

Western Washington University  
Board of Trustees  
Agenda  
June 14, 15, 2018

**THURSDAY, June 14, 2018**

Location: Old Main 340

Time: 3:00 p.m.

1. **CALL TO ORDER**  
3:00 – 3:05
  
2. **UNIVERSITY MARKETING AND BRANDING**  
3:05 – 3:50            Presentation: Donna Gibbs, Vice President, University Relations and Marketing
  
3. **WATERFRONT EXPANSION UPDATE**  
3:50 – 4:45            Presentation: Donna Gibbs, Vice President, University Relations and Marketing  
Rob Fix, Executive Director, Port of Bellingham
  
4. **EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110.**  
4:45 – 5:00

**FRIDAY, June 15, 2018**

Location: OM 340

Time: 9:00 a.m.

*Breakfast with the 2018 Presidential Scholars in the Solarium*  
8:00 – 8:50

**BREAK**            8:50 – 9:00 (10 minutes)

5. **CALL TO ORDER, APPROVAL OF MINUTES**  
9:00 – 9:05
  - a. Board of Trustees Meeting, April 12 & 13, 2018
  
6. **PUBLIC COMMENT PERIOD**  
9:05 – 9:15
  
7. **RECOGNITIONS**  
9:15 – 9:25
  - Benjamin A Gilman International Fellowships, NOAA Hollings Undergraduate Scholarship, Fulbright Fellowships, and Udall Undergraduate Scholarship Recipients

**8. BOARD CHAIR REPORT**

9:25 – 9:40

- Resolution No. 2018-01 Recognizing the Service of Board Member Trista Truemper
- AGB National Conference on Trusteeship Reflections

**9. UNIVERSITY PRESIDENT’S REPORT**

9:40 – 9:50

**10. FACULTY SENATE REPORT**

9:50 – 9:55

**11. ASSOCIATED STUDENTS REPORT**

9:55 – 10:00

**12. BOARD GOVERNANCE COMMITTEE REPORT**

10:00 – 10:05

Presentation: Chase Franklin, Chair, Board Governance Committee

**13. BOARD FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**

10:05 – 10:10

Presentation: Earl Overstreet, Chair, Board Finance, Audit and Enterprise Risk Management Committee

**DISCUSSION ITEMS**

**14. ENTERPRISE RISK MANAGEMENT PROGRAM**

10:10 – 10:40

Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs  
Brian Sullivan, Associate Vice President, Business and Financial Affairs  
Paul Mueller, Director, Risk, Compliance and Policy Services

**BREAK (10 min)**

**ACTION ITEMS**

**15. BOARD GOVERNANCE - APPROVAL OF THE BOARD RULES OF OPERATION REVISIONS**

10:50 – 11:00

Presentation: Sue Sharpe, Chair, Board of Trustees  
Chase Franklin, Chair, Board Governance Committee

**16. CONSENT ITEMS**

11:00 – 11:05

- a. Approval of Spring Quarter Degrees
- b. Construction Contract for disAbility Resources for Students and Veterans Services, PW719A
- c. Consultant Contract for Design Services and Construction Administration for Sciences Building Addition, PW733
- d. Approval of Honorary Degree

**17. CONSIDERATION OF CONTRACT BETWEEN WESTERN WASHINGTON UNIVERSITY AND THE UNITED FACULTY OF WESTERN WASHINGTON**

11:05 – 11:20 Presentation: Sabah Randhawa, President

**18. 2018 – 2019 OPERATING BUDGET AND RELATED MATTERS**

11:20 – 12:05

- a. Approval of 2018 – 2019 Academic Year Tuition Rates  
Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office
- b. Approval of 2018 - 2019 Student Fees  
Presentation: Melynda Huskey, Vice President, Enrollment and Student Services  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office
- c. Approval of 2018-2019 Self-Sustaining Academic Year Tuition  
Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
- d. Approval of 2018 – 2019 Annual State Operating Budget  
Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office

**19. CAPITAL PLANNING**

12:05 – 12:25

- a. 2019 – 2021 Capital Request and 2019 – 2029 Capital Plan  
Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Rick Benner, University Architect/Director, Facilities Development & Capital Budget
- b. Housing Capital Planning Update  
Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs  
Melynda Huskey, Vice President, Enrollment and Student Services

**20. RULE MAKING**

12:25 – 12:40

- a. Title 516 WAC, Expedited Rule Changes – Housekeeping Amendments
  - i. WAC 516-60-010, Waivers of Tuition and Fees
  - ii. WAC 516-21-220, Student Conduct Code – Weapons and Destructive DevicesPresentation: Sabah Randhawa, President
- b. New Chapter 516-35 WAC, Use of University Property – Freedom of Expression and Assembly and Amended Chapter 516-36 WAC, Use of University Facilities - Scheduling  
Presentation: Melynda Huskey, Vice President, Enrollment and Student Services

**21. ELECTION OF BOARD OF TRUSTEES OFFICERS**

12:40 – 12:50 Presentation: Sue Sharpe, Chair

**22. INFORMATION ITEMS**

12:35 – 12:40

- a. Academic Reports
- b. Admissions and Enrollment Summary
- c. University Advancement Report
- d. Capital Program Report
- e. University Relations and Marketing Report

**23. PASSING THE GAVEL**

12:50 – 1:00

**24. DATE FOR NEXT REGULAR MEETING: August 23, 24, 2018**

**25. ADJOURNMENT**

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

**TO:** Members of the Board of Trustees

**FROM:** Sabah Randhawa, President

**DATE:** June 15, 2018

**SUBJECT:** **Approval of the Minutes**

**PURPOSE:** Action Items

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**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 Board of Trustees Meeting, April 12 & 13, 2018

**Supporting Information:**

Minutes of April 12 & 13, 2018

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Thursday, April 12, 2018**

**CALL TO ORDER**

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 3:08 pm 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 – *by phone*  
Trista Truemper  
Mo West – *by phone*

**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  
Allison Giffen, Faculty Senate President  
Simrun Chhabra, Associated Students President  
Paul Cocke, Director of University Communications  
Paul Dunn, 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. COLLEGE PROMISE COALITION**

Kelly Evans, Partner, Soundview Strategies and Bill Lyne, Professor, English and President, United Faculty Senate of Washington State presented information on the work of the College Promise Coalition (CPC). CPC brings together advocates for Washington state's public and private four- and two- year colleges and universities, students, families, faculty, alumni, education supporters and leaders in business and labor. CPC advocates for affordable, accessible education and training opportunities for our students after they finish high school. Founded in 2011 in response to dramatic state cuts to higher education funding, the coalition works to ensure that access to an affordable, quality education remains an option for all Washingtonians.

Evans reported that the State Need Grant makes education possible for more than 69,000 Washingtonians who are low-income. But there is not enough funding to provide grants to an additional 20,000 students who qualified every year. Evan's explained that the priority for the College Promise Coalition is to fully fund the State Need Grant. She explained that fully funding the State Need Grant will boost enrollment and completion, ensuring students have the opportunity to succeed regardless of income level or background. She added that college and career training are the keys to giving Washington students the opportunities they need to be successful, while also addressing the state's skill and opportunity gaps.

Evans further explained the College Promise Coalition will engage higher education stakeholders in the work of increasing higher education attainment in Washington state. She noted that the coalition is working on identifying the programs and policies that will bring the state to its goal of 70% of adult higher education attainment by 2023. It will then create a broad and sustained advocacy program to advance that goal. She noted that the work will be divided into five categories: 1) Continued Coalition Building 2) Evidence, Analysis and Policy, and Program Creation 3) Communications 4) Public Mobilization 5) Decision Maker Engagement

## **2. STRATEGIC PLANNING**

President Randhawa initiated the topic of strategic planning by thanking the strategic planning committee, the campus community and the trustees for their work on the strategic plan. Provost Carbajal summarized the work of the strategic planning committee since the February 2018 meeting of the Board of Trustees. He noted that the committee completed their charge by collaborating with the executive leadership team to create the "why" within the strategic plan.

Paqui Paredes Méndez, Professor, Modern and Classic Languages, read a statement on behalf of Brian Burton, Vice Provost for Academic Affairs, who was unable to be in attendance. The statement summarized the work of the committee throughout the strategic planning process. He noted the importance of the strategic plan and the trust that was placed on the committee to gather the voices of the campus community. Méndez agreed that the committee listened and channeled the voice of the greater campus community.

President Randhawa shared his observations from the feedback received from the committee and the members of the Board of Trustees. He noted that the document resonated with the committee and was much improved since the February work session of the Board of Trustees. Randhawa added that there had been concern from the Board of Trustees regarding the value proposition for Western, particularly to the external audience, and the targets of the metrics at this stage in the planning process. Randhawa added that the plan provides a good balance of the work of the committee, provides the context of moving forward, and comes with his endorsement. Randhawa emphasized that in his experience, the most effective strategic plans are living documents and that assessing the outcome after implementation is key to evaluating progress.

Trustee Sharpe thanked the committee for the depth of engagement and the commitment of the committee to thoroughly engage the campus community. Trustee Fujikado added that in her time as a trustee she has observed that Western consistently seeks input from as many sources as possible. She noted that it is not always easy, but as a trustee it is very reassuring to know that that amount of rigor, persistence and commitment and the ability to have difficult

conversation and adjust as things move forward. She emphasized that this has become the culture of Western. Trustee Franklin also thanked the committee for their work and dedication to the process. Franklin noted that the articulation of Western's aspirations and values are clear and that the resources plan will become the scaffolding to create the path for the objectives in the strategic planning document. Trustee Overstreet expanded on the conversation by acknowledging that the legacy of this work will live on, that the document is aspirational as a living document and will become the foundation of future planning. Trustee Meyer noted that the committee clearly cares deeply for Western, the community and for each other and that he is proud to be a trustee in this critical moment. Trustee Lee indicated concerns regarding the strategic plan, but that there are elements of the plan that deserve recognition. She acknowledged and thanked the work of the committee and that the emphasis of inclusion and thoughtfulness shows in the current document. She added that it takes a lot of courage for an institution to be willing to uncover its flaws and put them on paper to state that it wants to be better and that the aspiration and values provides a sense of pride in Western. Trustee Lee stated her concerns are centered on whether or not the document is a value statement or a strategy for the future. Trustee Truemper expressed her support for the document and noted that it did an exceptional job of addressing the different perspectives of the campus community. She added that everyone comes from different backgrounds, but the common interest everyone shares are our values and that is the spirit of Western and the strategic plan captures that essence.

President Randhawa concluded the conversation by noting that next steps in the process will be producing a business plan that coincides with the strategic plan adding that brand planning will be important to differentiate ourselves from other universities when addressing the legislature.

The meeting adjourned at 5:13 p.m.



**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, April 13, 2018**

**CALL TO ORDER**

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 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 - *by phone*  
Trista Truemper  
Mo West - *by phone*

**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  
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

**4. CALL TO ORDER, APPROVAL OF MINUTES**

MOTION 04-01-2018      Trustee Fujikado moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

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

The Motion Passes

## **5. 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.

## **6. BOARD CHAIR REPORT**

Chair Sue Sharpe noted her appreciation for the complementary conversation with the College Promise Coalition and Strategic Planning. She expressed gratitude for the presence of the Strategic Planning Committee and added that it was wonderful to have the opportunity to engage with the committee. She said that their presence allowed the board the ability to sense and appreciate the spirit and commitment of the committee.

Sharpe shared her observations regarding the anti-Semitism vandalism that occurred in the Wilson Library. She emphasized the importance of the response that was delivered and that it truly demonstrates how Western responds to injustice by being united which directly relates to the strategic plan.

## **7. UNIVERSITY PRESIDENT REPORT**

President Randhawa reported that during his recent visit to Washington D.C., he met with legislators regarding key topics important to Western that include student financial aid, the early childhood arrivals program, and support for federal research.

President Randhawa acknowledged the event that was held in the Wilson Library in response to the acts of anti-Semitism. He noted that over 250 people gathered together in support of being united in Western's reaction to such incidents.

President Randhawa requested that Rich Van Den Hul, Vice President for Business and Financial Affairs provide an update on the recent bond sales that occurred since the last meeting of the Board of Trustees. Van Den Hul reported that the housing and multi-cultural center bonds were successfully sold for \$33.7 million through a competitive sale on February 21, 2018 with a closing date of March 8, 2018. He noted that Western received twelve bids and the final true interest cost was 3.47%. The bonds will mature on April 1, 2043 and were rated A1 by Moody's.

## **8. FACULTY SENATE REPORT**

Allison Giffen, Faculty Senate President, reported that the Faculty Senate has passed a motion to endorse a new faculty mentoring initiative. Giffen noted that Steve VanderStaay, Vice Provost for Undergraduate Education worked with a group of dedicated faculty members to create the program that will involve a faculty director position. She noted that the position will be posted and the search will begin in the near future. The focus of the program will be for retention of faculty of color and faculty from underrepresented communities.

## 9. ASSOCIATED STUDENTS REPORT

Simrun Chhabra, President, Associated Students, was not present.

## 10. BOARD GOVERNANCE REPORTS & APPROVALS OF CHARTER REVISIONS

Trustee Sharpe provided an overview of the charter revisions. She noted that since President Randhawa's arrival at Western the board has been committed to updating the governance structure so that it aligns with the current challenges facing higher education in the state of Washington. Trustee Sharpe said that the revised documents came from the collective work of the trustees who, over the course of the past two years, have focused on exploring best practices for public universities, attended national conferences on trusteeship, participated in webinars, and facilitated conversations with other state public university colleagues regarding their governance structures. Trustee Sharpe noted that the board has worked with nationally recognize university governance consultant, Cathy A. Trower, President Trower & Trower, Inc. Trower has provided briefings and facilitated board discussions at the board's twice yearly work sessions.

Trustee Sharpe noted 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.

MOTION 04-02-2018: Trustee Franklin 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 of Trustees Rules of Operation be updated to reflect the Executive Committee Charter and the inclusion of the defining committee charter language.

The motion passed.

Trustee Franklin reported that over the past year, the board has challenged itself to look carefully into ways to increase its effectiveness as the complexities and challenges that face higher education continue to expand. One of the fundamental aspects of Western's mission is student success which has led to the creation of the Student Success Committee. Trustee Franklin said that directed by the Board of Trustees, the purpose of the Student Success Committee is to develop an understanding of Western's student affairs, with the intention of providing strategic oversight to advance student success at the university.

MOTION 04-03-2018 Trustee Franklin moved that the Board of Trustee of Western Washington University, upon the 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.

The motion passed.

Trustee Overstreet provided an overview of the revisions made of the Audit Committee charter that are both subtle and significant. He noted the Audit Committee and the Board of Trustees have always had the responsibility to provide financial oversight to the university, and that the revisions made to the charter reflect needs for specific areas including finance and enterprise risk management.

Trustee Overstreet highlighted the purpose of the Finance, Audit, and Enterprise Risk Management Committee charter. He first noted the name change of the committee. He explained the committee's responsibilities for oversight of the following: The integrity of the university's financial operation, 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; and, the identification, assessment, monitoring and response to enterprise risks, in fulfillment of the university's mission and strategic plan.

MOTION 04-04-2018                      Trustee Meyer 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.

The motion passed.

## **11. INTERNAL AUDIT CHARTER REVISIONS**

Antonia Allen, Director, Office of the Internal Auditor, provided an overview of the updates to the Internal Audit charter. She noted the revisions were based on internal audit standards and models with slight modifications for Western. She added that these changes bring Western up to current standards and defines the purpose and authority of the Office of the Internal Audit.

MOTION 04-05-2018                      Trustee Overstreet moved that the Board of Trustee of Western Washington University, upon recommendation of the Board of Trustees Audit Committee and President Randhawa, approve the revisions to the Office of the Internal Auditor Charter.

The motion passed.

## **12. APPROVAL OF THE WESTERN WASHINGTON UNIVERSITY STRATEGIC PLAN**

President Randhawa thanked the strategic planning committee for their work over the past eighteen months, he thanked the campus community for their involvement on the strategic plan, and also thanked the Board of Trustees for their input on the process and the final document. He noted that the Strategic Plan document provides a good balance around the strengths, challenges and hopes for the future for Western.

MOTION 04-06-2018            Trustee Fujikado 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.

The motion passed. Trustee Karen Lee cast nay vote.

## **13. PERMANENT RULE CHANGE**

Melynda Huskey, Vice President for Enrollment and Student Services provided an update on the necessary changes to WAC 516-24-130, Demonstrations, 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 while at the same time preserving its strong commitment to freedom of expression.

MOTION 04-07-2018            Trustee Truemper moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the permanent rule change to WAC 516-24-130, Demonstrations as submitted.

The motion passed.

Darin Rasmussen provided an update on the revisions within WAC 516-52-020, Firearms and Dangerous Weapons. He noted that the WAC preserves the integrity of Western's educational mission and the changes made since the board reviewed the emergency rule have been minor. The changes made include the title, the addition of definitions to better define weapons, arms, and armaments and firearms, and clarification on who can possess weapons on campus, and where weapons can be checked and stored when a person comes to campus.

MOTION 04-08-2018            Trustee Meyer 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.

The motion passed.

Trustee Sharpe announced a 10 minute break at 9:17. The board reconvened at 9:31 am.

#### 14. CONSENT ITEMS

Trustee Sharpe introduced the consent items brought before the board for approval.

MOTION 04-09-2018 Trustee Franklin moved that upon that then 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 Birnam Wood Deck Replacement (Phase 2) and Roof Replacement (Phase 1), PW 724

The motion passed.

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

Richard Van Den Hul, Vice President for Business and Financial Affairs provided an overview of the types of tuition that need approval, how to review tuition and tuition setting processes, a preliminary discussion on state support tuition rates for FY19 that will be discussed at the June meeting of the Board of Trustees and approval of amended summer 2018 tuition rates. Van Den Hul noted the complexity of tuition at a state supported institution which includes three different types of tuition; state supported, self-sustaining, and summer tuition. He noted that at Western there are twenty two different combination types of tuition based on student enrollment.

President Randhawa highlighted the philosophy and rational of setting tuition rates. He noted that setting the appropriate tuition framework is an important part of implementing the strategic plan. It is important to recognize that setting tuition is not just a revenue generation exercise. He added that tuition should be tied to the cost of education, the aspiration of the university, and to the universities image.

Earl Gibbons, Vice Provost for Extended Education provided an overview of the proposed summer session tuition. He noted that resident undergraduate tuition will remain the same and that there are modest increases in resident graduate tuition, non-resident graduate and undergraduate tuition. He added that there has been a change in procedure, based on input from the board at the February meeting that eliminates the \$45 per credit fee that has been charged to non-resident, undergraduate and graduate students in the past. He noted it will be folded into the tuition rates for summer session.

MOTION 04-10-2018 Trustee Truemper moved that the Board of Trustees of Western Washington University, on recommendation of the president, approves the recommended Summer Tuition for 2018: specifically, that resident undergraduate tuition will remain unchanged at \$250.00 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.

The motion passed.

## **16. APPROVAL OF HOUSING AND DINING RATES**

Melynda Huskey, Vice President for Enrollment and Student Services, introduced the request for approval of the 2018-19 Housing and Dining Rates which consist of University Residences and the facilities and operations components of the Viking Union. She added that the budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and enables the Housing and Dining System to continue its comprehensive program of facility renewals and expected new residence construction. Huskey explained that with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing and Dining System. The recommended budget meets those standards and ensures the necessary reserve balances, planned major maintenance, debt service coverage and capital planning.

Leonard Jones, Director, University Residences, noted that when the Associated Students voted on the rate increases, they voted to support it by a margin of 5-0-1. He added that there were conversations held within the residences hall to give students an opportunity to provide feedback. The majority of the conversations lead to concerns that students have around safety in the residences halls. Jones introduced two student representatives, Amanda Thomas, President, National Residence Hall Honorary (NRHH) and Saige Wilde, Vice President for Finance, National Residence Hall Honorary. They shared their perspectives on living on campus and their support for the proposed rate increases. Both student stated they live on campus and enjoy the benefits such as the sense of community living and building relationships.

MOTION 04-11-2018                      Trustee Overstreet moved that the Board of Trustees of Western Washington, upon the 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.

The motion passed.

## **17. LEGISLATIVE UPDATE**

Becca Kenna Schenk, Executive Director of Government Relations provided a brief update on the 2018 Legislative Session that ended on March 8, 2018 with several wins for higher education and Western specifically. Kenna-Schenk noted that \$18.5 million dollars was allotted for the State Need Grant program to serve an additional 4,852 students with a commitment to

fully-fund the program by 2022, \$1.3 million was provided to Western to establish a new undergraduate degree program in Marine, Coastal and Watershed Sciences, \$700,000 was awarded to establish a baccalaureate degree program in Early Childhood Education in Kitsap County as part of Western on the Peninsulas program, \$70,000 in one-time funds 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 funding was awarded in the 2018 supplemental capital budget to address minor works projects at Western. She added that this funding was previously appropriated from Western's local building account in the 2017-19 capital budget.

Trustee Sharpe announced a 10 minute break @ 11:04. The board reconvened @ 11:16 am

## **18. 2019-2021 DECISION PACKAGE AND CAPITAL PLAN PROPOSALS**

Brent Carbajal, Provost and Vice President for Academic Affairs provided an overview of decision packages proposals requiring board approve that included, expanding access to pre-health care at Western, which is a capacity enhancing opportunity; expansion within the electrical engineering program with a two phase plan to increase the number to electrical engineering graduates and proposes the creation of a computer engineering program; and the development of the new undergraduate degree program in Marine, Coastal and Watershed Sciences which was funded in the legislative supplemental budget. Carbajal added the Institute for Energy Studies requested funding for tenure-track faculty that will be split between the Institute for Energy Studies and a home department within the College of Science and Engineering, the College of Business and Economics and Huxley College for the Environment and will provide a Bachelor of Science degree within the program. He also mentioned the proposal that would increase the number of teachers in Washington State. Provost Carbajal noted that all the decisions packages align with the goals and themes of the strategic plan.

Melynda Huskey, Vice President for Enrollment and Student Services provided an overview of the Enhanced Career Services package that is a joint decision package that is being prepared by Academic Affairs and the only proposal being brought forward by Enrollment and Student Services. Huskey noted that 98% of students and their families identify enhanced career opportunities as a reason for attending Western. The package will provide a holistic approach that mirrors the general approach to care for students that attend Western. First year students will be encouraged to start thinking about what happens at the end of their time at Western and will be provided career service support throughout their time at Western. She said this will include partnering closely with the Alumni Association to enhance the division of mentorships, internships and job opportunities to Western students.

Richard Van Den Hul, Vice President for Business and Financial Affairs provided the board with an overview of the Capital Plan that will come before the board at the June meeting for approval. He noted that 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 University Planning and Resource Council (UPRC) and audiocast to campus for review and feedback. Van Den Hul noted that the feedback provided by UPRC was used to prioritize the major and intermediate capital projects, which helped develop the draft Request and Plan.



Van Den Hul explained that with the operating budget, the Board is asked to provide comments and direction on the draft Request and Plan. The Board, UPRC, and the campus community's comments and recommendations will be further analyzed as the vice presidents develop their recommendations to the president, who will then bring a final recommendation forward for Board approval. He added that the Office of Financial Management's (OFM) deadline for capital requests is in August so the projects can be analyzed and rated as required by the Legislature. He said the Board's final approval will be requested in June, which will allow time for university staff to develop and complete the project proposals for submission to OFM by their August deadline.

## **19. INFORMATION ITEMS**

### **a. Professional Leave Report**

Provost Carbajal provided a written report with a list of faculty professional leave proposals that have been approved for the 2018/19 academic year and brief summaries of the research projects and scholarly activities.

### **b. Tenure and Promotion Report**

Provost Carbajal provided a written report listing the faculty granted tenure and/or promotion effective September 2018.

### **c. Admissions and Enrollment Report**

Vice President Huskey provided a written report regarding the university's general enrollment and admissions.

### **d. Capital Program Report**

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

### **e. University Advancement Report**

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

### **f. University Relations and Marketing Report**

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

## **20. EXECUTIVE SESSION**

At 12:09 p.m. Chair Sharpe announced that the Board would convene in executive session for approximately 30 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g)&(i).

## **21. DATES FOR NEXT REGULAR MEETING**

June 14 & 15, 2018 in Bellingham, WA

## **22. ADJOURNMENT at 12:48 p.m.**

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa

**DATE:** June 15, 2018

**SUBJECT:** **Public Comment Period**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

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

Persons wishing to comment will sign in between 8:45 – 8:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 9:00 a.m.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah President

**DATE:** June 15, 2018

**SUBJECT:** Recognitions

**PURPOSE:** Information Item

---

**Purpose of Submittal:**

President Sabah Randhawa and Provost Brent Carbajal will recognize the following students for their outstanding achievements.

**Fulbright, Gillman, NOAA Hollings, and Udall Scholarships**

Western Washington University graduates and students have been chosen to receive a number of national awards this year including five Fulbright Fellowship awards, six Gilman awards, NOAA Hollings awards and two Udall awards.

**The Fulbright Program** is a prestigious international exchange program sponsored by the U.S. government. Over the years, Fulbright Scholarships have enabled nearly 300,000 participants to travel abroad to study, teach, conduct research and exchange ideas to foster understanding between Americans and people of other countries.

**The Benjamin A. Gilman International Scholarship Program** offers competitive selection process grants for U.S. citizen undergraduate students of limited financial means to pursue academic studies or credit-bearing, career-oriented internships abroad. This congressionally funded program is sponsored by the Bureau of Educational and Cultural Affairs at the U.S. Department of State.

**NOAA Hollings Undergraduate Scholarship Program** provides successful undergraduate applicants with awards that include academic assistance for two years of full-time study and a 10-week, full-time paid internship at a NOAA facility during the summer.

**Udall Undergraduate Scholarship** awards scholarships to college sophomores and juniors for leadership, public service, and commitment to issues related to Native American nations or to the environment.

**WWU Student Award Recipients**

<b>Fulbright</b>	<b>Hollings (NOAA)</b>	<b>Gilman</b>	<b>Udall</b>
<ul style="list-style-type: none"><li>• Kimberly Christenson</li><li>• Cassidy Bartlett</li><li>• Celeste Hufford</li><li>• Erika Bro</li><li>• Maria Jose Palacios Figueroa</li></ul>	<ul style="list-style-type: none"><li>• Delaney Adams</li><li>• Laura Anthony</li><li>• Risa Askerooth</li><li>• Bobbi Bevacqua</li></ul>	<ul style="list-style-type: none"><li>• Simone Hansen</li><li>• Anton Ziska</li><li>• Tracy Melville</li><li>• Sebastian Zgirski</li><li>• Rachael Beebe</li><li>• Emmalene Madsen</li></ul>	<ul style="list-style-type: none"><li>• Natasha Hessami</li><li>• Leah Huey</li></ul>

**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:** June 15, 2018  
**SUBJECT:** **Board Chair Report**  
**PURPOSE:** Information Item

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**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.

- Resolution No. 2018-01 Recognizing the Service of Board Member Trista Truemper
- AGB National Conference on Trusteeship Reflections



**RESOLUTION NO. 2018-01**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF  
WESTERN WASHINGTON UNIVERSITY  
RECOGNIZING THE SERVICE OF BOARD MEMBER  
*TRISTA TRUEMPER***

**WHEREAS, TRISTA TRUEMPER** of Bellingham, Washington has served as a member of the Western Washington University Board of Trustees from July 1, 2017 – June 30, 2018; and

**WHEREAS, TRISTA TRUEMPER** has the distinction of being the twentieth student appointed by the Governor to the Board of Trustees of Western Washington University; and

**WHEREAS, TRISTA TRUEMPER** brought to her appointment as a trustee dedication to the campus community through her work with Western's Graduate School to help launch the Graduate Student Advisory Council; as the Community Outreach and Engagement intern with Western's Extended Education Programs; and as a member of the Faculty Senate Extended Education Committee; and

**WHEREAS, TRISTA TRUEMPER** has contributed her time, commitment and valuable insight to the governance of the University at considerable personal sacrifice, while pursuing a Master of Business Administration degree, after already earning a bachelor's degree from Western Washington University in Sociology; and

**WHEREAS, TRISTA TRUEMPER** contributed to the increased stature and the future potential of Western Washington University through her participation in numerous policy discussions and decisions affecting the University; and

**WHEREAS, TRISTA TRUEMPER** has served with distinction this past year with intelligence, wisdom, compassion and concern for the best interests of the entire Western community; and

**NOW, THEREFORE BE IT RESOLVED**, by the Board of Trustees of Western Washington University that **TRISTA TRUEMPER** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its regular meeting on June 15, 2018.

ATTEST:

A handwritten signature in black ink that reads "Susan K. Sharpe".

Susan K. Sharpe, Chair

A handwritten signature in black ink that reads "John M. Meyer".

John M. Meyer, Secretary

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

**TO:** Members of the Board of Trustees

**FROM:** **President** Sabah Randhawa

**DATE:** June 15, 2018

**SUBJECT:** **University President's Report**

**PURPOSE:** Information Item

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**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, June 13, 2018  
**SUBJECT:** Faculty Senate Report  
**PURPOSE:** Information Item

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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, June 13, 2018  
**SUBJECT:** **Associated Students Report**  
**PURPOSE:** Associated Students Report

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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:** Chase Franklin, Chair, Board Governance Committee  
**DATE:** June 15, 2018  
**SUBJECT:** **Board Governance Committee Report**  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Franklin will report to members of the Board of Trustees and the university president and his staff topics related to the Board Governance Committee.

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

**TO:** Members of the Board of Trustees

**FROM:** Earl Overstreet, Chair, Board Finance, Audit & Enterprise Risk Management Committee

**DATE:** June 15, 2018

**SUBJECT:** **Board Finance, Audit & Enterprise Risk Management Committee Report**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Chair Overstreet will report to members of the Board of Trustees and the university president and his staff topics related to the Board Finance, Audit & Enterprise Risk Management Committee.

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

**TO:** Members of the Board of Trustees

**FROM:** Earl Overstreet, Chair, Finance, Audit and Enterprise Risk Management Committee  
Richard Van Den Hul, Vice President, Business and Financial Affairs

**DATE:** June 15, 2018

**SUBJECT:** **Enterprise Risk Management Program**

**PURPOSE:** Discussion Item

---

### **Purpose of Submittal:**

Present the draft Enterprise Risk Management (ERM) program to the Board to gather additional input for the draft ERM Framework.

Presented by:

- Earl Overstreet, Chair, Finance, Audit and Enterprise Risk Management Committee
- Richard Van Den Hul, Vice President, Business and Financial Affairs
- Brian Sullivan, Associate Vice President, Business and Financial Affairs
- Paul Mueller, Director, Risk, Compliance and Policy Services

### **Background:**

In August 2017, the Finance, Audit and Enterprise Risk Management (FAeRM) Committee began working on the ERM program at Western. In October, the ERM Planning Committee was formed and the ERM Planning Charter was drafted with the purpose of creating the ERM Framework. The ERM Planning Committee had the following high level objectives (the full list can be found in the ERM Planning Committee document):

- Recognize best practices in higher education
- Be simple and pragmatic
- Tie to institutional mission and strategic plan
- Engage Western's Board of Trustees, Executives, and divisional/academic leadership in drafting the ERM Framework
- Leverage and align with existing and related processes, such as SCOT Assessments, Internal Audit surveys, compliance surveys, etc.

Over the last several months the ERM Committee has met with Executives and divisional / academic leadership to gather input for the ERM Framework. After review by the FAeRM Committee in April, the Framework is ready for Board discussion today.

### **Supporting Materials:**

- ERM Framework for Western Washington University, June 1, 2018
- ERM at Western: Clearing the Way to Achieving Our Objectives (Presentation)
- Enterprise Risk Management Planning Committee Charter
- Enterprise Risk Management Planning Committee



Enterprise Risk Management (ERM) Framework for  
**Western Washington University**

DRAFT June 1, 2018

## Table of Contents

1. Introduction ..... 3

2. Commitment ..... 4

3. Terms, Concepts and Principles ..... 5

4. Roles, Responsibilities and Reporting ..... 15

5. Implementation ..... 22

Appendix A: Risk Management Process Overview

Appendix B: Examples of Higher Education Enterprise Risks

Appendix C: Risk Matrix and Heat Map

Appendix D: Risk Management Plan

Appendix E: ERM Flow Chart

Appendix F: ERM Implementation Plan Timeline

### Document Revision History

Document Version	Comments	Approved By/Date

### 1. Introduction

Enterprise Risk Management (ERM) is a structured, institution-wide approach to identifying, assessing, monitoring and responding to enterprise risks within the University's risk tolerance, to provide reasonable assurance of success in fulfilling the University's mission and strategic plan. ERM is integrated into the University's existing governance, decision-making and planning and budgeting processes.

While traditional risk management focuses on institutional loss or damage and minimizing those risks with loss prevention and insurance measures, ERM focuses on risks at an enterprise level. ERM evaluates internal and external factors and influences that may cause uncertainty about whether an institution will achieve its objectives, and seeks to minimize those "risks" with a coordinated management response.

The ERM framework is a set of components that provides resources, terminology, structure and reporting for managing enterprise risks at the University. The framework aligns with [International Organization for Standardization ISO 31000 Risk Management Principles and Guidelines](#).

## **2. Commitment**

The University's President, Board of Trustees, and Executive Leadership are committed to fostering an environment that will encourage risk-informed decision-making within the University's culture and practices. The University's Division Leadership will incorporate ERM into its governance, decision making, and planning and budgeting processes as set out in this framework.



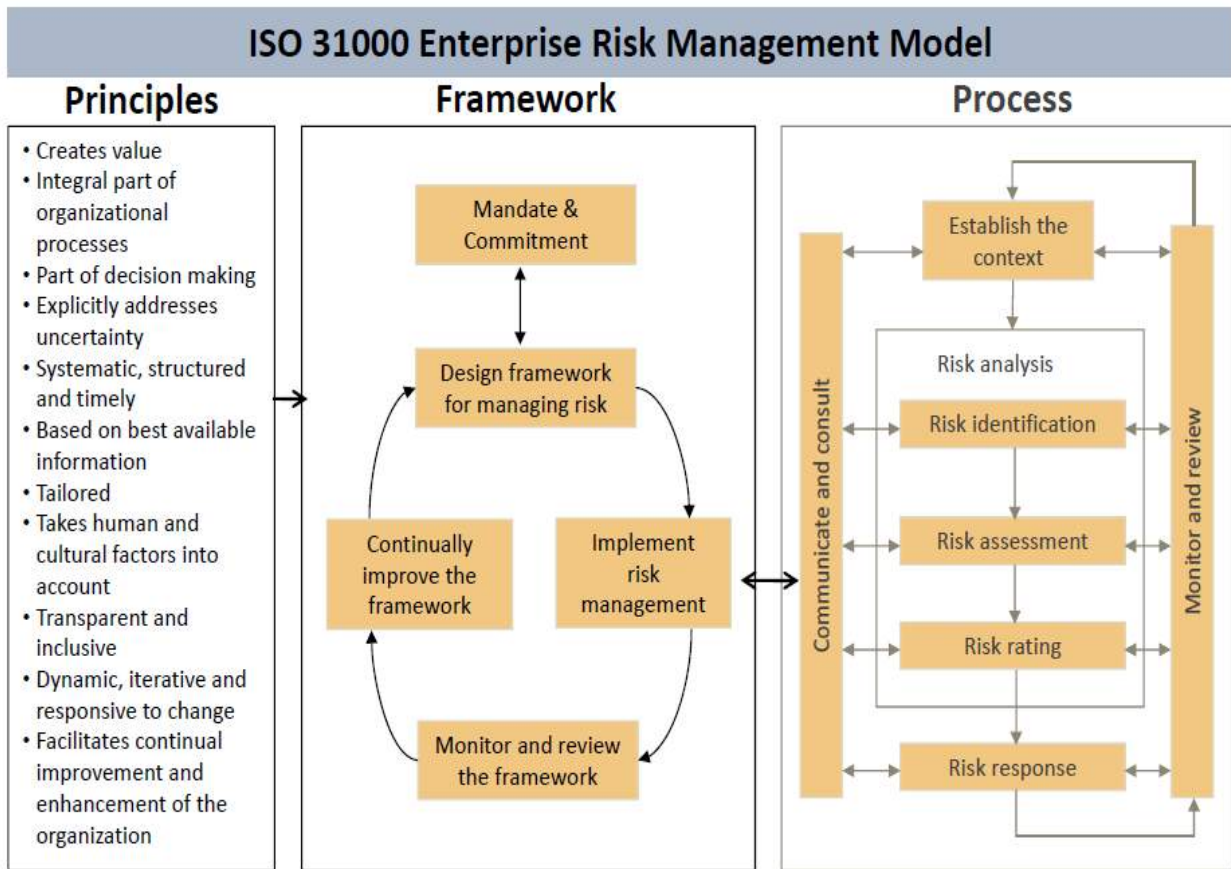
### 3. Terms, Concepts and Principles

#### Terms and Concepts

#### Enterprise Risk Management (ERM)

(See: Appendix A – Risk Management Process Overview)

ERM is a structured, institution-wide approach to identifying, assessing, monitoring and responding to enterprise risks within the University’s risk tolerance, to provide reasonable assurance of success in fulfilling the University’s mission and strategic plan.



## Enterprise Risk

(See: Appendix B – Examples of Higher Education Enterprise Risks)

Refers to the effect of **uncertainty** on the University's ability to successfully accomplish its mission and strategic plan, including the ability to successfully accomplish division strategic objectives in support of the University's objectives. Simply stated, they are the things that keep the University from achieving its objectives.

Universities face internal and external factors and influences that make it uncertain whether, when and the extent to which, they will achieve or exceed their objectives. The effect that this uncertainty has on a university's objectives is **enterprise risk**.

## Opportunity

Taking risks can afford opportunities. The University's willingness to assume risk will help determine the opportunities it is willing to pursue in order to accomplish its mission and strategic plan. At the operational level, leadership must manage the risk of uncertainty to increase the likelihood of an opportunity's success.

## Risk Identification

Risk identification is the process of finding, recognizing and describing high-level, enterprise risks (internal and external factors or influences) that may impact the University's ability to successfully accomplish its mission and strategic plan, or division or unit strategic objectives in support of the University's objectives. The level of understanding of the risk at this point may be fairly low.

## Risk Assessment

Risk assessment is an evaluative process that creates an understanding of the identified enterprise risk to determine where it falls within the University's risk tolerance. It includes an analysis of the risk's potential impact on the following areas:

- **Strategy:** How the risk may affect high-level goals aligned with and supporting the University's mission and strategic plan, or division strategic objectives in support of the University's objectives.
- **Operations:** How the risk may affect the effectiveness and efficiency of the University's operational and management processes, including performance and accountability goals. Safety is an operational risk.
- **Finances:** How the risk may affect the University's ability to effectively manage and control the potential loss of financial resources and physical assets.
- **Compliance:** How the risk may affect compliance with relevant external laws and regulations, and internally imposed policies and procedures.
- **Reputation:** How the risk may affect the assets that form the University's image and reputation with internal and external stakeholders. Although reputation is one of the most important assets of the University, it may not be under the University's control and only partially mitigated.

Risk assessment also includes a rating of the risks' potential likelihood and impact on the University's mission and strategic plan, and prioritization. See Risk Rating and Prioritization.

