provides that students who have received Opportunity Scholarships may renew their scholarships by filing the Washington Application for State Financial Aid (WAFSA). Finally, the bill provides that, for the purposes of residency for in-state tuition, a person is not a "nonresident student" if the person: (1) has been granted Deferred Action for Childhood Arrival (DACA) status before, on, or after the effective date of the act, regardless of whether the person is no longer in DACA status due to the termination, suspension, or modification of the DACA program; (2) has U or T nonimmigrant status with the United States Citizenship and Immigration Services (USCIS); (3) has been issued a work permit by the USCIS; or (4) is in deferred action status.

[HB 1499](#) - Student loan disbursement – Sponsored by Representative Gerry Pollet, HB 1499 creates notice and other requirements applicable to postsecondary institutions that use third-party servicers or financial institutions to disburse financial aid refunds to students. The bill also requires the Washington Student Achievement Council to have rules ensuring that

contracts between institutions and third-party servicers or financial institutions are in the best financial interest of students and meet other criteria.

HB 2009 - Gold Star families – Sponsored by Representative Kristine Reeves, HB 2009 supports military families by providing a \$500 annual textbook stipend to children and spouses receiving a tuition waiver because their parent or spouse passed away, became totally disabled, or is considered a prisoner of war or missing in action due to active military service.

HB 2822 - Concerning service animals – Sponsored by Representative Mike Steele, HB 2822 adopts the federal definition of service animal and creates a civil infraction for the misrepresentation of a service animal.

SB 6029 - Student loan bill of rights – Sponsored by Senator Marko Liias, SB 6029 creates a Student Education Loan Advocate through the Washington Student Achievement Council to receive, review, and provide assistance to student education loan borrowers who file complaints. The bill also: 1) requires student loan servicers to obtain a license from the Department of Financial Institutions to operate in the state, and permits the DFI to establish fees; 2) requires servicers to comply with various provisions regarding assessing and crediting fees; account information and dispute requests; acquiring, transferring, and selling servicing rights; and reporting information; and 3) prohibits third-party student loan modification servicers from various practices that may misrepresent the student loan situation or encourage a borrower to do something counterproductive to their situation. Finally, the bill requires the Washington State Institute for Public Policy to study student loan authorities who refinance student loans from proceeds of tax-exempt bonds.

SB 6274 - Passport to College Promise – Sponsored by Senator Kevin Ranker, SB 6274 establishes the Passport to Careers program, which supports former foster and unaccompanied homeless youth in pursuing postsecondary education through two pathways: the Passport to College Promise program and the Passport to Apprenticeship Opportunities program. The bill expands the Passport to College Promise program to include unaccompanied homeless youth and former foster youth in federal and tribal foster care systems, and provides financial assistance for former foster youth and unaccompanied homeless youth to pursue apprenticeships and pre-apprenticeships.

SB 6493 - Intercollegiate athletics – Sponsored by Senator Andy Billig, SB 6493 requires Boards of Trustees at institutions of higher education to approve in open public meetings the annual budgets for their intercollegiate programs in advance of any expenditures for the fiscal year. The bill also requires that if an institution's intercollegiate athletic programs operate at a deficit, the Board must approve a plan to reduce operating deficits, post the plan and fiscal statements on its website, and, with certain exceptions, approve in advance transfers or expenditures exceeding \$250,000 that were not included in the annual budget. "Operating deficit" is defined as the amount by which the aggregate operating costs of the programs exceeds the aggregated receipts and revenue directly generated by the programs in the fiscal year plus any transfers of reserves that were originally generated directly by the athletic department account.

[SB 6514](#) - Higher education behavioral health – Sponsored by Senator Sharon Brown, SB 6514 requires an entity within the University of Washington School of Social Work to create a statewide resource for behavioral health and suicide prevention in postsecondary institutions that includes, among other things, a training curriculum and model protocols. The bill also creates a grant program to fund postsecondary institutions' behavioral health and suicide prevention efforts and requires that the first six grants be awarded to public institutions of higher education. Finally, under the bill postsecondary institutions are required to submit annual reports to the UW regarding information related to behavioral health and suicide on their campuses.

[SB 6582](#) - Criminal history and higher education admissions applications – Sponsored by Senator Maralyn Chase, SB 6582 prohibits public institutions of higher education from using initial admissions applications that request information about an applicant's criminal history and prohibits an institution from automatically or unreasonably denying an applicant's admission or restricting access to campus residency based on the applicant's criminal history. Under the bill, institutions are authorized to inquire into an applicant's criminal history after that applicant has otherwise been determined to be qualified for admission. Institutions are required to develop a process for determining whether there is a relationship between an applicant's criminal history and a specific academic program or campus residency to justify denial or restriction.

Human Resources and Employee Protections

[HB 1298](#) - Criminal background and employment applications – Sponsored by Representative Lillian Ortiz-Self, HB 1298 prohibits an employer from, among other things, including any question on an application or inquiring into an applicant's criminal background until after the employer initially determines that the applicant is otherwise qualified for the position. Under the bill, certain employers are exempt from the prohibition.

[HB 1336](#) - Disability compensation social security offset – Sponsored by Representative Steve Kirby, HB 1336 eliminates the Social Security retirement offset for injured workers who either were receiving or had applied to receive Social Security benefits before being injured.

[HB 1434](#) - Shared leave pregnancy disability – Sponsored by Representative June Robinson, HB 1434 authorizes shared employee leave for parental leave and for sickness or temporary disability due to pregnancy disability.

[HB 2661](#) - Employment protections for domestic assault survivors – Sponsored by Representative Beth Doglio, HB 2661 makes it unlawful for an employer to discriminate against an applicant or employee because the individual is an actual or perceived victim of domestic violence, sexual assault, or stalking. The bill also makes it unlawful for an employer to refuse to make a reasonable safety accommodation requested by a victim of domestic violence, sexual assault, or stalking unless the accommodation would impose an undue hardship.

[HB 2669](#) - Civil service and part-time employees – Sponsored by Representative Beth Doglio, HB 2669 removes the exemption of part-time employees from the state’s Civil Service Law and removes lapsed restrictions on salary increases for exempt employees from language in the Civil Service Law.

[HB 2751](#) - Deduction of union dues – Sponsored by Representative Monica Stonier, HB 2751 provides that if a collective bargaining agreement has a union security provision, written authorization from the employee is not required for the employer to enforce the union security agreement by deducting required dues or fees from the employee's pay. The bill also provides that if a collective bargaining agreement includes requirements for deductions of payments other than union dues or equivalent fees under a union security provision, the employer must make those deductions upon written authorization of the employee. Also, under the bill the requirement that an employee's written authorization to deduct dues be filed with the employer is removed.

[SB 6229](#) - Bargaining representative access – Sponsored by Senator Kevin Van De Wege, SB 6229 requires public sector employers to provide exclusive bargaining representatives reasonable access of at least 30 minutes to new employees of the bargaining unit for the purposes of presenting information about the union.

Appendix: WWU’s 2018 State Legislative Priorities

Legislative Priorities

2018



Pass the compromise 2017-19 Capital Budget

Western strongly urges the Legislature to adopt the previously agreed-upon 2017-19 capital budget as early in the 2018 Legislative Session as possible. The budget proposals include critical funding to address WWU's growing capacity constraints and preservation and maintenance needs, including design funding for a new interdisciplinary STEM building that will address major space limitations in a variety of STEM programs and funding to improve outdated safety and accessibility infrastructure needs across Western's campus.

Support All Washington Students

Western strongly supports programs that ensure all Washington students have access to quality postsecondary opportunities. This includes support for proposals to fully fund the State Need Grant, as well as state and federal efforts to protect and support our DACA and undocumented students.

Reduce Bottlenecks in STEM Degree Programs

(\$1.2 million per year + \$300k in one-time costs)

STEM majors at Western have more than doubled since 2005, and the university requests \$1.2 million per year to help meet growing student demand and address bottlenecks in STEM degree programs. This plan will increase capacity in entry-level courses in Math, Physics and Chemistry that are required for STEM majors, and accommodate an additional 100 STEM students per year. This investment will also reduce time to degree by an average of two academic quarters—saving students and families thousands in tuition costs.

Marine, Coastal and Watershed Sciences Degree

(\$1 million per year + \$300k in one-time costs)

Western requests funding to establish a new interdisciplinary STEM degree program designed to meet student and employer demand and help address Washington's emerging challenges associated with climate change, resource management, and the growing fields of coastal science and policy. The focus of the Marine, Coastal, and Watershed Sciences program would be unique in its coastal sea-and-land emphasis, which requires a multidisciplinary approach to solving challenges related to coastal and estuary pollution, erosion, flooding, sustainable fisheries and aquaculture, ocean acidification, sustainable energy, and changing hydrologic cycles. The new degree program would leverage Western's existing areas of expertise in oceanographic, aquatic, and environmental sciences, and expand student access to Western's existing Shannon Point Marine Center in Anacortes.

15,915 students

95% are undergraduates

87% are residents of Washington

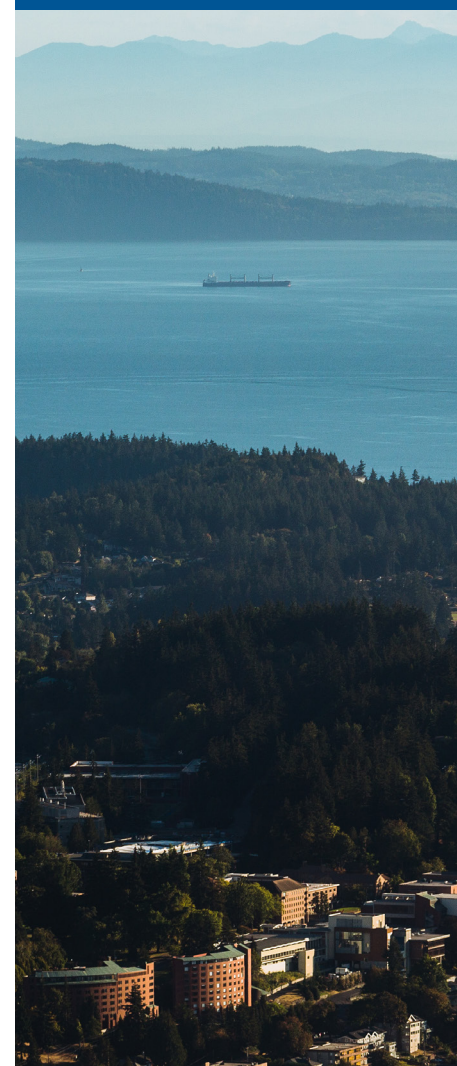
99% of classes are taught by faculty, not graduate assistants

34% of degrees are awarded in STEM/high demand areas

33% of students are first generation students

70% graduation rate (over 80 percent of students who start at WWU graduate at WWU or elsewhere)

4.3 years is the average time to degree



WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of:

Brent Carbajal, Provost and Vice President for Academic Affairs
Melynda Huskey, Vice President for Enrollment and Student Services
Richard Van Den Hul, Vice President for Business and Financial Affairs

DATE: April 13, 2018

SUBJECT: 2019-2021 Decision Package and Capital Plan Proposals

PURPOSE: Discussion Item

Purpose of Submittal:

The State of Washington has biennial operating and capital budgets. On even numbered years, Western, like all State entities, has an opportunity to request additional funds for operations and for capital improvements and maintenance.

Western's internal budgeting process is designed to tie to its strategic plan. Given the State's timeline and our own strategic planning timeline we have been developing the requests somewhat concurrent with the development of the new strategic plan. The development and review to date of the requests have been informed by the draft strategic plan. The process, including the Board's consideration today, allows for modifications and changes to the budget requests to address any changes to the strategic plan as it is finalized.

Operating Budget Request

In the spring of 2017, the Provost, Vice Presidents, and Deans began work to develop potential operating budget decision packages from each division's strategic plans. Feedback on those potential packages was received from the University Planning and Resource Council (UPRC) and the campus. That feedback and the draft of the strategic plan were used to inform decision on what to submit for consideration today. The divisions have now submitted five operating budget decision package proposals for consideration to be part of our FY2019-2021 budget request to the State.

The Board is being asked to review the proposals that have made it through the process of scrutiny and selection at the division level. These proposals have been presented to the UPRC, which was audiocast to the campus, and placed on the University's website for comment. These five proposals are now being considered at the University level, and we welcome Board insight and direction as the process transpires. The proposals are listed in Attachment A. Presentations will be made by the Vice Presidents including a discussion on how each advances Western's strategic plan.

After discussion at the April Board meeting, the Vice Presidents and Deans will develop a recommendation to the President, share that recommendation with the UPRC and the campus for comment prior to returning to the Board in June for its penultimate review. Final Board approval of the operating budget is scheduled for the August meeting.

Capital Budget Request

Last fall, the University started the capital planning process with an evaluation of existing and new major, intermediate, and minor capital projects for consideration in the 2019-2021 Capital Request (Request) and 2019-2029 Capital Plan (Plan). The evaluation included an emphasis on how they fit into the University's strategic plan and mission. The projects considered were presented to the UPRC, which was audiocast to the campus, for their review and feedback. The UPRC provided feedback with comments and a recommended prioritization of the major and intermediate capital projects, which helped develop the draft Request and Plan. The requests and supporting documents are contained in Attachments B-D, and links below (Attachment E). The presentation will discuss how the plan addresses current space and facility needs as well as supports the new strategic plan.

As with the operating budget, the Board is asked to provide comments and direction on the draft Request and Plan. The Board, UPRC, and campus community's comments and recommendations will be further analyzed as the Vice Presidents develop their recommendation to the President, who will then bring a final recommendation forward for Board approval. The Office of Financial Management's (OFM) deadline for the capital request is in August so the projects can be analyzed and rated as required by the Legislature. The Board's final approval will be requested in June, which allows time for University staff to develop and complete the project proposals for submission to OFM by their August deadline.

Strategic Questions to start discussions:

- Do these proposals prepare Western to fulfill its mission now and into the future?
- Do these proposals prepare Western to fulfill State needs?
- Will these proposals garner support by State policy makers?
- Will these proposals lever external funds or support?

Attachments:

- **A** – Operating Budget Decision Package Proposals
- **B** – The Draft 2019-2029 Ten-Year Capital Plan
- **C** – A Narrative Summary of the Projects Shown in the 2019-2029 Ten-Year Capital Plan
- **D** – A Campus Map Showing Locations of the Projects Listed in 2019-29 Ten-Year Capital Plan
- **E** (links) – Capital Planning and Development Process: [Narrative](#), [Chart](#)

2019-2021 Decision Package Proposals *(click on link for electronic document)*

- **Compensation**
Compensation will again be a top priority. The compensation request is put together at the University level, and will be submitted for approval at the August Board meeting.
- **Space Lease**
A potential decision package is being considered to request funding to lease space off campus in preparation of future building renovations and construction of new space. If this proposal comes to fruition, the package will be submitted for approval at the August Board meeting.
- **BS Degree in Energy Science and Technology**
https://budgetoffice.wvu.edu/files/IES_EnergySciDegree_02_23_18.pdf
- **Electrical Engineering Expansion**
https://budgetoffice.wvu.edu/files/CSE_ElecEngExpansion_02_23_18.pdf
- **Enhanced Career Services**
https://budgetoffice.wvu.edu/files/ESS_CareerServices_02_23_18.pdf
- **Expanding Capacity for Prehealthcare at WWU**
https://budgetoffice.wvu.edu/files/CSE_Prehealthcare_02_23_18.pdf
- **Increasing the Number of Teachers in Washington State**
https://budgetoffice.wvu.edu/files/WCE_IncreasingNumberofTeachers_02_23_18.pdf

Maintenance Level Request

Maintenance and Operations (M&O) requests will be put forward by BFA for approval at the August Board meeting and are included here for informational purposes only:

- M&O for New Square Footage on campus
- Utility Cost Inflation
- Facilities Management Goods and Services Inflation
- A request for IT equipment replacement, as may be permitted by OFM rules.

Western Washington University

DRAFT 2019-21 CAPITAL REQUEST

Univ. Priority	PROJECT TITLE	2019 - 2021 Biennium
1	Sciences Building Addition (STEM I)	60,000,000
2	STEM II and III (Includes Environmental Studies Center Renovation and space for Computer Science and Electrical Engineering)	14,000,000
3	Classroom & Lab Upgrades	6,000,000
4	Consolidated Academic Support Services Facility	9,950,000
5	Minor Works - Program	6,500,000
6	Minor Works - Preservation	12,000,000
7	Access Control Security & Infrastructure Upgrades	5,600,000
8	Elevator Preservation and ADA Upgrades	3,512,000
	<i>Preventive Facility Maintenance and Building System Repairs*</i>	4,154,000
TOTAL		121,716,000

Legend

	Design
	Construction
	Acquisition
	MW & Intermediate : Design & Construct
	Majors: Pre-design, Design & Construct

DRAFT 2021-29 CAPITAL PLAN

	PROJECT TITLE	2021 - 2029 Plan
	STEM II and III (Includes Environmental Studies Center Renovation and space for Computer Science and Electrical Engineering)	130,000,000
	Wilson Academic Renovation	63,225,000
	CFPA Renovation and Addition	66,500,000
	Heating System Carbon Reduction & Energy Eff. Improvements	53,165,000
	Classroom & Lab Upgrades (amount is per biennia in 2019 dollars, anticipate 3% escalation/FY)	6,000,000
	Access Control Security & Infrastructure Upgrades	6,300,000
	Southcentral Campus Roadway Revisions	2,060,000
	Consolidated Academic Support Services Facility Ph. 2	9,900,000
	Consolidated Academic Support Services Facility Ph. 3	9,900,000
	Westside By-Pass Road Realignment	15,000,000
	Waterfront Land Acquisition	4,500,000
	Minor Works - Program (amount is per biennia in 2019 dollars, anticipate 3% escalation/FY)	6,500,000
	Minor Works - Preservation (amount is per biennia in 2019 dollars, anticipate 3% escalation/FY)	12,000,000
	<i>Preventive Facility Maintenance and Building System Repairs* (amount is per biennia)</i>	4,154,000

*Assumes \$540,000 will not be appropriated in the Operating Budget. In the 2017-19 Budget, \$3,614,000 was appropriated in the Capital Budget and \$540,000 was appropriated in the Operating.

Narrative Summary of the Projects Shown in the Draft 2019-29 Ten-Year Capital Plan

Sciences Building Addition (STEM I)

This important project will provide laboratory and classroom space to support State-wide goals to expand opportunities in science, technology, engineering and math (STEM) education. Western has experienced unprecedented growth in enrollment for almost every STEM major, and the University continues to develop new degree programs in the STEM field. Western's existing science instructional space does not meet contemporary performance standards and there is a significant shortfall in available instructional space in general. This situation is compounded by a significant increase in demand for introductory science and mathematics courses from non-STEM majors, and the hiring of new STEM faculty with resulting pressure for faculty support space. Western is at risk of failing to meet student demand while maintaining program quality.

The program, use, and location of this facility will be determined based on the outcome of a comprehensive STEM study.

STEM II and STEM III (includes Environmental Studies Center Renovation and space for Computer Science and Electrical Engineering)

This project will renovate the forty-two year old Environmental Studies Center and provide a new facility that will help resolve critical instructional space and faculty office shortfalls within the sciences. The renovation of the Environmental Studies Center will address maintenance and repairs backlog, implement an entirely new and separate HVAC system, and provide modern teaching and research space needed for a 21st century education. The program and use of this facility, after renovation, will be determined based on the outcome of a comprehensive STEM study. The new facility will be determined based on the outcome of a comprehensive STEM study; however, this project will include space for Computer Science and Electrical Engineering programs.

Classroom & Lab Upgrades

This is a multi-year program that will repurpose and upgrade existing instructional space on campus. The goal of the program is to ensure the Institution has adequate access to high performance and modern learning space and, in the short term, partially accommodate the recent growth in STEM. The determination of what instructional space is upgraded or re-purposed is based on the following criteria:

1. Measurable Outcomes – The upgrades will increase capacity and room usage. The capacity and usage should be supported with usable data.
2. Course Data – The structured, academic use of the renovated room must be recorded and tracked within the Institution's enterprise data system. This will preclude using the funding for renovations of scholarly activity space that was never intended to be used for instruction.
3. Performance Thresholds – The renovated rooms will operate at a minimum level of usage per academic year.