### Risk Rating and Prioritization

(See: Appendix C – Risk Matrix and Heat Map)

Identified enterprise risks are rated using the risk matrix and heat map on a two-dimensional scale considering both the **likelihood** of the risk occurring and the **impact** on the University if the risk event should occur, which assists in the prioritization of risks as well. Using a five-point scale, each risk is rated considering the following and then **prioritized** based on the results:

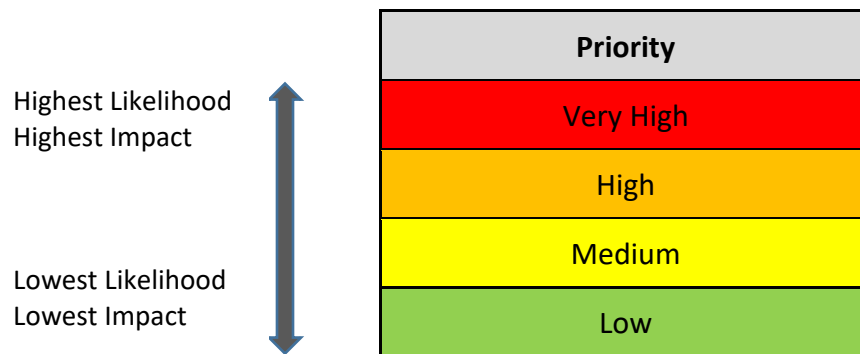
- **Risk Rating:**

Risk Likelihood		
	Scale	Definition
5	<b>Certain</b>	Expected to occur in most circumstances (e.g. at least once per year)
4	<b>Likely</b>	Will probably occur (e.g. at least once per 3 years)
3	<b>Possible</b>	May occur at some time (e.g. at least once per 5 years)
2	<b>Unlikely</b>	Could occur at some time (e.g. at least once per 10 years)
1	<b>Remote</b>	Will only occur in exceptional circumstances ( e.g. less than once per 10 years)
Risk Impact		
	Scale	Definition
5	<b>Severe</b>	Core mission or strategic plan impaired to the extent that achievement unlikely, operationally disabling, very high reputational impact (nation)
4	<b>Serious</b>	Operations must shift significantly to adjust to conditions created by consequences of risk-related incident or control failure, seriously degrades the achievement of mission or strategic plan, high reputational impact (region)
3	<b>Significant</b>	Operational changes are necessary to adjust to conditions created by consequences of risk-related incident or control failure, will degrade the achievement of mission or strategic plan to some degree, moderate reputational impact (local)
2	<b>Moderate</b>	Consequences of risk-related incident or control failure are tangible, but operations remain largely intact and maintain status quo, may or may not degrade the achievement of mission or strategic plan, low reputational impact (university)
1	<b>Low</b>	Operations are unaffected, but risk awareness and monitoring is appropriate, little or no reputational impact

- **Risk Prioritization:**

Prioritization is based on the likelihood of the risk occurring and the impact on the University if the risk event should occur, and where that falls on the heat map.

		Impact				
		1. Low	2. Moderate	3. Significant	4. Serious	5. Severe
Likelihood	5. Certain					
	4. Likely					
	3. Possible					
	2. Unlikely					
	1. Remote					



- **Very High** – *These are risks that the Board of Trustees and Executive Leadership need to know about.* High-level, enterprise-wide risks whose likelihood and impact will seriously threaten 1) the University’s ability to successfully accomplish its mission and strategic plan, and/or 2) the University’s reputation. These risks will be monitored at the Board of Trustee and Executive Leadership level.

- **High** – High-level, enterprise-wide risks whose likelihood and impact may threaten 1) the University’s ability to successfully accomplish its mission and strategic plan, and/or 2) the University’s reputation. These risks will be monitored at either the Board of Trustee, Executive Leadership and/or Division Leadership level, depending on their scope and nature.
- **Medium** – These risks whose likelihood and impact will or may threaten a division’s functional areas, and its ability to successfully accomplish its strategic objectives. These risks may also include unit-level risks identified by multiple functional areas across a division. These risks are managed without formal monitoring by the Board of Directors or Executive Leadership, thus monitored at the division level.
- **Low** - Risks that have little or no impact on the University’s ability to successfully accomplish its mission and strategic plan. These risks are managed and monitored in the normal course of division business.

### Risk Tolerance

Refers to the amount of risk, on a broad level, that the University is willing to take on in pursuit of its mission and strategic plan.

For example, a university may have a **low risk tolerance** related to threats to the health, safety and well-being of its community, damage or loss to its property, unreasonable potential for financial uncertainty and loss, non-compliance with internal and external compliance mandates, and compromising its reputation. While considering the foregoing, the same university may have a **higher risk tolerance** as it pursues activities, programs or services related to its mission and strategic plan.

### Risk Response

Management’s coordination of human, operational, capital, technological, financial and other resources to ensure the selected action is effectively carried out to manage the enterprise risk

within the University's risk tolerance. Elements of a risk response may be incorporated into strategic planning and budgeting processes.

Risk responses include:

- **Avoidance:** Exiting the activity, program or service that gives rise to the risk.
- **Mitigation:** Strategies and methods used to reduce the risk, including, but not limited to, control and management actions that reduce the risk's impact on strategic objectives, operations, finances, compliance, and reputation.
- **Acceptance:** No response is taken to affect the risk, other than monitor it.

### Risk Profile

(See: [Appendix C – Risk Matrix and Heat Map](#))

A risk profile includes the spreadsheet summary, or risk matrix and heat map, and corresponding risk management plans, of the high-level, prioritized enterprise risks of the institution or division that could challenge the achievement of the University's mission and strategic plan, or division strategic objectives in support of the University's objectives. It is developed through use of the ERM process and assigns Risk Owners and Risk Monitors.

### Risk Management Plan

(See: [Appendix D – Risk Management Plan](#))

A written management plan may be created for **Very High** and **High** rated strategic risks that require increased attention for management and monitoring purposes.

### SCOT Assessment

A tool commonly used by University stakeholders in a strategic planning setting that identifies and assesses the Strengths, Challenges, Opportunities and Threats (SCOT) of the institution or a division, college or department. Strengths and Challenges are internal factors while Opportunities and Threats are external.

## Principles

### **Enterprise Risk Management (ISO 31000 amended for the University):**

#### **Creates and protects value.**

ERM contributes to the demonstrable achievement of objectives and improvement of University performance in, for example, human health and safety, security, legal and regulatory compliance, public acceptance, environmental protection, product and service quality, project management, efficiency in operations, governance, and reputation.

#### **Is an integral part of the University's processes.**

ERM is not a stand-alone activity that is separate from the main activities and processes of the University. ERM is part of the responsibilities of management and an integral part of all organizational processes, including strategic planning and all project and change management processes.

#### **Is part of decision making.**

ERM helps University decision makers make informed choices, prioritize actions, and distinguish among alternative courses of action.

#### **Explicitly addresses uncertainty.**

ERM explicitly takes account of uncertainty, the nature of that uncertainty, and how it can be addressed.

#### **Is systematic, structured and timely.**

A systematic, timely and structured approach to ERM by the University contributes to efficiency and consistent, comparable and reliable results.

#### **Is based on the best available information.**

The inputs to the process of managing risk are based on information sources such as historical data, experience, stakeholder feedback, observation, forecasts, and expert judgment.



### **Is tailored.**

ERM is aligned with the University's existing leadership and management processes.

### **Takes human and cultural factors into account.**

ERM recognizes the capabilities, perceptions and intentions of external and internal influences that can facilitate or hinder achievement of the University's objectives.

### **Is transparent, as appropriate, and inclusive.**

Appropriate and timely involvement of stakeholders and, in particular, decision makers at all levels of the University, ensures that ERM remains relevant and up-to-date. Involvement also allows stakeholders to be properly represented and to have their views taken into account in determining risk criteria.

### **Is dynamic, iterative and responsive to change.**

ERM continually senses and responds to change. As external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change, and others disappear.

### **Facilitates continual improvement of the organization.**

The University should develop and implement strategies to improve its enterprise risk management maturity alongside all other aspects of institutional development.

## **Enterprise Risk Management (University's additions):**

### **Is tied to strategy.**

Enterprise risks are tied to the University's mission and strategic plan.

### **Is part of governance.**

ERM is part of, and not separate from, the University's governance, decision-making and planning and budgeting processes. Leadership that is responsible for achieving strategic

objectives will find that risk is an unavoidable part of the decision-making process and that risk-taking should be informed and intentional.

### **Is simple and pragmatic.**

Care should be taken not to overcomplicate the application of the ERM to the point of stifling the decision-making processes within the University. Only consider a manageable number of **Very High** and **High** rated enterprise risks that are tied to strategic objectives.

### **Leverages existing processes.**

ERM should leverage existing enterprise risk identification and assessment processes, like Strengths, Challenges, Opportunities and Threats (SCOT) processes, planning and budgeting processes, and similar practices.

## 4. Roles, Responsibilities and Reporting

(See: Appendix E – ERM Flow Chart)

### Board of Trustees

The Board of Trustees, as part of its normal governance activities, engages in candid conversations at the strategic level with members of Executive Leadership and the Finance, Audit and Enterprise Risk Management (FAERM) Committee to fulfill their shared responsibility of ensuring the University's enterprise risks are appropriately managed and documented as the University pursues its mission and strategic plan.

### Finance, Audit and Enterprise Risk Management (FAERM) Committee of the Board of Trustees

The FAERM Committee assists the full Board in fulfilling its responsibility for oversight of the identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan. The Committee provides strategic oversight of matters related to the integration of ERM into existing decision-making, strategic planning and budgeting processes. The Committee's duties do not replace or duplicate established responsibilities and delegations for University leadership and management. [Source: Board of Trustees Rules of Operation – Appendix B, Board Finance, Audit and ERM Committee Charter](#)  
*(Note: needs link to new charter when posted)*

### Executive Leadership

Executive Leadership includes the President, Provost and Vice Presidents. In consultation with the Board of Trustees and the Board's FAERM Committee, they will:

- **Establish Institutional Tone:**
  - Establish "tone from the top" and commit to implementing ERM at the University.

- **Prioritize Institutional Risks:**
  - Prioritize the institution risks within the risk profile, considering recommendations from the Institutional ERM Committee.
  - Select and recommend **Very High** or **High** rated enterprise risks for FAERM Committee monitoring that are tied to the University's mission and strategic plan.
  - Select **Very High** or **High** rated enterprise risks of special interest to Executive Leadership for their monitoring as well.
  
- **Provide Annual ERM Report:**
  - Develop and provide an ERM Report to the FAERM Committee, with Institutional ERM Committee assistance, on an annual basis with interim updates at each regular meeting, or as requested.
  
- **Oversee and Monitor Risks:**
  - Oversee and monitor management strategies for enterprise risks within and across their respective areas.

### Institutional ERM Committee

The Institutional ERM Committee is provided administrative support by Risk, Compliance and Policy Services (RCPS). The committee will:

- **Manage Framework:**
  - Maintain and monitor the performance of the ERM framework, recommend changes and updates to Executive Leadership, and then make approved revisions for its continued success.
  - Provide tools for Division Leadership use to assist with implementing the ERM framework in their areas, including risk matrix, heat map and related forms.

- Review training programs for Executive and Division Leadership and Risk Owners.
- Provide consultation and support to Division Leadership as those areas implement the ERM framework. However, the committee does not have substantive responsibility for managing enterprise risks within these areas.
- Monitor and report on the institution's ERM effort as a single-source for Executive Leadership on an ongoing basis.
- **Create and Maintain Institution Risk Profile:**
  - Collect and organize division risk profiles for creation and maintenance of the institution risk profile.
  - Prioritize the institution risk profile based on division **Very High** and **High** rated risks while considering the University's mission and strategic plan, and deliver to Executive Leadership for further prioritization and oversight.
  - Reconcile division risk profiles with final institutional risk profile and return to respective Division Leadership, identifying those risks that will be monitored by the FAeRM Committee, Executive Leadership and/or Division Leadership.
- **Create Annual ERM Report:**
  - Develop the annual ERM Report on behalf of Executive Leadership for presentation to the FAeRM Committee, with interim updates at each regular meeting, or as requested.

Committee membership includes:

- Assistant Attorney General
- Assistant Director, Academic Budgeting and Administration, Provost's Office
- Associate Vice President for Academic Affairs, Provost's Office

- Associate Vice President, Business and Financial Affairs (*Co-Chair*)
- Compliance Manager and HIPAA Privacy Officer, Risk, Compliance and Policy Services
- Director, Environmental Health and Safety
- Director, Office of Communications and Marketing
- Director, Office of Internal Audit – *Ex Officio*
- Director, Risk, Compliance and Policy Services (*Co-Chair*)
- Faculty Member, University Planning and Resource Committee Representative
- Research Compliance Officer, Research and Sponsored Programs
- Rules (WAC) Coordinator, Risk, Compliance and Policy Services
- Senior Director and COO, WWU Foundation
- Special Assistant to the Vice President for Enrollment and Student Services
- University Policy Manager & Public Records Officer, Risk, Compliance and Policy Services
- Vice Provost for Information Technology/Chief Information Officer

### Division Leadership

Division Leadership includes the Provost and Vice Presidents. Using each area's existing leadership structures by adding ERM responsibilities to their normal management responsibilities, these leaders will:

- **Integrate ERM:**
  - Support the ERM framework.
  - Ensure that enterprise risks are identified, assessed, monitored and responded to within their division or areas of responsibility.
  - Oversee the integration of ERM into the division or area governance, decision-making, and planning and budgeting processes.

- Engage all Risk Owners in the ERM process that may be directly impacted by it.
- Create a “safe” and open environment for which candid discussions can occur during the ERM process.
- Leverage the division’s existing and related enterprise risk processes, like SCOT Assessments.
- Reinforce “tone from the top.” Promote risk management within the division culture and practices.
- **Create and Maintain Division Risk Profile:**
  - Create and maintain a division risk profile and provide copies as requested to the Institutional ERM Committee.
  - Ensure identified risks are tied to division strategic objectives, in support of the University’s mission and strategic plan.
  - Prioritize risks based on the ERM framework’s risk rating methodology.
- **Assign Risk Ownership:**
  - Establish clarity regarding ownership of and responsibility for identified risks and direct Risk Owners to develop and implement response plans and provide progress reports. Division Leadership may also be a Risk Owner.
  - Risk ownership may be shared across division lines for enterprise-wide risks, depending on the scope and nature of the risk. Collaboration between divisions may be necessary.
  - Ask Risk Owners to create a written risk management plan for **Very High** and **High** risks requiring increased attention for management and monitoring purposes, and provide copies as requested to the Institutional ERM Committee.

### Risk Owners

Risk Owners may be Division Leadership, and/or those likely reporting to Division Leadership, including Deans, Vice Provosts, Associate and Assistant Vice Presidents and Directors, depending on the scope and nature of the risk. Functional aspects of risk ownership may be assigned to appropriate faculty or staff, but substantive responsibility for managing the risks rests with the Risk Owners. Risk Owners will:

- **Engage in ERM:**
  - Engage in the ERM process where enterprise risks are identified, assessed, responded to and monitored.
  - Integrate ERM into the Risk Owner's governance, decision-making and planning and budgeting processes.
  - Engage and support appropriate faculty and staff in the ERM process who may be assigned functional aspects of risk ownership.
  - Promote risk management within the Risk Owner's area.
  
- **Manage Enterprise Risks:**
  - Develop and implement risk response plans for identified enterprise risks and provide progress reports to Division Leadership.
  - Elevate **Very High** or **High** rated enterprise risks to the attention of Division Leadership.
  - Create a written risk management plan for **Very High** and **High** risks requiring increased attention for management and monitoring purposes, or as requested by Division Leadership.



- **Manage Other Risks**
  - In addition to enterprise risks, there are other risks that should be identified, assessed, monitored and responded to as part of the Risk Owner’s normal course of responsibility. The ERM framework can be used at the “local” level for such purposes as well. [See Appendix A – Risk Management Process Overview.](#)
  
- **Seek Consultation**
  - Proactively engage University resources in consultation (e.g. Environmental Health and Safety, Public Safety, Risk Management, Compliance Management, Ethics Officer, University Communications, Human Resources, Assistant Attorney General, Internal Audit, Policy and Rules Development, Information Technology, etc.) to assist with the risk management effort. University resources have no substantive responsibility for managing risks within the Risk Owner’s area, but serve as consultants and advisors.

### Internal Audit

Internal Audit provides an ongoing independent assurance function which evaluates the University’s activities to assist the Board of Trustees, the Board’s Finance, Audit and Enterprise Risk Management Committee, and Executive Leadership in the discharge of their oversight and management responsibilities, which includes the ERM effort.

With safeguards described in the Institute of Internal Auditors (IIA) position paper titled [The Role of Internal Auditing in Enterprise-wide Risk Management](#), Internal Audit will support the ERM process by: identifying and evaluating enterprise risks; providing advice regarding management’s responses to those risks (but not make decisions about or implement those responses); and evaluating the ERM process itself from the perspective of Internal Audit.

## 5. Implementation

(See: Appendix F – ERM Implementation Plan Timeline)

The key elements of implementing the ERM framework include the following:

### Implementation of the Institutional Enterprise Risk Management (ERM) Plan

- **Training**
  - Risk, Compliance and Policy Services (RCPS) will develop an online Canvas training tool and a SharePoint site, and in-person training for executive, division and college leadership.
- **Risk Owners - College and Divisional Unit Risk Profiles and Management Plans**
  - Each college and divisional unit will create and maintain a risk profile that summarizes and prioritizes risks that may impact their respective area. Written risk management plans will be created for **Very High** and **High** rated strategic risks that require increased attention for management and monitoring purposes.
- **Division Leadership - Provost and Vice Presidents' Risk Profiles and Management Plans**
  - The Provost and Vice Presidents will compile their respective college and divisional unit risk profiles into division risk profiles that summarize and prioritize risks that may impact their division. Written risk management plans created by college and divisional units are evaluated for relevance, accuracy and completeness.
- **Institutional ERM Committee**
  - The Institutional ERM Committee compiles division risk profiles into a draft institutional risk profile, including appropriate written risk management plans,

and submits to Executive Leadership. The Institutional ERM Committee drafts a preliminary ERM Report.

- **Executive Leadership – Institution Risk Profile and Management Plans**
  - The Executive Leadership reviews and prioritizes the institutional risk profile and management plans, and approves the ERM Report.
  
- **ERM Report**
  - The ERM Report is presented by Executive Leadership to the Board of Trustees Finance, Audit and Enterprise Risk Management (FAERM) Committee.

### **Integration of ERM into Existing Management Processes**

This involves the integration of ERM response plans by Division Leadership and Risk Owners into existing governance, decision-making, and planning/budgeting processes, and vice versa.

### **Application of ERM to Emerging, Strategic Initiatives**

This involves the application of ERM by Division Leadership and Risk Owners as part of assessing and implementing new, strategic initiatives, thereby improving their chance for success.

### **Monitoring**

The intent of monitoring is to track the performance of the ERM framework itself and the management of enterprise risks by the institution that have been identified within the ERM process.

- **Performance of ERM Framework**
  - The performance of the ERM framework is monitored by the Institutional ERM Committee. The ERM framework will be continuously improved through feedback from University stakeholders in an effort to ensure that the University's enterprise risk management approach is helpful, valuable, and effective.

- **ERM Framework Use by Management**

The use of the ERM framework will be evaluated based on the following:

- Enterprise risks have been reviewed at least annually by divisions.
- Actionable response plans have been developed and successfully implemented by Risk Owners for each enterprise risk identified under their ERM processes.
- Downward movement on the enterprise risk rating scale and heat map based on the ongoing implementation of risk response plans.
- Documentation of the review of enterprise risks within routine and strategic University management functions.
- ERM framework training established and made available for University stakeholders.

## Appendix A: Risk Management Process Overview

### INTRODUCTION

The risk management process can be applied to high-level, enterprise risks that may impact the University's ability to successfully accomplish its mission and strategic plan, and other risks that may impact division or unit strategic objectives that support the University's objectives. The process can be an integral part of an area's management, embedded in the area's culture and practices, and tailored and scaled to the area's activities. The process comprises the activities described below:

### PROCESS

#### Step 1: Establish the Context

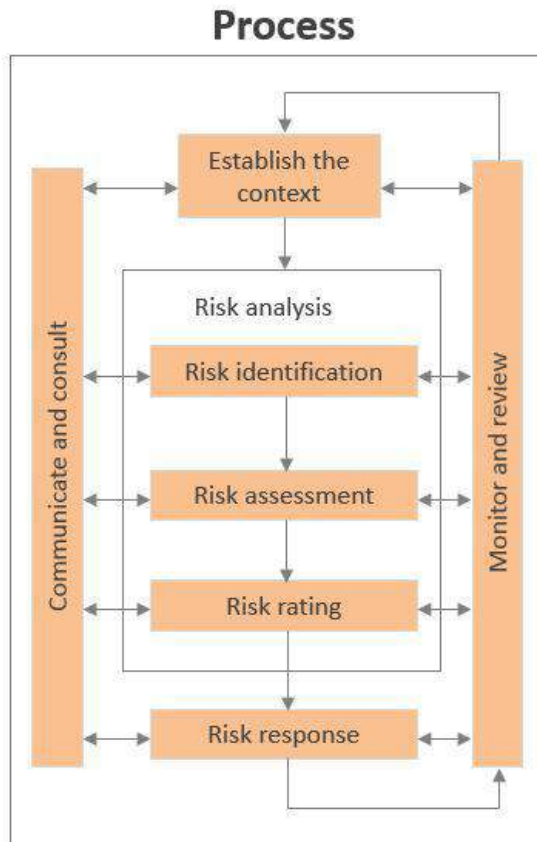
Context are the strategic objectives and emerging, strategic initiatives of an area, or those parts of an area where the risk management process is being applied.

#### Step 2: Risk Identification

Risk identification is the process of finding, recognizing and describing high-level, **enterprise risks** (internal and external factors or influences) that may impact the University's ability to successfully accomplish its mission and strategic plan, or division or unit strategic objectives in support of the University's objectives. The level of understanding of the risk at this point may be fairly low. They can also be viewed as things that create **uncertainty** about the area's ability to achieve its strategic objectives or do it effectively.

#### Step 3: Risk Assessment

Risk assessment is an evaluative activity that creates an understanding of the identified risk to determine where it falls within an area's risk tolerance (usually aligned with the University's risk tolerance). It includes an analysis of the risk's potential impact on **strategy, operations, finances, compliance** and **reputation**. It leads to decisions on whether a risk needs a response, and on the most appropriate response strategies and methods.



#### **Step 4: Risk Rating**

Risks are rated using a risk matrix and heat map (see [Appendix C – Risk Matrix and Heat Map](#)) on a two-dimensional scale considering both the **likelihood** of the risk occurring and the **impact** on an area if the risk event should occur, which assists in the **prioritization** of risks as well.

#### **Step 5: Risk Response**

Risk response will be one of the following - **avoidance**, **mitigation** or **acceptance**. Risks that are mitigated are controlled or managed to keep them within an area's risk tolerance, which will likely necessitate the coordination of human, operational, capital, technological, financial and other resources for accomplishment. Elements of a risk response may be incorporated into strategic planning and budgeting processes.

#### **Ongoing: Monitor and Review**

An area's monitoring and review processes should encompass all aspects of the risk management process for the purposes of ensuring the effectiveness of risk response plans, learning lessons from successes and failures, detecting changes in the original context, and identifying emerging risks.

#### **Ongoing: Communicate and Consult**

Communication and consultation with external and internal stakeholders and resources should take place during all stages of the risk management process. To assist in the process, it is helpful to engage internal resources for consultation, such as:

- Environmental Health and Safety
- Public Safety
- Risk Management
- Compliance Management
- Ethics Officer
- University Communications
- Human Resources
- Assistant Attorney General
- Internal Audit
- Policy and Rules Development
- Information Technology

## Appendix B: Examples of Higher Education Enterprise Risks

- Enrollment management – growth, retention, and contraction
- Information technology (IT) infrastructure, security and support
- Disaster or emergency response and business continuity
- Preparing and responding to a potential active shooter
- Age and condition of facilities and physical plant infrastructure
- Faculty and staff conflict of interest, misconduct and regulatory non-compliance
- Free speech and expression (allowing controversial speakers or groups on campus, while providing safety and security)
- Tuition affordability and perception of "value" by students, parents and other stakeholders
- Title IX regulatory compliance
- Institutional liability, risk and cost related to mismanagement of third-party contracts
- Student high-risk behaviors and mental health
- Researcher compliance and grant contract administration
- Diversity and inclusion of faculty, staff and students
- Managing the risk of the institution's increasing entrepreneurial initiatives
- Protection of minors while on campus for youth programs, sport camps and other activities
- Health and safety of faculty, staff and students while working, studying and volunteering abroad
- Employment practices claims and lawsuits relating to wrongful termination, discrimination, retaliation and equal opportunity
- Compliance with privacy protection laws, including FERPA, HIPAA, GDPR, etc.
- Academic freedom for faculty to teach or communicate ideas or facts, however controversial, without institutional retaliation or job loss.
- Donor relations and endowment growth
- Recruitment and retention of faculty and staff
- Media relations, including student publications
- Institutional space limitations – Inventory and utilization

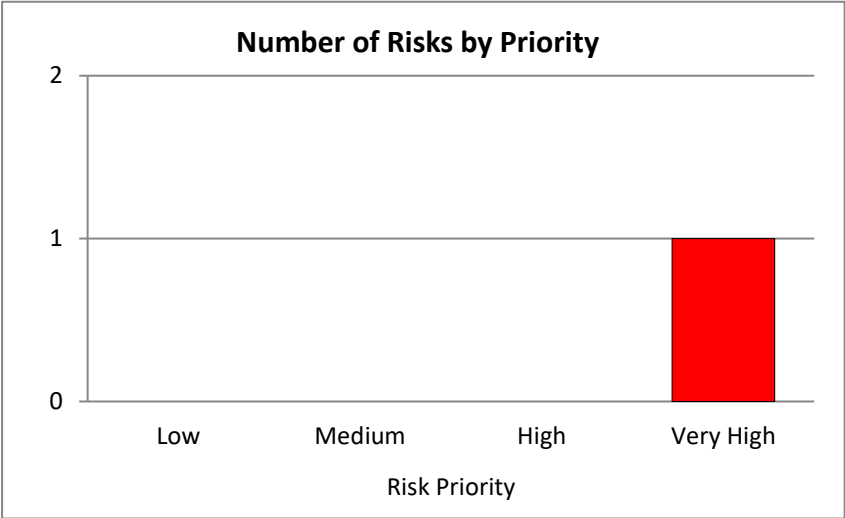




**Enterprise Risk Heat Map**

		Impact					Totals
		1. Low	2. Moderate	3. Significant	4. Serious	5. Severe	
Likelihood	5. Certain	0	0	0	1	0	1
	4. Likely	0	0	0	0	0	0
	3. Possible	0	0	0	0	0	0
	2. Unlikely	0	0	0	0	0	0
	1. Remote	0	0	0	0	0	0
	Totals	0	0	0	1	0	1

		Number of Risks by Priority
Risk Priority	Low	0
	Medium	0
	High	0
	Very High	1
		1



## Appendix D: Risk Management Plan

### DATE

Original	7/1/2018
First Update	
Second Update	
Third Update	

---

### IDENTIFICATION

#### Description of Risk:

Click here to enter text.

How is the risk tied to the division and/or unit strategic objectives (add link)?

Click here to enter text.

How is the risk tied to the division and/or unit SCOT assessment (add link)?

Click here to enter text.

How is the risk tied to the [University Mission and Strategic Plan](#)?

Click here to enter text.

How is the risk tied to the [University SCOT Analysis](#)?

Click here to enter text.

---

### ASSESSMENT/RATING

**Heat Map:** Likelihood: Dropdown List

Impact: Dropdown List

Priority: Dropdown List

#### Brief summary of potential impact on:

Strategy: Click here to enter text.

Operations: Click here to enter text.

Finances: Click here to enter text.

Compliance: Click here to enter text.

Reputation: Click here to enter text.

---

## RESPONSE

**Risk Response:** Dropdown List

**Overview of Risk Response Plan (what's currently in place, what will be added):** [Click here to enter text.](#)

Objectives to Achieve Plan	Actions to Satisfy Objectives	Status
1.	1. 2.	
2.	1. 2.	
3.	1. 2.	
4.	1. 2.	

---

## OWNERS/MONITORS/REPORTING

**Risk Owner(s):** [Click here to enter text.](#)

**Functional Risk Owner(s):** [Click here to enter text.](#)

**Risk Monitor(s):**

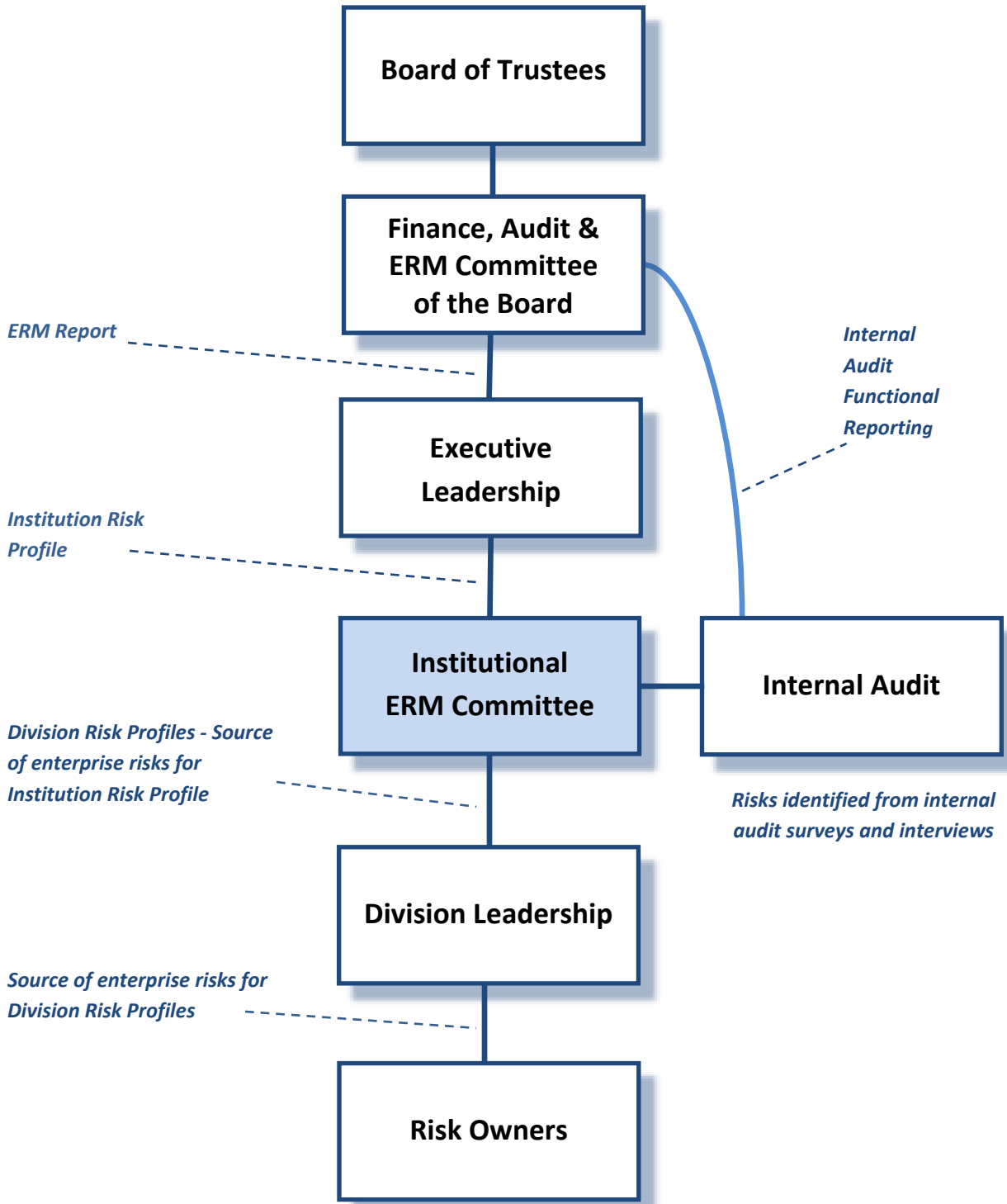
BOT Finance, Audit and ERM Committee     Executive Leadership     Division Leadership

**Details:** [Click here to enter text.](#)

**Risk Reporting Plan:**

Action	Audience	Date/Frequency
1. Annual ERM Report	BOT Audit Committee	<i>Example</i>
2.		
3.		
4.		

# Appendix E - Enterprise Risk Management (ERM) Flow Chart





# Appendix F: ERM Implementation Plan Timeline

6/1/18 DRAFT

Objectives	Summer 2018			Fall 2018			Winter 2019			Spring 2019			Summer 2019			Fall 2019		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
<b>BOT Reporting</b>				■		■		■		■		■		■		■		
<b>Finance, Audit and ERM (FAERM) Committee</b>				■		■		■		■		■		■		■		
<b>RCPS Develops Training/SharePoint Site</b>		■																
<b>Training, Division and Institutional Risk Profiles, Integration into Existing Management Processes</b>																		
<b>Academic Affairs</b>			*															
<i>Unit Consultation and Training, <b>only as needed</b></i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>Provost's Office</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>Extended Education</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>College of Science and Engineering</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>College of Business and Economics</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>College of Fine and Performing Arts</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>College of Humanities and Social Sciences</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>Fairhaven College of Interdisciplinary Studies</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>RSP/Graduate School</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>Huxley College of the Environment</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>Western Libraries</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<i>Woodring College of Education</i>			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>Business and Financial Affairs</b>				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>Information Technology</b>				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>Enrollment and Student Services</b>				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>University Relations and Marketing</b>				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
<b>University Advancement</b>				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

- RCPS Develops Training/SharePoint Site
- Training (\*Academic Affairs training at the Fall Academic Leadership Meeting on September 20, 2018)
- Risk Owners - College and Divisional Units Develop Risk Profiles and Management Plans
- Division Leadership - Provost and Vice Presidents' Develop Risk Profiles and Management Plans
- Institutional ERM Committee - Compiles Divisional Profiles into Draft Institutional Risk Profile
- Executive Leadership - Reviews and Prioritizes Institution Risk Profile and Management Plans
- ERM Reports to Board of Trustees

ERM Report to BOT FAERM Committee

ERM Report to Full Board



# Enterprise Risk Management at Western: Clearing the Way to Achieving our Objectives

June 14, 2018



# Topics

- What is Enterprise Risk Management (ERM)?
- ERM Overview
  - History
  - Why ERM is Important
- Western's ERM Framework
  - Commitment
  - Terms, Concepts and Principles
  - Roles, Responsibilities and Reporting
  - Implementation
  - Tools

## What is Enterprise Risk Management (ERM)?

ERM is a structured, institution-wide approach to identifying, assessing, monitoring, and responding to risks to provide reasonable assurance of success in fulfilling the University's mission and strategic plan.



# History

## National

- ERM evolved from high profile business failures, scandals and fraud around the turn of the last century

## State

- Executive Order 01-05, Governor Locke directed the State to adopt risk management best practices - ERM encouraged
- Executive Order 16-06, Governor Inslee affirmed the State's commitment to ERM

## Higher Ed

- Recognized as a best practice and encouraged by AGB, NACUBO and URMIA

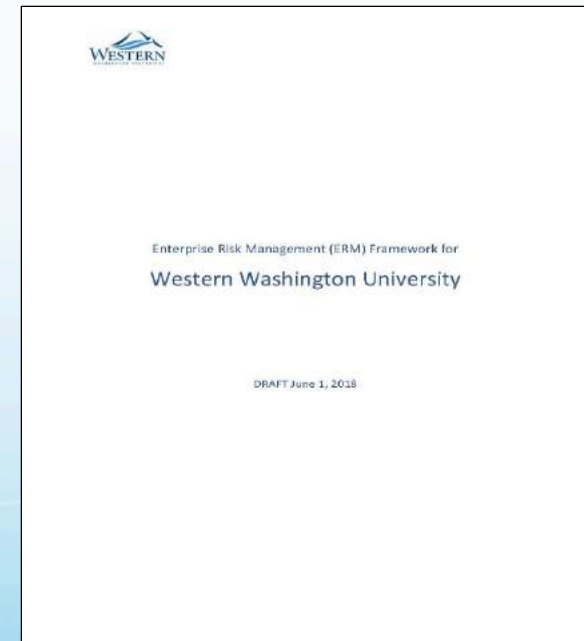
## Why ERM is Important

- Encourages the proactive management of risk
- Increases the likelihood of achieving University objectives
- Improves communication, reporting and governance across the University

## Western's ERM Framework

Based on the ISO 31000 ERM model, which defines essential elements, offers a common language, and provides clear direction and guidance for ERM. This model is encouraged by the State of Washington.