The 2017-19 scope of work includes both the renovation of upper division instructional labs as well comprehensive renewal of general use classrooms.

Consolidated Academic Support Services Facilities (includes Phase 2 and Phase 3)

These projects would construct up to three buildings on the vacant land owned by the university at 25th and Taylor Streets. The site is current zoned to accommodate approximately 60,000 gross square feet of office space. The new facilities would house various departments that require proximity to campus but do not need to be located on campus, thereby creating more capacity in the core for strategic programs. This, in concert with the Classroom and Lab Upgrades and Minor Works Program projects, would allow the core of the campus to partially accommodate recent growth in STEM and other academic programs.

Minor Works – Program

Programmatic Minor Works projects have not received funding in the last several biennia, consequently many of the prior biennia project requests resurface every two years with even more dire conditions and need of funding than before. The programmatic projects include: student outreach/advising, career and counseling services; study and media equipped conference rooms; and most critically, office space-optimization projects. Much of the requested funding in this category is to address critical shortages in office space by compacting larger offices and suites within our older buildings. Several of our older buildings are heavily comprised of over-sized offices that were designed decades ago. The priority ranking of the projects in queue has been determined according to anticipated positive space outcomes.

Minor Works – Preservation

Our Minor Works Preservation omnibus categories are for requests of projects ranging in size from \$25,000 to \$2,000,000. The project requests are submitted by departmental personnel and include facility preservation, health, safety and code compliance, and infrastructure renewal. Many of the projects have been identified in Western’s Facilities Management Backlog Reduction Plan; others are critical departmental needs or are intended to mitigate existing deficiencies while awaiting a more comprehensive building renewal. Based on the recommendations from our consultant, Sightlines, and the cost to just keep up with our maintenance, we estimate our biennial capital preservation need to be \$24.8 million.

Access Control Security and Infrastructure Upgrades

The University’s existing campus access control system is based on Edwards Systems Technology, integrated with the campus fire alarm system. In 2012, Western learned that Edwards would be phasing out the access control portion of the system and when the next system upgrade of the fire alarm system occurred, the University’s access control system would no longer be supported. First proposed in the 15-17 biennia, and then as an emergent supplemental project in 2016, the project would replace the campus head-end access control system, convert existing building access control systems to a new system and install electronic control on exterior doors and designated high security internal doors of all major academic buildings. The project will also install new hardware on selected classroom doors to enable locking from the inside in the case of a campus emergency.

An integral component to the access control system is the communications pathways through which data and information must flow. The current fiber network that serves all of campus is reaching the end of useful life, and does not have the capacity to accept the additional load anticipated of an expanded and improved access control security system. In addition, emerging technologies in building systems as well as increasing needs of faculty, students, and staff are placing unattainable requirements on the existing fiber cable. Exacerbating the condition is that fact that the fiber cable has been damaged in numerous locations over time, effectively reducing the capacity of the entire network. The recommended solution is to install new multi-mode and single-mode fiber cable between and within campus buildings.

Overall, these upgrades will improve campus building access and security, provide improved integration with other security systems such as video monitoring and intrusion detection and simplify dispatch functions during emergency responses.

Elevator Preservation Safety & ADA Upgrades

In 2015, with an increasing incidence of elevator breakdowns, Facilities Management hired a consultant to inspect and analyze all campus elevators to determine their current condition, compliance with current code, safety requirements, and to identify and recommend options for an elevator modernization. Overall, 29 elevators were identified as needing some level of modernization, repairs, or renewal.

We have created a prioritized list of work to be accomplished on each elevator, based upon 1) building and personal safety and code compliance; and 2) current operation and performance (reduce repair rate); and 3) appearance and quality of life. It has been determined that correction of the deficiencies generally cannot wait for a full building renovation, and instead must be accomplished as part of a stand-alone elevator renewal project.

Waterfront Land Acquisition

Western has been involved in discussion with the City of Bellingham and the Port of Bellingham regarding the revitalization of Bellingham's central waterfront for over a decade and project requests have been submitted for funding consideration in prior biennia. The waterfront development and Western's planned growth are linked. The University's Institutional Master Plan recognizes that we cannot grow to our planned capacity without acquiring property for development. Relocating and/or expanding some of Western's programs to the waterfront would allow for our future growth. Potential uses include a multi-purpose community learning center for conferences and large-group gatherings and new academic facilities to accommodate expanding graduate programs, emerging academic programmatic needs, and extended education.

Wilson Academic Renovation

The Wilson Library project was requested in the prior biennia to provide for effective reuse of space, improved accessibility, and updating of building systems that have met or exceeded their useful life. There are several programmatic opportunities in renovating the facility. To some degree, the extent of that opportunity hinges on how we will manage Library collections and where we will store those collections.

With the completion of the Carver Academic Renovation, Wilson Library will have the largest facility maintenance backlog on campus at \$13 million. The brick exterior for the original building and the 1976 addition are solid masonry and have infiltration issues. The multi-level sloped built-up roof and walkways have drainage path bottlenecks and are in need of replacement. There are no draft stops in the attic, making a small fire difficult to contain. The 1927 section of the facility has no functioning fresh air ventilation system and depends on open windows year round for fresh air. The HVAC equipment in the 1970's wing has had recent in-house and ESCO energy savings upgrades and is operating acceptably despite being past its expected service life. The main electrical service was replaced in 2012. Branch panels and wiring in the old and newer sections are original and overdue for replacement. Elevators are the least reliable of any on campus and overdue for replacement.

Southcentral Campus Roadway Revisions

Requests for roadway revisions have been submitted several biennia. The University received predesign funding in 2003-05 to assess south campus roadway development/revision options. There is a critical need for improving pedestrian safety when accessing the campus from the south. The congestion at two intersections involves pedestrians, bicyclists, transit buses, private vehicles, vendor semi-trucks and any number of motorists using the campus roadway as a standard route to downtown Bellingham. The project involves creating a safe area for crossing by redirecting pedestrian and bus traffic related to East and West College Way where Bill McDonald Parkway enters the campus. Included in the project is installation of a traffic signal at Bill McDonald Parkway and South College Drive.

CFPA Renovation & Addition

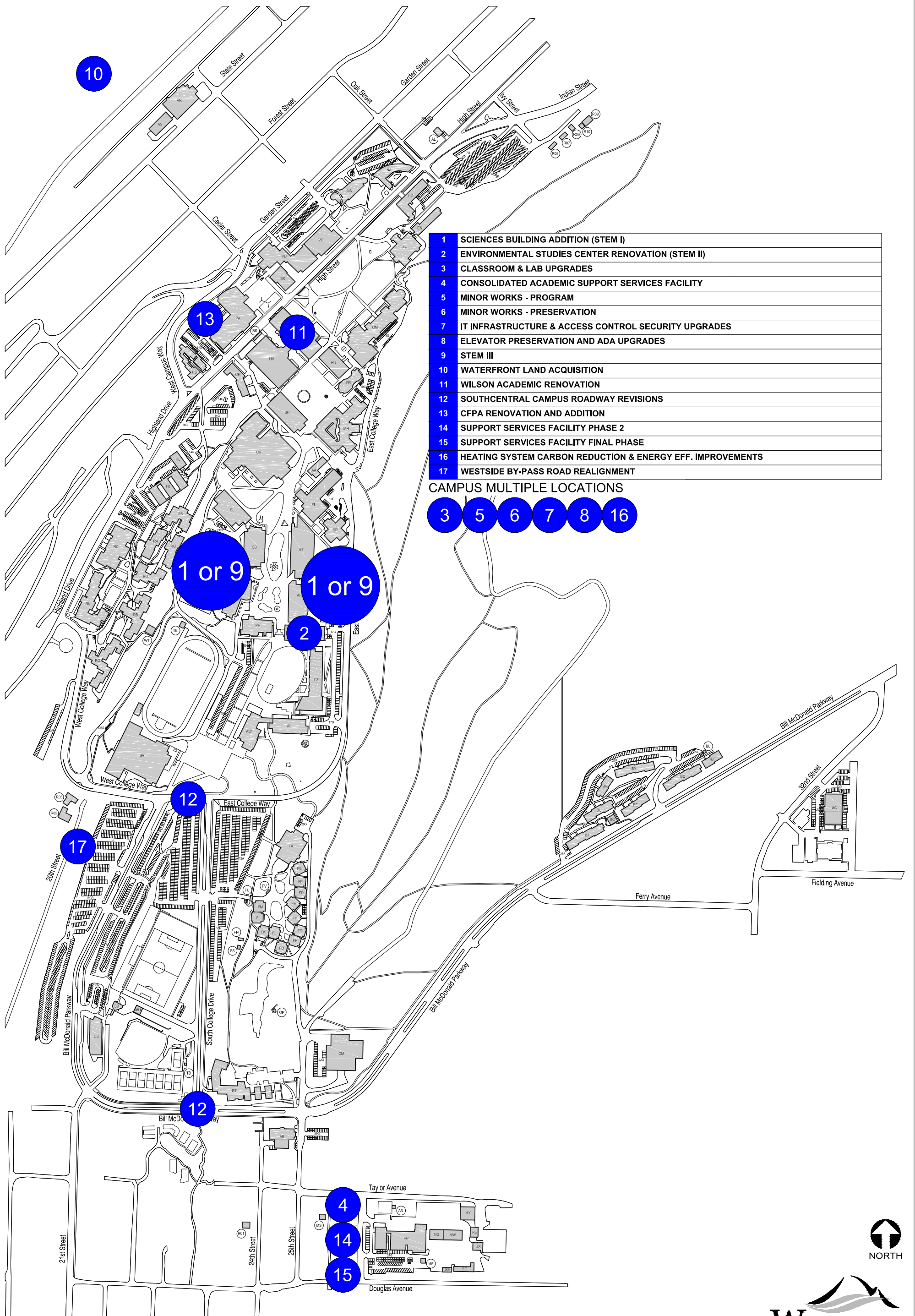
Exterior renewal of the Performing Arts Center facility (PAC) was approved and executed in the 2013-15 biennia, along with the exterior roofing renewal of PAC which was completed winter of 2015. However, the renovation and addition project proposes an intense overhaul of the Performing Arts Center to address a multitude of facility infrastructure, building renewal, code compliance and programmatic needs. It was previously requested and referred to as the "Gateway Complex" project. The project includes adding several thousand square feet of multi-disciplinary academic and performance spaces that meet contemporary technology and curriculum requirements. The expansion would require removal of High Street Hall and Canada House. The Center for Canadian American Studies and the Border Policy Research Institute would be relocated to the PAC addition. The project also involves upgrades/replacements of mechanical and life safety systems that are in poor condition.

Heating System Carbon Reduction & Energy Efficiency Improvements

Proposed in the 2013-15 biennia, this project would reduce our annual CO2 emissions by roughly 10% and involve a pre-design and subsequent construction budget estimate to convert our central steam heating system to a hot water system. Centralized hot water heating is roughly 30% more energy efficient than steam. A pre-design is needed to thoroughly analyze the conversion needed and the costs to construct. Our aging steam distribution system requires nearly wholesale replacement over the next few biennia. The size and capacity on our steam line does not meet our hot water needs. In 2013-15 biennia we spent \$2.5 million in essential repairs and anticipated spending another \$15 million over the course of the next 10 years. It is possible to implement this conversion in phases. This essential request also demonstrates our commitment to work toward a zero carbon footprint by 2050.

Westside By-Pass Road Realignment

The Westside By-Pass Road Realignment projects realigns the connection with West College Drive to Bill McDonald Parkway. The realigned road was developed during a previous south campus roadway predesign study in 2003-05. The realigned roadway would improve pedestrian safety and create an improved south campus transit center and southern entry to the campus. The realignment will also allow non-university bound traffic to avoid student pedestrian traffic.



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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost Brent Carbajal

DATE: April 13, 2018

SUBJECT: **Professional Leave Report**

PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for AY 2018-19 and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also outlines the process established to review applications and make award determinations.

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

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

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

For AY 2018-19, fifty-three faculty members requested 101 quarters of leave. In the end, all fifty-three applicants received at least one quarter of leave, for a total of 99 awarded quarters. Each application was afforded a careful and thorough evaluation based upon the merits of the application and the expected benefits to the individual, department, and the University per the Collective Bargaining Agreement.

Supporting Information: Summary of Professional Leave Awards for AY 2018-19

Paula Airth, Design

Three quarters to plan, prepare, and implement a one-day youth symposium modeled to share knowledge and opportunities for co-designing with young people and to pilot a co-lab workshop experience with middle school students enrolled in the Future Problem Solvers program to teach principles of participatory design.

Gigi Allaway, Environmental Studies

Two quarters to study phenomenological approaches to botanical description and categorization and the analysis of plant communities, with application to understanding habitat needs and problems for bees and other pollinators.

Colin Amos, Geology

Three quarters to study how well landscapes record earthquake deformation and to attempt to resolve the discrepancy between shallow slip deficit and variability in earthquake displacement for historical and ancient fault ruptures.

Roger Anderson, Biology

One quarter to study the consequences that a recent drought had on the productivity of one or more of the three numerically dominant perennial plant species in the Sonoran desert and the resulting effect it had on the larger Sonoran Desert scrub community.

John Bower, Fairhaven College

One quarter to explore non-fiction writing, poetry, public presentations, and podcasts as a means for making lessons of science more accessible to a wider spectrum of people, including the science-phobic, science-reluctant, and science-curious.

Jacqueline Caplan-Auerbach, Geology

Three quarters to work with a variety of experts in Kermadec Arc submarine volcanism to study existing geophysical data collected in the region, identify the outstanding questions about volcanism in the Kermadec arc, and design a research proposal for the NSF.

Gordon Chalmers, Health and Human Development

One quarter to conduct a study and publish a peer-reviewed research paper on how humans utilize their leg sensory motor system to carry out motor tasks such as walking and balancing.

Gail Coulter, Special Education

Three quarters to internationalize the special education program at WWU by developing resources that attract applicants from across the world into a program where international students learn side-by-side with their American counterparts and by writing a manual centering upon collaboration, mutual benefit, and partnerships.

Mick Cunningham, Sociology

One quarter to conduct research on the association between family structure and exposure to violence by intimate partners.

Deborah Currier, Theatre and Dance

One quarter to finalize and publish research into neuroscience and creativity, looking specifically at how the human brain functions to facilitate positive, creative, and resilient behavior in young learners, especially those traditionally labeled “at risk.”

Cristina de Almeida, Design

One quarter to produce an interactive digital component of an ongoing project focused on the branding of apples in Central Washington State during the first half of the 20th century.

Susan DeBari, Geology

Three quarters to produce instructor resources that would accompany publication of a student-centered, undergraduate-level Geology curriculum called Geology and Everyday Thinking (GET) and to become a master user of two pieces of thermodynamic software packages, MELTS and Magma Chamber Simulator, that provide the foundation for modeling magma melting and differentiation processes in both open and closed magma systems.

Nolan Dennett, Theatre and Dance

One quarter to pursue a creative research project inspired by the movement traditions of the immigrant populations and the dance artists of Western and Eastern Europe and Israel with the ultimate goal of producing a suite of dances that constitute a full-length or evening length work.

Dawn Dietrich, English

Three quarters to work on a book titled, *Post-Millennial Films: Theories of Affect and Studies in New Materialism*.

Todd Donovan, Political Science

One quarter to investigate how people reason about campaign finance by measuring and modeling public attitudes and assembling cross-national data on campaign finance regulations in established (primarily European) democracies.

Susan Eurich, History

One quarter to finish writing an historical role-playing game titled, *The Crucible of Religious War: The Journey toward Peaceful Coexistence, France 1570-1598*.

Seth Feinberg, Sociology

Three quarters to produce research from a grant-funded data collection project that measured Rwanda's advancement towards national development goals, specifically higher rates of modern contraceptive use via the successful family planning program.

Michael Fraas, Communication Sciences and Disorders

Two quarters to study cognitive and motor speech performance in post-concussed athletes and to develop and implement a concussion management program to support student athletes participating in WWU's sport clubs.

Allison Giffen, English

Three quarters to develop a new book project titled, *Afflicted Girls: Religion, Girlhood, and the Representation of Disability in Nineteenth-Century Popular Literature*.

Andrea Gogrof, Liberal Studies

One quarter to author a scholarly article on surveillance studies within the academic field of visual studies and to edit a special theme issue of *Pacific Coast Philology* on visuality.

Gaye Green, Art and Art History

Three quarters to complete three chapters of a book titled, *The Art of Compassion*; to develop a compendium of art projects titled, *Teach Compassion*; and to complete an illustrated children's book titled, *If You Are Feeling Awful, Have a Falafel*.

David Hartenstine, Mathematics

Two quarters to study how best to involve undergraduates at WWU in Mathematics research and to create a sustainable program for a team of them to engage in meaningful guided projects in cryptography.

Todd Haskell, Psychology

Two quarters to expand personal capacity to engage in STEM education research and to explore how differences in epistemology often present significant obstacles to interdisciplinary collaborations.

David Hooper, Biology

Three quarters to assess the effects of best management practices on nutrient fluxes in Whatcom County using the Agricultural Policy/Environmental eXtender (APEX) model.

Cara Jaye, Art and Art History

Two quarters to develop a mono-print stencil technique; to build upon a series of work titled *Insect Collection*; and to cultivate relationships with international artists and curators through participation in a number of creative residency programs.

Linda Keeler, Health and Human Development

One quarter to expand and coordinate intervention and research efforts across a multi-site, peer-led, physical activity program for college students with depression.

John Krieg, Economics

One quarter to work as a co-Principal Investigator on the Teacher Education Learning Collaborative (TELC).

Mark Kuntz, Theatre and Dance

Three quarters to find musical collaborators for a musical titled, *Alone*; to perform in a play in Mexico City where actors meet their cast mates for the first time while performing on stage; and to continue to write a musical titled *Me Maw* and a play titled *Office Hours*.

Ee Lin Lee, Communication Studies

Two quarters to write two manuscripts titled, *The Segregation of Foreigners through Whitespeak in Classroom Discourse*, and *Helping the East through Western Social Privilege in International Volunteerism*.

Ying Li, Health and Human Development

Two quarters to work on a research project titled, *Food Insecurity on WWU Campus*.

James Loucky, Anthropology

One quarter to complete and publish a participatory ethnography about a Maya community in highland Guatemala.

Baozhen Luo, Sociology

One quarter to work on a research project titled, *Aging Network Administered Public Long-Term Services and Supports (LTSS) System: The Washington State Model*.

Jean Melious, Environmental Studies

One quarter to research and write a law review article providing an examination of the assessment of the environmental impacts of localized projects with global impacts, including the Gateway Pacific Terminal.

Barbara Miller, Art and Art History

Two quarters to develop an exhibition in Western Gallery on Nancy Holt's earthwork and to work on a manuscript proposal titled, *Naked-Eye Earthworks and the Socio-Ecological Importance of Place*.

Benjamin Miner, Biology

One quarter to complete and submit five or more manuscripts for publication and to develop interactive web-based programs for courses in Biology.

Craig Moyer, Biology

Two quarters to study the construction and use of electrochemical-based bioreactors for the cultivation and growth of microbes.

Amanda Murphy, Chemistry

Three quarters to research next-generation silk biomaterials and the synthesis and characterization of melanin-inspired conjugated polymers.

Sean Murphy, Liberal Studies

Three quarters to complete a book-length project on William of Auvergne's *De legibus*; to commence formal studies in Old Irish language and literature; and to begin research on the appropriation of traditionally Irish saints by Anglo-Norman authors.

Adam Nyman, Mathematics

One quarter to work on two projects studying two new classes of examples of geometric objects with points in coherent number systems and the inter-relation between coherent noncommutative projective lines and coherent elliptic curves.

Arunas Oslapas, Engineering and Design

One quarter to work with the local craftspeople and artisans in San Pancho, Mexico, in converting discarded, recycled materials into profitable products; to provide workshops

or classes in processing these materials; and to create business opportunities for local families while contributing to the sustainable, artistically diverse community.