- Commitment
- Terms, Concepts and Principles
- Roles, Responsibilities and Reporting
- Implementation
- Tools



## Commitment

- Establishes “Tone from the top”
- ERM requires a commitment from the University’s Board of Trustees, President, and Executive Leadership to foster an environment that will encourage risk-informed decision-making within the University’s culture and practices

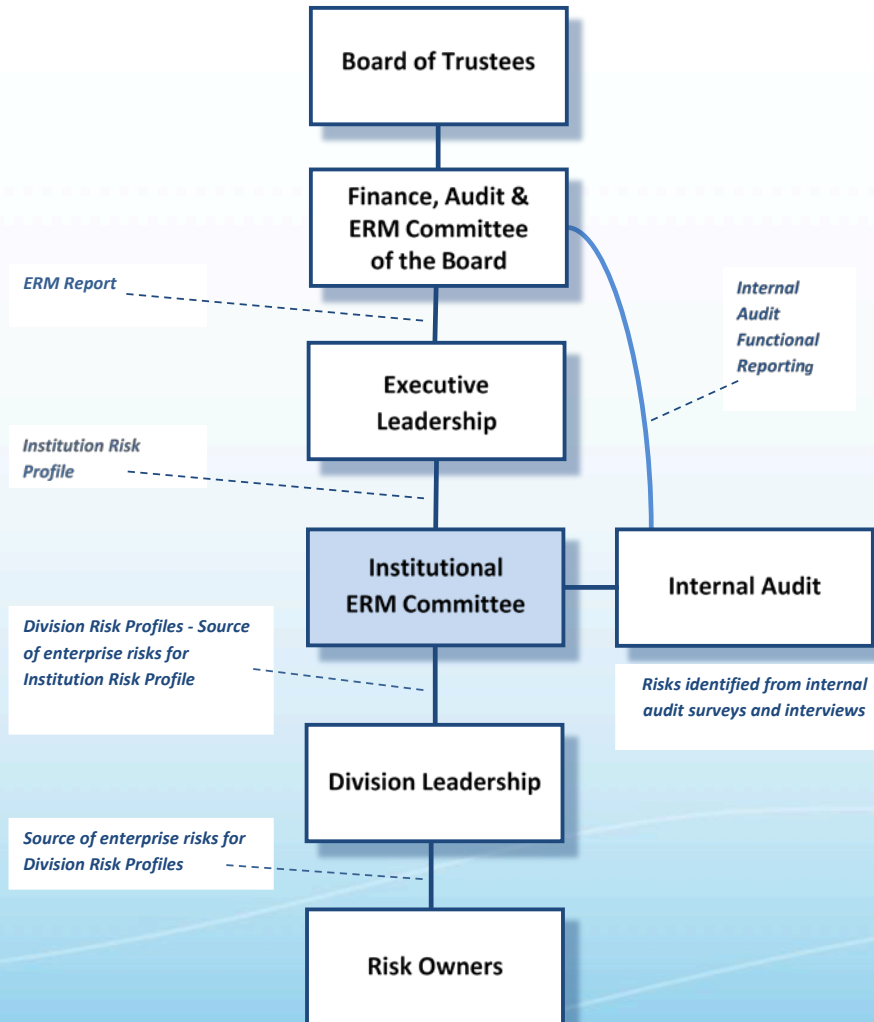
## Terms, Concepts and Principles

- Establishes a common language regarding ERM in order to improve communication and understanding across the University
- Definitions of key terms and concepts
- Principles that should be followed

## Roles, Responsibilities and Reporting

- Roles and responsibilities are established for:
  - Board of Trustees
  - Board's Finance, Audit and Enterprise Risk Management (FAeRM) Committee
  - Executive Leadership
  - Institutional ERM Committee
  - Division Leadership
  - Risk Owners

### Appendix E - Enterprise Risk Management (ERM) Flow Chart



# Tools – ERM Risk Matrix and Heat Map

Appendix C: ERM Risk Matrix

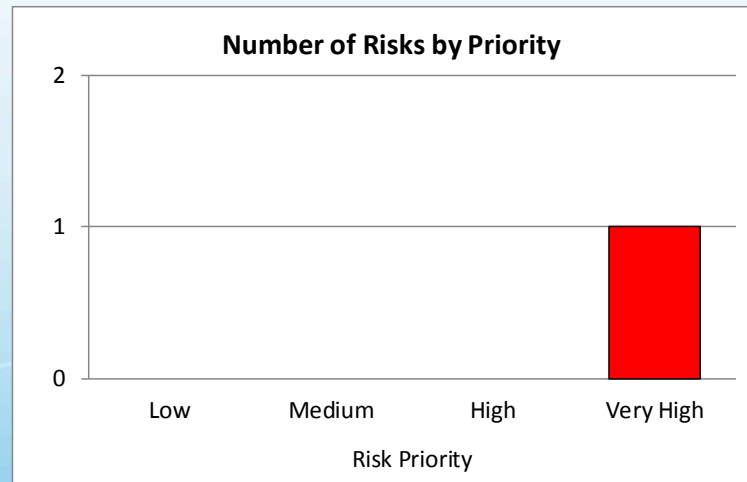
							Heat Map		
Risk #	Identification	Assessment & Rating	Response	Owner(s)	Monitor(s)	Likelihood	Impact	Priority	
1	SPACE LIMITATIONS: Inadequate space inventory and/or inefficient use of existing space will negatively impact the University's ability to accommodate its planned growth.	Current academic space is mostly sufficient to meet current course offerings. However, the University's strategic objective is to increase student enrollment, retention and degrees awarded over the next 8 years. Current inventory and utilization will not accommodate this growth.	MITIGATE: Hire a consultant to analyze existing space inventories and utilization, and potential space deficits based on the University's strategic objectives. Develop an institutional space plan and budget based on the consultant's report and begin the necessary steps to address the risk.	Space Administration, FDCB, and FM	Provost/Vice President for Academic Affairs, Vice President for Business and Financial Affairs	5. Certain	4. Serious	<b>Very High</b>	
2									
3									
4									
5									



### ERM Heat Map

		Impact					Totals
		1. Low	2. Moderate	3. Significant	4. Serious	5. Severe	
Likelihood	5. Certain	0	0	0	1	0	1
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	2. Unlikely	0	0	0	0	0	0
	1. Remote	0	0	0	0	0	0
Totals		0	0	0	1	0	1

		Number of Risks by Priority
Risk Priority	Low	0
	Medium	0
	High	0
	Very High	1
		1



# Implementation

- Key elements of ERM:
  - Implement Plan
  - Integrate into Strategic Planning and Budgeting Processes
  - Apply to Emerging, Strategic Initiatives
  - Monitoring



## Appendix F: ERM Implementation Plan Timeline

Objectives	Summer 2018			Fall 2018			Winter 2019			Spring 2019			Summer 2019			Fall 2019		
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<b>BOT Reporting</b>																		
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RCPS Develops Training/SharePoint Site																		
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RSP/Graduate School																		
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- Executive Leadership - Reviews and Prioritizes Institution Risk Profile and Management Plans
- ERM Reports to Board of Trustees



**Thank You!**



## Enterprise Risk Management Planning Committee

### CHARTER

#### Background

Enterprise Risk Management (ERM) is a structured, institution-wide approach to identifying, assessing, responding to and monitoring enterprise risks - *strategic, reputational, operational, compliance and financial risks* – within the University’s risk tolerance, to provide reasonable assurance of success in fulfilling the University’s mission and strategic plan.

#### Purpose

The purpose of the ERM Planning Committee (Committee) is to draft ERM framework for the University, to integrate into existing strategic and operational decision-making processes and meet the objectives below.

Paul Mueller, Director of Risk, Compliance and Policy Services (Committee Chair) performed much of the research in identifying a practical ERM framework. ISO 31000, a recognized international risk management standard adopted by many higher education institutions, is scalable and tailorable and may be a good fit for the University. This ERM framework will be presented to the Committee for consideration.

The Committee will conclude when the ERM framework is complete.

#### Convening Authority and Reporting

The Committee is appointed by and reports to the Vice President for Business and Financial Affairs.

#### Objectives

The ERM framework developed by the Committee will satisfy the following objectives:

1. Recognize best practices in higher education
2. Be simple and pragmatic
3. Tie to institutional mission and strategic plan
4. Establish a clear definition of “enterprise risk”
5. Engage Western’s Board of Trustees and executive, divisional and academic leadership in the drafting of the framework
6. Define clear roles and responsibilities for Board of Trustees, University leadership, committees and others who serve within the ERM framework
7. Establish clarity regarding ownership of and responsibility for enterprise risks
8. Leverage and align with existing and related processes, like SCOT Assessments, Internal Audit Surveys, Compliance Surveys, etc.
9. Integrate enterprise risk identification, assessment, response and monitoring into existing decision-making, strategic planning and budgeting processes

10. Establish a reporting and monitoring plan for ongoing and emergent enterprise risks. This includes reports to the Board of Trustees as it deems appropriate
11. Allow a safe environment for disclosure of enterprise risks
12. Develop resources to assist with implementing the ERM process, such as:
  - Risk matrix and heat map
  - Common terminology
  - An institutional structure to drive and coordinate the ERM process at the institutional level
  - Division and college structures, or perhaps employing existing leadership groups, to advance ERM within their areas
  - Determine an ongoing ERM cycle or schedule

### **Time Frame**

Committee formed and begins to meet in October 2017. The ERM framework will be ready for presentation to campus leadership in January 2018 and to the Board of Trustees at their February 8, 2018 meeting.

### **Members**

Mark Brovak, Senior Director and COO, WWU Foundation

Brian Burton, Associate Vice President for Academic Affairs, Provost's Office

Paul Cocke, Director, Office of Communications and Marketing

Austin Cooper, Assistant Director, Academic Budgeting and Administration, Provost's Office

Nicole Goodman, Compliance Manager & HIPAA Privacy Officer, Risk, Compliance and Policy Services

Chuck Lanham, Vice Provost for Information Technology/Chief Information Officer

Paul Mueller, Director, Risk, Compliance and Policy Services (Committee Chair)

Rob Olson, Assistant Attorney General

Brian Sullivan, Associate Vice President, Business and Financial Affairs

Sue Sullivan, Director, Environmental Health and Safety

Janai Symons, Research Compliance Officer, Research and Sponsored Programs

Sara Wilson, Special Assistant to the Vice President for Enrollment and Student Services

Antonia Allen, Director, Office of Internal Audit – *Ex Officio*



**Enterprise Risk Management Planning Committee  
2017-18**

Name	Department and Representation	Phone	MS
<b>MEMBERS</b>			
Paul Mueller	<b>Chair</b> / Director, Risk, Compliance and Policy Services	x3065	9015
Brian Burton	Associate Vice President for Academic Affairs	x3389	9033
Paul Cocke	Director, Office of Communications and Marketing	x3350	9011
Austin Cooper	Assistant Director, Academic Budgeting and Administration, Provost's Office	x3915	9033
Nicole Goodman	Compliance Manager & HIPAA Privacy Officer, Risk, Compliance and Policy Services	x2477	9015
Chuck Lanham	Vice Provost for Information Technology / Chief Information Officer	x3917	9033
Rob Olson	Assistant Attorney General	x2050	9015
Brian Sullivan	Associate Vice President, Business & Financial Affairs / BFA Division Representative	x3182	9044
Sue Sullivan	Director, Environmental Health and Safety	x6512	9070
Janai Symons	Research Compliance Officer, Research and Sponsored Programs	x3082	9038
Sara Wilson	Special Assistant to the Vice President for Enrollment and Student Services	x4332	9001
<b>EX OFFICIO</b>			
Antonia Allen	Director, Office of the Internal Auditor	x3435	9015

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

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa  
**DATE:** June 15, 2018  
**SUBJECT:** **Approval of the Board Rules of Operation 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's Rules of Operation. For review and guidance, the Governance Committee consulted with President Randhawa and Kerena Higgins, Assistant Attorney General.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the Board of Trustees Governance Committee, approve the revised Rules of Operation.

**Supporting Information:**

- *WWU Board of Trustees Rules of Operation* in final format
- *WWU Board of Trustees Rules of Operation* in marked up format





# **BOARD OF TRUSTEES**

## **RULES OF OPERATION**

**Effective June 15, 2018**

# Table of Contents

## **SECTION 1 THE BOARD AND GOVERNANCE**

<b>1.1 Board Authority Established by Law</b>	1
<b>1.2 Governance Development</b>	1
<b>1.3 Policy Development</b>	1
<b>1.4 Channel of Authority</b>	1
1.4.a University Community Responsible to the President	1
1.4.b Recommendations for the Board Transmitted to the President	1
1.4.c President to Engage Discussion	1
1.4.d President’s Recommendation and Background Materials to be Provided to the Board	1
1.4.e Presidential Oversight of Governance Groups	1
1.4.f Communication to the Board by Governance Groups	1
<b>1.5 Attorney General of Washington Provides Legal Counsel</b>	2

## **SECTION 2 AUTHORITY, POWERS, AND DUTIES OF THE BOARD**

<b>2.1 Title 28B RCW Establishes Board Authority</b>	2
<b>2.2 Chair Spokesperson for the Board</b>	2
<b>2.3 Authority Reserved by the Board</b>	2
2.3.a To Employ the President	2
2.3.b To Administer the Board	2
2.3.c To Adopt Administrative Rules	2
2.3.d To Approve Budgets	3
2.3.e To Structure the University	3
2.3.f To Award Degrees	3
2.3.g To Establish Certain Fees	3
2.3.h To Approve Collective Bargaining Agreements	3
2.3.i To Establish Retirement Programs for Employees	3
2.3.j To Retain Fiscal Responsibility	3
2.3.k To Enter into Certain Agreements	3
2.3.l To Purchase, Acquire, or Lease Real Estate	3
2.3.m To Select Certain Architects and Engineers	3
2.3.n To Authorize Certain Public Works Contracts	4
2.3.o To Establish Self-Supporting Facilities	4
2.3.p To Authorize Bonded Indebtedness	4
2.3.q To Approve the Settlement of Claims	4
2.3.r To Name Buildings and Facilities	4
2.3.s To Designate an Agent	4
2.3.t To Exercise Authority Reserved to the Board	4
2.3.u To Retain All Authority Hereafter Delegated to the Board	4
<b>2.4 Conflict of Interest Standards</b>	4
2.4.a Fiduciary Responsibilities	4
2.4.b Affirmation and Disclosure	5
2.4.c Situations Which Constitute Conflicts of Interest	5

<b>SECTION 3 APPOINTMENT</b>	
<b>3.1 Appointment by the Governor</b>	6
<b>3.2 Oath to Discharge Duties</b>	6
<b>3.3 Selection of Student Trustee</b>	6
<b>3.4 Term and Qualification of Student Trustee</b>	6
<b>3.5 Student Trustee Shall Excuse Himself or Herself</b>	6
<b>SECTION 4 RESIGNATION AND REMOVAL</b>	
<b>4.1 Resignation</b>	6
<b>4.2 Removal Only for Misconduct</b>	7
<b>SECTION 5 OFFICERS AND COMMITTEES</b>	
<b>5.1 Officers and Terms</b>	7
<b>5.2 Board Chair</b>	7
<b>5.3 Board Secretary</b>	7
<b>5.4 Committees May be Established</b>	7
<b>5.5 Notification of Trustee Violation</b>	7
<b>5.6 Meetings of Board Committees</b>	7
5.6.a Executive and Governance Committee	7
5.6.b Finance, Audit, and Enterprise Risk Management Committee	8
5.6.c Student Success Committee	8
<b>SECTION 6 UNIVERSITY SEAL</b>	
<b>6.1 Seal Design Approval</b>	8
<b>6.2 University Seal is the Official Legal Seal of the University</b>	8
<b>SECTION 7 MEETINGS OF THE BOARD</b>	
<b>7.1 Regular Meetings</b>	8
<b>7.2 Annual Schedule of Regular Meetings</b>	8
<b>7.3 Special Meetings</b>	8
<b>7.4 Quorum</b>	8
<b>7.5 Public Meetings</b>	8
<b>7.6 Notice of Agenda</b>	9
<b>7.7 Executive Sessions</b>	9
<b>7.8 President as Representative of the University</b>	9
<b>7.9 Faculty and Student Representatives</b>	9
<b>7.10 Presiding Officer of the Board</b>	9
<b>7.11 Order of Business</b>	9
<b>7.12 Appearance Before the Board</b>	9
<b>7.13 Rules of Procedure</b>	10
<b>SECTION 8 AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT</b>	
<b>8.1 President Responsible to the Board</b>	10
<b>8.2 Primary University Representative</b>	10
<b>8.3 Principal Administrative Officer</b>	10
<b>8.4 Delegation of Appointing Authority</b>	10
<b>8.5 Administrative Performance Review</b>	10
<b>8.6 Delegation as to President’s Relatives</b>	10

<b>8.7</b>	<b>Appeal of Denial of Tenure</b>	<b>10</b>
<b>8.8</b>	<b>President Administers Board Policy</b>	<b>10</b>
<b>8.9</b>	<b>Banking, Credit, and Investment Authority and Further Delegation</b>	<b>11</b>
<b>8.10</b>	<b>Security Management Authority and Further Delegation</b>	<b>11</b>
<b>8.11</b>	<b>Board Delegation of Authority and Further Delegation</b>	<b>11</b>
<b>8.12</b>	<b>Organizational Structure</b>	<b>11</b>
<b>8.13</b>	<b>President at Board Meetings</b>	<b>11</b>
<b>8.14</b>	<b>Board and President Relationship</b>	<b>11</b>
<b>8.15</b>	<b>Prompt Report Required Regarding Non-Compliance</b>	<b>11</b>
<b>8.16</b>	<b>Emergency Contract Authority</b>	<b>11</b>
<b>8.17</b>	<b>Acting President in the Event of a Vacancy</b>	<b>11</b>
<b>8.18</b>	<b>Responsibility for Search Process</b>	<b>12</b>
<b>8.19</b>	<b>Presidential Service</b>	<b>12</b>
<b>SECTION 9 PRESIDENTIAL EVALUATIONS</b>		
<b>9.1</b>	<b>Annual Objectives</b>	<b>12</b>
<b>9.2</b>	<b>Evaluations</b>	<b>12</b>
<b>9.3</b>	<b>Criteria and Process for Evaluation</b>	<b>12</b>
<b>9.4</b>	<b>Transition Review</b>	<b>12</b>
<b>SECTION 10 POLICIES</b>		
<b>10.1</b>	<b>President Authorized to Adopt Interim Policies</b>	<b>13</b>
<b>10.2</b>	<b>Policy and Rule Development</b>	<b>13</b>
<b>10.3</b>	<b>Materials to be Maintained</b>	<b>13</b>
<b>SECTION 11 INDUCTION AND ORIENTATION OF TRUSTEES</b>		
<b>SECTION 12 PER DIEM</b>		
<b>SECTION 13 AMENDMENTS TO BOARD RULES OF OPERATION</b>		
<b>SECTION 14 EFFECTIVE DATE</b>		
<b>Appendix A – Washington State Laws and Western Washington University Rules</b>		<b>16</b>
<b>Appendix B – Committee Charters</b>		<b>21</b>

# SECTION 1

## THE BOARD AND GOVERNANCE

- 1.1 **Board Authority Established by Law.** The authority to govern Western Washington University is vested by law in the Board of Trustees of the University, referred to from this point forward as the “Board.” (See Appendix A for statutory references.)
- 1.2 **Governance Development.** The Board believes that the educational interests of the University are furthered by encouraging an environment of collegiality. Therefore, it has established a system of shared governance in which the various elements of the institution are encouraged to participate. Without limiting its duties or authority, the Board directs its attention to matters of general policy relating to the institution’s mission, educational program, operation, and Strategic Plan.
- 1.3 **Policy Development.** The Board delegates responsibility for the development and administration of policies and management of the institution to the President, or his or her designees, including the appropriate unit or units of internal governance.
- 1.4 **Channel of Authority.** The channel of authority from the Board to the faculty, administrative officers, staff, and students shall be through the President.
  - (a) **University Community Responsible to the President.** All faculty, administrative officers, staff, and students must, through appropriate channels, be responsible to the President, and through the President, to the Board, unless otherwise specifically directed by the Board.
  - (b) **Recommendations for the Board Transmitted to the President.** When faculty, administrative officers, staff, and students bring forward recommended changes to policies, programs, and other matters that require Board consideration, such recommendations should be transmitted to the President and by the President to the Board with his or her recommendation.
  - (c) **President to Engage Discussion.** If the President does not support the recommendations as forwarded, the President will first send it back to the recommending group with a statement of concerns and engage in discussions with the group regarding the proposal before forwarding it to the Board for consideration.
  - (d) **President’s Recommendation and Background Materials to be Provided to the Board.** Background information, perspectives of constituents, and the recommendation of the President will be provided to the Board.
  - (e) **Presidential Oversight of Governance Groups.** The Board has the responsibility for oversight of the President, but delegates authority to the President for oversight of faculty, staff, students, or others engaged in communications or by contract with the University.
  - (f) **Communication to the Board by Governance Groups.** The presidents of the Faculty Senate and Associated Students may, in exceptional circumstances,

communicate directly to the Board collectively through written communication. Copies of such communication will be provided to the President. The presidents of those groups shall serve as the representatives of their respective elected bodies at all Board meetings where they are welcome to address the Board directly.

- 1.5 **Attorney General of Washington Provides Legal Counsel.** The legal advisor to the Board is the Attorney General of Washington. The assistant attorneys general assigned by the Attorney General to represent the University shall provide counsel to the University to and through the Board. The assistant attorneys general provide legal counsel to the various divisions of the University through the President.

## SECTION 2

### AUTHORITY, POWERS, AND DUTIES OF THE BOARD

- 2.1 **Title 28B RCW Establishes Board Authority.** The Board derives its authority from the laws of the state of Washington. The Board operates under the provisions of Title 28B and other portions of the Revised Code of Washington (RCW). The powers and duties of the Board include those specifically set forth in Title 28B and all other powers and duties which are necessary or appropriate to carry out the Board's responsibilities and obligations. (See Appendix A.)
- 2.2 **Chair Spokesperson for the Board.** The Chair or his or her designee is the spokesperson for the Board. Individual Board members are encouraged to consult regularly with both the President and the Board Chair on matters of interest. Unless otherwise authorized by the Board, individual Trustees exercise no authority over the institution nor may they make or enter into contracts on behalf of the Board or University.
- 2.3 **Authority Reserved by the Board.** The Board reserves unto itself the following authority (unless specifically delegated in particular instances by definite resolution or motion duly passed by the Board), which it exercises subject to the conditions and limitations of law:
  - (a) **To Employ the President.** To employ the President under such terms and conditions as may be negotiated from time to time through a written contract, including, but not limited to, compensation, housing requirements, benefits, and tenure to an academic unit. The Board may also negotiate employment for the spouse/partner of the President upon determining that he/she has appropriate qualifications. The contract(s) shall be authorized in compliance with the Open Public Meetings Law, Chapter 42.30 RCW. (See Appendix A.)
  - (b) **To Administer the Board.** To organize, administer, and operate the Board.
  - (c) **To Adopt Administrative Rules.** To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) and any other laws providing rule-making authority – except for Chapter 516-12 WAC, Parking and traffic regulations; Chapter 516-13 WAC, Bicycle, mopeds, and other powered devices; and Chapter 516-15 WAC, Skateboards, foot scooters, skates, and other similar devices. (See Appendix A.)

- (d) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.
- (e) **To Structure the University.** To establish or abolish colleges, divisions, schools, departments, and degree programs.
- (f) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.<sup>1</sup>
- (g) **To Establish Certain Fees.** To establish academic year tuition fees (tuition operating fee and capital building fee), summer session fees, continuing education degree program fees, student services and activities fees, housing and dining fees, and all fees that students enrolled for six (6) or more credit hours are required to pay. The Board delegates its authority to the President to approve all other fees.
- (h) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements with faculty.
- (i) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.
- (j) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- (k) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other appropriate laws in instances where the Agreement allows for the creation of a separate corporate or legal entity or involves the commitment of University funds in excess of \$50,000, regardless of duration. The Board shall be provided copies of all Interlocal Agreements entered by the University that do not meet the \$50,000 threshold. (See Appendix A.)
- (l) **To Purchase, Acquire, or Lease Real Estate.** To authorize the purchase, acquisition, or long-term lease (for more than two years) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases of real property. The Board may authorize the purchase of properties not identified in the Institutional Master Plan if it adopts by resolution the rationale for such purchase.
- (m) **To Select Certain Architects and Engineers.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works in instances where the fee for such services will exceed \$300,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.

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<sup>1</sup> RCW 28B.35.205 states, in part: The Board of Trustees, upon recommendation of the faculty, may also confer honorary bachelor's, master's, or doctorate level degrees upon persons in recognition of their learning or devotion to education, literature, art, or science. No degree may be conferred in consideration of the payment of money or the donation of any kind of property.

- (n) **To Authorize Certain Public Works Contracts.** To authorize the execution of public works contracts for amounts in excess of \$500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.
- (o) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended. (See Appendix A.)
- (p) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.
- (q) **To Approve the Settlement of Claims.** To approve the settlement of claims against the University for amounts in excess of \$50,000.00.
- (r) **To Name Buildings and Facilities.** To name buildings and facilities in honor of a person or persons in accordance with established Board policy.
- (s) **To Designate an Agent.** To designate such agents as it deems necessary and efficient to solicit and receive gifts for the benefit of the University.
- (t) **To Exercise Authority Reserved to the Board.** To exercise all authority expressly reserved to the Board by recorded resolution or motion, or in rules which have been or are hereafter adopted or amended by the Board pursuant to the provisions of the Administrative Procedure Act, Chapter 34.05 RCW. (See Appendix A.)
- (u) **To Retain All Authority Hereafter Delegated to the Board.** To retain all authority which may be hereafter delegated to the Board by the Legislature of the state of Washington, unless such authority is expressly delegated to the President or President's designee in these rules or by duly adopted resolution.

## 2.4 Conflict of Interest Standards

The following standards apply to each member of the Board of Trustees of Western Washington University and are intended to serve as guidance for everyone serving on the Board.

- (a) **Fiduciary Responsibilities.** Members of the Board serve the public trust and have an obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions are to be made solely on the basis of a desire to promote the best interests of the institution and the public good. The University's integrity must be considered and advanced at all times.

Trustees are often involved in the affairs of other institutions, businesses, and organizations. An effective Board may not always consist of individuals entirely free from perceived, potential, or real conflicts of interest. Although most such conflicts are and will be deemed to be inconsequential, it is every Trustee's responsibility to ensure that the Board is made aware of situations at the University that involve personal, familial, or business relationships.



(b) **Affirmation and Disclosure.** The Board requires each Trustee to annually affirm that the following standards must be adhered to:

1. **Board disclosure of personal, familial, or business relationships.** Each Trustee will disclose to the Board any personal, familial, or business relationship that reasonably could give rise to a perceived, potential, or real conflict of interest, as any such may arise.
  - i. **Public disclosure.** Trustees are required by RCW 42.17A.700 to file annual statements with the Public Disclosure Commission relating to business interests and receipt of gifts.
  - ii. **Completion of disclosure form.** Trustees must annually complete the disclosure form provided by the University. The completed forms are retained in the Office of the President.
2. **Disclosure of potential or real conflict of interest.** In the event there comes before the Board a matter for consideration or decision that raises a potential or real conflict of interest for any Trustee, the Trustee shall disclose to the Chair of the Board the existence of a potential or real conflict of interest as soon as possible.
3. **Recording of disclosure in minutes.** The disclosure shall be recorded in the minutes of the meeting where a vote by the Board will occur on the matter.
4. **Seeking counsel regarding disclosure.** In the event a Trustee is uncertain as to the need to make disclosure in a particular instance, the Trustee should seek counsel from the Chair and/or the President of the University. They, in turn, may elect to consult with legal counsel. A Trustee who is aware of potential or real conflict of interest with respect to any such matter shall not vote or participate in discussion in connection with the matter. That Trustee's presence may not be counted in determining whether there exists a quorum for purposes of validating the vote on the matter.

(c) **Situations Which Constitute Conflicts of Interest.** While it is difficult to list all circumstances which create conflicts of interest for individual Trustees, the law defines some situations as prohibited actions. These include:

1. **Assisting another person, whether or not for compensation, in any transaction with the University.** Example: Trustees cannot affect the admission of individual applicants for student status. Trustees might well be involved in admission standards through delegation, but do not make decisions on individual applications.
2. **Use of University resources for personal benefit.** Example: Trustees cannot have office space to conduct their personal business on campus.
3. **Use of official authority for personal gain.** Example: Trustees cannot vote to extend a contract to a business in which they have a significant financial interest.

4. **Receipt of gifts, gratuities, and favors.** Example: Trustees cannot accept money from businesses with which the University has contracts as an inducement from the business to execute/extend a contract; and if gifts have been received during a reporting period, the Trustee must report them to the Public Disclosure Commission.

## SECTION 3

### APPOINTMENT

- 3.1 **Appointment by the Governor.** The Board is composed of seven members appointed by the Governor of the state of Washington with the consent of the Senate for terms of six years, and one additional university student member, who is appointed annually by the Governor for a one-year term (RCW 28B.35.100).
- 3.2 **Oath to Discharge Duties.** Each member of the Board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities, the duties of a Trustee (RCW 28B.10.520). (See Appendix A.)<sup>2</sup>
- 3.3 **Selection of Student Trustee.** The Governor shall select the student member from a list of candidates, of at least three and not more than five, submitted by the governing body of the Associated Students.
- 3.4 **Term and Qualification of Student Trustee.** The student member will hold his or her office for a term of one year from the first day of July and until his or her successor is appointed and qualified. The student member shall be a full-time student in good standing at the University at the time of appointment.
- 3.5 **Student Trustee Shall Excuse Himself or Herself.** A student trustee shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel as required by RCW 28B.35.100 (4), or as it may be amended from time to time. (See Appendix A.)

## SECTION 4

### RESIGNATION AND REMOVAL

- 4.1 **Resignation.** A Board member may resign from the Board at any time during his or her term by notification submitted to the Governor.

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<sup>2</sup> Normally, a Trustee will serve no more than two full six year terms. Normally, a Trustee appointed to fill the remainder of a former Trustee's term shall be eligible for two full terms if the partial term was not longer than three years.

- 4.2 **Removal Only for Misconduct.** No member of the Board may be removed during the term of office for which appointed, except for misconduct or malfeasance in office (RCW 28B.10.500). (See Appendix A.)

## SECTION 5

### OFFICERS AND COMMITTEES

- 5.1 **Officers and Terms.** The Board shall elect a Chair, Vice Chair, and Secretary for two-year terms, as the last order of business at the June meeting of the Board every second year. In the event of an interim vacancy in any office, a successor shall be elected to fill the unexpired term.
- 5.2 **Board Chair.** The Chair of the Board shall preside at meetings of the Board and the Chair shall have the customary powers and duties associated with such office (subject to the Board's direction). The Chair shall have full right of discussion and vote. If the Chair is absent or otherwise unable to preside over a meeting of the Board, the Vice Chair shall preside. In the event of the absence of both the Chair and Vice Chair for any meeting of the Board, the Secretary shall then preside. In the absence of all officers, the Board shall designate a Chair for the meeting.
- 5.3 **Board Secretary.** The Secretary of the Board, in addition to other duties specifically imposed by the Board, shall be the second signatory (the Chair being the first) for all documents requiring two signatures from the Board. The Board may authorize other members of the Board to sign documents in the absence of either the Chair or the Secretary. The Secretary shall be responsible for reviewing draft minutes of the Board meetings, which are prepared by staff assigned to the Board.
- 5.4 **Committees May be Established.** The Board or its Chair may establish such standing or special committees as are deemed appropriate. Committees shall advise the Board and the President of the University on matters referred to such committees for consideration.
- 5.5 **Notification of Trustee Violation.** In the event that a Trustee is acting in violation of Section 2.4, the President shall advise the Chair of the activity. The Chair shall direct the Trustee to cease the inappropriate activity. If the Chair is acting in violation, the Vice Chair shall be advised of the activity and shall direct the Chair to cease the inappropriate activity.
- 5.6 **Meetings of Board Committees.** Board committee meetings may be held before regular or special meetings, or at such time and such place as a committee chair may direct from time to time. All committee meetings must be held in conformance with the laws of the state of Washington governing such meetings.
- (a) Executive and Governance Committee. The Executive and Governance Committee of the Board ensures the integrity of the Board and enhances Board performance, while facilitating presidential evaluation and compensation.

- (b) **Finance, Audit, and Enterprise Risk Management Committee.** The Finance, Audit, and Enterprise Risk Management (ERM) Committee of the Board assists the Board in fulfilling its responsibility for oversight of 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; and the identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan.
- (c) **Student Success Committee.** The Student Success Committee of the Board assists the Board in an advisory capacity to advance inclusive success, increase the University's impact in Washington and beyond, and enhance the quality of Western's 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.

(See Appendix B – Committee Charters)

## SECTION 6

### UNIVERSITY SEAL

- 6.1 **Seal Design Approval.** The design of the seal of Western Washington University shall be approved by the Board.
- 6.2 **University Seal is the Official Legal Seal of the University.** The University Seal is the legal seal of the University and is to be used only for diplomas, transcripts, official certificates, and other documents as designated by the President's Office. As the official legal seal of the institution, its usage must be constrained to official applications.

## SECTION 7

### MEETINGS OF THE BOARD

- 7.1 **Regular Meetings.** Regular meetings of the Board shall be held pursuant to schedules and at locations published annually in the Washington State Register. Any regular meeting of the board may be rescheduled by publishing notice of the changed date and/or location in the Washington State Register at least twenty days in advance of the rescheduled meeting date. If twenty days advance notice of a rescheduled meeting is not given, the meeting is conducted as a special meeting under RCW RCW 42.30.080 and Section 7.3. (WAC 516-04-010). (See Appendix A.)
- 7.2 **Annual Schedule of Regular Meetings.** The schedule of meetings for a two year period shall be determined each even year at the regular April meeting of the Board.

- 7.3 **Special Meetings.** The chair of the Board or a majority of its sitting members may call special meetings of the Board (RCW 42.30.080). (See Appendix A.)
- 7.4 **Quorum.** Five members of the Board constitute a quorum for the transaction of business by the Board. Provided, however, that action by the Board shall require the affirmative vote of at least four members. Provided, where only a quorum of five is present, and the student trustee has excused himself or herself from participation or voting when the matter relates to the hiring, discipline, or tenure of faculty members and personnel, action shall require the affirmative vote of at least three members. Members of the Board may appear by telephone or other telecommunications or video conferencing technology. Op. Att’y Gen. 4 (2017).
- 7.5 **Public Meetings.** All regular and special meetings at which a quorum of the Board is present shall be open to the public, with the exception of those portions of regular or special meetings specifically declared to be “executive sessions” as allowed by law, or to be otherwise exempt from the provisions of Chapter 42.30 RCW. (See Appendix A.)
- 7.6 **Notice of Agenda.** The President, with concurrence of the Chair of the Board, prepares a written agenda for each regular and special meeting. Copies of the agenda and supporting materials for a meeting are provided to the President and members of the Board and made available to the public approximately one week in advance of the announced meeting. Except as otherwise provided by law, the Chair, President, or any Board member may add additional items to the agenda for regular meetings without notice to the members of the Board or the public. However, the topics at special meetings are restricted to those for which advance notice has been given. Public notice of a special meeting must be made 24 hours in advance of the meeting.
- 7.7 **Executive Sessions.** During any regular or special meeting of the Board, the Board may hold an executive session to discuss matters as permitted by applicable laws of the state of Washington.
- 7.8 **President as Representative of the University.** The President of the University speaks for the University at meetings of the Board.
- 7.9 **Faculty and Student Representatives.** Because of the unique and integral relationship that the faculty and students bear to the mission of the University, the President of the Associated Students and the President of the Faculty Senate are issued a standing invitation to participate in all of the Board’s public meetings.
- 7.10 **Presiding Officer of the Board.** The presiding officer of the Board shall have the right to maintain order, recognize speakers, and to limit the length of time used by a speaker for the discussion of any subject at meetings of the Board; provided, however, that any restriction on debate to be imposed upon members of the Board shall be announced in advance, uniformly applied, and subject to nullification by majority vote.
- 7.11 **Order of Business.** The agenda for regular meetings of the Board should include the following:
- Consent items;
  - Public comment period;

- Major policy matters and decision options<sup>3</sup>;
- Special reports; and
- Other items or announcements from Trustees, committees, the University President, Faculty Senate President, or Associated Students President.

7.12 **Appearance Before the Board.** The Chair of the Board will entertain and grant requests of persons to appear at meetings of and speak to the Board as the Chair may determine. In connection with public comment periods at regular meetings, the Chair of the Board:

- may ask that prospective speakers sign in prior to speaking;
- may set time limits for speakers;
- may limit the time period for public comment; and
- may halt comments on topics about which the Board is advised that it should not receive comment, such as pending quasi-judicial matters.

7.13 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern the rules of procedure of all meetings of the Board, except where such rules of order are superseded by the Board's Rules of Operations or applicable statutes or regulations.

## SECTION 8

### AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

8.1 **President Responsible to the Board.** The President of the University is directly responsible to the Board and subject to its direction.

8.2 **Primary University Representative.** In both internal and external affairs, the President shall be the primary representative and spokesperson for the institution to the public. In the internal operation of the University, the President shall be expected to exercise leadership and direction in the management of the University while maintaining effective working relationships with faculty, students, staff, administrators, new internal governance units, and unions representing faculty and staff.

8.3 **Principal Administrative Officer.** The President shall be the principal administrative officer of the University and shall have general supervision of all operations and programs of the institution.

8.4 **Delegation of Appointing Authority.** The Board delegates to the President the authority to appoint, in the name of the Board, all employees of the University, which include faculty, professional staff, classified staff, and others. Appointments shall be made in writing with copies retained in the individual personnel files. The President shall periodically provide an informational report to the Board concerning faculty appointments. The President is authorized to further delegate appointing authority to the Vice Presidents or other designees.

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<sup>3</sup> RCW 28B.15.067 requires the Board of Trustees to make public its proposal for tuition and fee increases twenty-one days before the board considers adoption and allows opportunity for public comment. This twenty-one day requirement shall not apply if the legislature has not passed the omnibus appropriations act by May 15<sup>th</sup>. Ch.228, Laws of 2012.

- 8.5 **Administrative Performance Review.** The President is responsible for conducting periodic performance reviews of administrative staff.
- 8.6 **Delegation as to President's Relatives.** The Board hereby excepts from such delegation of authority in this paragraph the authority to appoint any employee of the University who is related to the President either as sibling, parent, spouse, or offspring. The Board hereby delegates to the Provost the authority to make such hiring decisions, subject to Board review, action, and approval. The Provost will have responsibility pertaining to making letters of offer, evaluations, salary modification, and supervision of any such employee, subject to the review of the Board.
- 8.7 **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW). (See Appendix A.)
- 8.8 **President Administers Board Policy.** The President shall carry out all rules, regulations, orders, directives, and policies established by the Board, and shall perform all other duties necessary or appropriate to the administration of the University.
- 8.9 **Banking, Credit, and Investment Authority and Further Delegation.** The President of the University shall have the authority to negotiate banking and credit card services, to periodically open and close bank accounts, and to purchase and sell investments in accordance with the Revised Code of Washington, Washington Administrative Code, and University policy. The President may delegate this authority to other administrative officers.
- 8.10 **Security Management Authority and Further Delegation.** The President is fully authorized and empowered to sell, assign, transfer, or otherwise dispose of any and all donated types and kinds of securities, including, but not limited to, stocks, bonds, debentures, notes, rights, options, warrants, and certificates of every kind and nature whatsoever; to enter into agreements, contracts, and arrangements with respect to such security transactions, whether with securities-related individuals or agents; and to execute, sign, or endorse on behalf of Western Washington University. The President may delegate the authority to other administrative officers.
- 8.11 **Board Delegation of Authority and Further Delegation.** The President of the University shall have the authority to exercise in the name of the Board all of the powers and duties vested in or imposed upon the Board by law, except as otherwise specifically reserved or determined by the Board. This grant of authority is general in nature and is as broad and comprehensive as is allowable by law. Except as limited by the Board, the President may delegate authority to other administrative officers or units of internal governance where necessary or appropriate for the effective administration of the University.
- 8.12 **Organizational Structure.** The organizational structure of the University will be established by the President except as otherwise specifically determined by the Board.
- 8.13 **President at Board Meetings.** The President shall be entitled to be present at all regular or special meetings of the Board. The Board may, with the knowledge of the President, hold executive sessions out of the presence of the President to discuss

appropriate matters. The substance of the discussions by the Board in executive session will be transmitted to the President by the presiding officer of the Board.

- 8.14 **Board and President Relationship.** The essence of the relationship between the Board and the President shall be one of full mutual confidence, completely open communication, and close consultation.
- 8.15 **Prompt Report Required Regarding Non-Compliance.** If the President fails or refuses to implement or enforce a policy, rule, or regulation which has been adopted by the Board, the President shall promptly inform the Board in writing of the reasons for such failure or refusal.
- 8.16 **Emergency Contract Authority.** The President shall have the power to enter into emergency contracts and agreements without complying with the provisions of these rules, when essential for the protection of health, safety, or property. Such actions shall be immediately reported to the Board.
- 8.17 **Acting President in the Event of a Vacancy.** If a vacancy occurs in the Office of the President, the Provost or principal academic officer shall act as President, unless otherwise determined by the Board.
- 8.18 **Responsibility for Search Process.** When it becomes necessary to name a new President, it is the responsibility of the Board to establish criteria, organize and supervise the selection process, and name the appointee. The final selection shall be the sole responsibility of the Board.
- 8.19 **Presidential Service.** The President serves at the pleasure of the Board.

## SECTION 9

### PRESIDENTIAL EVALUATIONS

- 9.1 **Annual Objectives.** It is anticipated that the President will set out objectives, goals, and priorities for the next year, subject to Board approval. At the conclusion of each year, the President will report to the Board on his or her progress. The Board will seek confidential input from the Vice Presidents, Faculty Senate President, and Associated Students President.
- 9.2 **Evaluations.** Formal evaluation of the President's performance shall be as set forth in the President's contract. The Board may also initiate a formal review if desired sooner.
- 9.3 **Criteria and Process for Evaluation.** It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. The process will include a "360 degree component," allowing for confidential input to be sought and provided regarding the effectiveness of the President in achieving annual objectives and such other performance measures to be considered. Among other standards and criteria for evaluation, the Board shall consider the following:
  - Leadership, internal and external to the institution;
  - Administrative effectiveness;



- Effectiveness at developing financial and other support for the institution;
- Communication;
- Physical and mental health; and
- Accomplishments and progress toward annual objectives established by the President and the Board.

9.4 **Transition Review.** The Board and the President will develop a plan for evaluation of the President's performance at the end of the President's first year.