Charles Patterson, Modern and Classical Languages

Three quarters to work on a book which examines different adaptations of Cervantes' theatrical work, *El retablo de las maravillas*, and how they reflect on a spectrum of periods in Spain's recent history.

Geraldine Prody, Chemistry

One quarter to characterize the changes that take place in *Petunia axillaris* pistil cell walls to facilitate pollen tube growth to the ovary for fertilization.

David Sattler, Psychology

Three quarters to pursue ongoing research into the psychology of disaster preparedness and recovery.

Hilary Schwandt, Fairhaven College

Three quarters to produce research from a grant-funded data collection project that measured Rwanda's advancement towards national development goals, specifically higher rates of modern contraceptive use via the successful family planning program.

Rae Lynn Schwartz-DuPre, Communication Studies

One quarter to study ways in which current forms of colonialism work insidiously to sanction racist and sexist discourses related to disaster relief and news coverage.

Yunqiu Shen, Mathematics

Two quarters to write a research monograph on *Separable Nonlinear Equations: Numerical Solutions, Optimization, and Bifurcation*.

Mart Stewart, History

One quarter to work on a book manuscript titled, *Creatures at the Crossroads and the Making of the Natural South*.

Stanley Tag, Fairhaven College

Three quarters to complete the research and writing of a book-length manuscript, *Fresh New Lives: Nineteenth-Century Women and Men on Katahdin*; to complete the research and first draft of a novel, *The Katahdin Party*; and to prepare for and participate as a Thoreau and Maine Woods scholar in the proposed May 2019 Thoreau-Wabanaki

Canoe Journey, a 325-mile route retracing the trip that Henry Thoreau and his Penobscot guide Joe Polis took in 1857.

Kathryn Trueblood, English

Three quarters to conduct research, field test, and complete a book intended to serve as a workshop guide for women veterans' writing groups.

Dennis Whitcomb, Philosophy

One quarter to develop a research-level competence in the philosophy of oppression and write a paper about the connections between oppression and humility.

Michiko Yusa, Modern and Classical Languages

One quarter to write and publish an article tentatively titled, *D. T. Suzuki and Four British in September 1946*, which will eventually serve as the basis for writing a biography of D.T. Suzuki, an eminent, World War II-era, Japanese Buddhist-thinker.

Nicholas Zaferatos, Environmental Studies

One quarter to conduct applied research into Native American Reservation Planning with an emphasis in intergovernmental coordination between tribes and local governments.

Jianying Zhang, Mathematics

One quarter to study the meshless methods for nonlinear partial differential equations and to follow-up work on numerical methods for a biological model in pattern formation.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost Brent Carbajal

DATE: April 13, 2018

SUBJECT: Tenure and Promotion Report

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Provided below are three tables that list the following:

- 1) Thirty-one tenure track assistant professors granted tenure and promoted to the rank of associate professor effective 9/16/2018.
- 2) One tenure track associate professor granted tenure effective 9/16/2018.
- 3) Nineteen tenured associate professors promoted to the rank of full professor effective 9/16/2018.

Tenure and Promotion - Effective September 16, 2018

Tenure and Promotion to Associate Professor

John Antos	Chemistry
Blanca Aranda	Modern and Classical Languages
Andrew Berget	Mathematics
Javier Berzal de Dios	Art and Art History
Samit Bordoloi	Health and Community Studies
Brian Bowe	Journalism
Kevin Covey	Physics and Astronomy
Melissa D'Eloia	Health and Human Development
Eduardo Engelsing	Modern and Classical Languages
Josh Fisher	Anthropology
Aquila Flower	Environmental Studies
Jasmine Goodnow	Health and Human Development
Brian Hutchinson	Computer Science
Filip Jagodzinski	Computer Science
Monique Kerman	Art and Art History
Robin Kodner	Biology
Yudong Liu	Computer Science
Brooke Love	Environmental Sciences
Mark Neff	Environmental Studies
Kimihiro Noguchi	Mathematics
Aaron Perzigian	Special Education
Clayton Pierce	Fairhaven College
Brittany Schade	Design
Jennifer Seltz	History
Michael Slouber	Liberal Studies
Steve Smith	Accounting
Tamara Spira	Fairhaven College
Mark Staton	Finance and Marketing
Veronica Velez	Secondary Education
Greg Youmans	English
Sarah Zimmerman	History

Tenure

Maria Dolores Calderon	Fairhaven College
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Promotion to Full Professor

Donald Burgess	Secondary Education
Cynthia Camlin	Art and Art History
Jackie Caplan-Auerbach	Geology

Brandon Dupont
Bruce Hamilton
Kelly Jantzen
Jong Wook Kim
Barbara Lehman
Ying Li
Edwin Love
Kimberly Lynn
Jonathan Miran
Greg O'Neil
Amites Sarkar
Dave Suprak
Maria Timmons Flores
Kristi Tyran
Kathryn Vulic
Grace Wang

Economics
Music
Psychology
Management
Psychology
Health and Human Development
Finance and Marketing
Liberal Studies
Liberal Studies
Chemistry
Mathematics
Health and Human Development
Elementary Education
Management
English
Environmental Studies

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Vice President Melynda Huskey

DATE: April 13, 2018

SUBJECT: Admissions and Enrollment Report

PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment and admissions.

Spring Quarter 2018

We are on track to enrolling a similar number of transfer (165) and freshmen students (7) compared to last year.

Fall Quarter 2018

Freshman Applications

Freshman applications received for the upcoming Fall consist of the second highest in Western's history. We are pleased to report that overall freshman confirmations are up by 10.1%/123 thanks to focused, quicker review of applications in Admissions and the accompanying awarding of financial aid. Applications received from students of color are equal to those received at the same time last year at 4,103 with confirmations up by 18.8%/49 students. In addition, we are seeing a significant increase in Running Start applicants, up 7.1%/155 compared to last year.

Fall 2018 represents the second year in which Admissions implemented an early action freshman deadline of November 1. Prospective students are responding positively, as evidenced by an increase of 31.5%/968 students who met the deadline for Fall 2018. Students who file by the deadline are guaranteed an Admissions response by December 31, as well as expedited scholarship review and financial aid notification if they are admitted. Admissions still has a regular decision deadline of January 31.

Transfer Applications

Transfer applications are down 9.5%/201 compared to last year. While overall offers of admission place us ahead of last fall, the overall decline in applications received from "feeder" state community colleges may prove especially challenging. Admissions has taken measures to mitigate these conditions by:

- Doubling our transfer advisor workshops – Admissions took their show on the road and hosted a transfer advisor workshop last fall in Bellevue to meet with community college transfer advisors closer to home as well as a second workshop on Western’s campus (as usual), which served to diversify participation from community colleges.
- Providing more scholarships for transfer students - \$200,000 in scholarships in the form of tuition waivers are being used to award one-time, \$2,000 scholarships to high-achieving transfer students, substantially increasing the scholarship and waiver budget for transfer applicants from \$40,000 to \$200,000.
- Reconnecting with former transfer applicants - Using the report from the National Student Clearinghouse, Admissions “repurposed” the names of approximately 300 students who had applied to Western for last fall but ended up enrolling at a community college instead. We reconnected and communicated with them as potential prospective students for Fall 2018.
- Reaching out to transfer honors students: Admissions purchased approximately 1,500 names of Washington students who are members of Phi Theta Kappa (the national honors society for community colleges) and are seeking entry in Fall 2018. We informed them about application deadlines, visit options, and, most critically for transfer students, information about transferability of credit and opportunities for scholarships.

Supporting International Admissions, Including Onboarding of Study Group Global Pathways

Following a nationwide downward trend in 2016-17, international student admission continues to rebound from a difficult cycle.

- The Admissions Working Group has finalized the processing guidelines for Study Group applicants, and are happy to report that we have received several first-year and transfer applications from a diverse set of countries, and with varying academic interests.
- Admissions continues to work closely with our community college partners on international student outreach, having recently attended 10 International Transfer Student Fairs within the greater Seattle region.
- Admissions recently hosted personalized international student and advisor on-campus group visits. Known as International Connections Days (ICD), these events allow students and advisors to choose a schedule that fits their needs, while providing tours, meals, academic sessions, presentations, as well as meetings with current students.

Ruffalo Noel-Levitz 2-day Consult

Enrollment and Student Services engaged the services of Ruffalo Noel-Levitz in late January to perform a mini enrollment management consultation that examined Admissions, Financial Aid and Retention practices and extended beyond the Enrollment and Student Services Division to include academic leadership, faculty and Business and Financial Affairs.

The consultants congratulated us on the 6.5% enrollment increase we experienced since 2013 and provided us with recommendations, which are under discussion. Recommendations included strengthening our enrollment management structure, increasing early outreach for populations we are targeting for growth, making targeted improvements to our marketing and recruitment program, identifying subpopulations of student aid applicants we might be losing in terms of yield and retention and adjusting our awarding strategy accordingly and adopting retention and graduation initiatives we are capable of supporting.

Scholarship Center Outreach

Western's Scholarship Center recently provided a drop-in, hands-on workshop with representation from the Hacherl Research and Writing Studio, Career Services Center, and Education Abroad as well as on-campus representation from departments that offer scholarships. In addition, the Scholarship Center expanded outreach to include scholarship presentations at Edens, Higginson, Nash and Fairhaven residence halls and launched the "Passport to Scholarship Success" initiative in February. Students who complete five of eight tasks associated with increasing their competitiveness for scholarships are eligible to submit their passport by April 13 and be entered into a drawing for a \$500 scholarship.

National Student Employment Week and Student Employee of the Year Reception

Each year colleges and universities across the country recognize the importance of the student work experience during National Student Employment Week – the second full week in April. Western will celebrate our student employees in our tenth annual Student Employee of the Year Reception on April 13. The Student Employee of the Year Award is given to one exceptional student worker to congratulate and thank them for their hard work and dedication. Student employee nominations are judged on a variety of characteristics including reliability, quality of work, initiative, community and campus service and professionalism.