## SECTION 10

### POLICIES

10.1 **President Authorized to Adopt Interim Policies.** The Board authorizes the President to adopt interim policies or procedures to meet legal or operational requirements as needs arise, keeping the Board informed of such action.

10.2 **Policy and Rule Development.** All of the rules, regulations, policies and procedures governing the operation and organization of the University should, insofar as feasible, be contained in a file system maintained by the Office of the President of the University and his or her delegates. All such written statements approved by the Board and/or the President should, insofar as feasible, be kept current and up to date with amendments, revisions, and additions. These materials shall be maintained electronically and by such other means to ensure ease of public access.

10.3 **Materials to be Maintained.** All the following shall be maintained in this manner:

- All adopted policies and procedures.
- All portions of the Revised Code of Washington and the Washington Administrative Code which apply to WWU (indexed).
- University rules adopted pursuant to the provisions of Chapter 34.05 RCW and other chapters providing rule-making authority (indexed).
- Constitution and By-laws of the Faculty Senate.
- Constitution and By-laws of the Associated Students of Western Washington University.
- Constitution and by-laws and/or regulations of all other organizations, as directed by the Board.
- The Faculty Handbook.
- The Professional Staff Handbook.
- The Board Rules of Operation, including the Charter of the Board Audit Committee.

- Collective bargaining agreements pertaining to university faculty and staff.
- The index maintained by the University Records Center.
- The index recording all Delegations of Authority made by the Board of Trustees.

## **SECTION 11**

### **INDUCTION AND ORIENTATION OF TRUSTEES**

The President, in consultation with the Chair of the Board, has the responsibility to meet with new Trustees as they are appointed. Together with members of the administration and staff, the President will provide the new Board member with information and material about the institution, its operation, and the nature of trusteeship.

## **SECTION 12**

### **PER DIEM**

No Trustee shall receive a salary or compensation as a Trustee. Trustees are authorized to receive per diem and mileage reimbursements as provided by law in Chapter 43.03 RCW. Unless otherwise directed by the Chair, per diem will normally be paid for each day during which a Trustee attends a Board or Committee meeting or is otherwise engaged in the conduct of duties at the request or invitation of the Chair or the President. (See Appendix A.)

## **SECTION 13**

### **AMENDMENTS TO BOARD RULES OF OPERATION**

These rules may be amended or repealed by a two-thirds majority vote of those members present and constituting a quorum of the Board. These rules may be suspended for a particular meeting or for a particular matter under consideration by a two-thirds majority vote of those members present and constituting a quorum of the Board.

## **SECTION 14**

### **EFFECTIVE DATE**

These amended rules become effective February 13, 2015.

Board of Trustees Rules of Operation Amendment History

Board of Trustee Rules of Operation --Effective January 1, 1990  
 Amd 020(3)(c) October 7, 1991  
 Amd 070(3) July 8, 1993  
 Amd 020(4) October 7, 1994  
 Amd 070(3) December 2, 1994

Amd 010(2)(3)(4) October 11, 1996  
Amd 020(1)(2) October 11, 1996  
Amd 020(3)a--u) October 11, 1996  
Amd 020(4)b)c) October 11, 1996  
Amd 030 October 11, 1996  
Amd 050(3)(5) October 11, 1996  
Amd 060(1)(6) October 11, 1996  
Amd 070(2)--(9) October 11, 1996  
Amd 080 October 11, 1996  
Amd 090 October 11, 1996  
Amd 100 October 11, 1996  
Amd 110 October 11, 1996  
Amd 030,060 August 7, 1998  
Amd 060(1) October 4, 2002  
Amd 020(3)q-u) February 6, 2004  
Amd 020(3)g) April 19, 2004  
Amd 020(3)g) June 11, 2004  
Amd 010(2)(3) October 8, 2004  
Amd 020(2) October 8, 2004  
Amd 020(3)g)l)m)n)r) October 8, 2004

Amd 050(2)(3) October 8, 2004  
Amd 060(2)(10) October 8, 2004  
Amd 070(3) October 8, 2004  
Amd 080 October 8, 2004  
Amd 090 October 8, 2004  
Amd 110 October 8, 2004  
Amd entire set April 30, 2010  
Amd 7.10 & 7.11 June 7, 2012  
Amd 5.6 (b) June 14, 2013  
Amd 5.6 (b) February 13, 2015  
Amd 7.12 February 13, 2015  
Amd 13 February 13, 2015  
Amd 15 December, 2017

Authority: RCW 28B.35.120

## APPENDIX A

### Washington State Laws and Western Washington University Rules Applicable to Western Washington University

#### 1. Washington State Laws

These references are to chapters of law in the Revised Code of Washington (RCW). The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 28B.10 RCW Colleges and universities generally  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.10&full=true>
- Chapter 28B.15 RCW College and university fees  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.15&full=true>
- Chapter 28B.35 RCW Regional universities  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.35&full=true>
- Chapter 42.30 RCW Open public meetings act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.30&full=true>
- Chapter 42.52 RCW Ethics in public service  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.52&full=true>
- Chapter 42.56 RCW Public records act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 28B.76 RCW Office of student and financial assistance  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.76&full=true>
- Chapter 28B.92 State student financial aid program  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.92&full=true>

- Chapter 28B.130 RCW Transportation demand management programs  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.130&full=true>
- Chapter 34.05 RCW Administrative procedure act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=34.05&full=true>
- Chapter 39.04 RCW Public works  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=39.04&full=true>
- Chapter 39.34 RCW Interlocal cooperation act  
<http://apps.leg.wa.gov/Rcw/default.aspx?Cite=39.34&full=true>
- Chapter 40.14 RCW Preservation and destruction of public records  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=40.14&full=true>
- Chapter 41.06 RCW State civil service law  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.06&full=true>
- Chapter 41.58 RCW Public employment labor relations  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.58&full=true>
- Chapter 41.76 RCW Public four-year institutions of higher education – faculty labor relations  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.76&full=true>
- Chapter 43.03 RCW Salaries and expenses  
<http://apps.leg.wa.gov/rcw/default.aspx?cite=43.03&full=true>

## 2. Washington State Administrative Rules

These references are to Title 516 of the rules in the Washington Administrative Code (WAC) which pertain to WWU. The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 516-04 Board of trustees  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-04&full=true>
- Chapter 516-09 Public records  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-09&full=true>
- Chapter 516-12 Parking and traffic regulations  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-12&full=true>
- Chapter 516-13 Bicycles, mopeds, and other powered devices  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-13&full=true>
- Chapter 516-15 Skateboards, foot scooters, skates, and other similar devices  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-15&full=true>
- Chapter 516-21 Student Conduct Code  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-23&full=true>
- Chapter 516-24 General conduct  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-24&full=true>
- Chapter 516-25 External affairs  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-25&full=true>
- Chapter 516-26 Student records  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-26&full=true>
- Chapter 516-28 Standards and procedures for involuntary administrative withdrawal of students at Western Washington University for behavior from mental disorders

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-28&full=true>

- Chapter 516-31 State Environmental Policy Act – Rule

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-31&full=true>

- Chapter 516-34 Leasing of university property for business purposes

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-34&full=true>

- Chapter 516-36 Use of university facilities – Scheduling

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-36&full=true>

- Chapter 516-37 Use of university facilities – Libraries

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-37&full=true>

- Chapter 516-38 Access to campus services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-38&full=true>

- Chapter 516-39 Media services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-39&full=true>

- Chapter 516-40 Course materials

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-40&full=true>

- Chapter 516-52 Health and safety

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-52>

- Chapter 516-56 University housing and dining

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-56&full=true>

- Chapter 516-60 Admission and registration procedures

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-60&full=true>

- Chapter 516-108 Practice and procedure

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-108&full=true>

- Chapter 516-133 Organization

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-133&full=true>

- Chapter 516-400 Loss of eligibility – Student athletic participation

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-400&full=true>



## **APPENDIX B**

### **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.

*Approved by Board of Trustees April 13, 2018*



# **BOARD OF TRUSTEES**

## **RULES OF OPERATION**

Effective **June 15, 2018**~~February 13, 2015~~

## Table of Contents

<b>SECTION 1 THE BOARD AND GOVERNANCE</b>	
<b>1.1 Board Authority Established by Law</b>	1
<b>1.2 Governance Development</b>	1
<b>1.3 Policy Development</b>	1
<b>1.4 Channel of Authority</b>	1
1.4.a University Community Responsible to the President	1
1.4.b Recommendations for the Board Transmitted to the President	1
1.4.c President to Engage Discussion	1
1.4.d President's Recommendation and Background Materials to be Provided to the Board	1
1.4.e Presidential Oversight of Governance Groups	1
1.4.f Communication to the Board by Governance Groups	1
<b>1.5 Attorney General of Washington Provides Legal Counsel</b>	2
<b>SECTION 2 AUTHORITY, POWERS, AND DUTIES OF THE BOARD</b>	
<b>2.1 Title 28B RCW Establishes Board Authority</b>	2
<b>2.2 Chair Spokesperson for the Board</b>	2
<b>2.3 Authority Reserved by the Board</b>	2
2.3.a To Employ the President	2
2.3.b To Administer the Board	2
2.3.c To Adopt Administrative Rules	2
2.3.d To Approve Budgets	3
2.3.e To Structure the University	3
2.3.f To Award Degrees	3
2.3.g To Establish Certain Fees	3
2.3.h To Approve Collective Bargaining Agreements	3
2.3.i To Establish Retirement Programs for Employees	3
2.3.j To Retain Fiscal Responsibility	3
2.3.k To Enter into Certain Agreements	3
2.3.l To Purchase, <a href="#">Acquire</a> , or Lease Real Estate	3
2.3.m To Select Certain Architects and Engineers	3
2.3.n To Authorize Certain Public Works Contracts	4
2.3.o To Establish Self-Supporting Facilities	4
2.3.p To Authorize Bonded Indebtedness	4
2.3.q To Approve the Settlement of Claims	4
2.3.r To Name Buildings and Facilities	4
2.3.s To Designate an Agent	4
2.3.t To Exercise Authority Reserved to the Board	4
2.3.u To Retain All Authority Hereafter Delegated to the Board	4
<b>2.4 Conflict of Interest Standards</b>	4
2.4.a Fiduciary Responsibilities	4
2.4.b Affirmation and Disclosure	5
2.4.c Situations Which Constitute Conflicts of Interest	5

SECTION 3 APPOINTMENT

3.1 Appointment by the Governor	6
3.2 Oath to Discharge Duties	6
3.3 Selection of Student Trustee	6
3.4 Term and Qualification of Student Trustee	6
3.5 Student Trustee Shall Excuse Himself or Herself	6

SECTION 4 RESIGNATION AND REMOVAL

4.1 Resignation	6
4.2 Removal Only for Misconduct	7

SECTION 5 OFFICERS AND COMMITTEES

5.1 Officers and Terms	7
5.2 Board Chair	7
5.3 Board Secretary	7
5.4 Committees May be Established	7
5.5 Notification of Trustee Violation	7
5.6 Meetings of Board Committees	7
5.6.a <del>Audit Committee</del> <u>Executive and Governance Committee</u>	8
5.6.b <del>Board Finance, Audit, and Enterprise Risk Management Committee</del> <u>Governance Committee</u>	8
5.6.c <u>Student Success Committee</u>	8

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SECTION 6 UNIVERSITY SEAL

6.1 Seal Design Approval	8
6.2 University Seal is the Official Legal Seal of the University	8

SECTION 7 MEETINGS OF THE BOARD

7.1 Regular Meetings	8
7.2 Annual Schedule of Regular Meetings	8
7.3 Special Meetings	8
7.4 Quorum	8
7.5 Public Meetings	8
7.6 Notice of Agenda	9
7.7 <u>Executive Sessions</u>	9
7.8 President as Representative of the University	9
7.98 Faculty and Student Representatives	9
7.109 Presiding Officer of the Board	9
7.110 Order of Business	9
7.124 Appearance Before the Board	9
7.132 Rules of Procedure	10

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SECTION 8 AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

8.1	President Responsible to the Board	10
8.2	Primary University Representative	10
8.3	Principal Administrative Officer	10
8.4	Delegation of Appointing Authority	10
8.5	Administrative Performance Review	10
8.6	Delegation as to President’s Relatives	10
8.7	Appeal of Denial of Tenure	10
8.8	President Administers Board Policy	10
8.9	Banking, Credit, and Investment Authority and Further Delegation	11
8.10	Security Management Authority and Further Delegation	11
8.11	Board Delegation of Authority and Further Delegation	11
8.12	Organizational Structure	11
8.13	President at Board Meetings	11
8.14	Board and President Relationship	11
8.15	Prompt Report Required Regarding Non-Compliance	11
8.16	Emergency Contract Authority	11
8.17	Acting President in the Event of a Vacancy	11
8.18	Responsibility for Search Process	12
8.19	Presidential Service	12
<b>SECTION 9 PRESIDENTIAL EVALUATIONS</b>		
9.1	Annual Objectives	12
9.2	Evaluations	12
9.3	Criteria and Process for Evaluation	12
9.4	Transition Review	12
	<del>9.5 Additional Leave May be Requested</del>	<del>12</del>
<b>SECTION 10 POLICIES</b>		
10.1	President Authorized to Adopt Interim Policies	13
10.2	Policy and Rule Development	13
10.3	Materials to be Maintained	13
<b>SECTION 11 INDUCTION AND ORIENTATION OF TRUSTEES</b>		14
<b>SECTION 12 PER DIEM</b>		14
<b>SECTION 13 AMENDMENTS TO BOARD RULES OF OPERATION</b>		14
<b>SECTION 14 EFFECTIVE DATE</b>		14
<b>Appendix A – Washington State Laws and Western Washington University Rules</b>		16
<b>Appendix B – <del>Audit</del> Committee Charters</b>		21



## SECTION 1

### THE BOARD AND GOVERNANCE

- 1.1 **Board Authority Established by Law.** The authority to govern Western Washington University is vested by law in the Board of Trustees of the University, referred to from this point forward as the “Board.” (See Appendix A for statutory references.)
- 1.2 **Governance Development.** The Board believes that the educational interests of the University are furthered by encouraging an environment of collegiality. Therefore, it has established a system of shared governance in which the various elements of the institution are encouraged to participate. Without limiting its duties or authority, the Board directs its attention to matters of general policy relating to the institution’s mission, educational program, operation, and Strategic Plan.
- 1.3 **Policy Development.** The Board delegates responsibility for the development and administration of policies and management of the institution to the President, or his or her designees, including the appropriate unit or units of internal governance.
- 1.4 **Channel of Authority.** The channel of authority from the Board to the faculty, administrative officers, staff, and students shall be through the President.
  - (a) **University Community Responsible to the President.** All faculty, administrative officers, staff, and students must, through appropriate channels, be responsible to the President, and through the President, to the Board, unless otherwise specifically directed by the Board.
  - (b) **Recommendations for the Board Transmitted to the President.** When faculty, administrative officers, staff, and students bring forward recommended changes to policies, programs, and other matters that require Board consideration, such recommendations should be transmitted to the President and by the President to the Board with his or her recommendation.
  - (c) **President to Engage Discussion.** If the President does not support the recommendations as forwarded, the President will first send it back to the recommending group with a statement of concerns and engage in discussions with the group regarding the proposal before forwarding it to the Board for consideration.
  - (d) **President’s Recommendation and Background Materials to be Provided to the Board.** Background information, perspectives of constituents, and the recommendation of the President will be provided to the Board.
  - (e) **Presidential Oversight of Governance Groups.** The Board has the responsibility for oversight of the President, but delegates authority to the President for oversight of faculty, staff, students, or others engaged in communications or by contract with the University.
  - (f) **Communication to the Board by Governance Groups.** The presidents of the Faculty Senate and Associated Students may, in exceptional circumstances,

communicate directly to the Board collectively through written communication. Copies of such communication will be provided to the President. The presidents of those groups shall serve as the representatives of their respective elected bodies at all Board meetings where they are welcome to address the Board directly.

- 1.5 **Attorney General of Washington Provides Legal Counsel.** The legal advisor to the Board is the Attorney General of Washington. The assistant attorney general assigned by the Attorney General to represent the University shall provide counsel to the University to and through the Board. The assistant attorney general provides legal counsel to the various divisions of the University through the President.

## SECTION 2

### AUTHORITY, POWERS, AND DUTIES OF THE BOARD

- 2.1 **Title 28B RCW Establishes Board Authority.** The Board derives its authority from the laws of the state of Washington. The Board operates under the provisions of Title 28B and other portions of the Revised Code of Washington (RCW). The powers and duties of the Board include those specifically set forth in Title 28B and all other powers and duties which are necessary or appropriate to carry out the Board's responsibilities and obligations. (See Appendix A.)
- 2.2 **Chair Spokesperson for the Board.** The Chair or his or her designee is the spokesperson for the Board. Individual Board members are encouraged to consult regularly with both the President and the Board Chair on matters of interest. Unless otherwise authorized by the Board, individual Trustees exercise no authority over the institution nor may they make or enter into contracts on behalf of the Board or University.
- 2.3 **Authority Reserved by the Board.** The Board reserves unto itself the following authority (unless specifically delegated in particular instances by definite resolution or motion duly passed by the Board), which it exercises subject to the conditions and limitations of law:
- (a) **To Employ the President.** To employ the President under such terms and conditions as may be negotiated from time to time through a written contract, including, but not limited to, compensation, housing requirements, benefits, and tenure to an academic unit. The Board may also negotiate employment for the spouse/partner of the President upon determining that he/she has appropriate qualifications. The contract(s) shall be authorized in compliance with the Open Public Meetings Law, Chapter 42.30 RCW. (See Appendix A.)
  - (b) **To Administer the Board.** To organize, administer, and operate the Board.
  - (c) **To Adopt Administrative Rules.** To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act (Chapter 34.05 RCW) and any other laws providing rule-making authority – except for Chapter 516-12 WAC, Parking and traffic regulations; Chapter 516-13 WAC, Bicycle, mopeds, and other powered devices; ~~Chapter 516-14 WAC, Appeals from parking violations;~~ and Chapter 516-

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15 WAC, Skateboards, foot scooters, skates, and other similar devices. (See Appendix A.)

- (d) **To Approve Budgets.** To approve the operating budget, the services and activities fees budget, and the capital budget for the University.
- (e) **To Structure the University.** To establish or abolish colleges, divisions, schools, departments, and degree programs.
- (f) **To Award Degrees.** To authorize the awarding of degrees for appropriate programs of study, and to authorize the awarding of honorary degrees.<sup>1</sup>
- (g) **To Establish Certain Fees.** To establish academic year tuition fees (tuition operating fee and capital building fee), summer session fees, continuing education degree program fees, student services and activities fees, housing and dining fees, and all fees that students enrolled for six (6) or more credit hours are required to pay. The Board delegates its authority to the President to approve all other fees.
- (h) **To Approve Collective Bargaining Agreements.** To facilitate, approve, and enter into collective bargaining agreements with faculty.
- (i) **To Establish Retirement Programs for Employees.** To establish retirement programs for employees as authorized by law.
- (j) **To Retain Fiscal Responsibility.** To retain responsibility for the expenditure of state funds by the University and its agents and employees.
- (k) **To Enter into Certain Agreements.** To enter into agreements with public agencies pursuant to the Interlocal Cooperation Act (Chapter 39.34 RCW) or other appropriate laws in instances where the Agreement allows for the creation of a separate corporate or legal entity or involves the commitment of University funds in excess of \$50,000, regardless of duration. \_\_\_\_\_ during a \_\_\_\_\_ year period. The Board shall be provided copies of all Interlocal Agreements entered by the University that do not meet the \$50,000 threshold. (See Appendix A.)
- (l) **To Purchase, Acquire, or Lease Real Estate.** To authorize the purchase, acquisition, or long-term lease (for more than two years) of real property not located within the boundaries of the campus as described by the Institutional Master Plan for Western Washington University, subject to other approvals that may be required. To authorize extensions of long-term leases of real property. The Board may authorize the purchase of properties not identified in the Institutional Master Plan if it adopts by resolution the rationale for such purchase.
- ~~(m)~~ **To Select Certain Architects and Engineers.** To authorize the selection of professional, architectural, engineering, and related services for the design of public works in instances where the fee for such services will exceed \$300,000.00,

<sup>1</sup> RCW 28B.35.205 states, in part: The Board of Trustees, upon recommendation of the faculty, may also confer honorary bachelor's, master's, or doctorate level degrees upon persons in recognition of their learning or devotion to education, literature, art, or science. No degree may be conferred in consideration of the payment of money or the donation of any kind of property.

or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.

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- (n) **To Authorize Certain Public Works Contracts.** To authorize the execution of public works contracts for amounts in excess of \$500,000.00, or where competitive proposals were not solicited and considered, unless other procedures approved by the Board were followed.
- (o) **To Establish Self-Supporting Facilities.** To establish self-supporting facilities and to exercise all related authority delegated to the Board pursuant to RCW 28B.10.300 through RCW 28B.10.330, as now or hereafter amended. (See Appendix A.)
- (p) **To Authorize Bonded Indebtedness.** To authorize and approve bonded indebtedness.
- (q) **To Approve the Settlement of Claims.** To approve the settlement of claims against the University for amounts in excess of \$50,000.00.
- (r) **To Name Buildings and Facilities.** To name buildings and facilities in honor of a person or persons in accordance with established Board policy.
- (s) **To Designate an Agent.** To designate such agents as it deems necessary and efficient to solicit and receive gifts for the benefit of the University.
- (t) **To Exercise Authority Reserved to the Board.** To exercise all authority expressly reserved to the Board by recorded resolution or motion, or in rules which have been or are hereafter adopted or amended by the Board pursuant to the provisions of the Administrative Procedure Act, Chapter 34.05 RCW. (See Appendix A.)
- (u) **To Retain All Authority Hereafter Delegated to the Board.** To retain all authority which may be hereafter delegated to the Board by the Legislature of the state of Washington, unless such authority is expressly delegated to the President or President's designee in these rules or by duly adopted resolution.

#### 2.4 Conflict of Interest Standards

The following standards apply to each member of the Board of Trustees of Western Washington University and are intended to serve as guidance for everyone serving on the Board.

- (a) **Fiduciary Responsibilities.** Members of the Board serve the public trust and have an obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions are to be made solely on the basis of a desire to promote the best interests of the institution and the public good. The University's integrity must be considered and advanced at all times.

Trustees are often involved in the affairs of other institutions, businesses, and organizations. An effective Board may not always consist of individuals entirely free from perceived, potential, or real conflicts of interest. Although most such conflicts are and will be deemed to be inconsequential, it is every Trustee's responsibility to ensure that the Board is made aware of situations at the University that involve personal, familial, or business relationships.

- (b) **Affirmation and Disclosure.** The Board requires each Trustee to annually affirm that the following standards must be adhered to:
1. **Board disclosure of personal, familial, or business relationships.** Each Trustee will disclose to the Board any personal, familial, or business relationship that reasonably could give rise to a perceived, potential, or real conflict of interest, as any such may arise.
    - i. **Public disclosure.** Trustees are required by RCW ~~42.17.240~~42.17A.700 to file annual statements with the Public Disclosure Commission relating to business interests and receipt of gifts.
    - ii. **Completion of disclosure form.** Trustees must annually complete the disclosure form provided by the University. The completed forms are retained in the Office of the President.
  2. **Disclosure of potential or real conflict of interest.** In the event there comes before the Board a matter for consideration or decision that raises a potential or real conflict of interest for any Trustee, the Trustee shall disclose to the Chair of the Board the existence of a potential or real conflict of interest as soon as possible.
  3. **Recording of disclosure in minutes.** The disclosure shall be recorded in the minutes of the meeting where a vote by the Board will occur on the matter.
  4. **Seeking counsel regarding disclosure.** In the event a Trustee is uncertain as to the need to make disclosure in a particular instance, the Trustee should seek counsel from the Chair and/or the President of the University. They, in turn, may elect to consult with legal counsel. A Trustee who is aware of potential or real conflict of interest with respect to any such matter shall not vote or participate in discussion in connection with the matter. That Trustee's presence may not be counted in determining whether there exists a quorum for purposes of validating the vote on the matter.
- (c) **Situations Which Constitute Conflicts of Interest.** While it is difficult to list all circumstances which create conflicts of interest for individual Trustees, the law defines some situations as prohibited actions. These include:
1. **Assisting another person, whether or not for compensation, in any transaction with the University.** Example: Trustees cannot ~~effect~~affect the admission of individual applicants for student status. Trustees might well be involved in admission standards through delegation, but do not make decisions on individual applications.
  2. **Use of University resources for personal benefit.** Example: Trustees cannot have office space to conduct their personal business on campus.
  3. **Use of official authority for personal gain.** Example: Trustees cannot vote to extend a contract to a business in which they have a significant financial interest.

4. **Receipt of gifts, gratuities, and favors.** Example: Trustees cannot accept money from businesses with which the University has contracts as an inducement from the business to execute/extend a contract; and if gifts have been received during a reporting period, the Trustee must report them to the Public Disclosure Commission.

## SECTION 3

### APPOINTMENT

- 3.1 **Appointment by the Governor.** The Board is composed of seven members appointed by the Governor of the state of Washington with the consent of the Senate for terms of six years, and one additional university student member, who is appointed annually by the Governor for a one-year term (RCW 28B.35.100).
- 3.2 **Oath to Discharge Duties.** Each member of the Board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities, the duties of a Trustee (RCW 28B.10.520). (See Appendix A.)<sup>2</sup>
- 3.3 **Selection of Student Trustee.** The Governor shall select the student member from a list of candidates, of at least three and not more than five, submitted by the governing body of the Associated Students.
- 3.4 **Term and Qualification of Student Trustee.** The student member will hold his or her office for a term of one year from the first day of July and until his or her successor is appointed and qualified. The student member shall be a full-time student in good standing at the University at the time of appointment.
- 3.5 **Student Trustee Shall Excuse Himself or Herself.** A student trustee shall excuse himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel as required by RCW 28B.35.100\_(4), or as it may be amended from time to time. (See Appendix A.)

## SECTION 4

### RESIGNATION AND REMOVAL

- 4.1 **Resignation.** A Board member may resign from the Board at any time during his or her term by notification submitted to the Governor.

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<sup>2</sup> Normally, a Trustee will serve no more than two full six year terms. Normally, a Trustee appointed to fill the remainder of a former Trustee's term shall be eligible for two full terms if the partial term was not longer than three years.

4.2 **Removal Only for Misconduct.** No member of the Board may be removed during the term of office for which appointed, except for misconduct or malfeasance in office (RCW 28B.10.500). (See Appendix A.)

## SECTION 5

### OFFICERS AND COMMITTEES

- 5.1 **Officers and Terms.** The Board shall elect a Chair, Vice Chair, and Secretary for two-year terms, as the last order of business at the June meeting of the Board every second year. In the event of an interim vacancy in any office, a successor shall be elected to fill the unexpired term.
- 5.2 **Board Chair.** The Chair of the Board shall preside at meetings of the Board and the Chair shall have the customary powers and duties associated with such office (subject to the Board's direction). The Chair shall have full right of discussion and vote. If the Chair is absent or otherwise unable to preside over a meeting of the Board, the Vice Chair shall preside. In the event of the absence of both the Chair and Vice Chair for any meeting of the Board, the Secretary shall then preside. In the absence of all officers, the Board shall designate a Chair for the meeting.
- 5.3 **Board Secretary.** The Secretary of the Board, in addition to other duties specifically imposed by the Board, shall be the second signatory (the Chair being the first) for all documents requiring two signatures from the Board. The Board may authorize other members of the Board to sign documents in the absence of either the Chair or the Secretary. The Secretary shall be responsible for reviewing draft minutes of the Board meetings, which are prepared by staff assigned to the Board.
- 5.4 **Committees May be Established.** The Board or its Chair may establish such standing or special committees as are deemed appropriate. Committees shall advise the Board and the President of the University on matters referred to such committees for consideration.
- 5.5 **Notification of Trustee Violation.** In the event that a Trustee is acting in violation of Section 2.42, the President shall advise the Chair of the activity. The Chair shall direct the Trustee to cease the inappropriate activity. If the Chair is acting in violation, the Vice Chair shall be advised of the activity and shall direct the Chair to cease the inappropriate activity.
- 5.6 **Meetings of Board Committees.** Board committee meetings may be held before regular or special meetings, or at such time and such place as a committee chair may direct from time to time. All committee meetings must be held in conformance with the laws of the state of Washington governing such meetings.

(a) Executive and Governance Committee. The Executive and Governance Committee of the Board ensures the integrity of the Board and enhances Board performance, while facilitating presidential evaluation and compensation.

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**(b) Finance, Audit, and Enterprise Risk Management -Committee.** The Finance, Audit, and Enterprise Risk Management (ERM) Committee of the Board assists the Board in fulfilling its responsibility for oversight of 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; and the identification, assessment, monitoring and response to enterprise risks, in fulfillment of the University's mission and strategic plan.

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(a) ~~quality and integrity of the accounting, auditing, and reporting practices of the University, and such other duties as directed by the Board. The Audit 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 compliance with significant applicable legal, ethical, and regulatory requirements. (See Appendix B – Board Audit Committee Charter.)~~

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**(c) Student Success Committee.** The Student Success Committee of the Board assists the Board in an advisory capacity to advance inclusive success, increase the University's impact in Washington and beyond, and enhance the quality of Western's 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.

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(See Appendix B – Committee Charters)

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~~(b) **Board Governance CommitteeSpecial Committee.** The Board Governance Committee assists the Board in fulfilling its responsibility for institutional governance at the highest level of excellence. The committee is responsible for identifying and recommending best Board governance practices as well as facilitating Board transitions, new trustee orientation, mentoring and engagement, ongoing education and Board self-assessments.~~

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## SECTION 6

### UNIVERSITY SEAL

- 6.1 **Seal Design Approval.** The design of the seal of Western Washington University shall be approved by the Board.
- 6.2 **University Seal is the Official Legal Seal of the University.** The University Seal is the legal seal of the University and is to be used only for diplomas, transcripts, official certificates, and other documents as designated by the President's Office. As the official legal seal of the institution, its usage must be constrained to official applications.

## SECTION 7

### MEETINGS OF THE BOARD

7.1 **Regular Meetings.** Regular meetings of the Board ~~shall be held pursuant to schedules and at locations published annually in the Washington State Register. Any regular meeting of the board may be rescheduled by publishing notice of the changed date and/or location in the Washington State Register at least twenty days in advance of the rescheduled meeting date. If twenty days advance notice of a rescheduled meeting is not given, the meeting is conducted as a special meeting under RCW RCW 42.30.080 and Section 7.3. shall be held on the first or second Thursday and Friday of every other month, unless such dates are changed by Board action at a meeting regularly scheduled or called for that purpose. A copy of such action shall be filed in the President's Office (WAC 516-04-010). (See Appendix A.)~~

7.2 **Annual Schedule of Regular Meetings.** The schedule of meetings ~~for a two year period~~ shall be determined each ~~even~~ year at the regular ~~April~~ meeting of the Board, ~~prior to the end of each calendar year.~~

7.3 **Special Meetings.** The chair of the Board or a majority of its sitting members may call special meetings of the Board (RCW 42.30.080). (See Appendix A.)

7.4 **Quorum.** Five members of the Board constitute a quorum for the transaction of business by the Board. Provided, however, that action by the Board shall require the affirmative vote of at least four members. Provided, where only a quorum of five is present, and the student trustee has excused himself or herself from participation or voting when the matter relates to the hiring, discipline, or tenure of faculty members and personnel, action shall require the affirmative vote of at least three members. Members of the Board may appear by telephone or other telecommunications or video conferencing technology. Op. Att'y Gen. 4 (2017).

7.5 **Public Meetings.** All regular and special meetings at which a quorum of the Board is present shall be open to the public, with the exception of those portions of regular or special meetings specifically declared to be "executive sessions" as allowed by law, or to be otherwise exempt from the provisions of Chapter 42.30 RCW. (See Appendix A.)

7.6 **Notice of Agenda.** The President, with concurrence of the Chair of the Board, prepares a written agenda for each regular and special meeting. Copies of the agenda and supporting materials for a meeting are provided to the President and members of the Board and made available to the public approximately one week in advance of the announced meeting. Except as otherwise provided by law, the Chair, President, or any Board member may add additional items to the agenda for regular meetings without notice to the members of the Board or the public. However, the topics at special meetings are restricted to those for which advance notice has been given. Public notice of a special meeting must be made 24 hours in advance of the meeting.

~~7.7 **Executive Sessions.** During any regular or special meeting of the Board, the Board may hold an executive session to discuss matters as permitted by applicable laws of the state of Washington.~~

7.87 **President as Representative of the University.** The President of the University speaks for the University at meetings of the Board.

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7.98 **Faculty and Student Representatives.** Because of the unique and integral relationship that the faculty and students bear to the mission of the University, the President of the Associated Students and the President of the Faculty Senate are issued a standing invitation to participate in all of the Board's public meetings.

7.109 **Presiding Officer of the Board.** The presiding officer of the Board shall have the right to maintain order, recognize speakers, and to limit the length of time used by a speaker for the discussion of any subject at meetings of the Board; provided, however, that any restriction on debate to be imposed upon members of the Board shall be announced in advance, uniformly applied, and subject to nullification by majority vote.

7.119 **Order of Business.** The agenda for regular meetings of the Board should include the following:

- Consent items;
- Public comment period;
- Major policy matters and decision options<sup>3</sup>;
- Special reports; and
- Other items or announcements from Trustees, committees, the University President, ~~Vice Presidents~~, Faculty Senate President, or Associated Students President.

7.124 **Appearance Before the Board.** The Chair of the Board ~~may will~~ entertain and grant requests of persons to appear at meetings of and speak to the Board as the Chair may determine. In connection with public comment periods at regular meetings, the Chair of the Board:

- may ~~require-ask~~ that prospective speakers sign in prior to speaking;
- may set time limits for speakers;
- may limit the time period for public comment; and
- may halt comments on topics about which the Board is advised that it should not receive comment, such as pending quasi-judicial matters.

7.132 **Rules of Procedure.** Robert's Rules of Order, latest revised edition, govern the rules of procedure of all meetings of the Board, except where such rules of order are superseded by the Board's Rules of Operations or applicable statutes or regulations.

**Commented [HK (2)]:** This is now required by law that there be public comment, so the discretionary element has been removed. The Chair still retains discretion as to how much time is allotted (subject to reasonableness standard)

## SECTION 8

### AUTHORITY, POWERS, AND DUTIES OF THE PRESIDENT

8.1 **President Responsible to the Board.** The President of the University is directly responsible to the Board and subject to its direction.

8.2 **Primary University Representative.** In both internal and external affairs, the President shall be the primary representative and spokesperson for the institution to the public. In

<sup>3</sup> RCW 28B.15.067(3)(b) requires the Board of Trustees to make public its proposal for tuition and fee increases twenty-one days before the board considers adoption and allows opportunity for public comment. This twenty-one day requirement shall not apply if the legislature has not passed the omnibus appropriations act by May 15<sup>th</sup>. Ch.228, Laws of 2012.

the internal operation of the University, the President shall be expected to exercise leadership and direction in the management of the University while maintaining effective working relationships with faculty, students, staff, administrators, new internal governance units, and unions representing faculty and staff.

- 8.3 **Principal Administrative Officer.** The President shall be the principal administrative officer of the University and shall have general supervision of all operations and programs of the institution.
- 8.4 **Delegation of Appointing Authority.** The Board delegates to the President the authority to appoint, in the name of the Board, all employees of the University, which include faculty, professional staff, classified staff, and others. Appointments shall be made in writing with copies retained in the individual personnel files. The President shall periodically provide an informational report to the Board concerning faculty appointments. The President is authorized to further delegate appointing authority to the Vice Presidents or other designees.
- 8.5 **Administrative Performance Review.** The President is responsible for conducting periodic performance reviews of administrative staff.
- 8.6 **Delegation as to President's Relatives.** The Board hereby excepts from such delegation of authority in this paragraph the authority to appoint any employee of the University who is related to the President either as sibling, parent, spouse, or offspring. The Board hereby delegates to the Provost the authority to make such hiring decisions, subject to Board review, action, and approval. The Provost will have responsibility pertaining to making letters of offer, evaluations, salary modification, and supervision of any such employee, subject to the review of the Board.
- 8.7 **Appeal of Denial of Tenure.** If the President denies tenure, the candidate may appeal the denial to the Board, which may conduct an adjudicative proceeding pursuant to the Administrative Procedure Act (Chapter 34.05 RCW). (See Appendix A.)
- 8.8 **President Administers Board Policy.** The President shall carry out all rules, regulations, orders, directives, and policies established by the Board, and shall perform all other duties necessary or appropriate to the administration of the University.
- 8.9 **Banking, Credit, and Investment Authority and Further Delegation.** The President of the University shall have the authority to negotiate banking and credit card services, to periodically open and close bank accounts, and to purchase and sell investments in accordance with the Revised Code of Washington, Washington Administrative Code, and University policy. The President may delegate this authority to other administrative officers.
- 8.10 **Security Management Authority and Further Delegation.** The President is fully authorized and empowered to sell, assign, transfer, or otherwise dispose of any and all donated types and kinds of securities, including, but not limited to, stocks, bonds, debentures, notes, rights, options, warrants, and certificates of every kind and nature whatsoever; to enter into agreements, contracts, and arrangements with respect to such security transactions, whether with securities-related individuals or agents; and to execute, sign, or endorse on behalf of Western Washington University. The President may delegate the authority to other administrative officers.

- 8.11 **Board Delegation of Authority and Further Delegation.** The President of the University shall have the authority to exercise in the name of the Board all of the powers and duties vested in or imposed upon the Board by law, except as otherwise specifically reserved or determined by the Board. This grant of authority is general in nature and is as broad and comprehensive as is allowable by law. Except as limited by the Board, the President may delegate authority to other administrative officers or units of internal governance where necessary or appropriate for the effective administration of the University.
- 8.12 **Organizational Structure.** The organizational structure of the University will be established by the President except as otherwise specifically determined by the Board.
- 8.13 **President at Board Meetings.** The President shall be entitled to be present at all regular or special meetings of the Board. The Board may, with the knowledge of the President, hold executive sessions out of the presence of the President to discuss appropriate matters. The substance of the discussions by the Board in executive session will be transmitted to the President by the presiding officer of the Board.
- 8.14 **Board and President Relationship.** The essence of the relationship between the Board and the President shall be one of full mutual confidence, completely open communication, and close consultation.
- 8.15 **Prompt Report Required Regarding Non-Compliance.** If the President fails or refuses to implement or enforce a policy, rule, or regulation which has been adopted by the Board, the President shall promptly inform the Board in writing of the reasons for such failure or refusal.
- 8.16 **Emergency Contract Authority.** The President shall have the power to enter into emergency contracts and agreements without complying with the provisions of these rules, when essential for the protection of health, safety, or property. Such actions shall be immediately reported to the Board.
- 8.17 **Acting President in the Event of a Vacancy.** If a vacancy occurs in the Office of the President, the Provost or principal academic officer shall act as President, unless otherwise determined by the Board.
- 8.18 **Responsibility for Search Process.** When it becomes necessary to name a new President, it is the responsibility of the Board to establish criteria, organize and supervise the selection process, and name the appointee. The final selection shall be the sole responsibility of the Board.
- 8.19 **Presidential Service.** The President serves at the pleasure of the Board.

## SECTION 9

### PRESIDENTIAL EVALUATIONS

9.1 **Annual Objectives.** It is anticipated that the President will set out objectives, goals, and priorities for the next year, subject to Board approval. At the conclusion of each year, the President will report to the Board on his or her progress. The Board will seek confidential input from the Vice Presidents, Faculty Senate President, and Associated Students President.

9.2 **Evaluations.** ~~A~~ Formal evaluation of the President's performance shall be as set forth in the President's contract. ~~is made after four years of employment as President. Thereafter, formal evaluations will be every fourth year; provided, however, that the Board may, at its discretion, defer the formal evaluation for an additional year. The~~ ~~B~~The Board may also initiate a formal review if desired sooner.

9.3 **Criteria and Process for Evaluation.** It is the responsibility of the Board to establish the criteria and process for evaluation and to communicate these in advance to the President. The process will include a "360 degree component," allowing for confidential input to be sought and provided regarding the effectiveness of the President in achieving annual objectives and such other performance measures to be considered. Among other standards and criteria for evaluation, the Board shall consider the following:

- Leadership, internal and external to the institution;
- Administrative effectiveness;
- Effectiveness at developing financial and other support for the institution;
- Communication;
- Physical and mental health; and
- Accomplishments and progress toward annual objectives established by the President and the Board.

9.4 **Transition Review.** The Board and the President will develop a plan for evaluation of the President's performance at the end of the President's first year.

~~9.5 **Additional Leave May be Requested.** After the third year of a President's appointment, the President shall be entitled to request two months of leave time in addition to annual vacation leave.~~

**Commented [HK (3)]:** This is something that the Chair may need to discuss with the President to ensure there are no concerns from his perspective on the removal of this provision. He may wish to have an opportunity to consult with his attorney, but I would suggest leave provisions are best left in the President's contract.

## SECTION 10

### POLICIES

- 10.1 **President Authorized to Adopt Interim Policies.** The Board authorizes the President to adopt interim policies or procedures to meet legal or operational requirements as needs arise, keeping the Board informed of such action.
- 10.2 **Policy and Rule Development.** All of the rules, regulations, policies and procedures governing the operation and organization of the University should, insofar as feasible, be contained in a file system maintained by the Office of the President of the University and his or her delegates. All such written statements approved by the Board and/or the President should, insofar as feasible, be kept current and up to date with amendments, revisions, and additions. These materials shall be maintained electronically and by such other means to ensure ease of public access.
- 10.3 **Materials to be Maintained.** All the following shall be maintained in this manner:
- All adopted policies and procedures.
  - All portions of the Revised Code of Washington and the Washington Administrative Code which apply to WWU (indexed).
  - University rules adopted pursuant to the provisions of Chapter 34.05 RCW and other chapters providing rule-making authority (indexed).
  - Constitution and By-laws of the Faculty Senate.
  - Constitution and By-laws of the Associated Students of Western Washington University.
  - Constitution and by-laws and/or regulations of all other organizations, as directed by the Board.
  - The Faculty Handbook.
  - The Professional Staff Handbook.
  - The Board Rules of Operation, including the Charter of the Board Audit Committee.
  - Collective bargaining agreements pertaining to university faculty and staff.
  - The index maintained by the University Records Center.
  - The index recording all Delegations of Authority made by the Board of Trustees.

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## **SECTION 11**

### **INDUCTION AND ORIENTATION OF TRUSTEES**

The President, in consultation with the Chair of the Board, has the responsibility to meet with new Trustees as they are appointed. Together with members of the administration and staff, the President will provide the new Board member with information and material about the institution, its operation, and the nature of trusteeship.

## **SECTION 12**

### **PER DIEM**

No Trustee shall receive a salary or compensation as a Trustee. Trustees are authorized to receive per diem and mileage reimbursements as provided by law in Chapter 43.03 RCW. Unless otherwise directed by the Chair, per diem will normally be paid for each day during which a Trustee attends a Board or Committee meeting or is otherwise engaged in the conduct of duties at the request or invitation of the Chair or the President. (See Appendix A.)

## **SECTION 13**

### **AMENDMENTS TO BOARD RULES OF OPERATION**

These rules may be amended or repealed by a two-thirds majority vote of those members present and constituting a quorum of the Board. These rules may be suspended for a particular meeting or for a particular matter under consideration by a two-thirds majority vote of those members present and constituting a quorum of the Board.

## **SECTION 14**

### **EFFECTIVE DATE**

These amended rules become effective February 13, 2015.

### **Board of Trustees Rules of Operation Amendment History**

Board of Trustee Rules of Operation --Effective January 1, 1990  
Amd 020(3)(c) October 7, 1991  
Amd 070(3) July 8, 1993  
Amd 020(4) October 7, 1994  
Amd 070(3) December 2, 1994  
Amd 010(2)(3)(4) October 11, 1996  
Amd 020(1)(2) October 11, 1996  
Amd 020(3)a--u) October 11, 1996  
Amd 020(4)b)c) October 11, 1996  
Amd 030 October 11, 1996  
Amd 050(3)(5) October 11, 1996  
Amd 060(1)(6) October 11, 1996  
Amd 070(2)--(9) October 11, 1996



Amd 080 October 11, 1996  
Amd 090 October 11, 1996  
Amd 100 October 11, 1996  
Amd 110 October 11, 1996  
Amd 030,060 August 7, 1998  
Amd 060(1) October 4, 2002  
Amd 020(3)q-u) February 6, 2004  
Amd 020(3)g) April 19, 2004  
Amd 020(3)g) June 11, 2004  
Amd 010(2)(3) October 8, 2004  
Amd 020(2) October 8, 2004  
Amd 020(3)g)l)m)n)r) October 8, 2004

Amd 050(2)(3) October 8, 2004  
Amd 060(2)(10) October 8, 2004  
Amd 070(3) October 8, 2004  
Amd 080 October 8, 2004  
Amd 090 October 8, 2004  
Amd 110 October 8, 2004  
Amd entire set April 30, 2010  
Amd 7.10 & 7.11 June 7, 2012  
Amd 5.6 (b) June 14, 2013  
Amd 5.6 (b) February 13, 2015  
Amd 7.12 February 13, 2015  
Amd 13 February 13, 2015  
[Amd 15 December, 2017](#)

Authority: RCW 28B.35.120

## APPENDIX A

### Washington State Laws and Western Washington University Rules Applicable to Western Washington University

#### 1. Washington State Laws

These references are to chapters of law in the Revised Code of Washington (RCW). The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 28B.10 RCW Colleges and universities generally  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.10&full=true>
- Chapter 28B.15 RCW College and university fees  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.15&full=true>
- Chapter 28B.35 RCW Regional universities  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.35&full=true>
- Chapter 42.30 RCW Open public meetings act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.30&full=true>
- Chapter 42.52 RCW Ethics in public service  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.52&full=true>
- Chapter 42.56 RCW Public records act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 28B.76 RCW [Office of student and financial assistance](#)  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.76&full=true>
- Chapter 28B.92 State student financial aid program  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.92&full=true>

- Chapter 28B.130 RCW Transportation demand management programs  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.130&full=true>
- Chapter 34.05 RCW Administrative procedure act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=34.05&full=true>
- Chapter 39.04 RCW Public works  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=39.04&full=true>
- Chapter 39.34 RCW Interlocal cooperation act  
<http://apps.leg.wa.gov/Rcw/default.aspx?Cite=39.34&full=true>
- Chapter 40.14 RCW Preservation and destruction of public records  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=40.14&full=true>
- Chapter 41.06 RCW State civil service law  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.06&full=true>
- Chapter 41.58 RCW Public employment labor relations  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.58&full=true>
- Chapter 41.76 RCW Public four-year institutions of higher education – faculty labor relations  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=41.76&full=true>
- Chapter 42.56 RCW Public records act  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=42.56&full=true>
- Chapter 43.03 RCW Salaries and expenses  
<http://apps.leg.wa.gov/rcw/default.aspx?cite=43.03&full=true>

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## 2. Washington State Administrative Rules

These references are to Title 516 of the rules in the Washington Administrative Code (WAC) which pertain to WWU. The links will take you to the Table of Contents for each chapter. The chapters can be “searched” for words.

- Chapter 516-04 Board of trustees

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-04&full=true>

- Chapter 516-09 Public records

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-09&full=true>

- Chapter 516-12 Parking and traffic regulations

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-12&full=true>

- Chapter 516-13 Bicycles, mopeds, and other powered devices

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-13&full=true>

- ~~• Chapter 516-14 Appeals from parking violations~~

~~<http://apps.leg.wa.gov/wac/default.aspx?cite=516-14&full=true>~~

- Chapter 516-15 Skateboards, foot scooters, skates, and other similar devices

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-15&full=true>

- Chapter 516-21~~3~~ Student ~~Conduct Code rights and responsibilities code~~

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-23&full=true>

- Chapter 516-24 General conduct

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-24&full=true>

- Chapter 516-25 External affairs

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-25&full=true>

- Chapter 516-26 Student records

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-26&full=true>

- Chapter 516-28 Standards and procedures for involuntary administrative withdrawal of students at Western Washington University for behavior from mental disorders

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-28&full=true>

- Chapter 516-31 State Environmental Policy Act – Rule

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-31&full=true>

- Chapter 516-34 Leasing of university property for business purposes

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-34&full=true>

- Chapter 516-36 Use of university facilities – Scheduling

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-36&full=true>

- Chapter 516-37 Use of university facilities – Libraries

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-37&full=true>

- Chapter 516-38 Access to campus services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-38&full=true>

- Chapter 516-39 Media services

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-39&full=true>

- Chapter 516-40 Course materials

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-40&full=true>

- Chapter 516-52 Health and safety

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-52>

- Chapter 516-~~5652~~ University housing and dining

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-56&full=true>

- Chapter 516-60 Admission and registration [procedures](#)

<http://apps.leg.wa.gov/wac/default.aspx?cite=516-60&full=true>

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- Chapter 516-108 Practice and procedure  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-108&full=true>
- Chapter 516-133 Organization  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-133&full=true>
- Chapter 516-400 Loss of eligibility – Student athletic participation  
<http://apps.leg.wa.gov/wac/default.aspx?cite=516-400&full=true>

## APPENDIX B

### 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.

Approved by Board of Trustees April 13, 2018

### **APPENDIX B**

**Western Washington University**

## Audit Committee Charter

### Role

The Audit Committee of the Board of Trustees assists the Board of Trustees in fulfilling its responsibility for oversight of the quality and integrity of the accounting, auditing, and reporting practices of the University, 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. The Committee will oversee: a) matters related to the financial statements of the university and other official financial information provided to the public; 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.

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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 further recommends to the full Board broad policy for ensuring accurate financial reporting, sound risk management, and 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 of public comment.

### Membership

The membership of the Committee consists of three trustees selected by the Board. The Audit Committee shall include or have access to a financial expert.

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### Operations

The Committee meets at least four times a year. Additional meetings may occur as the Committee or its chair deems advisable. 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.

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### Communications

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.

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### Relationship between Audit 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 determining that the University's financial statements are complete, accurate and in accordance with generally accepted accounting principles. The independent auditors are responsible for

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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.

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### **Audit Committee Responsibilities**

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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.

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#### **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 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.

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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. — Review the responsibilities, functions and performance of the University's internal audit program and consult with management with respect thereto.
2. — Review and concur with the President's appointment, evaluation, replacement, reassignment, or dismissal of the Director of the Office of the Internal Auditor.
3. — Review and concur with the President on the appropriate organizational structure, staffing and budget for the Office of the Internal Auditor to enable it to effectively carry out the internal audit program's responsibilities.
4. — 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.
5. — 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.
6. — Annually review the Internal Audit Charter, policies and procedures and recommend changes to the Board of Trustees, as needed.
7. — 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.
8. — Meet with the internal auditor in private session to discuss any matters the Committee or the internal auditor believe 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 independent auditor and establish appropriate interval for rotation.

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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, 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*

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa

**DATE:** June 15, 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:

- Approval of Spring Quarter Degrees
- Construction Contract for disAbility Resources for Students and Veteran Services, PW719A
- Consultant Contract for Design Services and Construction Administration for Sciences Building Addition, PW733
- Approval of Honorary Degree

**Supporting Information:**

Materials supporting the consent 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 Provost Brent Carbajal  
**DATE:** June 15, 2018  
**SUBJECT:** **Approval of Spring Quarter Degrees**  
**PURPOSE:** Action Item

---

**Purpose of Submittal:**

Board of Trustees responsibility to approve awarding of degrees

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the faculty and subject to the completion of any unmet requirements, approves awarding undergraduate and graduate degrees to the candidates listed in the files of the Registrar and Graduate Dean, for Spring Quarter 2018, effective June 16, 2018.

**Supporting Information:**

Lists on file with the Registrar and Graduate Dean.

<b><i>Students</i></b>	<b><i>June 2018</i></b>	<b><i>Comparison: June 2017</i></b>
<i>Undergraduates</i>	1914	1923
<i>Masters</i>	192	152



## **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:** June 15, 2018

**SUBJECT:** **Construction Contract for disAbility Resources for Students and Veteran Services, PW719A**

**PURPOSE:** Action Item

---

### **Purpose of Submittal:**

Award a construction contract for the disAbility Resources for Students and Veteran Services project, PW719A. Contract award following Board action. Construction to start June 25, 2018.

### **Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a construction contract to Regency NW Construction, Inc., Bellevue, WA, for the amount of \$1,343,600 (base bid, with alternates 1, 2 and 3) (plus sales tax) for the construction contract to construct the disAbility Resources for Students and Veteran Services project in Wilson Library.

### **Supporting Information:**

This project will move the disAbility Resources for Students and Veteran Services (DRS/VS) programs from their current locations in Old Main to a shared suite on the ground floor of Wilson Library currently occupied by the Maps Collection. Phase 1 of the construction will renovate the east room on WL Level 2 to be the new home for the Maps and Microforms collection, scheduled to be complete by Fall 2018. Phase 2 of construction will begin in August 2018, and the new DRS/VS suite will be complete by Spring 2019.

This project was advertised for competitive bidding on April 12, 2018 with the bid opening held 11:00 am on May 14, 2018. Four bids were received by the University (see attached bid summary).

SHKS Architects, Seattle, WA, prepared the plans and specifications for this project. SHKS also contacted MWBE firms to inform them of the project, how to access bid documents, and encouraged them to submit bids on the project.

The Board of Trustees approved the project budget in the *Approval of 2017-2019 Capital Budget* action item at the February 9, 2018 meeting.

### **Source of Funding:**

WWU Institutional Funds, Non-appropriated

**BID SUMMARY**

**Job:** disAbility Resources for Students & Veterans Services

**Date:** May 14, 2018

**MACC:** \$151,800.00

Alternate No.	Description & Bid Item	Engineer's Estimate				
			HB Hansen	Dawson	JB Construction	Regency NW
	Base Bid	\$ 1,512,475.00	\$ 1,500,000.00	\$ 1,743,000.00	\$ 1,513,320.00	\$ 1,308,000.00
1	Electrical Panel Replacement	\$ 7,660.00	\$ 4,000.00	\$ 7,025.00	\$ 4,084.00	\$ 6,600.00
2	Maps Collection Lighting	\$ 21,700.00	\$ 27,000.00	\$ 42,000.00	\$ 28,300.00	\$ 19,000.00
3	Exterior Door	\$ 10,700.00	\$ 7,000.00	\$ 11,500.00	\$ 5,585.00	\$ 10,000.00
4						
5						
6						
<b>Base Bid + Alt 1 + Alt 2 + Alt 3</b>						
	sub total		\$ 1,538,000.00	\$ 1,803,525.00	\$ 1,551,289.00	\$ 1,343,600.00
8.70%	sales tax		\$ 133,806.00	\$ 156,906.68	\$ 134,962.14	\$ 116,893.20
	Grand Total		\$ 1,671,806.00	\$ 1,960,431.68	\$ 1,686,251.14	\$ 1,460,493.20

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Richard Van Den Hul, Vice President for Business and Financial Affairs

**DATE:** June 15, 2018

**SUBJECT:** **Consultant Contract for Design Services and Construction Administration  
for Sciences Building Addition, PW733**

**PURPOSE:** Action Item

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### **Purpose of Submittal:**

Approval of a consultant contract for Design Services and Construction Administration for the Sciences Building Addition. Award following Board action. Services to start following Board action.

### **Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a consultant contract to Perkins + Will, Seattle, WA, for a fee of \$4,598,118 to provide Design Services and Construction Administration for the construction of Sciences Building Addition.

### **Supporting Information:**

After reviewing the ten submittals and interviewing the four finalists (Miller Hull, ZGF, SRG Partnership, and Perkins + Will), Perkins + Will was selected. The firms responding to the Request for Proposals included:

- Bohlin Cywinski Jackson, Seattle, WA
- Perkins + Will, Seattle, WA
- SRG Partnership, Seattle, WA
- Flad Architects, Seattle, WA
- Miller Hull, Seattle, WA
- HDR/Opsis, Seattle, WA
- Chernoff Thomson Architects, Vancouver, BC
- Hacker/RMC, Portland, OR
- King Architecture/ECI Alaska, Bellingham, WA
- ZGF, Seattle, WA

Through outreach Perkins + Will was able to increase their subconsultant MWBE participation to approximately 3.3% participation.

Members of the selection committee included:

- Rick Benner, University Architect / Director, Facilities Development & Capital Budget (FDCB), Selection Committee Chair
- Josh Kavulla, Associate Director, FDCB
- Mark Nicasio, Project Manager FDCB
- Brad Johnson, Dean, College of Science & Engineering
- Steve Hollenhorst, Dean, Huxley College of the Environment
- Francis Halle, Director, Space Administration/Management
- John Furman, Director, Facilities Management
- Julie Blazek, AIA, Partner, HKP Architects

The Board of Trustees approved design funding for Sciences Building Addition project in the *Approval of 2017-2019 Capital Budget* action item at the February 9, 2018 meeting.

**Source of Funding:** State Bond Funds

# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa  
**DATE:** June 15, 2018  
**SUBJECT:** Awarding of Honorary Degree  
**PURPOSE:** Action Item

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## **Purpose of Submittal:**

Pursuant to RCW 28B.35.205, the Board of Trustees, upon recommendation of the Faculty Senate, may authorize the awarding of honorary bachelor's, master's, or doctorate level degrees to individuals "in recognition of their learning or devotion to education, literature, art, or science."

Western Washington University Board of Trustees *Rules of Operation*, Section 2.3 Authority Reserved by the Board, authorizes the awarding of honorary degrees [Section 2.3(f)]. The Faculty Senate Executive Council is responsible for reviewing nominations and recommending to me candidates for honorary degrees. The President then selects from among the nominees and, prior to sharing the possibility of such an award with the potential recipient, consults with the Chair of the Board of Trustees. These steps have been completed with regard to the recommended action I am now very pleased to bring before you.

I recommend that the Board approve awarding an Honorary Doctorate of Humane Letters for Catharine R. Stimpson. The degree will be conferred by the College of Humanities and Social Sciences as a part of the Spring Commencement.

**Catharine R. Stimpson**  
**University Professor of English and Dean Emerita, Graduate School of Arts and Science**  
**New York University**  
**2018 Distinguished Alumna, Campus School**

One of seven Stimpson siblings—all of whom attended the Campus School—Catharine R. Stimpson began her professional life of academic accomplishment and critical inquiry in the John Dewey-influenced classroom of the Campus School. For Stimpson, the Campus School, along with her family, was the perfect foundation for her education. The quality teaching, the nurturing atmosphere, the experiential learning, and the love of learning the Campus School embodied gave Stimpson confidence and an intellectual curiosity that propelled her into academia.

"What I carried with me—and also from my undergraduate experience—was to make the classroom fun," she says, "a place where you anticipate the joy of education, where there is a combination of intellectual rigor and deep kindness."

Stimpson attended Bryn Mawr College, Cambridge University, and Columbia University. A pioneer in the study of women and gender, she founded *Signs: Journal of Women in Culture and Society* in 1974, where she remained editor until 1980. She published a novel called "Class

Notes" in 1980 and edited a book series for the University of Chicago Press. She was the first director of the Women's Center at Barnard College. From 1994 to 1997, she was the director of the MacArthur Foundation in Chicago, home of the MacArthur "Genius" Fellowship Awards. Armed with her unconventional progressive education from the Campus School, quick wit, and fierce intellect, Stimpson published eight books, more than 150 monographs, essays, and stories, and served as co-editor of the two-volume Library of America edition of the works of Gertrude Stein.

Stimpson's substantial contributions to the world of literary criticism and community service do not end there. She chaired the New York State Council for the Humanities, the National Council for Research on Women, and served as president of the Modern Language Association. She also served as a board member of PBS. She chaired the Ms. Magazine Board of Scholars and served as a member of the editorial group of Change magazine from 1992 to 1994. She currently chairs the board of Scholars at Risk, which provides assistance to threatened scholars worldwide. She teaches, among other things, Law and the Imagination at NYU Abu Dhabi. Though she travels the world and resides in New York, Stimpson celebrates her roots at The Campus School and in Bellingham in her professional life every day.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon recommendation by the President, award the degrees Doctorate of Humane Letters, *Honoris Causa* to Catharine R. Stimpson.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa

**DATE:** June 15, 2018

**SUBJECT:** **Consideration of Contract Between Western Washington University and the United Faculty of Western Washington**

**PURPOSE:** Action Item

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**Purpose of Submittal:**

To obtain approval from the Board of the revised Collective Bargaining Agreement with the United Faculty of Western Washington, encompassing changes in Sections 22 and 28 and Appendices E and F.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the revisions in the Collective Bargaining Agreement with the United Faculty of Western Washington.

The Board of Trustees authorizes the President or his designee to execute the agreement on behalf of the Board effective June 15, 2018, in keeping with the reserved authority in the Board of Trustees Rules of Operation, Section 2.3(h).

**Supporting Information:**

State law authorizes college and universities to engage in collective bargaining with faculty. The University and the UFWW have been at the table in negotiation since April 20, 2018 and have now reached a tentative agreement on the subjects of this reopener, specifically Sections 22 and 28 and their associated Appendices E and F. Members of the UFWW were given the opportunity to vote on whether to ratify the agreement during the past week. The results will be reported at the Board meeting.

This agreement is beneficial to all while making further progress on shared strategic goals for Western.

## SECTION 22 COMPENSATION

High quality faculty and staff are crucial for providing students an integrated Western experience. The University faces an increasingly competitive national marketplace for the services of faculty and staff. Therefore: The University needs to maintain ongoing emphasis on achieving competitive salaries and broad-based benefits for faculty and staff.

The University and the Union agree to collaborate in furthering statewide awareness of the importance of investment in competitive salaries and broad-based benefits for higher education.

### 22.1 Salary

22.1.1 The academic salary schedule begins on September 16 and ends the following June 15.

22.1.2 The initial salary for tenured and tenure-track faculty and non-tenure-track faculty is set forth in the letter of offer.

22.1.3 Effective September 16, 2015, all faculty, with the exception of those mentioned in 22.1.3.1, will receive a basic salary increase of 3.75%. If the CBA becomes effective after September 16, 2015, all faculty shall receive the balance of their basic salary increase which is not to be covered in future pay periods as a single lump sum in the first salary payment to include the basic salary percentage increase.

22.1.3.1 New faculty hired for the 2015-16 academic year do not automatically receive the salary increase in 22.1.3. The UFWW President and the Provost will review the salaries of these faculty and take action to address any salary inequity by December 15, 2015.

22.1.4 Effective September 16, 2016, all faculty, with the exception of those mentioned in 22.1.4.1, will receive a basic salary increase of 3.75%.

22.1.4.1 New faculty hired for the 2016-17 academic year do not automatically receive the salary increase in 22.1.4. The UFWW President and the Provost will review the salaries of these faculty and take action to address any salary inequity by December 15, 2016.

22.1.5 Effective September 16, 2017, all faculty, with the exception of those mentioned in 22.1.5.4, will receive a basic salary increase as described below in sections 22.1.5.1 through 22.1.5.3.



- 22.1.5.1 The total salary increase in the third year shall be  $X + 1.25\%$ . X is the amount allocated by the Washington State Legislature for general salary increases for fiscal year 2018.
- 22.1.5.2 If the total of  $X + 1.25\%$  in the third year does not equal 4.25%, then either the WWU Administration or UFWW will have the right to reopen and bargain Section 22.1 and Section 22.2 of the Agreement. If neither side opts to reopen and bargain these sections the total salary increase in the third year will be 4.25%.
- 22.1.5.3 The fraction of the total salary increase in the third-year to be distributed as across-the-board is in the same proportion as in years one and two. This proportion is equal to the fraction  $3.75/4.25$ .
- 22.1.5.4 New faculty hired for the 2017-18 academic year do not automatically receive the salary increase in 22.1.5.1-22.1.5.3. The UFWW President and the Provost will review the salaries of these faculty and take action to address any salary inequity by December 15, 2017.
- 22.1.6 Effective September 16, 2018, all faculty, with the exception of those mentioned in 22.1.6.1, will receive a basic salary increase of 2.25%. Effective January 1, 2019, the same faculty members will receive an additional 2% basic salary increase based on the salary as of September 15, 2018.
- 22.1.6.1 New faculty hired for the 2018-19 academic year do not automatically receive the salary increase in 22.1.6. The UFWW President and the Provost will review the salaries of these faculty and take action to address any salary inequity by December 15, 2018.
- 22.1.7 Effective September 16, 2019, all faculty, with the exception of those mentioned in 22.1.7.1, will receive a basic salary increase of 4%.
- 22.1.7.1 New faculty hired for the 2019-20 academic year do not automatically receive the salary increase in 22.1.7. The UFWW President and the Provost will review the salaries of these faculty and take action to address any salary inequity by December 15, 2019.
- 22.1.7.2 If the amount allocated by the Washington State Legislature for general salary increases for fiscal year 2020 is outside the range 2.75%-3.25%, the UFWW and the University will reopen and bargain Section 22.1 and Section 22.2 of the Agreement.

## 22.2 Compression and Equity Adjustments

- 22.2.1 An amount equal to 0.50% of the actual salaries paid to faculty members in the bargaining unit in 2014-15 shall be distributed as of September 16, 2015 as salary increases to selected faculty effective at the beginning of the academic salary schedule. The process of dividing and distributing this amount will follow that outlined in Appendix E and sections 22.2.4 through 22.2.10. If the CBA becomes effective after September 16, 2015, all faculty shall receive the balance of their compression and equity adjustment which is not to be covered in future pay periods as a single lump sum in the first salary payment to include the compression and equity adjustment increase.
- 22.2.2 An amount equal to 0.50% of the actual salaries paid to faculty members in the bargaining unit in 2015-16 shall be distributed as of September 16, 2016 as salary increases to selected faculty effective at the beginning of the academic salary schedule. The process of dividing and distributing this amount will follow that outlined in Appendix E and sections 22.2.4 through 22.2.10.
- 22.2.3 An amount determined as described below in sections 22.2.3.1 through 22.2.3.3 shall be distributed as of September 16, 2017 as salary increases to selected faculty effective at the beginning of the academic salary schedule. The process of dividing and distributing this amount will follow that outlined in Appendix E and sections 22.2.4 through 22.2.10.
- 22.2.3.1 The total salary increase in the third year shall be  $X + 1.25\%$ .  $X$  is the amount allocated by the Washington State Legislature for general salary increases for fiscal year 2018.
- 22.2.3.2 If the total of  $X + 1.25\%$  in the third year does not equal 4.25%, then either the WWU Administration or UFWW will have the right to reopen and bargain Section 22.1 and Section 22.2 of the Agreement. If neither side opts to reopen and bargain these sections the total salary increase in the third year will be 4.25%.
- 22.2.3.3 The fraction of the total salary increase in the third-year to be distributed as compression and equity is in the same proportion as in years one and two. This proportion is equal to the fraction  $0.50/4.25$ .
- 22.2.4 For distributions in 2015-2016, all tenured and tenure-track faculty will be evaluated for compression and equity adjustments. Non-tenure track faculty are not eligible for compression and equity adjustments.
- 22.2.5 For distributions in 2016-2017, ~~and~~ 2017-2018, 2018-19, and 2019-20, all tenured and tenure-track faculty, as well as non-tenure-track senior instructors, will be evaluated for compression and equity adjustments. Non-tenure track faculty who are not senior instructors are not eligible for compression and equity adjustments.

- 22.2.6 Faculty who did not meet expectations in their most recent reviews cannot receive an adjustment. Faculty who address deficiencies in failed reviews and subsequently meet expectations are eligible for adjustments in the year compression and equity adjustments are next available.
- 22.2.7 For the distributions in the 2015-2016 academic year, the administration will provide the UFWW with a list of the proposed adjustments by November 15, 2015. For the distributions in the 2016-2017 and 2017-2018 academic years, the administration will provide the UFWW with a list of the proposed adjustments by July 15 of the preceding academic year (July 2016 and July 2017, respectively).
- 22.2.8 Following the provision of the proposed adjustments to the UFWW outlined in Section 22.2.7 and 22.2.13, but prior to the distribution of the salary adjustments, representatives of the administration and UFWW will have the opportunity to review the proposed adjustments. The representatives will identify any anomalies, omissions, or errors and suggest possible remedies. These representatives may suggest changes on which a consensus is reached in each year of the agreement by the deadlines outlined in section 22.2.9 and 22.2.13 of the CBA to the Provost and the UFWW President, who must agree for any suggested changes to be adopted.
- 22.2.9 For the distributions in the 2015-2016 academic year, the final recommendations of the representatives shall be submitted to the parties of this agreement by December 10, 2015. For distributions in the 2016-2017 and 2017-2018 academic years, the final recommendations of the representatives shall be submitted to the parties of this agreement by August 15 of the academic year (August 2016, August 2017, respectively).
- 22.2.10 In any year of this Collective Bargaining Agreement except 2019-20, any monies dedicated to Compression and Equity Adjustments (as specified in 22.2.1, 22.2.2, and 22.2.3) which remain undistributed after completion of the process outlined in sections 22.2.1 through 22.2.9 and 22.2.13 shall be proportionately distributed to all faculty as a general salary increase. More specifically, if U dollars remain undistributed after this process, and T dollars is the total of all faculty salaries in the current academic year after all other salary adjustments have been implemented, each faculty member shall receive a fractional increase equal to  $U/T$  in the salary for the current academic year.
- 22.2.11 An amount equal to 0.75% of the actual salaries paid to faculty members in the bargaining unit in 2017-18 shall be distributed as of September 16, 2018 as salary increases to selected faculty effective at the beginning of the academic salary schedule. The process of dividing and distributing this amount will follow that outlined in Appendix E and sections 22.2.5, 22.2.6, 22.2.8, and 22.2.10.
- 22.2.12 An amount not greater than \$100,000 shall be distributed as of September 16, 2019 as permanent salary increases to selected faculty effective at the beginning of the academic salary schedule. The process of dividing and distributing this

amount will follow that outlined in Appendix E and sections 22.2.5, 22.2.6, 22.2.8, and 22.2.10.

22.2.12.1 If the amount allocated by the Washington State Legislature for general salary increases for fiscal year 2020 is outside the range 2.75%-3.25%, the UFWW and the University will reopen and bargain Section 22.1 and Section 22.2 of the Agreement.

22.2.13 For any distributions in both the 2018-19 and 2019-20 academic years, the administration will provide the UFWW with a list of the proposed adjustments by July 15 of the preceding academic year (July 2018 and July 2019, respectively). Following the provision of the proposed adjustments to the UFWW, but prior to the distribution of the salary adjustments, representatives of the administration and UFWW will have the opportunity to review the proposed adjustments. The representatives will identify any anomalies, omissions, or errors and suggest possible remedies. These representatives may suggest changes on which a consensus is reached in each year of the agreement by August 15 of the academic year (August 2018, August 2019, respectively) to the Provost and the UFWW President, who must agree for any suggested changes to be adopted.

22.3 Post-tenure Review. All faculty who have exceeded department standards in at least one category of teaching, research, or service and who have met department standards in the remaining categories in a post-tenure review shall receive a 3% increase to their basic salary effective the following September.

22.4 Promotion and Advancement

22.4.1 Tenured and tenure-track faculty who receive a promotion shall have their base salary increased by 10% effective September 16 following the promotion.

22.4.2 Instructors who advance to senior instructor shall have their base salary increased by 10%, effective September 16 following the advancement.

22.5 Department Chairs

22.5.1 Chair stipends are based upon the total combined departmental FTE of tenured faculty, tenure-track faculty/non-tenure-track faculty, and staff, calculated on October 31 of each year. The stipends are payable quarterly, including summer, and are determined according to the following formulae:

22.5.1.1 Let FTE be defined as in 22.5.1 above.

22.5.1.2 The stipend per quarter =  $\$1475 + (\$85 \times \text{FTE})$ .

22.5.1.3 The stipend per year =  $\$5900 + (\$340 \times \text{FTE})$ .

22.5.1.4

- a. For academic year 2018/19 the stipends specified in 22.5.1.2 and 22.5.1.3 will increase by the same percentages as the basic faculty salary increases specified in Section 22.1.
- b. For academic year 2019/20 the stipends specified in 22.5.1.2 and 22.5.1.3, as increased by 22.5.1.4.a, will increase by the same percentages as the basic faculty salary increases specified in Section 22.1.

22.5.2 Annual faculty appointment contracts for department chairs, during their term(s) of chair duty, are for 9.5 months (September 8 - June 22).

22.5.3 Department Chairs receive a temporary 0.75% base salary increase on September 8th of each year they serve as Department Chair. This increase becomes permanent after four consecutive years of department chair service. For Department Chairs in mid-appointment as of July 1, 2013, prior years of uninterrupted service count toward the four years of service necessary to receive the permanent base salary increase, but not toward the amount of the increase. Interruptions in service (as defined in Section 11) are accommodated provided the chair returns to the appointment after the leave and does serve a full four years. Chairs who are called back to chair service for reasons of administrative exigency may add all prior chair service toward fulfillment of the requirement that four consecutive years be served for the permanent salary increase. Salary increases do not accumulate during interruptions of service, and are not assigned to any chair service rendered prior to July 1, 2013.

Should a UFWW/WWU Collective Bargaining Agreement subsequent to the present one change or eliminate the compensation stipulation of this article, the salary increases accumulated under the present Agreement will still vest after four consecutive years of service, even if that four-year period ends after the expiration of the present Agreement.

22.5.4 Department chairs shall negotiate with the dean, with the approval of the Provost, any reduction in teaching load associated with the position.

22.6 Academic Program Directors

The Provost or dean will determine the appropriate stipend and/or release time in accordance with the responsibilities of each position. A stipend shall be at least \$1000 in each quarter, including summer session, for which there are program responsibilities. In no case will the compensation given to program directors for the current level of responsibilities decrease.

22.6.1 For academic year 2018/19 any stipends awarded under 22.6 will increase by the same percentages as the basic faculty salary increases specified in Section 22.1.

22.6.2 For academic year 2019/20 any stipends awarded under 22.6, as increased by 22.6.1, will increase by the same percentages as the basic faculty salary increases specified in Section 22.1.

## 22.7 Medical, Dental, Life and Long-Term Disability

Medical, Dental, Life and Long-Term Disability Plans, benefits and premium share are set and from time to time revised by the Washington State Health Care Authority.

## 22.8 Mileage

Authorized travel between campuses and/or worksite assignments shall be compensated at the current State of Washington mileage rate. Worksite is defined as an official WWU program site.

## 22.9 Professional Development

22.9.1 Each college will fund a faculty development and professional travel pool with an annual amount equal to \$1,000 per FTE tenured/tenure-track faculty, and \$500 per FTE non-tenure-track faculty member. The funds will be allocated and administered by deans of colleges and Library in accordance with criteria and procedures in guidelines developed within the faculty governance bodies of each college and the Library. All faculty members are eligible to apply for the funds. When requested, the Provost will review with UFWW representatives the faculty development and professional travel pool expenditures.

22.9.2 A supplemental faculty development pool for Creative Activity and Scholarship will be funded with an annual amount equal to \$100 per FTE tenured/tenure-track faculty, and \$50 per FTE non-tenure-track faculty member. These funds are in addition to any funds budgeted by Research and Sponsored Programs in 2014-2015.

The funds will be allocated and administered by Research and Sponsored Programs in accordance with criteria and procedures in guidelines developed within the faculty governance bodies of Research and Sponsored Programs. All faculty members are eligible to apply for the funds.

## 22.10 Retention

The University administration may, in consultation with the faculty member's department, grant a salary increase to any faculty member for retention, provided that the

Union is notified in writing of the change in salary and of the justifications for the change.

#### 22.11 Stipends for Teaching Large Classes

The dean and the chair shall confer concerning the appropriate support and/or compensation for teaching large classes.

#### 22.12 Release Time for Faculty Senate

Honoring the direct relationship and collaboration of the Faculty Senate and the University in shared governance, the University will provide a reduction in teaching load associated with the following positions in the university, depending on the scope of the role.

- Faculty Senate President
- Chair of ACC
- Chair of UPRC
- Legislative Representative
- Chair of Graduate Council

The Union will be notified of any changes proposed by the Senate and the University, and will be given the opportunity to bargain concerning those changes.

#### 22.13 Compensation for Temporary Extra Teaching Assignments

22.13.1 Faculty may teach one or more courses above their regular teaching load with a recommendation from the department chair and approval by the dean. Such temporary extra teaching assignments will be compensated by temporary additional pay at the rate of 1/36 of the faculty member's salary per credit hour.

22.13.2 Non-tenure track faculty who supervise independent study courses will be compensated at the rates specified in 22.15.2.1.iii.

#### 22.14 Summer Research and Teaching Grants

The University will award the maximum feasible number of Summer Research Grants and Summer Teaching Grants for each summer during which this agreement is in effect. The minimum number of Summer Research Grants and Summer Teaching Grants awarded shall be no fewer than 20 total per summer. Each grant will be in the amount of \$6,000 and will be awarded in accordance with the policies of the Office of Research and Sponsored Programs.

#### 22.15 Extended Education

## 22.15.1 Summer Session<sup>1</sup>

22.15.1.1 For Summer Session courses faculty are paid 1/45 of AY salary per credit. For Summer Session courses enrolling over 15 students, faculty are paid 1/45 of the AY salary per credit plus \$54 per SCH for 16 students and above.

22.15.1.2 Individually-supervised credit-bearing activities, such as independent studies, field research/experience, practicum, and internships in the summer will generally be paid at a per SCH rate. Deans may choose to offer faculty the salary per credit rate of pay (described in 22.15.1.1 above) for independent studies and internships. Per SCH pay is recommended for activities with 9 or fewer students, salary per credit is recommended for activities with 10 or more students. For academic years 2015-16, 2016-17, and 2017-18, the minimum per SCH rates for these undergraduate and graduate courses will increase by the same percentages as the basic faculty salary increases specified in Section 22.1. The instructors of any courses in the last three years that have been paid at more than \$139 per credit shall continue to be paid for those courses at a rate no lower than that higher rate. Enrollment shall be determined as in section 22.15.1.3.

### 22.15.1.3

- a. For purposes of determining compensation for independent studies, field research/experience, practicum, and internships in the summer, "course enrollment" is the actual enrollment on the census date of the quarter. For individual courses not delivered on the regular quarterly cycle a final enrollment date will be specified.
- b. No compensation payments are earned or paid for canceled courses or for courses with a census date enrollment of zero.

22.15.1.4 For NTT Faculty teaching Summer Session, the academic year salary shall be annualized to determine summer salary. Once the academic year salary is annualized, all rules above apply.

## 22.15.2 Compensation for Credit-bearing Activity Governed by Section 16.5

- 22.15.2.1 Correspondence and Contracted Independent Study Courses at the SCH rates of:
- i. Standard Correspondence: \$66 per SCH
  - ii. Writing Intensive: \$99 per SCH
  - iii. "Contract" Independent Study: \$140 per SCH

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<sup>1</sup> "Summer Session" is defined in Section 16.



22.15.2.2. For academic year 2018/19 the rates specified in 22.15.2.1 will increase by the same percentages as the basic faculty salary increases specified in Section 22.1.