**Capital Program Report
Board of Trustees
April 13, 2018**

MAJOR / INTERMEDIATE CAPITAL PROJECTS

- **Multicultural Center**

Dawson Construction, general contractor/construction manager (GC/CM), has mobilized on the site. Alternative pathways to the Viking Union, Performing Arts Center, and temporary Book Store are complete. Demolition activities have begun. Web cameras showing the site can be found on the following link:

<https://www.wvu.edu/wwuarchitect/construction/pw698.shtml#webcam>

- **Buchanan Towers Renovation**

Dawson Construction has mobilized at Buchanan Towers during spring break and put into place construction controls to separate the work area from the student residences. Construction has started. The first phase of construction is scheduled to be complete for Fall 2018 occupancy.

- **Carver Academic Renovation**

The Carver Academic Renovation project construction is complete. Closeout of the construction contract is still on-going.

2018 CAPITAL BUDGET

Planning for the next biennium capital request and ten-year plan has commenced. In a separate item, the Board will review Western's draft 2019-2021 Capital Budget Request and 2019-2029 Capital Plan.

For more information about the major projects, the Capital Program, and the Capital Planning Process, visit the Office of Facilities Development and Capital Budget website:

<http://www.wvu.edu/wwuarchitect/>.

ADVANCING THE UNIVERSITY

APRIL 2018



"Scholarships are the primary reason I was able to come to and stay at Western, and the Kay French Hovde Scholarship has contributed greatly by making my ten-year dream of being a violinist come true. From the bottom of my heart, I cannot thank you enough."

— *Ashley Curtain*
Scholarship recipient



ADVANCEMENT UPDATE

JANUARY 1ST THROUGH FEBRUARY 28TH

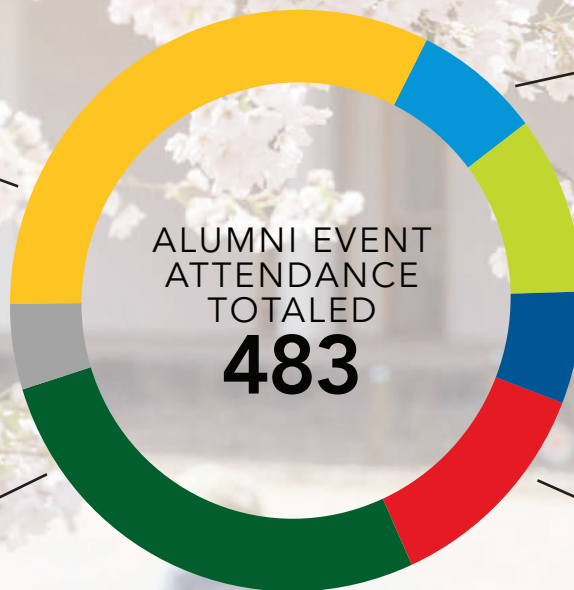
FAST FACTS



DOWNTOWN ART WALK @ WESTERN CITY CENTER **157**

RECEPTION AT PRIVATE HOME IN DC AREA (FALLS CHURCH, VA) **23**

RECEPTION AT GOVERNOR'S MANSION IN OLYMPIA **130**



35 RECEPTION AT PRIVATE HOME IN PALM SPRINGS, CA

48 SILVERTIPS GAME IN EVERETT

30 RECEPTION AND MUSEUM TOUR IN SCOTTSDALE, AZ

60 BUSINESS AFTER BUSINESS AT WESTERN CITY CENTER

35
ATTENDEES MADE GIFTS WITHIN 30 DAYS OF EVENT TOTALING

\$16,634

GROWING AWARENESS

JANUARY 1ST THROUGH FEBRUARY 28TH

WWU ALUMNI WEEKEND REBRAND, FOCUS AND CAMPAIGN

In consultation with the WWU Alumni Board Marketing Committee, the WWU Alumni Association rebranded Back2Bellingham (Back2B'ham) as WWU Alumni Weekend May 18-20, 2018. More than just a name change, WWU Alumni Weekend creates a renewed focus on alumni engagement through targeted reunion programming, deeper support for departments and programs across campus, and better coordination of events and outreach.



ENGAGEMENT

JANUARY 9TH THROUGH MARCH 10TH



WESTERN CO-HOSTS BUSINESS AFTER BUSINESS

On January 18, the WWU Alumni Association co-hosted Business After Business with the Whatcom Chamber of Commerce at the Western City Center. The event drew 60 guests.



GATHERING AT THE GOVERNOR'S MANSION

Western friends, alumni, legislators, and leadership gathered in Olympia on January 23 at an exclusive reception at the Governor's Mansion. The event included 130 guests who enjoyed appetizers, drinks, and a rousing speech by Nathan Gaines ('20).



VIKINGS IN D.C.

On January 27, 23 Vikings in D.C. and the Dean of Fairhaven College Jack Herring gathered at the home of Brian Siebel ('82) and his wife Linda Howell for homemade chili and appetizers. They had a great time catching up and reconnecting.



BRINGING SCHOLARSHIP RECIPIENTS AND DONORS TOGETHER

On February 1, the Western Foundation hosted 146 guests at a scholarship luncheon at the Renaissance Hotel in Seattle. The event honors all annual named scholarship donors and student recipients.



ART WALK SERIES AT THE WESTERN CITY CENTER

On February 2 and March 2, 157 alumni and friends enjoyed complimentary appetizers and the fine art of WWU student Emma Leigh McKinney, who displayed intricate animal portraits, and Karen Schreuder, whose oil paintings incorporate textiles. This event is part of an Art Walk Series.

ENGAGEMENT

CONTINUED



VIKINGS IN PALM SPRINGS

Greg Grant, Western Foundation board member, and his wife Elizabeth welcomed 35 Vikings into their home for a reception and an afternoon of backyard golf and horseshoes on February 3. Donna and Jim Mollan (both '69) arranged the afternoon's activities and President Emeritus Bruce Shepard and Cyndi Shepard attended.



DINNER CELEBRATES SCHOLARS, DONORS

On February 13, 202 guests gathered at the MAC gym at WWU for a scholarship dinner for annual named scholarship donors and recipients in College of Business and Economics, the College of Science and Engineering, Fairhaven College, Woodring College of Education, and Huxley. Marine biology major and music double-major Abby Ernst-Beck inspired the crowd with her story about scholarships impacting her life.



WWU ALUMNI AND FRIENDS CHEER ON SILVERTIPS

WWU alumni and friends gathered for the Silvertips game in Everett on February 17. Early registrants won a chance to ride the Zamboni before the game. On game night before tip-off, the Zamboni glided around the arena with our Viking flags waving and our alumni enjoying the ride!



SCHOLARSHIP RECIPIENTS, DONORS ENJOY DINNER

On March 1, the Western Foundation hosted 191 scholarship recipients and donors at a scholarship dinner at the MAC gym on the WWU campus for students in the College of Fine and Performing Arts, the College of Humanities and Social Sciences, and all university programs. Ben Seavello, a music composition major and math minor, spoke.



VIKINGS TOUR MUSEUM OF THE WEST

On March 9, Vikings gathered in Old Scottsdale at the Museum of the West for a private reception. The 30 guests enjoyed refreshments and a private, docent-led tour.

WHY WE DO WHAT WE DO...

IMPACT STORIES



Russ Wilson ('79) (far right), representatives from Moss Adams, and their scholarship recipients

MOSS ADAMS' DECADES OF DEDICATION

Moss Adams' relationship with Western began in the early 1980s thanks to two key WWU alumni, Rick Anderson ('73) and Russ Wilson ('79), who served as champions of Western at the company. Rick retired from Moss Adams in 2016 after serving as chairman and CEO. What started with a degree in accounting from Western became a long, productive career for Anderson, providing audit and consulting services. In 1999, he became the President and COO of Moss Adams LLP before taking the helm as CEO in 2004. He served as CEO until 2013. Anderson is a member of the WWU Foundation Board of Directors.

"Western was a great place for us to recruit students," says Anderson. "We combined a business motive with a philanthropic element. It worked well."

After graduating from Western, Russ Wilson rose to Managing Partner of Moss Adams' Bellingham office, and chaired the Moss Adams Foundation Board of Directors until his retirement in 2013. He oversaw compliance services

such as audited financial statements and tax returns, consulted with businesses in strategic planning through the sometimes fraught details of mergers, acquisitions, successions, and transitions. Recognized as a leader with tremendous integrity at Moss Adams, he served four years on the Executive Committee. Wilson served as president of the WWU Alumni Board.

Moss Adams' early gifts supported annual programmatic and operating needs. In 1999, Moss Adams established the Moss Adams Fund for Excellence in Accounting, a \$165,000 endowment. With Anderson's and Wilson's leadership, Moss Adams helped kick off the Western Stands for Washington Campaign with a \$500,000 commitment. Their gift established a second endowment to support faculty research and to ensure Western could attract the best accounting faculty in the state. The gifts also ensured that graduates of Western would become well rounded and educated professionals in finance, securing a bright future for Western's students.

WHY WE DO WHAT WE DO...

CONTINUED

Wilson says of Moss Adams' engagement, "Moss Adams focused on our people more than we had historically—our goal was to attract, grow, and retain the best and brightest we could get. University recruiting became an action item, and Western became the model."

In 2013, Western received one of the most significant gifts from Moss Adams—the Moss Adams Professional Readiness Center in the College of Business and Economics, a space dedicated to career services and professional development for Western students.

"We really liked this initiative. This was a good mesh of our liking the project and the university's wanting it. The purpose the room would serve was more important to us than the name on the door," says Anderson.

More than 200 alumni have worked at Moss Adams over the years, and this space honors that work by providing mentorships, internships, and leads on jobs. Anderson and Wilson spearheaded fundraising for Western at Moss Adams by inspiring employees—both alumni and non-alumni who benefited from the presence of Western-affiliated co-workers— through donation matches and employee giving.



Rick Anderson ('73)

The legacy Anderson and Wilson leave Western is tremendous. In their years of commitment, they, Moss Adams, the Moss Adams Foundation, Moss Adams employees, alumni, parents, and friends have raised more than \$1 million for Western. What these men have given Western is more than just a gift—it's thoughtful, substantial, and ongoing support for the university and department they love.