22.15.2.3 For academic year 2019/20 the rates specified in 22.15.2.1, as increased by 22.15.2.2, will increase by the same percentages as the basic faculty salary increases specified in Section 22.1.

22.15.3. Study Abroad/Study Away:

- i. Courses enrolling five or fewer students will be compensated on a per SCH basis at the rate of 70% of applicable tuition. Per SCH compensation cannot be applied to enrollments above 5 students.
- ii. For courses enrolling six or more students the faculty member will be paid at the rate of AY salary per credit described in Section 22.15.1.1 above.
- iii. In addition to instruction, the faculty member will be compensated for the "additional duties" associated with travel programs.
- iv. The total compensation for instruction and additional duties as described may be divided between multiple faculty members in any manner mutually agreed.

22.15.4 Online Courses

22.15.4.1 Course Development

22.15.4.1.1 The University will pay faculty not less than \$500 per credit to develop online courses. These courses shall be considered work for hire. For course materials developed for payment from the university, the university may only share those materials with dean and departmentally approved instructors for that course. Course materials developed for payment from the university may only be used for the teaching of courses at Western by departmentally approved instructors. Faculty members who develop course materials for online courses retain the right to use those materials in other instructional formats.

22.15.4.1.2 Faculty may elect to develop online courses without compensation from the University. These courses remain the sole property of the faculty members who develop them. Faculty may

use summer teaching grants to develop these courses and still retain ownership.

22.15.4.2 Online Instruction

22.15.4.2.1 For online courses taught outside the regular teaching load, faculty shall be paid 1/36 of their academic year salary per credit.

22.15.5 Cohort Programs, Off-campus and Special Duties Assignments

22.15.5.1 Tenured and tenure-track faculty teaching in a cohort program may do so as part of the regular load, or paid as an “extra teaching assignment” per 22.13. Compensation is based on academic year salary and is not based on separate Summer Session pay schedules, regardless of when during the year a course is offered.

22.15.5.2 Non tenure-track faculty teaching in cohort programs are paid at the per credit rate established in their original appointment letter. Compensation is based on academic year rates and is not based on separate Summer Session pay schedules, regardless of when during the year a course is offered.

22.15.5.3 NTT faculty working at a distance, who do not have access to WWU office space in Bellingham or at a WWU outreach site, shall receive a stipend to cover personal costs associated with teaching related expenses. The stipend shall be \$250 per quarter.

22.15.5.4 Costs associated with mileage/travel will be reimbursed to faculty when they are required to travel for their teaching assignment.

22.15.5.5 Faculty who undertake administrative or non-teaching duties in support of a self-sustaining program shall be compensated through either a course release or stipend.

22.16 Non-Tenure Track Service Pool

The University will fund a non-tenure track service pool with an annual amount equal to \$150 per FTE non-tenure-track faculty member per year. In determining the funds available for a specific academic year, the FTE calculations shall be based upon the previous academic year. The funds will be allocated and administered by the Provost in accordance with criteria and procedures in guidelines developed by the Faculty Senate and approved by the Provost. All NTT faculty members are eligible to apply for the funds. When requested, the Provost will review with UFWW representatives the NTT service pool expenditures.

## **SECTION 28 PARKING**

28.1 Parking permit rates for current lots and Lincoln Creek will be increased as outlined in Appendix F.

28.1.1 As provided for in Section 26.5, the University will satisfy its collective bargaining obligation prior to any other changes in parking rates.

28.1.2 On those days when they work during the evening shift, Library faculty shall have access to one evening parking permit held by the Library for parking spaces near the libraries after 5:00 p.m.

**Appendix E**  
**Compression and Equity Procedures**

Compression and equity adjustments shall be made in the following manner for the duration of the 2015-2020 Collective Bargaining Agreement:

The current academic year in the following formula is the year during which the salary adjustments are to be awarded. The reporting academic year is the academic year for which the CUPA data are reported. This will be the academic year prior to the current academic year; for example, in determining salary adjustments for 2015-16, CUPA data from 2014-15 will be used.

1. Salary adjustments for eligible faculty shall be determined by the following formula<sup>2</sup>:

$$A_i = \frac{\text{Max}[T_{j[i],k[i]} \times 1.10^* \times (1 + \text{Min}[g(Y_i),16] \times 0.0025) - S_i, 0]}{a \times TS} \times \sum_{i=1}^N \text{Max}[T_{j[i],k[i]} \times 1.10^* \times (1 + \text{Min}[g(Y_i),16] \times 0.0025) - S_i, 0]$$

<i>N</i>	Number of faculty eligible for compression and equity adjustments at Western
<i>i</i>	Index referring to an eligible faculty member
<i>TS</i>	Total of all faculty salaries in the bargaining unit in the year immediately prior to the current academic year.
<i>A<sub>i</sub></i>	Additional amount to be added to the base salary of faculty member i.
<i>j[i]</i>	Index function referring to discipline (department) j, to which faculty member i belongs.
<i>k[i]</i>	Index function referring to rank/status k, which faculty member i possesses
<i>T<sub>j,k</sub></i>	Target salary for discipline j, rank/status k, defined as the mean salary reported to CUPA for the relevant peer group. See (2) below for details.
<i>S<sub>i</sub></i>	Current academic year base salary of faculty member i (prior to the adjustment for the current academic year)
<i>Y<sub>i</sub></i>	Number of years of service as a tenure-track and tenured faculty member for faculty member i.
<i>g(Y<sub>i</sub>)</i>	$= \begin{cases} 0 & \text{if } Y_i < 4 \\ Y_i & \text{if } Y_i \geq 4 \end{cases}$
<i>a</i>	Fraction used to calculate the amount of money available for distribution as determined by Section 22.2 of the 2015-2020 Collective Bargaining Agreement.

<sup>2</sup> For 2019-20, use the following formula:

$$A_i = \text{Max}[T_{j[i],k[i]} \times 1.10^* \times (1 + \text{Min}[g(Y_i),16] \times 0.0025) - S_i, 0] \times \text{Min} \left[ \frac{100,000}{\sum_{i=1}^N \text{Max}[T_{j[i],k[i]} \times 1.10^* \times (1 + \text{Min}[g(Y_i),16] \times 0.0025) - S_i, 0]}, 1 \right]$$

*	1.10 (110%) is an adjustment to account for cost-of-living differences between Western Washington University and the peer group specified in this Appendix, Section 2.a.
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2. The College and University Professional Association [<http://www.cupahr.org/>] produces an annual higher education salary survey. The CUPA target salaries shall be based upon the following parameters:

a. The peer group used for target salaries shall be as follows:

2010 Carnegie Class: Master’s College and Universities (Larger Programs)
Affiliation: Public
Student FTE: 10,000 and above
Excludes Western Washington University.

b. Other CUPA parameters in calculating target salaries shall be as follows:

Comparison data aged at default aging rate (for example, 2.1% for the 2014-2015 data).
Aging Date: September 15 of the current academic year.
Weighted Statistics

c. For senior instructors,  $T_{j,k}$  shall be determined as follows. For faculty member  $i$  in discipline  $j$ , the “Per-Course Faculty (Four-Year Institutions)” survey data will be used to determine the mean per-credit hour wage rate  $W_j$  for NTT faculty in discipline  $j$  as reported by CUPA. Let  $C_i$  be the planned credit-hour load for faculty member  $i$  in the current academic year. Then:

$$T_{j[i],k[i]} = W_j \times C_i \times 1.10$$

d. For tenured and tenure-track faculty,  $T_{j,k}$  shall be obtained directly from “Faculty in Higher Education (Four-Year Institutions)” survey data.

e. If  $T_{j,k}$  (or  $W_j$ ) does not exist for certain  $j, k$  combinations in the relevant peer group, representatives of the administration and the UFWW (see 22.2.8) shall obtain an estimate of  $T_{j,k}$  (or  $W_j$ ) for those  $j, k$  combinations using a mutually agreed-upon peer group for which the  $T_{j,k}$  (or  $W_j$ ) do exist.

f. If  $j[i]$  is unavailable for faculty member  $i$ , representatives of the administration and the UFWW shall determine an appropriate code  $j$  for faculty member  $i$ . Changes in  $j[i]$  must be approved by the Provost and the UFWW President.

g. For academic year 2018-19,  $S_i$  is the academic year base salary of faculty member  $i$  as it would be on January 1, 2019 if no Compression and Equity adjustment had been awarded on September 16, 2018.



LINCOLN CREEK							
QUARTER	N/C	\$0	N/C	\$25	\$25	\$1	\$26
ANNUAL	N/C	\$0	N/C	\$90	\$90	\$3	\$93

FY19 - 20					
	FY18 Rate	FY19 Increase	FY19 Rate	FY20 Increase	FY20 Rate
G Lots					
Quarter	\$102	\$3	\$105	\$3	\$108
Academic	\$306	\$9	\$315	\$9	\$324
Annual	\$390	\$12	\$402	\$12	\$414
Summer	\$85	\$3	\$88	\$3	\$91
A lots					
Quarter	\$90	\$3	\$93	\$3	\$96
Academic	\$268	\$8	\$276	\$8	\$284
Annual	\$340	\$10	\$350	\$11	\$361
Summer	\$73	\$2	\$75	\$2	\$77
Motorcycle					
Quarter	\$19	\$1	\$20	\$1	\$21
Academic	\$55	\$2	\$57	\$2	\$59
Annual	\$69	\$2	\$71	\$2	\$73
Summer	\$15	\$1	\$16	\$1	\$17
G Lot Half-Time					
Quarter	\$52	\$2	\$54	\$2	\$56
Academic	\$154	\$5	\$159	\$5	\$164
Annual	\$195	\$6	\$201	\$6	\$207
Summer	\$42	\$1	\$43	\$1	\$44
A Half -Time					
Quarter	\$44	\$1	\$45	\$1	\$46
Academic	\$134	\$4	\$138	\$4	\$142
Annual	\$170	\$5	\$175	\$5	\$180
Summer	\$37	\$1	\$38	\$1	\$39
After Hours					
Per hour	\$1	\$0.50	\$1.50	\$0.50	\$2.00
G Carpool					
Quarter	\$81	\$10	\$91	\$10	\$101
Academic	\$243	\$30	\$273	\$30	\$303
Annual	\$309	\$39	\$348	\$39	\$387
Summer	\$66	\$9	\$75	\$9	\$84
Commuter Pack					
10 Qty (one per qtr.)	\$22	\$8	\$30	\$10	\$40
Lincoln Creek					
Quarter	\$26	\$1	\$27	\$1	\$28
Annual	\$93	\$3	\$96	\$3	\$99
Hourly	\$1	\$0	\$1	\$0	\$1
Daily	\$5	\$0	\$5	\$0	\$5





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

**DATE:** June 15, 2018

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office

**SUBJECT: Action Item  
Approval of 2018-2019 Academic Year Tuition Rates**

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**Purpose of Submittal:**

The Legislature and Governor have passed and signed an appropriations bill. Based on this approved bill and the FY 2019 Western Washington University recommended budget, the Board is requested to approve 2018-2019 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student.

**Proposed Motion:**

***MOVED*, that the 2018-2019 annual tuition operating fee and capital building fee rates for state-funded resident undergraduate students be raised by 2.2%; and**

***FURTHER MOVED*, that the 2018-219 annual tuition operating fee and capital building fee rates for non-resident undergraduate students be raised by 5.0%; and**

***FURTHER MOVED*, that the 2018-2019 annual tuition operating fee and capital building fee rates for resident graduate, non-resident graduate, resident MBA, and rates for resident and non-resident students in the Audiology and Speech Pathology programs be raised by 4.5%; and**

***FURTHER MOVED*, that the 2018-2019 annual tuition operating fee and capital building fee rates for non-resident Masters in Business Administration (MBA) students be raised by 30.6%.**

**Supporting Information:**

Please see attached supporting information, including charts detailing proposed dollar and percent increases for 2018-2019 tuition fees, comparison data to other Washington institutions of higher education, and the historical total cost of attendance for resident undergraduate students.

**Additional Information:**

The fiscal 2018-2019 operating budget plan which relies on tuition operating fee revenue generated by the tuition changes proposed under this submittal, will also be presented at the June 15, 2018 Board meeting.

Attachment:

*Memo of Supporting Information on Setting 2018-2019 Academic Year Tuition*

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office

**DATE:** June 15, 2018

**SUBJECT: Supporting Information on Setting 2018-19 Academic Year Tuition**

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In accordance with the College Affordability Act of 2015, Western has the authority to raise *resident undergraduate (RUG) tuition operating fees* by the average annual percentage growth rate in the median hourly wage for Washington for the previous 14 years as determined by the federal bureau of labor statistics. For fiscal year 2018-19, this average rate is 2.2%.

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

**Proposed 2018-19 Tuition Rates for WWU**

Upon the recommendation of the Vice Presidents and Deans, and after review by the campus, it is recommended that Western increase the state-funded resident undergraduate tuition rate by 2.2% as authorized by the College Affordability Act of 2015. It is further recommended to increase non-resident undergraduate rates by 5.0%. Finally, it is recommended to increase all other rates (resident graduate, non-resident graduate, resident MBA and resident and non-resident students in the Audiology and Speech Language Pathology programs) by 4.5%, and non-resident Masters of Business Administration (MBA) rates by 30.6%.

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

The Washington Student Achievement Council (WSAC) national average data we have utilized in the past for comparative purposes is not currently available. The Washington state higher education institutional data analysis we provide here has been collected through phone calls and emails, but some are still awaiting approvals by the institutions Board of Trustees or Board of Regents.

**Resident Undergraduate Tuition:** The majority of Western's students are resident undergraduates, making up approximately 87.9% of the headcount for the 2018 academic year. An increase of 2.2% in the operating fee component of the tuition fees as recommended for this student group, equates to an annual increase of \$138.

- Tuition increased for this classification by 2.2% in 2017-18 and decreased by 15.0% in 2016-17.
- UW resident undergraduate tuition is 58.5% higher than Western.
- Please see Attachment C for historical cost of attendance for this student classification.

**Non-Resident Undergraduate Tuition:** Non-resident undergraduate students represented approximately 11.3% of Western's 2018 academic year headcount. The proposed tuition increase for non-resident undergraduate students is 5.0% equating to an annual increase of \$1,038.

- Tuition increased for this classification by 3.5% in 2017-18 and 2.9% in 2016-17.
- UW non-resident undergraduate tuition is 62.9% higher than Western.
- Market and comparison costing analyses indicate that Western's non-resident tuition was extremely low in comparison to the other Washington public four-year institutions. As discussed at the April 2018 Board meeting, based on the quality of our programs, it has been determined that we would like to position our non-resident tuition rate between Washington State University and Eastern Washington University rates, but that it will take us several years of 5.0% increases to meet that objective.

**Resident Graduate Tuition:** Resident graduate students represented 3.7% of Western's 2018 academic year student headcount. The proposed tuition increase for resident graduate students is 4.5% equating to an annual increase of \$418.

- Tuition increased for this classification by 3.5% in 2017-18 and 2.9% in 2016-17.
- UW resident graduate tuition is 59.9% higher than Western.
- Market and comparison costing analyses indicate raising resident graduate tuition would not discourage enrollments.

**Non-Resident Graduate Tuition:** Non-resident graduate students represented less than 1% of Western's 2018 academic year student headcount. The proposed tuition increase for non-resident graduate students is 4.5% representing an annual increase of \$896.

- Tuition increased for this classification by 3.5% in 2017-18 and 2.9% in 2016-17.
- UW non-resident graduate tuition is 33.5% higher than Western.
- Market and comparison costing analyses indicate raising non-resident graduate tuition would not discourage out-of-state enrollments.

**Differential Tuition:**

**Masters in Business Administration (MBA):** The MBA tuition rate had historically been the only differentiated tuition Western charged until academic year 2017-18. This differential tuition was approved by the Board of Trustees during the 2011-2013 biennial tuition setting process as part of a long-term strategy to price the MBA program appropriately in the marketplace.

The MBA program is changing its curricular format to compress into a five quarter schedule, resulting in students finishing and entering the workforce a full 10 months earlier than the existing program. As discussions with Study Group progress regarding the desire of international students to obtain MBA degrees, and in market analysis to comparable universities, our non-resident tuition rates are very low, as the table below indicates:

Non-Resident MBA	
	Annual Total Cost
University of Washington	48,606
Seattle University	31,395
Eastern Washington University	30,056
Colorado State University	29,858
WWU (proposed)	29,683
Oregon State University	29,616
WWU (current)	23,121
California State University - Monterey	20,800
Washington State University	18,600

Tuition increased for this student classification by 3.5% in 2017-18 and 2.9% in 2016-17 for both residents and non-residents. It is recommended that the resident MBA rate be increased by 4.5% representing an annual increase of \$484, and the non-resident MBA rate be increased by 30.6% representing an annual increase of \$6,562.

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

language services, and those that do are reimbursing at lower rates). In addition, Medicare regulations have changed over the past five to ten years, and the clinic is no longer able to serve the Medicare population, due to requirements for supervision (a certified professional must be in the room 100% of time for Medicare reimbursement); therapy caps; and the overall cost of monitoring Medicare billing. In the past, the clinic “opted out” of billing Medicare and billed patients directly, gave discounts to Medicare patients, or “waived” fees for clients who demonstrated financial need. However, the current Medicare regulations do not allow speech pathologists and audiologists to opt out of billing Medicare if they bill other insurance providers, nor do they permit free services to some clients and not others. *In other words, if the clinic bills other clients and/or insurance, it must bill Medicare directly for Medicare eligible clients and meet all of their requirements.*

In 2017-18, the Board approved charging a differential tuition rate for this academic program, to enable patients to be seen at the clinic free of charge, eliminating the need to bill insurance companies including Medicare. This then restored the lifespan approach supported by our national accreditation organization, providing students with clinical experiences from infants to older adults.

The proposed tuition increase for Speech Language Pathology students is 4.5%, representing an annual increase of \$637 for resident students and \$1,177 for non-resident students.

*Clinical Doctorate in Audiology (Au.D):* As of 2007, the entry-level degree in audiology has been a clinical doctorate. For this reason, Western placed most of the graduate level audiology curriculum in moratorium in 2005, because we did not have legislative authority to offer doctorate level coursework. After obtaining the necessary legislative approval in the 2013-15 biennium, Western submitted a proposal to the state in the 2015-17 biennial budget for funding to establish a clinical doctorate program in audiology. Unfortunately, the decision package was not funded. As a high priority for the campus, plans were then initiated to internally fund this very important academic program. Analysis shows that to adequately fund this program for success, a differential graduate tuition rate must be established.

In 2017-18, the Board approved charging a differential tuition rate for this academic program, enabling Western to support local, state, and national demand and take advantage of space, curricula, and staff already in place. The Au.D. degree is offered by only six universities in the contiguous western United States, with no programs in Alaska and Hawaii.

The proposed tuition increase for Clinical Doctorate in Audiology students is 4.5%, representing an annual increase of \$858 for resident students and \$1,280 for non-resident students.

Attachments:

***Attachment A*** – *Proposed Western Tuition Dollar and Percentage Increases 2018-19*

***Attachment B*** – *Tuition Comparisons for Washington State*

***Attachment C*** – *Historical Total Cost of Attendance for Resident Undergraduates*

## ATTACHMENT A

**Western Washington University**  
**Proposed 2018-2019 Tuition Rates (Operating Fee and Capital Building Fee)**

<b>TUITION FEES</b>				
<b><u>Operating Fee</u></b>	2017-18	2018-19	\$ Change	% Change
Resident Undergraduate	\$5,950	\$6,081	\$131	2.2%
Non-Resident Undergraduate	\$19,939	\$20,936	\$997	5.0%
Resident Graduate	\$9,041	\$9,448	\$407	4.5%
Non-Resident Graduate	\$19,320	\$20,189	\$869	4.5%
Resident MBA	\$10,481	\$10,953	\$472	4.5%
Non-Resident MBA	\$20,797	\$27,163	\$6,366	30.6%
Resident Speech Language Pathology	\$13,734	\$14,352	\$618	4.5%
Non-Resident Speech Language Pathology	\$25,380	\$26,522	\$1,142	4.5%
Resident Audiology - Au.D.	\$18,498	\$19,330	\$832	4.5%
Non-Resident Audiology - Au.D.	\$27,600	\$28,842	\$1,242	4.5%
<b><u>Capital Building Fee</u></b>	2017-18	2018-19	\$ Change	% Change
Resident Undergraduate	\$300	\$307	\$7	2.2%
Non-Resident Undergraduate	\$823	\$864	\$41	5.0%
Resident Graduate	\$240	\$251	\$11	4.5%
Non-Resident Graduate	\$605	\$632	\$27	4.5%
Resident MBA	\$257	\$269	\$12	4.5%
Non-Resident MBA	\$641	\$837	\$196	30.6%
Resident Speech Language Pathology	\$425	\$444	\$19	4.5%
Non-Resident Speech Lanuguage Pathology	\$785	\$820	\$35	4.5%
Resident Audiology - Au.D.	\$572	\$598	\$26	4.5%
Non-Resident Audiology - Au.D.	\$854	\$892	\$38	4.5%
<b><u>TOTAL TUITION (Operating Fee and Capital Building Fee)</u></b>	2017-18	2018-19	\$ Change	% Change
Resident Undergraduate	\$6,250	\$6,388	\$138	2.2%
Non-Resident Undergraduate	\$20,762	\$21,800	\$1,038	5.0%
Resident Graduate	\$9,281	\$9,699	\$418	4.5%
Non-Resident Graduate	\$19,925	\$20,821	\$896	4.5%
Resident MBA	\$10,738	\$11,222	\$484	4.5%
Non-Resident MBA	\$21,438	\$28,000	\$6,562	30.6%
Resident Speech Language Pathology	\$14,159	\$14,796	\$637	4.5%
Non-Resident Speech Language Pathology	\$26,165	\$27,342	\$1,177	4.5%
Resident Audiology - Au.D.	\$19,070	\$19,928	\$858	4.5%
Non-Resident Audiology - Au.D.	\$28,454	\$29,734	\$1,280	4.5%

**Note:** Academic year tuition for full-time students (banded tuition 2010-2018 credit hours per quarter)

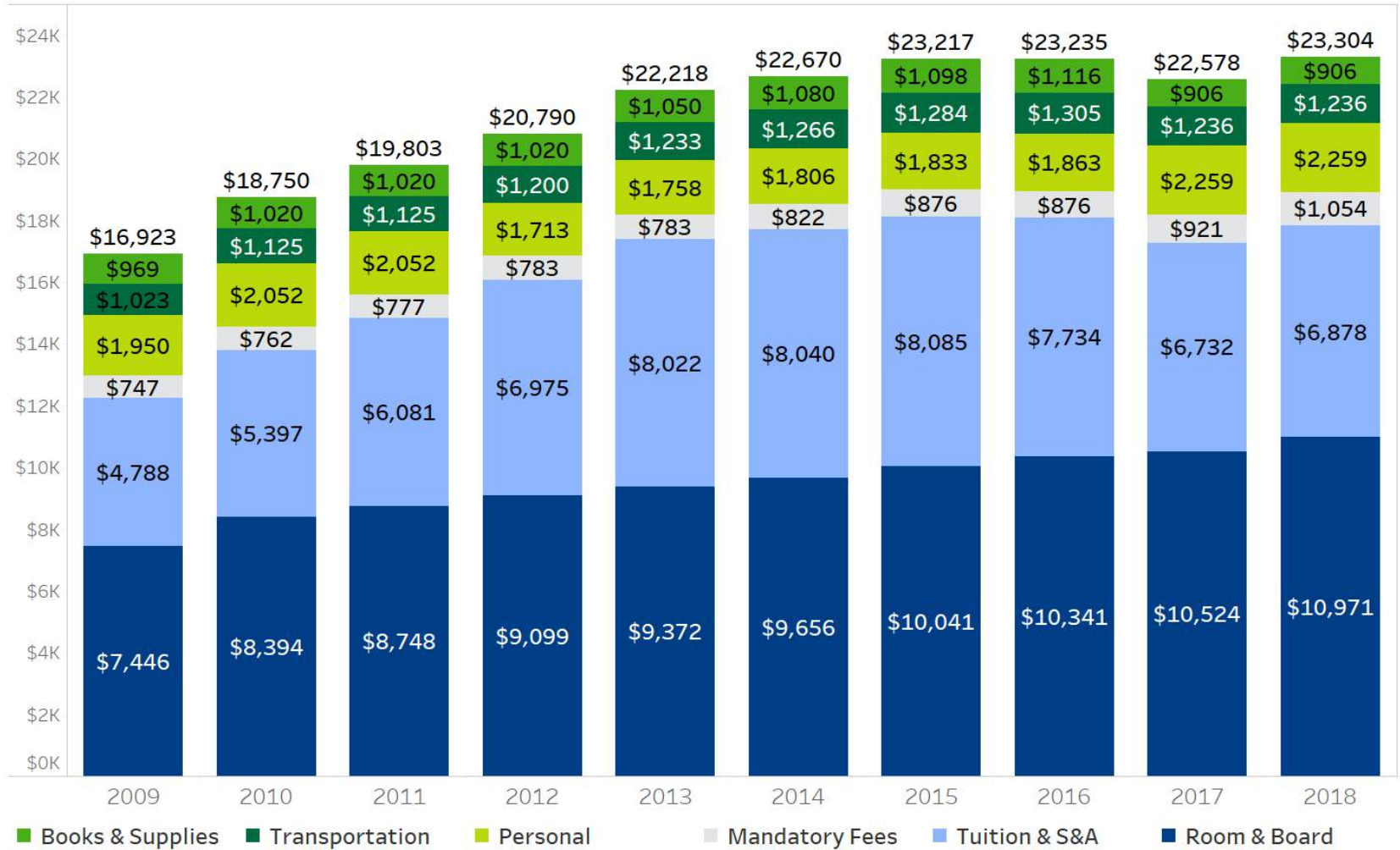
**Western Washington University**  
**Washington State Higher Education Sector Tuition Comparison - FY 2019**

Resident Undergraduate		Resident Graduate		Non-Resident Undergraduate		Non Resident Graduate	
UW	\$ 10,127	UW	\$ 15,510.00	UW	\$ 35,508.00	UW	\$ 27,801.00
WSU	\$ 9,720	WSU	\$ 11,224.00	TESC	\$ 24,690.00	EWU	\$ 25,930.82
<b>WWU</b>	<b>\$ 6,388</b>	EWU	\$ 10,795.25	WSU	\$ 23,956.00	WSU	\$ 24,656.00
TESC	\$ 6,174	TESC	\$ 9,885.00	EWU	\$ 22,834.89	TESC	\$ 23,736.00
EWU	\$ 5,700	<b>WWU</b>	<b>\$ 9,699.00</b>	<b>WWU</b>	<b>\$ 21,800.00</b>	<b>WWU</b>	<b>\$ 20,822.00</b>
CWU	\$ 5,689	CWU	\$ 8,224.67	CWU	\$ 19,820.84	CWU	\$ 20,240.06

\*CWU has not released official tuition figures for FY 2019. Numbers above are based on 2% increase proposed at their May 2018 Board of Trustees meeting.



## Historical Resident Undergraduate Total Cost of Attendance



# WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Melynda Huskey, Vice President for Enrollment and Student Services  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office

**DATE:** June 15, 2018

**SUBJECT:** Approval 2018-2019 Student Fees

**PURPOSE:** Action Item

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## **Purpose of Submittal:**

To recommend mandatory student fee levels for 2018-2019 for approval, and to approve the recommended revenue distributions of the Services & Activities (general S&A) Fee for academic year 2018-2019 and summer 2018.

## **Proposed Motion:**

***MOVED***, that the Board of Trustees of Western Washington University, upon the recommendation of the President and various constituent review committees, approve the 2018-2019 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees:

- **Services & Activities Fee** (*Proposed increase \$7.10 per quarter; 4.0% on the portion of the fee not pledged to bonds per RCW 28B.15.069*)
- **Student Recreation Fee** (*Proposed increase \$4.05 per quarter; 4.0%*)
- **Student Health Services Fee** (*Proposed increase \$7 per quarter; 6.6%*)
- **Student Technology Fee** (*No increase*)
- **Non-Academic Building Fee** (*No increase*)
- **Sustainable Action Fee** (*Proposed increase \$2 per quarter; 28.6%*)
- **Student Transportation Fee** (*No increase*)
- **Legislative Action Fee** (*No increase*)
- **Multicultural Services Fee** (*No increase*)

## **Supporting Information:**

Attachment A: Summary of Current and Proposed Mandatory Student Fee Levels  
Attachment B: WWU Mandatory Student Fees 5-year Summary  
Attachment C: Services and Activities Fee Proposal  
Attachment D: Student Recreation Fee Proposal  
Attachment E: Student Health Services Fee Proposal  
Attachment F: Student Technology Fee Program Report  
Attachment G: Non-Academic Building Fee Proposal  
Attachment H: Sustainable Action Fund Fee Program Report  
Attachment I: Student Alternative Transportation Fee Proposal

Attachment J: Legislative Action Fee Program Report  
Attachment K: Multicultural Services Fee Report

**Attachment A**  
**Summary of Current and Proposed Mandatory Student Fee Levels**

Average Increase of 3.6% for existing fees										
It is proposed to increase four of the nine existing mandatory student fees for 2018-19. This proposal constitutes a net average increase of 3.6% for all existing mandatory student fees (\$20.15 per quarter.)										
Proposed Fee Increases - Effective Fall Quarter for 2018-19										
Note: Per legislative action, beginning with Fiscal 2018-19 all S&A Fee increases are limited to 4% per year rather than the percentage increase of resident undergraduate tuition.										
<i>Proposed to the WWU Board of Trustees on June 15, 2018</i>										
Mandatory Fee	Notes	Proposed Change	Quarterly Fees				Academic Year Fees			
			Current 2017-18	Proposed 2018-19	\$\$ Change	% Change	Current 2017-18	Proposed 2018-19	\$\$ Change	% Change
<b>Existing Fees</b>										
<b>Services &amp; Activities (S&amp;A) Fee</b>	(1) (2)	Proposed increase of \$7.10 per quarter (4.0%). RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds, which effectively reduces the 4% proposed fee to 3.4%. Fee is prorated per credit with 10+ credits paying the full fee.	\$209.50	\$216.60	\$7.10	3.4%	\$628.50	\$649.80	\$21.30	3.4%
<b>Student Recreation Fee (S&amp;A)</b>	(1)	Proposed increase of \$4 per quarter (4.0% increase). RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$101.20	\$105.25	\$4.05	4.0%	\$303.60	\$315.75	\$12.15	4.0%
<b>Student Health Services Fee</b>		Proposed increase of \$7 per quarter (6.6% increase). Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$106.00	\$113.00	\$7.00	6.6%	\$318.00	\$339.00	\$21.00	6.6%
<b>Student Technology Fee</b>		No proposed change. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2018, students voted 71% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$0.00	0.0%	\$105.00	\$105.00	\$0.00	0.0%
<b>Non-Academic Building Fee</b>		No proposed increase. Fee is charged to students taking 6+ credits.	\$45.00	\$45.00	\$0.00	0.0%	\$135.00	\$135.00	\$0.00	0.0%
<b>Sustainable Action Fund Fee (renamed from "Green Energy Fee")</b>		In Spring 2018, students voted 84.6% in favor of reauthorization of this fee and recommend an increase to 90 cents per credit level with a \$9 per quarter maximum. The fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects.	\$7.00	\$9.00	\$2.00	28.6%	\$21.00	\$27.00	\$6.00	28.6%
<b>Student Alternative Transportation Fee</b>		No proposed change. In a Spring 2017 student referendum, students voted 93.6% in favor of re-authorizing the fee for 5 years beginning Fall 2017 and ending by Fall 2022, unless renewed by student vote. The re-authorization allows the Associated Students Board to recommend fee increases of a maximum 5% per year during that period; increases of more than 5% per year would need student voter approval. The Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate covers just the bus pass and will remain at \$21.	\$26.25	\$26.25	\$0.00	0.0%	\$78.75	\$78.75	\$0.00	0.0%
<b>Legislative Action Fee</b>	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$0.00	0.0%	\$3.00	\$3.00	\$0.00	0.0%
<b>Multicultural Services Fee</b>	(4)	No proposed increase. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	\$30.00	\$30.00	\$0.00	0.0%	\$90.00	\$90.00	\$0.00	0.0%
<b>Total Mandatory Fees</b>			<b>\$560.95</b>	<b>\$581.10</b>	<b>\$20.15</b>	<b>3.6%</b>	<b>\$1,682.85</b>	<b>\$1,743.30</b>	<b>\$60.45</b>	<b>3.6%</b>

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

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

Average Increase of 3.6% for existing fees

It is proposed to increase four of the nine existing mandatory student fees for 2018-19-18. This proposal constitutes a net average increase of 3.6% for all existing mandatory student fees (\$20.15 per quarter.)

**Proposed Fee Increases - Effective Fall Quarter for 2018-19**

Mandatory Fee	Notes	Proposed Change for 2018-19	Quarterly Fees					Academic Year Fees				
			Actual				Proposed	Actual				Proposed
			2014-15	2015-16	2016-17	2017-18	2018-19	2014-15	2015-16	2016-17	2017-18	2018-19
<b>Existing Fees</b>												
<b>Services &amp; Activities (S&amp;A) Fee</b>	(1) (2)	Proposed increase of \$7.10 per quarter (4.0%). RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds, which effectively reduces the 4% proposed fee to 3.4%. Fee is prorated per credit with 10+ credits paying the full fee.	\$195.00	\$197.00	\$205.00	\$209.50	\$216.60	\$585.00	\$591.00	\$615.00	\$628.50	\$649.80
<b>Student Recreation Fee (S&amp;A)</b>	(1)	Proposed increase of \$4 per quarter (4.0% increase). RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$99.00	\$99.00	\$99.00	\$101.20	\$105.25	\$297.00	\$297.00	\$297.00	\$303.60	\$315.75
<b>Student Health Services Fee</b>		Proposed increase of \$7 per quarter (6.6% increase). Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$85.00	\$85.00	\$96.00	\$106.00	\$113.00	\$255.00	\$255.00	\$288.00	\$318.00	\$339.00
<b>Student Technology Fee</b>		No proposed change. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2018, students voted 71% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
<b>Non-Academic Building Fee</b>		No proposed increase. Fee is charged to students taking 6+ credits.	\$39.00	\$39.00	\$43.00	\$45.00	\$45.00	\$117.00	\$117.00	\$129.00	\$135.00	\$135.00
<b>Sustainable Action Fund Fee (renamed from "Green Energy Fee")</b>		In Spring 2018, students voted 84.6% in favor of reauthorization of this fee and recommend an increase to 90 cents per credit level with a \$9 per quarter maximum. The fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects.	\$7.00	\$7.00	\$7.00	\$7.00	\$9.00	\$21.00	\$21.00	\$21.00	\$21.00	\$27.00
<b>Student Alternative Transportation Fee</b>		No proposed change. In a Spring 2017 student referendum, students voted 93.6% in favor of re-authorizing the fee for 5 years beginning Fall 2017 and ending by Fall 2022, unless renewed by student vote. The re-authorization allows the Associated Students Board to recommend fee increases of a maximum 5% per year during that period; increases of more than 5% per year would need student voter approval. The Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate covers just the bus pass and will remain at \$21.	\$26.25	\$26.25	\$26.25	\$26.25	\$26.25	\$78.75	\$78.75	\$78.75	\$78.75	\$78.75
<b>Legislative Action Fee</b>	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
<b>Multicultural Services Fee</b>	(1) (4)	No proposed increase. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	N/A <sup>(4)</sup>	N/A <sup>(4)</sup>	N/A (4)	\$30.00	\$30.00	N/A <sup>(4)</sup>	N/A <sup>(4)</sup>	N/A <sup>(4)</sup>	\$90.00	\$90.00
<b>Total Mandatory Fees</b>			<b>\$487.25</b>	<b>\$489.25</b>	<b>\$512.25</b>	<b>\$560.95</b>	<b>\$581.10</b>	<b>\$1,461.75</b>	<b>\$1,467.75</b>	<b>\$1,536.75</b>	<b>\$1,682.85</b>	<b>\$1,743.30</b>
<i>\$ Amount Increase</i>				\$2.00	\$23.00	\$48.70	\$20.15		\$6.00	\$69.00	\$146.10	\$60.45
<i>Annual % Increase</i>				0.4%	4.7%	9.5%	3.6%		0.4%	4.7%	9.5%	3.6%
<i>Cumulative Increase</i>							19.3%					19.3%
<i>Average Annual Increase (non compounded)</i>							4.8%					4.8%

**Notes:**

(1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.

(2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.

(3) Mandatory \$1 per quarter billed but with the ability to "opt-out."

(4)The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.

## 2018-19 Mandatory Student Fees

### Services & Activities Fee

#### Proposed Distributions and 4.00% Increase in Fee

**Proposed Fee and Distribution:** The Services and Activities (S&A) Fee Committee recommends a 4% increase (maximum allowed by law) to the Services & Activities Fee for the 2018-19 academic year, maintaining the Summer 2019 rate at 65.15% of the academic year rate, and recommends approval of the distribution of fees for the 2018-19 academic year and summer 2018 as outlined.

Per [HB1433](#), S&A fees were permanently decoupled from tuition in the 2017-18 legislative session but fee increases were capped at 4% on the non-funded portion of the fee. The committee proposes a 4% increase to the S&A Fee for the 2018-19 year (from \$628.50 to \$649.80 per academic year, or from \$209.50 to \$216.60 per quarter). This fee is prorated per credit (\$21.66 per credit per quarter) with students enrolling in ten or more credits paying the full, maximum fee.

The following constituents receive funds from the Services & Activities Fee:

- Housing & Dining (per bond covenants)
- Associated Students (AS)
- Athletics
- Campus Recreation
- Department Related Activities Committee (DRAC)

It should be noted that even with a 4% increase, constituent areas cannot fully fund their needs. Budgets in the respective areas have been impacted by mandated increases in minimum wage, staff salary increases and changes in student employee payment practices that include a change from paying a stipend to an hourly rate as well as eligibility for paid sick leave.

#### **Background**

The Services and Activities (S&A) Fee Committee operates under the authority of [RCW 28B.15.045](#) and makes recommendations on the distribution of S&A Fees for the following constituents groups: Housing & Dining, Associated Students, Athletics, Campus Recreation, and Department-Related Activities Committee (DRAC). In concert with the RCW, the Committee is comprised of both voting and non-voting members. The voting members are to include a faculty member and six students representing Associated Students (2), Athletics (1), Campus Recreation (1), and DRAC (2). The non-voting members include staff advisors from Associated Students, Athletics, Campus Recreation, DRAC, and a designee of the Vice President for Enrollment and Student Services. A staff member from the Vice President's office also attends to record minutes. A student was selected from among the voting members to serve as this year's chairperson. This is the second year in a row that a student has chaired the committee. This is also the second consecutive year in which the committee has been unable to secure a

faculty representative despite the efforts of the committee and the Faculty Senate to find a representative willing to serve who is also not affiliated with a constituent area.

The S&A Fee Committee follows an established annual process to prepare its recommendations on the level of distribution of S&A Fees. This process includes review of budget requests for each constituent group and an open hearing process to provide an opportunity for input from members of the campus community. Open hearings were held on April 10, 2018 and April 24, 2018 in regards to budget requests and the committee's recommendations. Notice of these hearings was posted on the S&A Fee Committee website, published in Western Today and the AS Review, and posted as an announcement on the student's MyWestern portal.

The vote on S&A fee scenarios for FY 19 academic year was 6-0 in favor of the allocation recommendations. For S&A fee Summer 2018 allocations the vote was 6-0 in favor of the recommendations.

## **CONSTITUENT BUDGET REQUESTS**

The constituent groups took their work seriously to review their programs and budgets carefully, honoring their fiduciary responsibility regarding the impact of fees charged to all students. All committee meeting proceedings and documents are posted on the following website for the campus' reference: <http://www.wvu.edu/vpress/activitesmeetings.shtml>. Detailed budget requests were presented at the April 3, 2018 meeting with updates provided at subsequent meetings.

One constituent group did not request an increase, the remaining constituent groups requested high priority needs. Separate requests were made for the academic year vs. summer.

For the second consecutive year, the overarching theme of the various requests was accounting for the impact of mandated increases due to changes in minimum wage and anticipated staff compensation. Even with a requested increase to the fee, constituent areas still face financial shortfalls in addressing these mandates and will continue to in the coming year as additional wage increases (\$1.50/hour) will also occur in January of 2020. In addition, it should be noted that any requests to grow or enhance programs were not included in the requests to the board. These increases are limited to what is needed to maintain the base level of services and programs that this fee funds.

## **CONSTITUENT BUDGET REQUESTS FOR ACADEMIC YEAR 2018-19**

### Associated Students

The Associated Students requested an increase of \$167,729 over the current year's actual fee revenue. The requested increase is primarily to fund mandated wage increases in minimum wage and in planning for staff increases in salary and health benefit costs. If the S&A fee is allowed to increase 4%, the Associated Students is projected to receive 100% of their request.

## Athletics

Athletics requested a total increase of \$151,792. In discussions of the budget, Athletics removed their request for a full-time athletic trainer (\$64,979) as this priority was additive to the program rather than addressing mandates as imposed on other constituent areas. The requested increase is directly related to the increase in minimum wage and in planning for staff increases in salary and health benefit costs and to bring the Head Strength Coach to full-time in response to a change in NCAA rules regarding required certification of strength coaches. If the S&A fee is allowed to increase 4%, Athletics is projected to receive 100% of their request.

## Campus Recreation

Even though they are facing an increase in student wages due to the rising minimum wage, Campus Recreation did not request a budget increase to their S&A fee for the 2018-19 academic year. To offset these expenses, Campus Recreation plans to hire a part-time Intramural Coordinator instead of a full-time coordinator position. This will free up more dollars for increased student wage expenses.

## Department Related Activities Committee

The Department Related Activities Committee (DRAC) requested an increase of \$33,516 over the current year's actual fee revenue. The DRAC made a number of budgetary decisions to account for cost savings, to address mandated impacts, and to keep their requested increase at a minimum. The following decisions and factors were considered in their request:

- The Assistant Attorney General struck down federal exemption that allowed journalist/editorial positions to receive stipend pay. This ruling resulted in a switch to hourly positions for Student Publications Council student employees, which - in conjunction with minimum wage increases - drastically increased student employee wages.
- The DRAC eliminated a constituent group, Western Window, as it was determined that it didn't fulfill requirements for DRAC membership. This served to decrease the DRACs overall annual operating budget.
- As part of program and budgeting process, the Student Publications Council (SPC) conducted an audit of programs to determine appropriate staffing levels; as part of a student-led decision-making process, the SPC eliminated over half of Western Front's student employee positions, to develop a more balanced staffing level.
- Traveling to tournaments and competitions is a critical aspect of Western's debate program and International Affairs Association (IAA); as a result, the Forensics program decreased staff compensation and increased operating budget for travel expenses.

If the S&A fee is allowed to increase 4%, the DRAC is projected to receive 100% of their request.



**2018-19 Academic Year**  
**Proposed Fee Distribution**

- 3.5% to Student Financial Aid Fund as required by law.
- Music Copyright Fee to be allocated in the amount of \$17,877.
- Housing & Dining to receive minimums as required by bond covenants for debt service. This amounts to \$32 per quarter per full-time student and \$6.40 per quarter per part-time student.
- Recommendation is based on projected revenue. Revenue in excess of projection to be allocated to constituents on a percentage basis.

<b>4.00% Fee Increase</b>					
	<b><u>2017-18 Actual</u></b>		<b><u>2018-19 Proposed</u></b>		<b><u>Variance</u></b>
Effective Rate of Increase			4.00%		
			(+ \$7.10/quarter)		
Total Projected Revenue	\$ 7,812,082		\$ 8,076,841		\$ 264,759
Loan Fund (3.5%)	\$ 273,423		\$ 282,689		\$ 9,266
Music Copyright	\$ 17,944		\$ 17,877		\$ (67)
Housing & Dining	\$ 1,280,239		\$ 1,280,237		\$ (2)
<b>Subtotal for Distribution</b>	<b>\$ 6,240,476</b>		<b>\$ 6,496,038</b>		<b>\$ 255,562</b>
Associated Students	\$ 2,717,673	43.89%	\$ 2,851,111		\$ 133,438
Athletics	\$ 2,032,639	32.55%	\$ 2,114,460		\$ 81,821
Campus Rec	\$ 439,374	6.80%	\$ 441,731		\$ 2,357
DRAC	\$ 1,050,790	16.76%	\$ 1,088,736		\$ 37,946
<b>Total Distributed</b>	<b>\$ 6,240,476</b>		<b>\$ 6,496,038</b>		<b>\$ 255,562</b>

**S&A Summer 2019**  
**Proposed Fee Level**

As approved by the Board of Trustees in June 2002, the summer rate is set at 65.15% of the academic year rate. With an increase to the rate for the 2018-19 academic year S&A Fee, the rate for Summer 2019 would increase from \$13.65 to \$14.11 per credit.

## S&A Summer 2018

### CONSTITUENT BUDGET REQUESTS for Summer 2018

#### Associated Students

The Associated Students requested \$167,862 in total for Summer 2018 to cover minimum wage and programmatic cost increases. The AS is projected to receive \$167,093, which is 99.54% of their request.

#### Campus Recreation

Campus Recreation requested a carryforward level of \$11,154 in total. Campus Recreation is projected to receive \$11,083, which is 99.54% of their request.

#### Department Related Activities Committee

The DRAC requested \$87,358 in total for Summer 2018 to cover salary increases and for costs related to Klipsun, which is only published every two years. The DRAC is projected to receive \$86,958, which is 99.54% of their request.

#### Proposed Fee Distribution

In June 2017, the Board of Trustees approved the Summer 2018 rate of \$13.65 per credit. It is proposed that Summer 2018 S&A Fee revenue be split on the following percentages after Housing & Dining receives \$32.00 per full-time student and \$6.40 per part-time student.


	Summer 2017 Actuals		Summer 2018 Proposed		Summer 2018 Requested
Housing & Dining (bond covenant)		\$ 49,722		\$ 51,000	\$ 51,000
Associated Students	60.98%	\$ 174,760	63.02%	\$167,093	\$167,862
Campus Rec	4.40%	\$ 12,610	4.18%	\$11,083	\$11,134
DRAC	34.62%	\$ 99,216	32.80%	\$86,958	\$87,358
<b>Total</b>		<b>\$ 336,308</b>		<b>\$ 316,134</b>	<b>\$ 317,354</b>
<b>Total without H&amp;D</b>		<b>\$ 286,586</b>		<b>\$ 265,134</b>	<b>\$ 266,354</b>



Vice President for Enrollment and Student Services

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[www.wvu.edu](http://www.wvu.edu)

To: Jaden Moon, Chair of S&A Fee Committee

From: Melynda Huskey, VP for Enrollment and Student Services 

Date: 5 May 2018

Re: S&A Fee Committee recommendations

Thank you for your memo of 14 May outlining the Services and Activities Fee rates and distribution proposal for AY 2018-2019. I very much appreciate the committee's hard work in crafting a proposal that addresses crucial student needs in a complex budgetary environment. Please share my thanks with the committee at large. I support the proposal and will be pleased to advance it to the WWU Board of Trustees for consideration at the 14-15 June meeting; I hope that members of the committee will attend the meeting so that I can recognize their important contribution.

**2018-19 Mandatory Student Fees**

**Student Recreation Fee**

**Proposed 4.0% Increase in Fee**

**2017-18 Program Report**

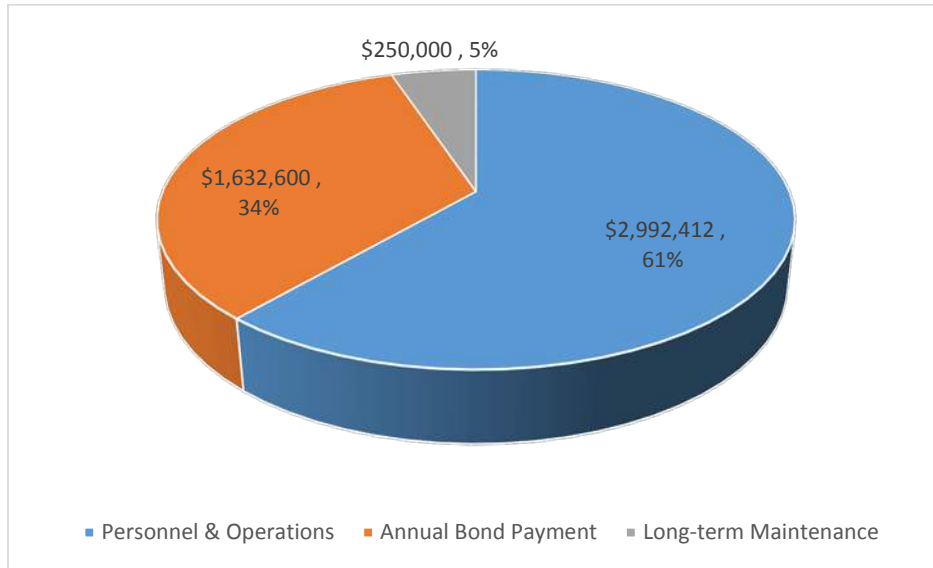
The Western Washington University Wade King Student Recreation Center (the Recreation Center) is a self-supporting, auxiliary enterprise of Western Washington University (WWU). The Recreation Center is an open recreation fitness and wellness facility for the benefit of eligible students and associated members of WWU. The facility includes a lap/leisure pool and a whirlpool, a three-court gym with elevated running track, a multi-activity court, a rock climbing wall, weight and cardio areas, two group exercise/aerobic rooms, locker rooms, an injury rehabilitation room, a retail food service and lounge area, a conference room, and administrative offices for Campus Recreation Services. The Recreation Center is located on WWU campus and is supported by a service and activity fee assessed to students quarterly. In addition, memberships are available for purchase by faculty/staff, alumni, and others closely associated with WWU.

Western Washington University's Wade King Student Recreation Center is a state of the art open recreation fitness and wellness facility that has been created and shaped by the vision and support of Western Washington University students. The Recreation Center was one of the nation's first recreation centers designed to meet Leadership in Energy and Environmental Design (LEED).

The Student Recreation Fee is determined through the inclusive process of the Recreation Center Advisory Committee (RCAC). The RCAC is made up of (9) University representatives from the following areas: Associated Students (AS) President or designee, at large student representative appointed by the AS Board, Residential Hall student representative, student Athletics representative, Sport Club Council President or designee, student representative at large appointed by Campus Recreation Services, and (3) faculty/staff representatives. This committee meets throughout the spring to discuss matters relating to the Recreation Center and its operations. As spring progresses the committee discusses the Recreation Center budget and any fee proposals. Representatives from the committee take the information back to their respective areas for further discussion. Information is then brought back to the committee where further discussion is exchanged and formal motions for fee recommendations are made. This approval meeting is an open forum where guests are also encouraged to attend and offer discussion on Recreation Center matters. For this particular meeting, the various student representatives brought back great discussion points from their groups and ultimately decided on a proposed rate increase of \$4.05 per quarter, the maximum percentage allowed.

**Wade King Student Recreation Center FY18:**

- The Student Recreation Fee generated approximately \$4.18 million in 2017-18.
- The fee funds annual bond payments, operations and long-term maintenance of the Wade King Student Recreation Center. Note: Additional revenues (e.g. voluntary memberships, rentals, course fees) of approximately \$560,000 assist in funding operations (not shown below).



**FY18 Fee:** There is a proposed increase of \$4.05 per quarter starting in the fall of 2018. This fee increase was proposed to primarily offset the additional costs of student employee wages. Although the RCAC approved the fee to be raised 6.1% last fiscal year, student fees were not decoupled from tuition and thus the fee could only be raised the 2.2% maximum. Student employee wages have increased a minimum of 16% due to new minimum wage standards that started in January 2017. Minimum wage increased again in January 2018 and is set to increase the following January (2019) during the next fiscal year. With over \$670,000 targeted just for student employment, the impact of the minimum wage increase exceeds \$100,000 when taking wage compression adjustments into consideration. We rely on these cost-effective, para-professional student work opportunities in order to facilitate our programs and services to our campus community.



MEMO

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To: Adam Leonard, Chair – Recreation Center Advisory Committee  
From: Melynda Huskey, Vice President – Enrollment and Student Services *mgh*  
Date: May 31, 2018  
Subject: RCAC Recommendations

I have received your memo dated May 25, 2017, summarizing the Recreation Center Advisory Committee's recommendations for the Student Recreation Fee level for the 2018-19 Academic Year.

Please convey to the committee my appreciation for their thoughtful consideration in the development of these proposals. As a representative of the Administration, I am thankful for the effort the members made to address critical needs while remaining conscious of the impacts of fee increases on students.

The Committee's recommendation has my support and I will bring it forward to the Board of Trustees for consideration at the June meeting. Please extend an invitation to the Committee members to attend the meeting set for June 15.

## 2018-2019 Mandatory Student Fees

Health Services Fee**Proposed 6.6% Increase in Fee\***

**Proposed Fee Increase\*:** The proposed increase is \$7 per quarter for students taking 6 or more credits effective Fall Quarter 2018 (a 6.6% increase from \$106 to \$113 per quarter.)

Students, Faculty and staff serving on the Counseling, Health & Wellness Services Committee unanimously approved a proposal to increase the Health Services Fee by \$7 per quarter (\$21/academic year) to provide ongoing funding for current services and to provide additional support for Alcohol & Drug Consultation & Assessment Services (ADCAS) programs. The fee for the academic year would increase from \$318 to \$339.

**Purpose of the Health Services Fee**

The Health Services Fee is used to maintain a standard of health care for Western's campus and as a contingency for emergency services. This fee provides a stable funding base for WWU's health related services by providing easily accessible medical, mental health and wellness services to students.

The fee is the primary source of revenue that supports the staffing and operations of the **Student Health Center, Prevention & Wellness Services** and a portion of the **Counseling Center** (32%). Each of the departments provides a variety of clinical and educational services to Western's students, some of which are mandated by law. A comprehensive list of services for each CHW department can be found at: <http://www.wvu.edu/chw/>

The Health Services Fee is a mandatory student fee for students enrolled for 6 or more credits. It is also available as an opt-in fee for other students enrolled for 3-5 credits that desire access to Counseling, Health & Wellness services. An average of 200 students/year, that are not required to pay the fee, opt in and utilize services.

All students receive the educational benefits of the health outreach programs and the benefit of preventive and public health services within a close-knit living community.

**Fee Comparison to other WA State Public Universities (fee/student/academic year):**

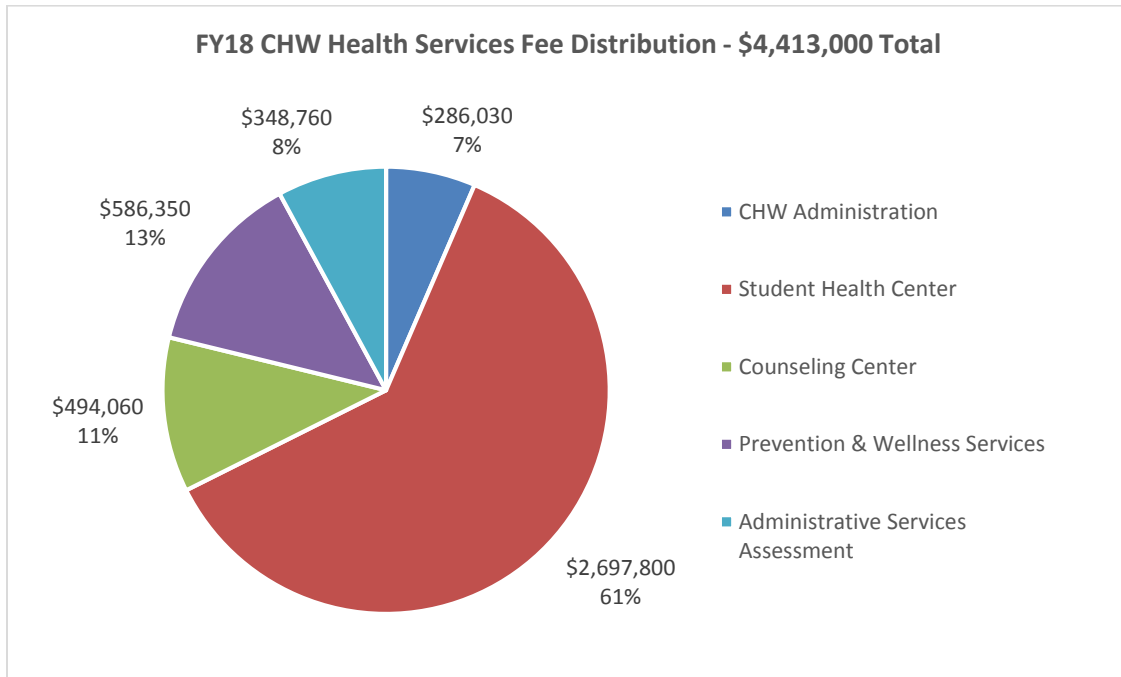
	<u>FY18</u>	<u>FY19</u>
Washington State University	\$408	\$408
<b>Western Washington University</b>	<b>\$318</b>	<b>\$339 (proposed)</b>
The Evergreen State College	\$309	\$324
Central Washington University	\$306	Not Available
Eastern Washington University	\$297	Not Available

**Current Fee and Proposed Fee Increase with Anticipated Annual Revenue**

This proposal to increase the Health Services Fee from \$106 to \$113 per quarter is to provide ongoing funding for increases to salaries, benefits, goods and services, and an increase to the Administrative Services Assessment charged on gross revenue. The FY19 budget includes a budget adjustment to medical services revenue to more accurately reflect actual revenue received. The proposal also includes increased staffing for Alcohol & Drug Consultation & Assessment Services (ADCAS) by .750 FTE.

**FY18 Counseling, Health & Wellness (CHW) Self-Sustaining Fund**

The following chart shows how the current Health Services Fee revenue is distributed:



**FY18 Fee and Proposed Fee Increase for FY19 with Anticipated Annual Revenue**

<b>FY18 - Current Fee</b>	\$106 / Qtr.	\$318 / Academic Year
<b>Proposed Fee Increase</b>	\$7 / Qtr.	\$21 / Academic Year
<b>Proposed FY19 Fee</b>	\$113 / Qtr.	\$339 / Academic Year

<b>FY18 Health Services Fee Revenue Budget</b>	<b>\$4,413,000</b>
FY19 Additional Fee Revenue Requested	\$294,000
<b>FY19 Health Services Fee Revenue Budget</b>	<b>\$4,707,000</b>

\*Each \$1/qtr. fee increase generates approx. \$42,000/yr. in Health Services Fee revenue  
 $\$294,000 / 42,000 = \$7 / \text{qtr. fee increase}$

Proposed increases to salaries and benefits determined by the legislature will have a significant impact on a current budget that primarily consists of personnel expenses (82%). Goods & services (10.5%) and the Administrative Services Assessment (7.5%) make up the rest of the current budget.



The proposed **\$7/qtr.** fee increase would generate an additional **\$294,000** in FY19 and would be used to fund increased expenses across all Counseling, Health & Wellness departments.

**Salary Increases & position FTE adjustments - \$86,000**

Legislative across the board salary increases: Professional staff (Est. 3%) and two classified staff salary increases (2% July 1, 2018 and an additional 2% January 1, 2019).  
Classified staff steps and minimum wage increase for student workers.  
Increase to Health Center M.D. position from 9 to 10 months for summer coverage.

**Benefit Increases - \$10,500**

Benefits associated with salary increases as well as \$36/permanent staff/year increase to the employer cost of health care.

**New Position - \$50,275**

.750 FTE ADCAS Assistant Risk Reduction Specialist \$33,750 salary plus \$16,525 benefits

**Goods & Services – \$53,800**

An increase to goods and services for CHW departments to cover anticipated increases for expenses related to day to day operations. The Health Center will utilize most of this funding as there will be new ongoing costs for accreditation, as well as an upgrade to the electronic medical records/billing software and increased facility maintenance/custodial costs.

**Administrative Services Assessment - \$40,425**

Calculated as a percentage of gross revenue. The university's assessment rate will be increasing from 7.35% to 7.875%.

**Additional Health Services Fee Revenue to Replace Medical Services Revenue - \$53,000**

To replace reduced Medical Services revenue that had been previously budgeted to support operations. (\$97,000 reduced medical services revenue less \$44,000 reduction in related medical goods and services expenses).

If the Health Services Fee is not increased, or only partially supported, other means of support would need to be provided and/or some services would need to be limited or eliminated. If not reducing services, the impact of not increasing the fee would be a shift to more user specific revenue sources which would require a significant change to the current business model.

Demand for all CHW services continues to increase each year. Increasing the Health Services fee to maintain access to services would continue the practice of having no charge for general medical office visits at the Health Center and no charge for counseling sessions.

It is becoming more and more difficult to find and obtain services from providers in the community. The mandatory Health Services Fee is a cost for students that maintains campus-based access to counseling, health and wellness services. When compared to the cost of obtaining the services in the community, it is still the most affordable option for students. This fee proposal would maintain a service model that has no financial impediment to accessing the services.

## 2018-2019 Mandatory Student Fees

### Student Technology Fee

#### No Increase in Fee

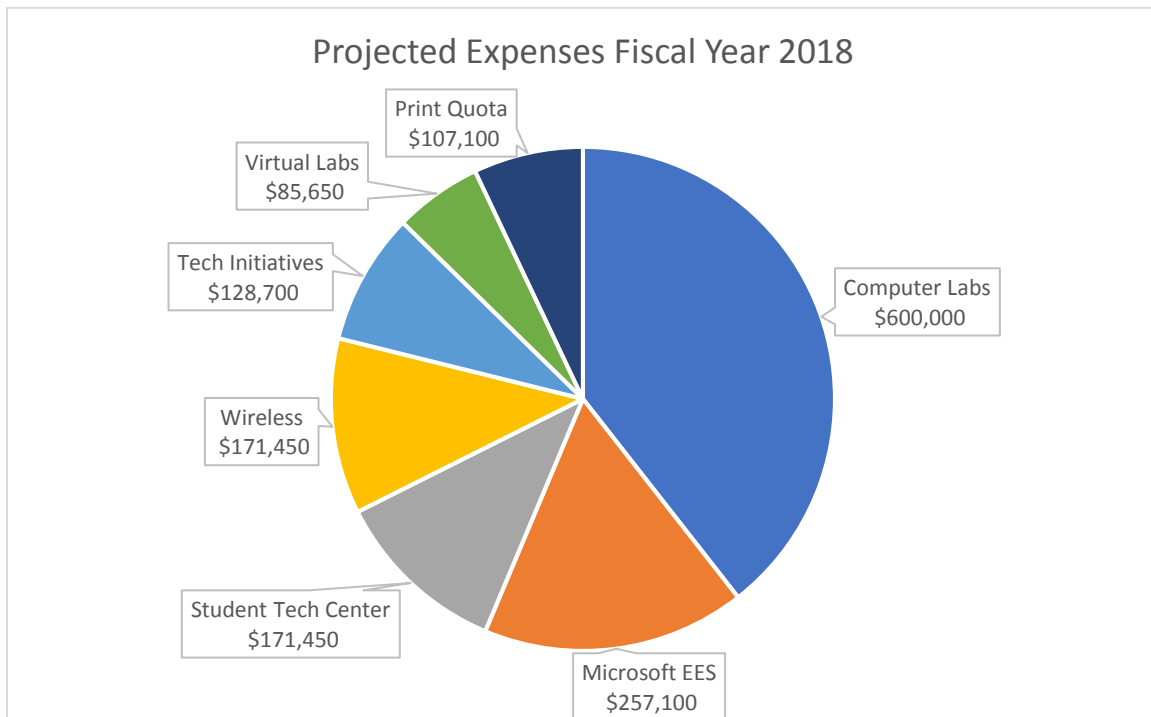
**Fee & Effective Dates: The Associated Students enacted a Student Technology Fee of \$35 per quarter for students taking 6 credits or above and \$17.50 per quarter for students taking 1-5 credits, effective fall quarter 2018 for a period of five years (through summer quarter 2023).**

The Student Technology Fee, initially implemented in 1995, exists as an effective means of meeting the direct needs of students in accessing technology on campus at a time when state-allocated equipment funds are inadequate to support the ongoing technological needs of students. Since the initial implementation, students have continuously renewed the fee. In spring of 2018, the fee was renewed during the student elections, with 71% of students voting to approve the fee. Students recommend that efforts to procure state-allocated funding support continue and remain a priority.

The renewed Student Technology Fee (STF) funding is apportioned to the following projects:

- \$15.00 to computer lab renewal and replacement (42.9%)
- \$6.75 to the Student Technology Center (19.3%)
- \$5.15 to wireless network renewal and replacement (14.7%)
- \$4.35 to the STF tech initiatives (project proposals) (12.4%)
- \$2.00 for the Digital Media Center (5.7%)
- \$1.75 for Print Quota (5%)

The approved allotment from 2018 resulted in the following approximate expenses through summer of 2018.



### **Student Technology Fee Tech Initiatives (Project Proposal) Funding Allocation**

The Student Technology Fee Proposal Fund has the following mission.

The Student Technology Fee provides Western students with adequate and innovative technology experiences by:

- Broadening/enhancing the quality of the academic experience,
- Providing additional student access to technology, and
- Increasing integration of technology into the curriculum.

For the Tech Initiatives portion of the Student Technology Fee, students, faculty and staff are solicited for proposals that meet the STF mission. The Associated Students appoint a Student Technology Fee (STF) Committee to review the proposals. The STF Committee is comprised of four students, two faculty and the Vice Provost for Information Technology. The committee reviews each proposal, receives input from the colleges with the Deans' proposal ranking within their colleges, receives advice from the Faculty Senate's Academic Technology Committee and solicits comments from the campus population. The STF Committee then recommends proposals to be funded as projects to the President and AS President, who approve or modify the recommendation.

## 2018-19 Mandatory Student Fees

### Non-Academic Building Fee

#### No Increase to Non-Academic Building Fee

#### Program Overview

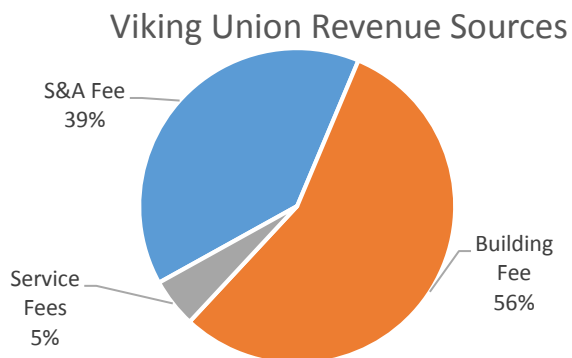
Viking Union Facilities is an auxiliary function of Western Washington University that provides student activity focused facilities and services to campus. These facilities include the Viking Union, Lakewood Water Sports Facility, and Viqueen Lodge on Sinclair Island. In addition, Viking Union Facilities provides support services to Associated Student programs housed in these facilities as well as campus wide support for Event Services and activities. As part of the University's Housing and Dining System, funding for Viking Union Facilities comes from a blend of sources including the Non-Academic Building Fee, Service Fees, and a fixed portion the Service and Activity (S&A) Fee.

The Non-Academic Building Fee funds bond payments for the prior renovation of the Viking Union as well as ongoing maintenance, repair and renewal and some facility operations. For fiscal year 2018, the Non-Academic Building Fee was increased from \$43 to \$45 (4.7%) for students taking 6 or more credits.

#### Budget & Program Report FY 18 Revenues and Expenses

##### Revenue

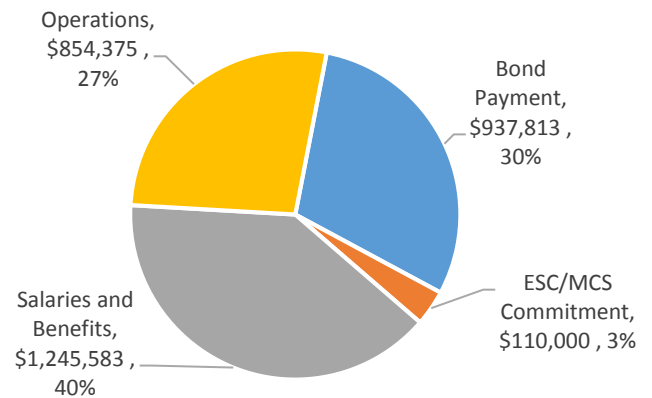
- The Non-Academic Building fee collected approximately \$1.9 Million in Fiscal year 2018, which is 56% of total revenue.
- In total the VU projects to collect \$3.4 Million in revenue including the fixed portion of S&A fee collections and departmentally collected service fees.



## Expenditures

- Major expenses for the Viking Union include salaries and benefits, payment of the 2000 Viking Union renovation bonds, utilities, repairs and maintenance, and an annual commitment toward building the ESC/Multicultural Services Addition.
- In FY 2018, the Viking Union also conducted an approximately \$90,000 in non-operating and minor capital projects including a master plan study, renewal of exterior window systems, site signage at Lakewood, and moving and staging expenses related to the Multicultural Center construction.

Estimated Fiscal Year 18 Expenditures



## Capital Reserve and Non-Operating Projects

- Net Revenue in the Viking Union budgets contribute to a Capital Reserve fund and to non-operating projects that enhance, repair or replace facility and program elements of Viking Union Facilities.
- The Viking Union Capital Reserve also maintains a minimum balance of 5% of the outstanding debt pledged to the 2000 renovation bonds.

## FY 19 Projects Estimated

- In FY 2019, the Viking Union is planning several renewal and enhancement projects to the 6<sup>th</sup> floor of the building adjacent to where the new Multicultural Center will join the existing building.
- As part of our capital renewal, the Viking Union is beginning a multiyear project to repair and restore exterior materials including brick, plaster and the original wood frame window systems.
- Permitting process continues for the construction of ADA Parking Spaces for the Lakewood Facility. Design will continue through FY 2018 and construction in FY 2019. Estimated costs \$120,000.

**2018-19 Mandatory Student Fees  
Sustainable Action Fund**

**Proposed 28.6% Increase in Fee**

**Current Fee Level:**

\$.70/credit; maximum \$7.00/quarter

**New Fee Level:**

\$.90/credit; maximum \$9.00/quarter

**Maximum Fee Level allowed:**

\$1.20/credit; maximum \$12.00/quarter

About the Sustainable Action Fund

In May 2018 the Associated Students (AS) voted to change the name of the Sustainable Action Fee to the Sustainability, Equity and Justice Fee. This fee is a student-initiated, quarterly fee paid by all Western Washington University students to reduce the campus' environmental impact and engage the campus community in environmental awareness through the Sustainable Action Fund (SAF).

The SAF Grant Program provides funding to innovative, student-driven projects focused on promoting experiential learning opportunities and sustainable practices at Western Washington University. The SAF Grant Program is managed by the Office of Sustainability and supported by the AS Environmental and Sustainability Programs. Students, staff and faculty are all eligible to apply for grant funding.

Projects funded through the SAF Grant Program aim to:

- Increase student involvement and education
- Reduce the University's environmental impact
- Create an aware and engaged campus community

Projects completed in FY18

- Clothing Consciousness Event
- Cold Water Saves Campaign
- Composting in Dormitories
- Dorceta Taylor speaker events
- Environmental Justice Outreach Coordinator
- EV Charging Stations
- Majora Carter speaker event
- Outback Farm Coordinator three-year pilot position
- Points of Intervention tour event
- Right to Risk
- Sustainability, Period
- The Future of Waste at Western (Big Bellies)
- Tool Lending Library
- Zero Waste conference

Projects proposed in FY18

- 3D Printer Plastic Recycling
- Arntzen Garden Renaissance
- Bicycles Counters on campus
- Campus Food Pantry
- Eco-Shuttle to Outdoor Adventures
- Indoor Water Bottle Refill Stations
- Project ZeNETH small house
- REC Center Recycling

**2018-2019 Mandatory Student Fees**  
**Student Alternative Transportation Fee**

**No Increase in Fee**

**Program Report**

- There are no proposed changes to the Alternative Transportation Fee for the 2018-2019 academic year. The quarterly fee for the academic year is \$26.25, and the summer fee is \$21.00. The fee pays for a WTA bus pass, Late Night Shuttle service, one student position of Alternative Transportation Coordinator, and staff administration and assistance.
- A three year agreement for the student bus pass was negotiated with WTA for September 2017 thru August 2020. Quarterly payments are calculated using “All Students” FTE figures from WWU’s Office of Institutional Research “WWU Total Student Enrollment” chart <https://wp.wvu.edu/ir/>, multiplied by the rates below.

2017/2018	\$20.35
2018/2019	\$20.86
2019/2020	\$21.38

The new agreement reflects an increase in WTA Expense from \$816,000 FY17 to approx. \$870,000 for FY18, with gradual yearly increases per future FTE and rate figures.

- The Student Transportation program implemented new technology for the student bus pass in summer 2017. The Western ID number is now read by WTA fare boxes as a bus pass, eliminating the need to separately encode a WTA bus pass number onto the ID card. This system is more seamless and convenient for students, and saves the cost of operating encoding machines used to write the WTA bus pass numbers onto ID cards.
- A real-time Shuttle Tracker website and App was implemented for the student Late Night Shuttle, providing students with up-to-the-minute arrival times and service messages. Students are able to see the location of the vehicles on a route map, [www.wvu.ridesystems.net](http://www.wvu.ridesystems.net).
- Projected Revenue and Expense for Fiscal Year 2018 suggests the new WTA contract may cause Expense to exceed Revenue slightly. The program Cash Balance will buffer this for FY19.
- During 2018, the program will evaluate the need for a Fee increase in FY20.



## 2018 – 2019 Mandatory Student Fees

### Legislative Action Fee

#### No increase in fee

The Legislative Action Fee is a mandatory fee of \$1 per quarter charged to all registered students on any WWU campus. It was approved by the Board of Trustees in June 2014.

This fee funds student representation and advocacy efforts at the campus, local, state, and federal levels. Fee revenue collected in 2017 – 2018 totaled \$52,293 as of May 30, 2018, and was used to support the following:

- Annual dues for AS membership in the Washington Student Association (WSA)
- Attendance by 7 students at the WSA Board of Directors Meeting and Retreat in August 2017
- Pay for the position of AS Board Assistant for Lobby Days to support the planning of:
  - Western Lobby Day, which took place on Jan. 15, 2018 and was attended by 85 students who participated in meetings with several dozen state legislators
  - Environmental Lobby Day, Ethnic Student Center Lobby Day, and Disability Lobby Day on Feb. 19, 2018, attended by 56 students
- Travel and lodging costs for students to attend Environmental Lobby Day, Ethnic Student Center Lobby Day, and Disability Lobby Day
- Travel to the spring WSA General Assembly meeting, with 14 students attending
- Travel costs for 3 students to attend the State Need Grant Lobby Day
- Costs for Local Lobby Day (Bellingham), attended by 30 students who participated in meetings with several City and County Council members and the Mayor
- Registration and travel costs for Nurse Legislative Day on January 22, 2018, supporting 10 students from Woodring College's nursing program being able to meet with legislators
- Supplemented event costs for the Housing Crisis Panel event: "What Are Solutions to the Housing Crisis in Bellingham" which was hosted by the AS Representation and Engagement Programs
- Travel and lodging costs for 5 students to participate in the AS Federal Lobbying Trip in May 2018, in support of the two identified federal priorities for Western, increased federal support of Pell grants and a policy solution for DACA-eligible and other undocumented students
- Purchased copies of the book UndocuStudents: Our Untold Stories published by the Blue Group (the AS club supporting undocumented students), which were utilized on the Federal Lobbying Trip as a form of testimony and method for sharing student experiences with legislators in the nation's capitol

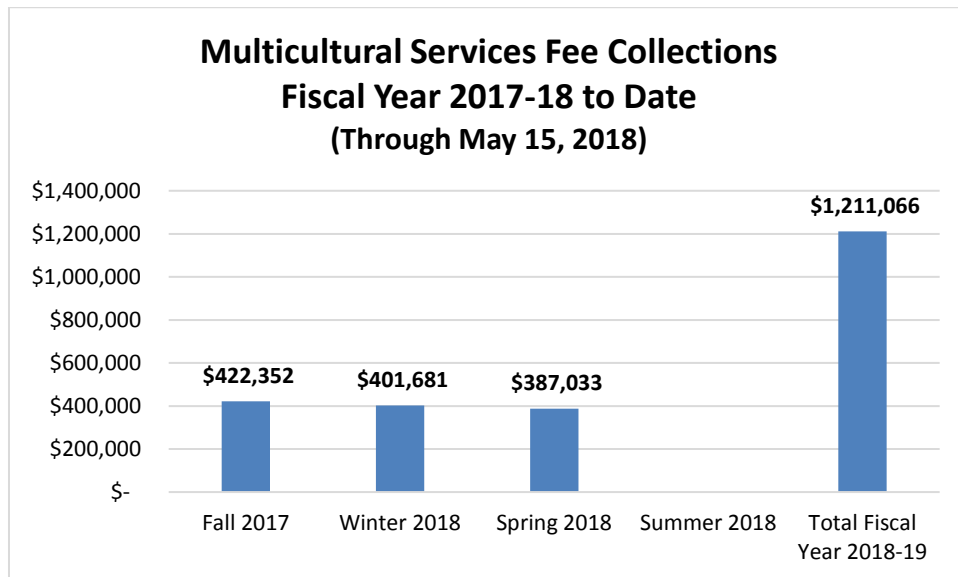
**2018-19 Mandatory Student Fees**

**Multicultural Services Fee**

**No Increase in Fee**

**Current fee level:** \$30 per quarter for students taking 6 credits or more

In June, 2016, the Board of Trustees approved the new Multicultural Services Fee at \$30 per quarter effective Fall 2017. A total of \$1.2 million has been collected to date after the RCW required 3.5% deduction for student loan/aid. Revenues are on target with projections. Summer quarter fee collections will begin in June.