UNIVERSITY ADVANCEMENT STAFF UPDATE



Eileen Beredo

Eileen hails from Burlington, WA and has a BFA in Visual Communication Design from University of Washington, and User Experience Design credentials from her course in New York City. She has spent the majority of her professional career in New York and San Francisco, and her resume includes the Wall Street Journal, New York Times, The Mount Sinai Medical Center and numerous freelance and marketing agency clients. She's returned to the PNW and brings an incredible wealth of knowledge and talent in design and UX to her position at Western. She loves the outdoors, has an affinity for the deer roaming WWU's campus, and yoga.



Daryn Vorderbruegge

Daryn Vorderbruegge is our new Assistant Director of Annual Giving, Memberships and Phonathon. She received her bachelor's in communication at Hawaii Pacific University and anticipates earning her masters in Communication in May 2019. She's the previous Assistant Director of Annual Giving at Hawaii Pacific University and lived in Hawaii for the past 13 years. Originally from Kansas, she enjoys being outdoors and in the water in her spare time.

UPCOMING EVENTS

APRIL 2018 THROUGH JUNE 2018

- APRIL 6** Art Walk Series, Western City Center, Bellingham
- APRIL 6** Life Member Dinner, Arctic Club, Seattle
- MAY 4** Art Walk, Western City Center, Bellingham
- MAY 18** Alumni Awards Dinner, WWU Campus, Bellingham
- MAY 18-20** WWU Alumni Weekend, WWU Campus, Bellingham
- MAY 19** Sculpture Woods Open House, Sculpture Woods, Lummi Island
- JUNE 1** WWU Give Day, Global



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To request this document in an alternate format, please contact Frances Badgett, Assistant Director of Advancement Marketing & Communications; 360.650.2190 (voice); frances.badgett@wwu.edu.

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

TO: Members of the Board of Trustees

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

DATE: April 13, 2018

SUBJECT: University Relations and Marketing Report

PURPOSE:

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**

The following is a briefing on a wide range of community development, media relations, video, web development and graphic design initiatives produced since the last Trustees report. In addition, following are a few updates and new projects.

Bellingham Waterfront District Redevelopment

We have convened an ideation group of faculty leaders in engineering, environmental science, business sustainability, energy science and technology, and entrepreneurship and innovation studies to work on the next (and we hope last!) iteration of the development plan for Western at the Waterfront. Our goal is to produce a conceptual document for review by the Western Crossing Development board at its next meeting on May 2, and for review by the Port of Bellingham Commissioners before the end of June.

In preparation, the ideation group is meeting with Port staff, as well as potential industry and community partners, to discuss a shared vision for regional economic development. Later this month, the group will meet with Ken Johnsen, Western alumnus and president of Seattle's Shiels Obletz Johnsen. Ken has been involved in many of Seattle's transformational projects including Safeco Field, South Lake Union, and for the last three years he has led the design and engineering consultant team on Seattle's Central Waterfront Project. We look forward to hearing his advice and lessons learned.

The qualities the ideation group has defined for the Western Waterfront learning environment include:

- **Collaborative, experiential learning with private industry partners and mentors** that includes interdisciplinary experience in fields such as public policy, business, law, ethics, and communications;
 - **Engaging undergraduate students in research;**
 - **Sustainability focus** especially as it relates to our national and world economies, global security and health in the decades ahead;
 - **Entrepreneurship and innovation experience** such as the start-up of new ventures, dissemination of technology, and coursework in entrepreneurship;
 - **Global and cross-cultural perspectives** gained through experiences that promote involvement with globally complex issues, such as the energy/climate change nexus;
 - **Development of social consciousness through service-learning**, such as using the larger community as a "laboratory" for projects that foster an appreciation for serving human welfare and the needs of society.
-
- **Strategic Plan and Annual Report**
With the 2018-24 strategic plan near completion, we are now moving forward with production of a comprehensive annual report (both print and online) that will be sent to a wide range of constituents including donors, key alumni, legislators and business partners. The annual report will provide a summary of the strategic plan and metrics, as well as sections on financial statements, endowment performance and giving impact. We expect to have the annual report completed in May.

- **Presentation Skills Workshops**

In an effort to improve our delivery of key messages in an engaging and consistent manner, we will be holding workshops with VPs and the President that will include particular emphasis on persuasive storytelling techniques and videotaped practice. Based on the success of these workshops, we will consider expanding to Deans and other key spokespeople and thought leaders.

- **Unified Brand Strategy**

Our work with DNA, one of Seattle's top brand strategy and advertising agencies led by Western alumnus Chris Witherspoon, continues as we are in the final stages of defining a differentiated brand position. Our next step is to validate the positioning with a host of on-campus and off-campus constituents including prospective students and their families, alumni, donors, faculty and staff members. This work will continue through the spring and we look forward to presenting the results of our work to the Board of Trustees at the June meeting.

Communications and Marketing

Our skilled professionals worked on a wide range of online, print, social media, video and graphic design communications and marketing, which included:

- Western student and elite downhill skier Breezy Johnson competed in the winter Olympics, leading to many news stories, including this extensive Seattle Times profile: <https://www.seattletimes.com/sports/olympics/wwus-breezy-johnson-made-her-first-olympic-team-this-year-but-shes-just-getting-started/> An op-ed by President Randhawa in the Bellingham Herald discussed student enrollment and housing (see: <http://www.bellinghamherald.com/article202680604.html>). The Kitsap Sun noted that money for a new four-year degree in early childhood education was approved by the Legislature through WWU in collaboration with Olympic College (see: <http://ux.kitsapsun.com/story/news/local/2018/02/21/house-democrats-propose-expanding-high-ed-kitsap/357324002/>); and the Anacortes American reported on the Legislature providing Western with \$1.3 million to offer a new four-year undergraduate major in marine sciences (see: https://www.goanacortes.com/all_access/article_25a21fb4-320c-11e8-a216-7fe88fd62690.html). Vandalism of several Jewish Studies books in Wilson Library led to media coverage, including this story in the Bellingham Herald: <http://www.bellinghamherald.com/news/local/crime/article206446724.html>
- **In publications**, we continued to see excellent reader response for our monthly [Family Connection Newsletter](#), with open rates of about 28 percent for both January and February. And we started preparing stories and videos for the spring edition of [Window magazine](#), which will include stories about wildfires and climate change, men's resilience, the Changemaker Fellows, and the 2018 Alumni Award recipients.
- **In marketing and social media**, our staff collaborated with staff and students from many campus offices, including from the Registrar's Office, the Multicultural Center, Off Campus Living, Human Resources, National Alliance for Mental Illness on Campus, Viking Union, Woodring, the Office of Sustainability, Prevention and Wellness, Libraries, and Political Science to assist with social media, Hootsuite onboarding, marketing planning and internal communications.

- **In video and photography**, our staff continued its emphasis on shorter video and expanding access via multiple social media and online channels to enhance viewership. Work also continues on a method to distribute video content produced by the division to the university's colleges and departments via a new tagging and feed structure.
- Our **graphic designers** worked on a wide range of design projects with offices across campus, including fliers, posters, banners and online and social media design work. Some notable examples included: Spring Career Fair posters; CEBR Economic Forecaster Newsletter; Housing Disability Accommodations brochure; Banner for Woodring Ershig Assistive Technology Center; Employee Recognition Ceremony graphics; logo for Northwest Center for Holocaust, Genocide & Ethnocide Education; preflight and prepare student publications Klipsun and Planet magazines; Journalism Alumni newsletter; Computer Science newsletter; initial design for viewbook revamp for the Graduate School; and MABEL – Template design for Drupal website.

WESTERN TODAY

TOTAL HITS

61,248

TOP STORIES

- WWU student Breezy Johnson is going to the Olympics
- Artist Ann Morris & Family Gift to WWU will Sustain Acclaimed Sculpture Woods
- Native American Author, Activist, Musician and Lawyer Gyasi Ross coming to WWU Feb. 20 and 21



SOCIAL MEDIA



TWITTER



FACEBOOK



INSTAGRAM

STATISTICS AT A GLANCE

21,168

Total followers

355

New followers

0.85%

% gained

3,169

Engagements

47,336

Total followers

165

New followers

0.18%

% gained

8,987

Engagements

16,675

Total followers

272

New followers

0.83%

% gained

42,957

Engagements

FAMILY CONNECTION NEWSLETTER

- January Family Connection Newsletter:
Sent to **13,516** people
28.7 percent opened
- February Family Connection Newsletter:
Sent to **12,768** people
28 percent opened

BREEZY JOHNSON OLYMPICS COVERAGE

- Social Media: **23** posts with a total of **5,363** reactions, shares and comments
- Western Today: **Two** stories with a total of **1,725** page views
- Home page image of Breezy: **460** clicks
- Extensive media coverage

MEDIA STORIES

1,491
Total Stories

TOP STORIES

- WWU ski racer Breezy Johnson has made it to her first Olympics (Seattle Times)
- Climate scientists unlock secrets of 'blue carbon' (Nature)
- This Man Broke 15 Bones When He Fell into a Glacier - Here's How He Survived (Reader's Digest)
- A 'landslide observatory': Scientists study Washington's Rattlesnake Ridge (Seattle Times)



CREATIVE SERVICES

GRAPHIC DESIGN



76 Total Projects

FEATURING

- Western Gallery - Back to the Sandbox promotion
- Registrar's Office - DegreeWorks branding
- University Residences - Housing Renewal mailer
- Communications and Marketing - Horizon Air print ad



PHOTO & VIDEO



21 Total Projects

FEATURING

- MLK Annual Celebration photo coverage
- Student interviews
- Area timelapse scenery



Community Relations

The Office of Community Relations **amplifies community connections** by connecting the community's needs with the resources and assets of Western. By **providing a centralized connecting point** for the community to access Western and its students and faculty, Community Relations **builds partnerships** that benefit both the university community and the people of Washington while **enhancing the university's reputation**.



Business to Academic Partnerships

Community Relations helps faculty and students bridge connections with the business community. These partnerships benefit academic curriculum, provide applied experience for students and build or expand partnerships with influential people who support Western.

One recent example involved faculty and staff touring insole and shoe manufacturer, Superfeet. Historically, Western has had sporadic connections with this company, and Community Relations is working to build a more comprehensive and mutually beneficial partnership. Led by one of Superfeet's original five founders, the three-hour tour initiated broad discussion about the various ways Western and Superfeet can work together. Staff from departments included MBA, University Advancement, Huxley, CSE, CBE, Advanced Materials, Science and Engineering and Athletics. Follow up conversations are taking place and we anticipate new pathways for partnership will be developed.

Increasing Western's Presence in the Community Creates Opportunities and Builds Rapport

Community Relations plays an important role ensuring that Western is not just visible in the community, but recognized as a key partner and leader. The Director of Community Relations serves as a recognizable representative of Western in the community by actively serving on a dozen boards and committees and representing Western and university leadership at multiple events. He also serves as a team member and contact to many community and business entities seeking connection to the university and represents Western as master of ceremonies at a variety of community events from Ferndale to Seattle.

Recently the Seattle/King County Economic Forecast Conference, the largest Economic Forecast event in the Pacific Northwest with approximately 800 business leaders and public officials in attendance, featured a greater presence from WWU. The University has historically played a small role, but increased its impact this year as Community Relations collaborated with

leaders in CSE, President's Office, CBE, CEBR, and the WWU Foundation to combine funds to be a major marketing sponsor of the event. Additionally, Western was the only university with students in attendance as both volunteers and presenters. This collaboration and support not only increased Western's visibility to the King County business community, but the Seattle Chamber of Commerce considers Western a viable partner.

Connections Increase Western's Impact

Community Relations serves as Western's key community connector not only by being visible in the community, but by being a trusted WWU go-to resource. Connections can include a local retiree or small business owner to large statewide initiatives. Introductions lead to conversations, which lead to partnerships that benefit Western and the state the university serves.

LifeDoor is a local startup company that made quite an impression at the Consumer Electronics Show in Las Vegas this year. In addition to receiving assistance from Western's Small Business Development Center, LifeDoor relied on Community Relations to connect with the Electrical Engineering faculty (future projects), Career Services Center (job postings), MBA Program (student projects) and the CEO and CTO of a successful local small business (mentorship). To the leadership at LifeDoor, Western is not only a potential supplier of a strong work force, but a connector to expertise and resources instrumental to successful business incubation and growth.

Another example is Western's growing involvement in the Cascadia Innovation Corridor, which is a collaboration between Microsoft, the Governor of Washington and the Premier of B.C. to build an economic corridor between Seattle and Vancouver, B.C. Driven by Community Relations and the Cascadia Connect Team, Western recently hosted Microsoft's Director of University Relations (a first) to discuss Cascadia Connect. Cascadia Connect is a Western proposed cross-border, university-to-university collaborative focused on supporting the Cascadia Innovation Corridor. Utilizing the strengths and assets of Western and other universities within the corridor, Cascadia Connect ensures Western plays an important role to the corridor's success. Additionally, Cascadia Connect can build beneficial academic ties between cross-border institutions establishing groundwork for future project and research partnerships.

Small Business Development Center

WWU Small Business Development Center: Q1 2018 HIGHLIGHTS

- Presented 2017 annual economic impacts and program outcomes to local funders:
 - City of Bellingham
 - Whatcom County Council
 - Port of Bellingham
- Launched rural advising program in collaboration with Northwest Business Development Association
- Hired a new Business Advisor to serve greater Whatcom County and rural communities
- Advisor Sherri Daymon completed the Small Business Development Center's advisor certification program

- SBDC clients: Overflow Taps, Brist Manufacturing and Corephysio were nominated for Whatcom Business Alliance's 2017 Small Business and Start-up Business of the Year awards
- Co-hosted Lunch & Learn Leadership Series with local professional coaches:
 - Giving Feedback: The Coaching Leader
 - Receiving Feedback: The Approachable Leader
 - Running Great Meetings: The Facilitative Leader
- Co-hosted Business Start-Up Seminar with WECU
- Co-hosted Government Contracting Essentials workshop with Procurement Technical Assistance Center advisor
- Attended Disney Business Excellence Seminar

Washington Campus Compact

March 16, 2018 Statewide Events

- 1) **Statewide Presidents' Meeting.** Washington Campus Compact held a statewide Presidents' Meeting titled, "The Future of Higher Education; The Future of our Democracy." Presidents from 4-year public, private, and community/technical colleges discussed issues impacting the future of higher education and the role higher education serves in preparing students for democratic engagement. Educational equity and student voice were main themes in the discussion.
- 2) **Civic Engagement Meeting.** Washington Campus Compact held a statewide Civic Engagement Meeting titled, "Educational Equity in Higher Education." Civic engagement practitioners convened to network and share best practices to improve educational equity in classrooms and across campus.
- 3) **Students Serving Washington Awards Ceremony.** Outstanding college student leaders who are making a difference on their campuses and in their communities through service, social entrepreneurship, and civic engagement were recognized at the annual Students Serving Washington Awards Ceremony. Western's Chris Roselli, Director of Community Relations, served as the MC. President Randhawa provided a welcoming address.

President Randhawa selected Western students Stephanie Arroyo and Maria José Palacios Figueroa to receive the Presidents' Civic Leadership Award. Maria also was one of four state finalists (4-year public institution category) for the Governor's Civic Leadership Award. Maria is a fourth-year student, double majoring in Spanish and Linguistics and minoring in Latin American Studies. A WWU IDEA Institute Fellow, Maria was nominated for her leadership in developing language programs that serve the campus and the community.

Web Communication Technologies (WebTech)

Winter quarter is always a busy time for campus and WebTech is no exception. Our workload doubled during winter quarter. Our ticket system logs approximately 90 new issues every two months, though winter quarter saw 189 issues. The increased bandwidth of the temporary

developer has allowed us to dig into a deeper set of issues and begin long-term projects thus generating more requests for assistance.

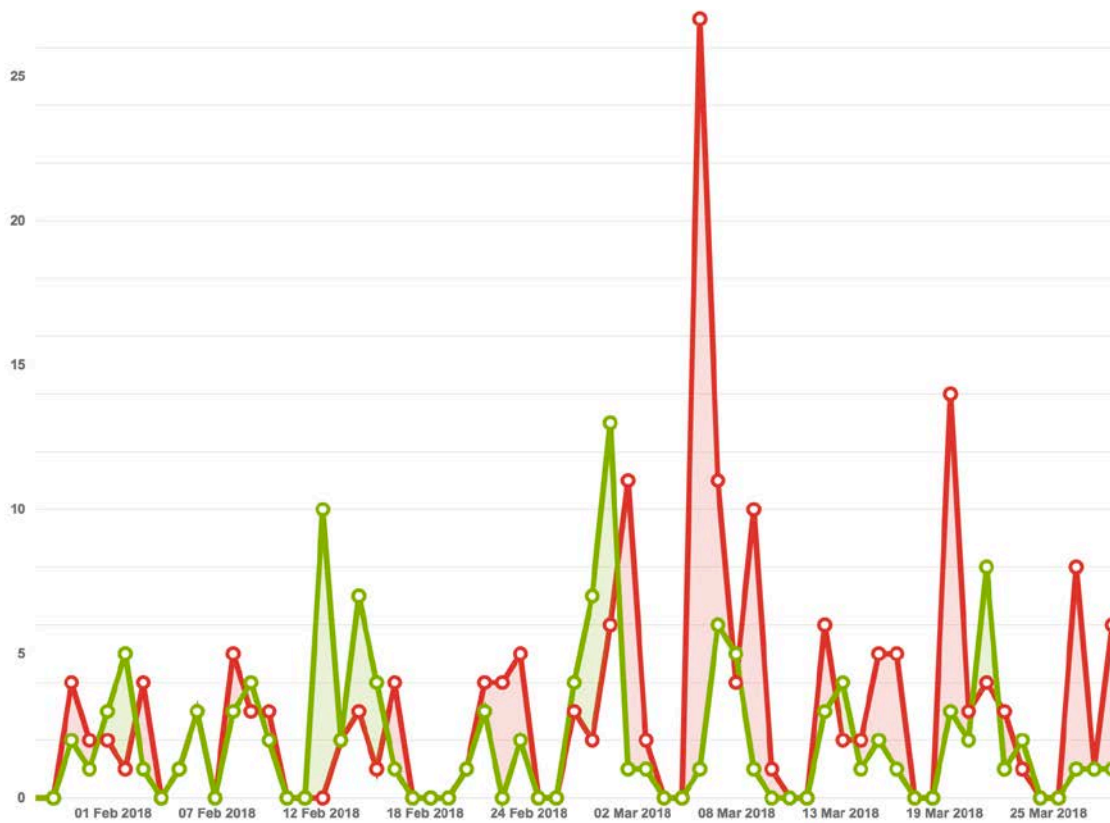
Efforts focused on adding features that enhance business processes and upgrading websites to address a variety of shortcomings. The [Minority Employee Council](#), [Family Connection Newsletter](#), and [Parking](#) websites have been upgraded or rebuilt to better serve their intended audiences.

WebTech developed a discussion mechanism for the [budget office](#) to handle internal discussions of emergent need and decision package requests. Also delivered this quarter is an interactive scheduling calendar for students seeking to engage with the [Prevention and Wellness Service](#) (PWS) office. This increases quality of service delivered by PWS and significantly reduces staff time spent managing calendars. We also refined the emergency messaging platform delivering updates to the main WWU website, decreasing the time an alert is seen, and increasing the reliability. Furthermore, WebTech has been coordinating improvements to the main website with the goal of increasing engagement and improving navigation for both prospective students and visitors to campus.

The transition away from our existing search platform went well. Search at Western is now powered by a new platform delivering more accurate search results and saving \$13,000 per year in licensing fees.

WWU continues to meet deadlines for digital accessibility remediation.

Created vs. Resolved Chart: Updated within the last 60 days



Issues in the last 60 days (grouped daily) [View in Issue navigator](#)

- Created issues (189)
- Resolved issues (124)

The two spikes in tickets being created were caused by a new project beginning for WebTech. Removing those two anomalies still shows the marked increase in volume being requested and delivered by WebTech.

2. EXECUTIVE SESSION

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.

21. DATE FOR NEXT REGULAR MEETING

- **June 14 & 15, 2018**

22. ADJOURNMENT