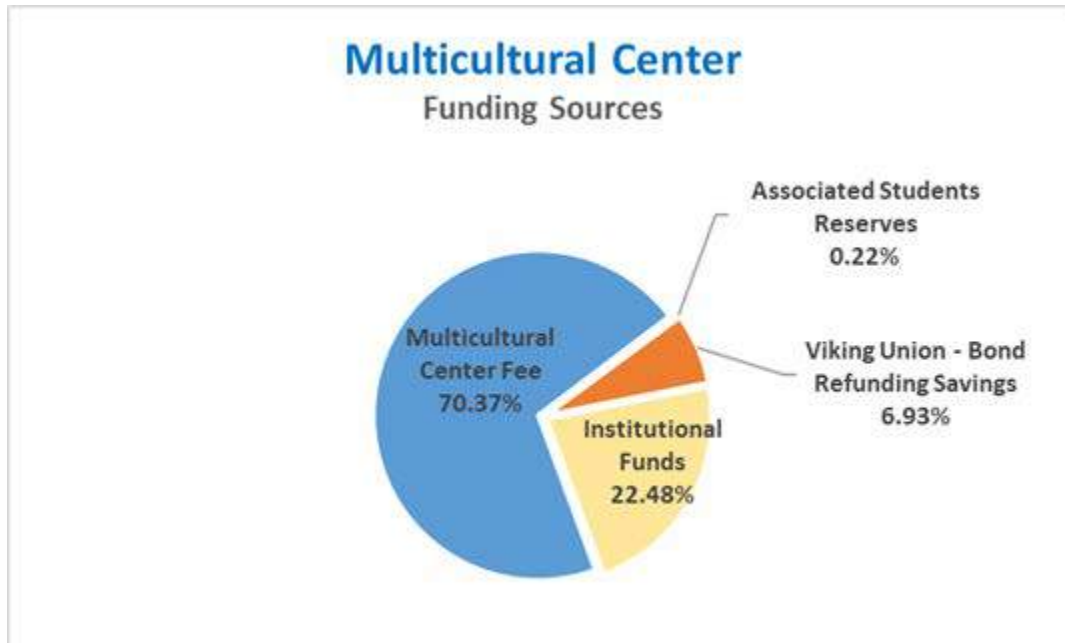


**Multicultural Center Funding Sources**

The Multicultural Services Fee is the major source of funding for the construction, maintenance and facility operations of the Multicultural Center, and is pledged as part of Housing & Dining System revenues for the repayment of \$18.565 million bonds issued in February 2018 at a true interest cost of 3.47%.

Additional funding sources include:

- Savings from the 2015 refunding of Viking Union bonds
- Associated Students, Viking Union and Enrollment & Student Services reserves
- An institutional minor capital contribution and annual commitment of funds for additional bond debt.



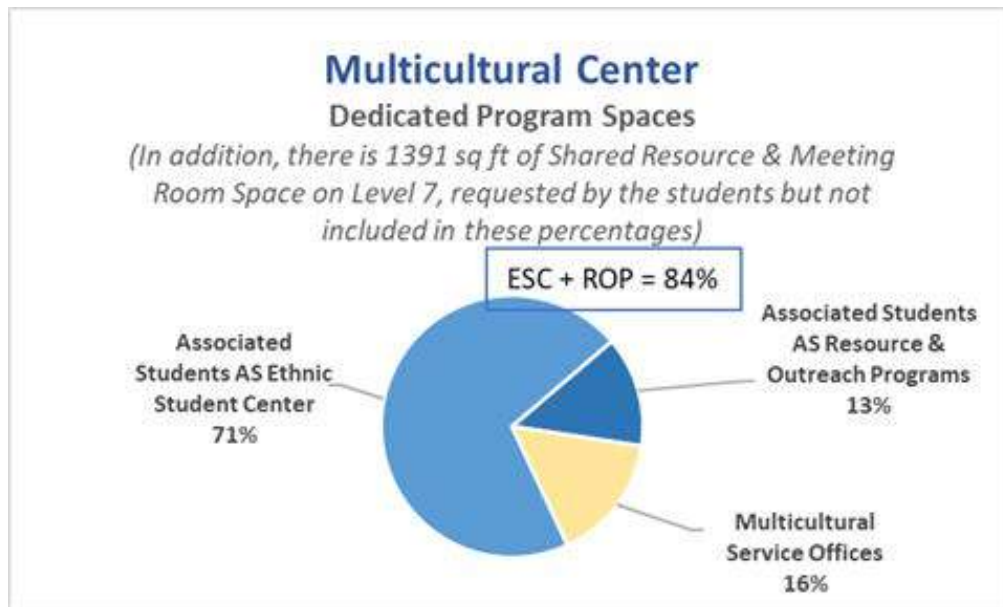
Most all of the funding sources support both CASH and BOND PAYMENTS for the project. In total, the project is approximately 82% bond-funded and 18% cash (some of the cash comes from first year fee collections which aren't needed until FY19 for bond payments).

The bonds will be paid back largely from the new \$30/quarter student Multicultural Services Fee (80.3% of the bond payment), but also from institutional funds (12.7% of bond payment) and from the Viking Union budget (7% of bond payment).

Note that when bonds are issued, the Housing & Dining System actually has to achieve a "debt service coverage ratio" of 1.4 to 1.0, meaning more revenue must be collected than is needed just for the bond payment. The extra amount goes into the Housing & Dining System budget for increased operating costs associated with the new space, as well as funding to pay for ongoing maintenance and long-term renewal and repair.

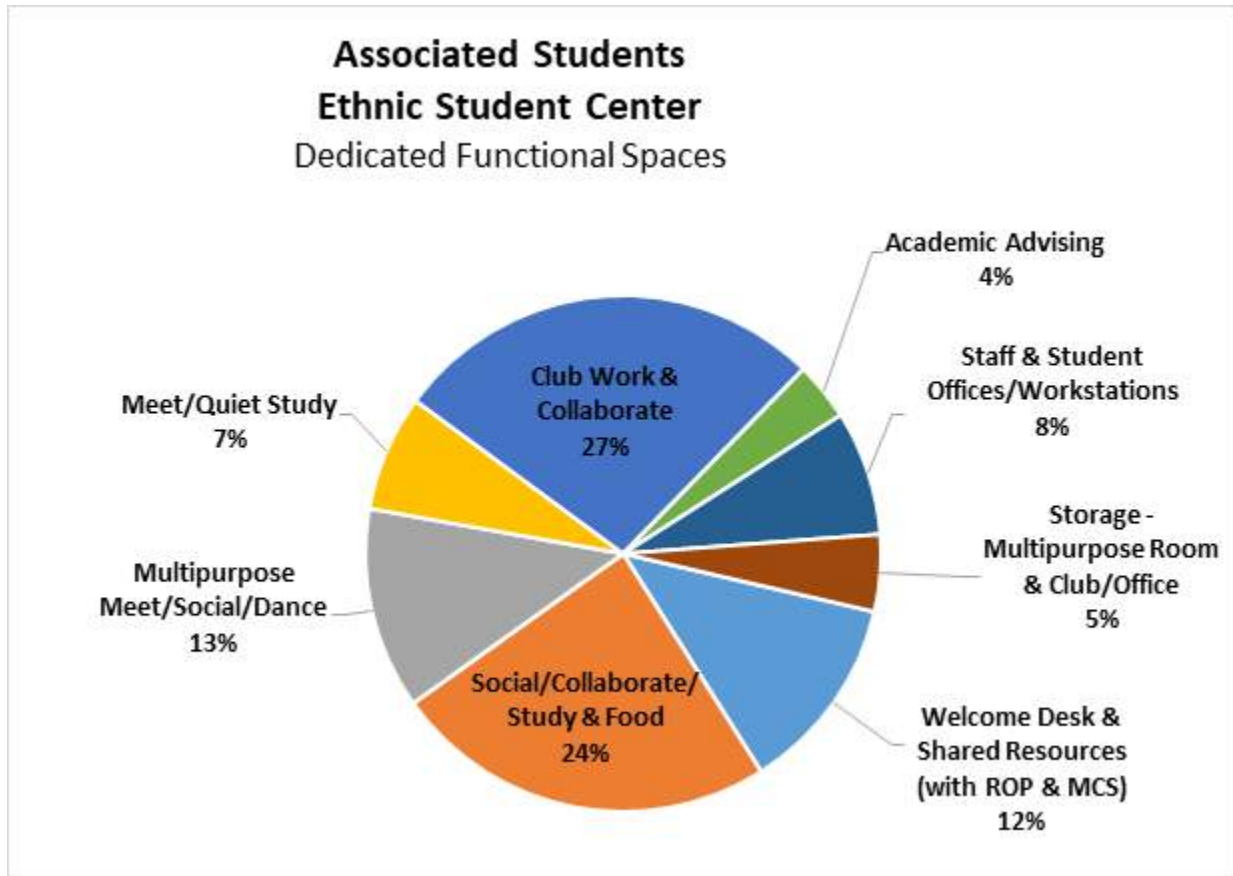
## Multicultural Center Program Space

The following is a summary of the dedicated program spaces of the new Multicultural Center:



The dotted line denotes spaces that are accessible and shared including a meeting room and the resource library at the entrance to the Ethnic Student Center (ESC) and Resource and Outreach Programs (ROP) areas.

Students worked alongside the architects to articulate program needs and develop the design for a variety of uses. Below is a chart showing the dedicated functional spaces within the Ethnic Student Center (ESC) portion of the space:



**Project Website:**

<http://www.wvu.edu/wvuarchitect/construction/pw698.shtml>

The project website has a link to webcam live feeds from two vantage points.

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

**DATE:** June 15, 2018

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa on behalf of  
Brent Carbajal, Provost and Vice President for Academic Affairs by:  
Earl Gibbons, Vice Provost for Extended Education

**SUBJECT: Action Item**  
**2018 – 19 Self-Sustaining Academic Year Tuition**

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**Purpose of Submittal:**

The Board of Trustees of Western Washington University, on recommendation of the President, approves the 2018 – 19 Self-Sustaining Academic Year Tuition Rates for each classification.

**Proposed Motion:**

***MOVED***, that the 2018 – 19 Self-Sustaining Academic Year Tuition Rates be raised to the follow rates, Individual Course/Workshop \$255 per credit, Undergraduate Course/Workshop Online \$255 per credit, Undergraduate Degree Program Courses \$295 per credit, Graduate Degree Program Courses \$350 per credit, and Weekend MBA \$757 per credit and

***FURTHER MOVED***, that the Global Pathway Undergraduate Program tuition rate be approved at a flat rate of \$7,267 per quarter and that the Global Pathway MBA Program tuition rate be approved at a flat rate of \$9,333 per quarter.

**Supporting Information:**

**Individual Course/Workshop and Undergraduate Course/Workshop Online:**

The proposed increase to individual course/workshop and undergraduate course/workshop online is 2%. Students elect to enroll in these courses for a variety of reasons including faculty-led travel opportunities, flexibility, reduced time to degree, etc.

- The tuition rate for this classification has remained unchanged from 2016-17 and 2017-18 at \$250 per credit.
- The proposed increase for this classification is less than the other classifications as there is less staff support associated with these courses and students elect to enroll in these courses above and beyond banded tuition.
- This proposed increase will support increasing expenses including faculty wages outlined in the Collective Bargaining Agreement.

<b>Title</b>	<b>2016-17 Per Credit</b>	<b>2017-18 Per Credit</b>	<b>2018-19 Proposed Per Credit</b>	<b>2018-19 Percentage Increase</b>
Individual Course/Workshop	250	250	255	2%

Undergraduate Course/Workshop Online	250	250	255	2%
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**Undergraduate Degree Program Courses:**

The Proposed increase to undergraduate degree program courses is 5%. These courses are part of self-sustaining degree programs in Bellingham, and our satellite locations in Burien, Poulsbo, Bremerton, Port Angeles, and Seattle.

- The tuition rate for this classification has remained unchanged from 2016-17 and 2017-18 at \$281 per credit.
- This proposed increase will support increasing expenses including faculty and support staff wages outlined in the Collective Bargaining Agreements.

Title	2016-17 Per Credit	2017-18 Per Credit	2018-19 <i>Proposed</i> Per Credit	2018-19 Percentage Increase
Undergraduate Degree Program Courses	281	281	295	5%

**Graduate Degree Program Courses:**

The Proposed increase to graduate degree program courses is 4.5%. These courses are part of self-sustaining degree programs at our satellite locations including Burien, Poulsbo, Bremerton, Port Angeles, Seattle, and Tacoma.

- The tuition rate for this classification has remained unchanged from 2016-17 and 2017-18 at \$335 per credit.
- This proposed increase will support increasing expenses including faculty and support staff wages outlined in the Collective Bargaining Agreements.

Title	2016-17 Per Credit	2017-18 Per Credit	2018-19 <i>Proposed</i> Per Credit	2018-19 Percentage Increase
Graduate Degree Program Courses	335	335	350	4.5%

**Weekend MBA:**

The Proposed increase to the Weekend MBA is 21%. The proposed total program cost for 64 credits is \$48,448 increased from \$40,000. The proposed increase is effective for the next incoming cohort, Winter Quarter 2019. In collaboration with the College of Business and Economics, and after surveying regional competitors, we determined this increase continues to maintain WWU market position of low cost and competitive for this customized program in Everett.

- The tuition rate for this classification has remained unchanged from 2016-17 and 2017-18 at \$625 per credit.
- The UW executive MBA anticipated current total program fee is \$108,000.
- This proposed increase will support increasing expenses including faculty and support staff wages outlined in the Collective Bargaining Agreements.

Title	2016-17 Per Credit	2017-18 Per Credit	2018-19 <i>Proposed</i> Per Credit	2018-19 Percentage Increase
Weekend MBA	625	625	757	21%

**Global Pathway Program:**

The Global Pathway Program (GPP) is a new program beginning Fall Quarter 2018. The GPP prepares students for full-matriculation at both the Undergraduate and Graduate level.

- The GPP is a mixture of credit and non-credit courses designed for international students working towards full-matriculation in both undergraduate and graduate programs at Western Washington University.
- The GPP is self-sustaining and builds on the existing self-sustaining Intensive English Program. Students will be carefully placed into the GPP based on English proficiency test scores. The GPP may be completed between one and three quarters.
- Students in the GPP will receive additional academic support and cultural orientation to Western Washington University and the United States.
- Students enrolled in the Global Pathway MBA Program will receive non-credit and credit courses designed to support their future studies as fully matriculated MBA students.

The Proposed Global Pathway Undergraduate Program 2018 -19 tuition rate is a flat rate of \$7,267 per quarter. The flat \$7,267 per quarter tuition rate is the same as the 2018 - 19 state support non-resident undergraduate tuition rate for a full-time student. The proposed Global Pathway MBA Program 2018-19 tuition rate is a flat rate of \$9,333 per quarter. The flat \$9,333 per quarter tuition rates is the same as the 2018-19 state support non-resident MBA tuition rate for a full-time student.



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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office

**DATE:** June 15, 2018

**SUBJECT:** Approval of 2018-2019 Annual State Operating Budget

**PURPOSE:** Action Item

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**Purpose of Submittal:**

Based on the conference committee budget passed by the Legislature on March 8, 2018 and signed by the Governor on March 27, 2018, the Board is now asked to approve the 2018-2019 annual state operating budget for WWU.

In addition, the Board will be asked to approve 2018-2019 tuition rate increases at its June 15, 2018 meeting, providing revenue necessary to support the 2018-2019 annual state operating budget.

**Proposed Motion:**

***MOVED***, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2018-2019 annual state operating budget of \$178,628,788 consisting of State Appropriations in the amount of \$84,256,000; WWU net tuition operating fee revenue of \$89,644,032; and administrative services assessment revenue of \$4,728,756; and

***FURTHER MOVED***, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2018-2019 intercollegiate athletics operating budget of \$6,068,657 consisting of tuition and fees in the amount of \$3,470,416 and self-sustaining and other revenues of \$2,598,241; and

***FURTHER MOVED***, that the Board of Trustees of Western Washington University, upon the recommendation of the President, intends to continue to use tuition and fees as it has in the past to fund a portion of the Athletics budget in addition to revenue generated by the Athletics program.

**Supporting Information:**

See attached memo on the 2018-2019 Annual State Operating Budget.

**Source of Funding:**

State appropriations (general fund-state, education legacy trust funds, and capital projects account); net tuition operating fee revenue; and administrative services assessment revenue.

**Attachment:**

*Memo of Supporting Information on the Fiscal 2018-19 Operating Budget*

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Linda Teater, Director, Budget Office

**DATE:** June 15, 2018

**SUBJECT:** **Supporting Information for Board Approval of the  
2018-2019 Annual State Operating Budget**

**Schedule of Approvals Supporting the 2018-2019 Annual State Operating Budget**

On June 15, 2018, the Board will be requested to approve tuition rates for all student categories for the 2019 academic year. At this same meeting, the Board will be asked to approve the 2018-2019 Annual State Operating Budget, which relies on the projected tuition operating fee revenues generated from these tuition rate proposals.

**Introduction**

In order to fund the basic instructional and academic support missions of the institution, we are proposing, for Board approval, a 2018-2019 budget for state funded operations which reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees, and the administrative services assessment.

**Proposed 2018-2019 Annual State Operating Budget**

Western's state operating expenditures have been historically supported by a combination of state appropriations, tuition operating fees, and the administrative services assessment. A summary of all revenue sources is included in the table below. Please note that tuition operating fee revenue is presented net of tuition waivers and Western's student loan/grant fund contribution at 4.0%, as required by state law.

2018-2019 Annual State Operating Budget		
by Funding Source		
Funding Source	Proposed for Board Approval 2018-2019	% of Budget
<i>State Appropriations</i>	\$84,256,000	47%
<i>Net Tuition Operating Fees</i>	89,644,032	50%
<i>Administrative Services Assessment</i>	4,728,756	3%
<b>State Operating Budget</b>	<b>\$178,628,788</b>	<b>100%</b>

### **Western's Student Loan/Grant Fund**

The State definition of tuition fees comprises two components: *operating* fees and *building* fees. Tuition *operating* fees collected are currently subject to a 4.0% minimum set-aside for the WWU student loan and grant fund. The *building* fees and student activities fee are assessed at 3.5%. For the 2018-2019 fiscal year, Western will allocate close to \$4.0M for this form of financial aid.

### **Western's Budget Process**

In 2017, through Western's inclusive budget processes, the campus developed an operating budget for the current biennium. The Board of Trustees approved the first year of that two-year budget at a special meeting in July 2017. This spring, the budget process re-examined year two of that budget to see if there are adjustments, or "emergent issues," that should be included in the fiscal 2018-19 operating budget for the Board to act upon.

Campus planning unit leaders submitted proposals for emergent issue requests for the fiscal 2018-19 operating budget in April 2018 after the legislative session ended. Proposals were discussed at the University Planning and Resources Council (UPRC) and audiocast to the campus with venues for feedback on the proposals.

### **Budget Recommendation Detail**

First, the Legislative Session which ended in March provided the following new funding for Western:

- \$1.3M for a new degree program in Marine, Coastal and Watershed Sciences,
- \$700k for an Early Childhood Education program on the Peninsula,
- \$169k representing inflation on the previous years' tuition backfill,
- \$39k for textbook stipends for veterans, and
- One-time funding to a) study the feasibility of creating a campus on the Peninsula and b) integrate approved Native American Curriculum into our teacher preparation programs.

Next, the Vice Presidents and Deans evaluated all the emergent budget requests, related UPRC and campus feedback, and recommended a budget which includes among other things: funding for critical a) information technology (IT) needs, b) faculty lines for improving student access to courses for graduation, c) increased enrollment activities to achieve institutional goals and meet crucial student services needs, d) roll out of "Western Engaged," e) implementation of Enterprise Risk Management, and f) coordinated marketing and advertising for Western. Additionally, new funding is recommended to stabilize Western's Honors Program, provide additional resources for Civil Rights Investigative staff, and provide a Laboratory Technician for the Carver Academic Facility Anatomy/Physiology Cadaver lab. The President has reviewed the requests and submits them for Board consideration.

Additional details for all these recommendations may be found at:

<https://budgetoffice.wvu.edu/files/FINAL%20Full%20FY19%20VP%20Dean%20Budget%20Recommendation.pdf>.

**New requirements for Intercollegiate Athletics**

Substitute Senate Bill 6493 passed by the Legislature and signed by the Governor on March 27, 2018 requires "...the board of trustees... must specifically approve in an open public meeting, the annual budget for its programs for intercollegiate athletic competition in advance of any expenditure for that fiscal year." It further stipulates that the Board show how it will address the budget portion not covered by revenue generated by Athletics. As Western has done in the past, the budget includes S&A Fees approved by students and tuition approved through the budget process to fund Athletics. The recommendation is to continue to do so in the future.

For fiscal year 2018-2019, the amount of the intercollegiate budget is comprised as follows:

2018-2019 Fiscal Year		
WWU Intercollegiate Athletics Budget		
by Funding Source		
Funding Source	Proposed for Board Approval 2018-2019	% of Budget
Institutional Tuition Allocation	1,355,956	22%
S&A Fee Allocation	2,114,460	35%
Foundation Funds	396,763	7%
Estimated Tuition Waivers	1,408,089	23%
Endowments	187,902	3%
Other*	605,488	10%
<b>TOTAL REVENUE</b>	<b>\$6,068,657</b>	<b>100%</b>

\*Comprised of entry fees, licensing, royalties, ads, sponsorships, ticket sales, athletic health fee, merchandise revenue and camps.

**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:** Friday, June 15, 2018  
**SUBJECT:** 2019-2021 CAPITAL BUDGET REQUEST AND 2019-2029 CAPITAL PLAN  
**PURPOSE:** Action item

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**Purpose of Submittal:**

Capital Budget request requirement of the Office of Financial Management.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves the 2019-29 Capital Plan which includes the 2019-2021 Capital Budget Request from State-appropriated funding sources of \$123,516,000.

**Supporting Information:**

Supporting information is attached.



**Board of Trustees  
June 15, 2018**

**2019-2021 Capital Budget Request  
and  
2019-2029 Capital Plan**

**Introduction**

The following information is provided to the Board of Trustees as support documentation for the University's 2019-2021 Capital Budget Request. At the April 2018 Board meeting, a draft of the Capital Budget Plan and Request was submitted to the Board along with information on how the Capital Plan and Budget Request were developed over the last year. Information was also provided on the proposed projects in the ten-year plan including the projects being requested for the 2019-2021 biennium.

Since that meeting, the Vice Presidents have met, considered additional input from the campus, including the University Planning and Resources Council (UPRC), and revised the 2019-2029 capital plan and 2019-2021 Budget Request. The President approves the revision and presents the plan for Board approval.

For the 2019-2021 biennium, Western proposes a total capital funding request of \$123,516,000 from State-appropriated funding sources. The following are descriptions of the projects being requested as agreed to by the Vice Presidents and submitted to the Board of Trustees for the June 2018 meeting:

***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.

***Environmental Studies Center Renovation (STEM II)***

This project will renovate the 42-year-old Environmental Studies Center. The renovation will address maintenance and repairs backlog, implement an entirely new and separate HVAC system, and provide modern teaching and research space needed for a 21<sup>st</sup> century education.

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

***STEM III (includes space for Computer Science and Electrical Engineering)***

Similar to the Sciences Addition Building, this project will provide a new facility that will help resolve critical instructional space and faculty office shortfalls within the sciences. The program and use of this 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 that Western 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 repurposed 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 Western’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 2019-2021 scope of work includes both the renovation of upper division instructional labs as well as comprehensive renewal of general use classrooms.

***Consolidated Academic Support Services Facility***

This project would construct a new building on the vacant land owned by the university at 25<sup>th</sup> and Taylor Streets. The site is currently zoned to accommodate approximately 60,000 gross square feet of office space. The new facility 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. As a result, many of the prior biennia project requests have resurfaced with even more urgency and greater funding needs than before. The programmatic projects include: student outreach/ advising, career and counseling services, gender-neutral restrooms, ADA upgrades, study and media equipped conference rooms, and office space-optimization projects. The office space-optimization projects would 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 2015-2017 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 the 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 and 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;
- 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.



# Western Washington University

## 2019-21 CAPITAL REQUEST

Univ. Priority	PROJECT TITLE	2019 - 2021 Biennium
1	Sciences Building Addition (STEM I)	60,000,000
2	Environmental Studies Center Renovation (STEM II)	8,000,000
3	STEM III (includes space for Computer Science and Electrical Engineering)	6,500,000
4	Classroom & Lab Upgrades	6,000,000
5	Consolidated Academic Support Services Facility	9,950,000
6	Minor Works - Program	6,700,000
7	Minor Works - Preservation	12,000,000
8	Access Control Security & Infrastructure Upgrades	6,700,000
9	Elevator Preservation and ADA Upgrades	3,512,000
	<i>Preventive Facility Maintenance and Building System Repairs*</i>	4,154,000
<b>TOTAL</b>		<b>123,516,000</b>

Legend	
	Design
	Construction
	Acquisition
	<i>MW &amp; Intermediate : Design &amp; Construct</i>
	<i>Majors: Pre-design, Design &amp; Construct</i>
	<i>Majors: Pre-design, Design</i>

## 2021-29 CAPITAL PLAN

PROJECT TITLE	2021 - 2029 Plan
Environmental Studies Center Renovation (STEM II)	70,000,000
STEM III (includes space for Computer Science and Electrical Engineering)	60,000,000
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 biennium in 2019 dollars, anticipate 3.12% escalation/FY)	6,000,000
Access Control Security & Infrastructure Upgrades	6,900,000
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 biennium in 2019 dollars, anticipate 3.12% escalation/FY)	6,700,000
Minor Works - Preservation (amount is per biennium in 2019 dollars, anticipate 3.12% escalation/FY)	12,000,000
<i>Preventive Facility Maintenance and Building System Repairs* (amount is per biennium)</i>	4,154,000

\*In the 2017-19 Budget, \$3,614,000 was appropriated in the Capital Budget and \$540,000 was appropriated in the Operating.

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

**TO:** Members of the Board of Trustees

**FROM:** President Sabah Randhawa by:  
Richard Van Den Hul, Vice President, Business and Financial Affairs  
Melynda Huskey, Vice President, Enrollment and Student Services

**DATE:** June 15, 2018

**SUBJECT:** **Housing Capital Planning Update**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

To update the Board of Trustees on capital planning for housing.

**Supporting Information:**

At the December 2016 meeting, the Board received an update on the Housing and Dining System Capital Plan. In that update there was information provided on the demand for additional private bedroom apartment-style housing on campus. Housing and Dining was considering a 200 bed apartment building just north of Buchanan Towers along South College Drive across from Harrington Field. After that Board meeting, the project was put on pause due to increasing cost estimates, to allow for additional enrollment planning, and to see the effect of private housing develop had on demand.

This past spring Enrollment and Student Services, Housing and Dining, and Business and Financial Affairs partnered together to take up the question of new housing and to update the demand analysis. We found that there continues to be strong demand for additional beds on campus, particularly for single bedroom options with food preparation and living facilities. The demand has elevated with recent enrollment increases and is projected to continue to grow with increasing international students.

Given the strong demand projections we are now considering a new 400 bed suite style building. We are beginning planning for the facility with an RFQ process to select a design build team to assist with the building. Preliminary plans have construction beginning in summer 2019 with construction completed for fall 2021 occupancy. At this point the item is informational. We would expect the Board to approve the design build team contract at its October 2018 meeting.

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

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa  
**DATE:** June 15, 2018  
**SUBJECT:** **Title 516 WAC, Expedited Rule Change – Housekeeping Amendments**  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

To obtain approval from the Board to amend WAC 516-21-220 *Weapons and Destructive Devices* and WAC 516-60-010 *Waivers of Tuition and Fees* in order to keep the University's WAC rules accurate and up-to-date.

**Proposed Motion:**

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the expedited rule change amendments to WAC 516-21-220 and WAC 516-60-010 as proposed in the attached.

**Supporting Information:**

Amendment that changes a title is made in WAC 516-21-220

Amendment for which the content is explicitly and specifically dictated by statute is made in 516-60-010.

Attachment 1 - WAC 516-60-010 *Waivers of Tuition and Fees*

Attachment 2 - WAC 516-21-220 *Weapons and Destructive Devices*

**WAC 516-60-010 Waivers of tuition and fees.** (1) The board of trustees is authorized to grant tuition and fee waivers to students pursuant to RCW 28B.15.910 and the laws identified therein. Each of these laws, with the exception of those required by law, authorizes but does not require the board of trustees to grant waivers for different categories of students and provides for waivers of different fees. The board of trustees or its delegate must affirmatively act to implement the legislature's grant of authority. A list of waivers that the board has implemented can be found in the *Bulletin, Timetable of Classes*, university web site, or any subsequently adopted publication.

(2) Even when it has decided to implement a waiver listed in RCW 28B.15.910, the university, for specific reasons and a general need for flexibility in the management of its resources, may choose not to award waivers to any or all students who may be eligible under the terms of the laws, or it may decide to grant partial waivers. The university's description of the factors it may consider to adjust a waiver program to meet emergent or changing needs is found in subsection (54) of this section. All waivers are subject to subsection (54) of this section.

(3) The board of trustees also has the authority under RCW 28B.15.915 to grant waivers of all or a portion of operating fees as

defined in RCW 28B.15.031. Waiver programs adopted under RCW 28B.15.915 are described in the sources identified in subsection (1) of this section. Waivers granted under RCW 28B.15.915 are subject to subsection (54) of this section.

~~\_(4) Tuition and fees for self-sustaining courses and programs cannot be waived.~~

(54) The university may modify its restrictions or requirements pursuant to changes in state or federal law, changes in programmatic requirements, or in response to financial or other considerations, which may include, but are not limited to, the need to adopt fiscally responsible budgets, the management of the overall levels and mix of enrollments, management initiatives to modify enrollment demand for specific programs and management decisions to eliminate or modify academic programs. The university may choose not to exercise the full funding authority granted under RCW 28B.15.910 and may limit the total funding available under RCW 28B.15.915, except for those waivers required by law.

[Statutory Authority: RCW 28B.35.120(12). WSR 04-09-106, § 516-60-010, filed 4/21/04, effective 5/22/04.]

**WAC 516-21-220 Weapons and destructive devices.** Possession, use, storage, or manufacture of firearms, ammunition, explosives, or other weapons or destructive devices capable of causing bodily injury or damage to property, on university property or at official university functions, is a violation of the code. Weapons and destructive devices include, but are not limited to, the unauthorized use or possession of:

(1) Firearms or projectile devices of any kind, including BB, pellet, paintball, and airsoft guns, bow and arrow, and sling shots;

(2) Martial arts weapons of any kind, including nunchucks, swords, or throwing stars;

(3) Fireworks of any kind;

(4) Dangerous chemicals;

(5) Any knife with a blade longer than three inches (excluding kitchen utensils); and

(6) Weapons classified as dangerous in RCW 9.41.250.

This does not include the lawful possession of any personal protection spray device authorized under RCW 9.91.160.

See also WAC 516-52-020 ~~Firearms and dangerous weapons.~~ Weapons and armaments prohibited.

[Statutory Authority: RCW 28B.35.120, chapter 34.05 RCW, and 20 U.S.C. 1681-1688. WSR 17-05-100, § 516-21-220, filed 2/15/17, effective 3/18/17. Statutory Authority: RCW 28B.35.120(12) and 20 U.S.C. 1681-1688. WSR 12-01-021, § 516-21-220, filed 12/9/11, effective 1/9/12.]

**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:** June 15, 2018

**SUBJECT:** **Approval to Adopt New Chapter 516-35 WAC, Use of University Property – Freedom of Expression and Assembly and Amend Chapter 516-36 WAC, Use of University Facilities - Scheduling**

**PURPOSE:** Action Item

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**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 adoption of new chapter 516-35 WAC and amendments to existing chapter 516-36 WAC 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 adoption of new chapter 516-35 WAC *Use of University Property – Freedom of Expression and Assembly* and approve the permanent rule change to chapter 516-36 WAC *Use of University Facilities - Scheduling* as submitted.

**Background:**

Permanent rule making for chapter 516-36 WAC began in fall 2017 in response to emergency rule adoption by the Board of Trustees in October, 2017. The purpose of the emergency rule change was to immediately, on an interim basis, require all off-campus persons or groups, who desire to use University facilities or property, to have a University sponsor.

Upon adoption of the emergency rule, a revision committee was created to begin the permanent rule making process. The committee agreed that the sponsorship requirement would not be included in the permanent rule; thus, the emergency rule was allowed to expire February 9, 2018.

While in the process of revising chapter 516-36 WAC, the committee determined that using University property for an event, such as a wedding or birthday party, already had established internal procedures that function well and the rule should be amended to reflect the internal process. However, when the committee considered how to incorporate using University property for freedom of expression and assembly into the same process as using University property for events, it was decided that a new WAC chapter should be created.



The development of the new proposed permanent rule and proposed amendments to the existing rule was conducted by Eric Alexander, Associate Dean for Student Engagement and included representatives from the Attorney General's Office, Risk, Compliance & Policy Services, Public Safety Department, Space Administration, Extended Education, Western Libraries, Government Relations, Office of Student Life, Associated Students, Enrollment and Student Services, 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.

New Chapter 516-35 *Use of University Property – Freedom of Expression and Assembly* is attached for review.

Summary of changes to chapter 516-36 *Use of University Facilities – Scheduling* are below and the complete chapter is attached for review.

- Change in title from “Use of University Facilities – Scheduling” to Use of University Property – Scheduling and General use”
- Addition of a general policy and purpose statement. WAC 516-36-001
- New section WAC 516-36-004. This section directs readers to chapter 516-35 if looking for rules regarding freedom of expression and assembly.
- New section WAC 516-36-008. This section defines terms used throughout the chapter.
- Amended section WAC 516-36-020. How to request use of university property and who should receive the request.
- New section WAC 516-36-025. This section outlines the duties of the requester and states provisions that may be placed on use of university property.
- Amended section WAC 516-36-030. Amendment includes limitations on use of university property.
- New section WAC 516-36-035. The current rule has a fees section; however, due to organization of the amended chapter it was relocated and a new section was created.
- Amended WAC 516-36-040. This section now states how university property may be used for private or commercial enterprise or charitable use.
- New section WAC 516-36-060. This section states how one could obtain a permit for a parade.

### **Supporting Information:**

Attachment 1 - New Chapter 516-35 WAC *Use of University Property – Freedom of Expression and Assembly*

Attachment 2 - Chapter 516-36 WAC *Use of University Facilities - Scheduling*

Attachment 3 - Hearing Officer's Report with attachments

Attachment 4 - [Audio recording of public hearing](#)

Chapter 516-35 WAC

USE OF UNIVERSITY PROPERTY—FREEDOM OF EXPRESSION AND ASSEMBLY

NEW SECTION

**WAC 516-35-001 Definitions.** As used in this chapter, the following words and phrases mean:

(1) **Business day.** Any day, Monday through Friday (excluding holidays), during which university offices are open.

(2) **Freedom of expression and assembly.** Any activity protected by the first amendment to the Constitution of the United States and Article I, sections 4 and 5 of the Washington state Constitution. Such activities may include, but are not limited to, informational picketing, petition circulation, distribution of information leaflets or pamphlets, speech-making, demonstrations, rallies, noncontracted appearances of speakers, protests, meetings to display group feelings or sentiments, and other types of constitutionally protected assemblies to share information, perspective, or viewpoints. Freedom of expression or assembly that involves the placement of any furniture, hardware, prop, vehicle, display, sound amplification, or audio-visual device or other object on university property requires prior approved space reservation. To reserve use of university property, refer to chapter 516-36 WAC.

(3) **Limited public forum areas.** Areas of campus available as spaces for freedom of expression and peaceable assembly as protected by the Constitution of the United States and the Washington state Constitution, subject to reasonable time, place, and manner restrictions. Limited public forum areas do not include:

(a) Classrooms or academic buildings conducting scheduled educational programming with the exception that nothing herein shall be read to interfere between or with the academic freedom of the instructor and enrolled students to engage in educational programs;

(b) Reservable or scheduled property subject to the provisions of chapter 516-36 WAC;

(c) Private administrative or academic offices;

(d) Lavatory or maintenance facilities;

(e) Roadways or sidewalks necessary to permit the free flow of pedestrian, vehicular, emergency responder, or maintenance traffic; or

(f) Any other university property, on a case-by-case basis, where the reasonable application of time, place, and manner restrictions render the location inappropriate for expressive activities.

(4) **Nonuniversity group or individual.** An individual or a collection of individuals who do not have a formal relationship with the university. The term also includes members of these groups who are individually affiliated with the university who desire to use university property for personal, private, or nonuniversity group related activities.

(5) **Time, place, and manner.** Reasonable limitations on the exercise of expressive rights that are neutral as to the content of expression and leave open alternative channels of expression.

(6) **University.** Western Washington University.

(7) **University affiliate.** An entity that has a formal relationship with the university and also encompasses such entity's officers, agents, and employees. The term includes, but is not limited to, the office of the attorney general, contracted agencies, and 501(c)(3) organizations with formal relationships to the university.

(8) **University group or individual.** An individual or collection of individuals that has a formal relationship with the university, such as a recognized employee group of the university, a registered student group or organization or an individual acting on behalf of the group or organization as well as an individual who is a currently enrolled student or current employee.

(9) **University property.** All buildings, grounds, or assets owned or controlled by the university and the streets, sidewalks, plazas, parking lots, and roadways within the boundaries of property owned or controlled by the university.

#### NEW SECTION

**WAC 516-35-005 General policy and purpose.** The university believes that freedom of expression and assembly are indispensable qualities of university life, and that active participation in political and social expression both enhances the education of the individual and contributes to the betterment of society. The university is committed to respecting and promoting the rights afforded by the constitutions of the United States and the state of Washington, including the right to free speech, petition, and to peaceably assemble.

University property is intended for use by students, faculty, and staff in support of the university's mission of teaching, research, and public service. Individuals, groups, or organizations may use university property in accordance with university rules and regulations.

To achieve the objectives of this chapter, it is essential that free expression be accomplished in a manner that allows for the orderly function of normal university operations. Thus, the purpose of the time, place, and manner regulations set forth in this chapter are to:

(1) Promote opportunities for exercise of the rights protected by the constitutions of the United States and the state of Washington on the university campus.

(2) Ensure that these activities do not interfere with the furtherance of the university's mission-related responsibilities for which the university's property is dedicated by the state of Washington.

#### NEW SECTION

**WAC 516-35-010 Use of university property—Notice.** (1) Any non-university group or individual who desires to use a limited public forum area on a temporary basis for freedom of expression or assembly in which more than fifty people are likely to assemble, must submit notice of planned use to the university police department and to the dean of students not less than fifteen business days prior to use.

However, use may be permitted with less notice so long as the use does not interfere with any other function or university operations.

(2) University affiliates or university groups or individuals who desire to use university property or a limited public forum area on a temporary basis for freedom of expression or assembly must adhere to applicable policies and laws and are requested to provide notice to the university police department and dean of students.

(3) Submitted notices may include, but are not limited to, the following:

(a) The contact information for the persons or organizations, including the organization's name and its contact person's name, person's name, address, email address, and telephone number;

(b) The date, time, and location requested for use;

(c) The nature and purpose of the use;

(d) The estimated number of people expected to be involved, including participants, spectators, supporters, and detractors or others; and

(e) Other information as may be reasonably requested.

#### NEW SECTION

**WAC 516-35-020 Use of university property—Evaluation.** (1) The president, or the president's designee, shall have the authority to accept, modify, or reject, in whole or in part, the planned use outlined or described in the notice submitted pursuant to this chapter.

(2) In evaluating a notice submitted pursuant to this chapter, the president, or the president's designee, may consider a variety of factors including, but not limited to, the following:

(a) Whether a university program or activity is scheduled at the location requested. First priority shall be given to the university program or scheduled activity;

(b) Whether the use is in connection with a university program or activity;

(c) Whether the intended use is compatible with the educational mission and objectives of the university.

(3) The president, or the president's designee, may specify reasonable fire, safety, law enforcement, sanitation, cleanup, insurance, and other risk- or impact-mitigating requirements for the use of university property. Charges may be applied in the event any of these requirements are deemed to have costs associated with them. The university will not provide utility connections or hookups.

(4) Whenever the president, or the president's designee, rejects, either in whole or in part, a request for use of university property, the reasons for such rejection shall be stated in writing.

#### NEW SECTION

**WAC 516-35-030 Use of university property—Exceptions and termination of use.** The president, or the president's designee, may apply time, place, and manner exceptions to limit, relocate, reschedule,

terminate, cancel, or prohibit the use of university property for freedom of expression activities to protect persons or property from harm and the disruption of university operations including, but not limited to, violations of WAC 516-24-130, 516-52-020, or other laws or university policies.

NEW SECTION

**WAC 516-35-040** **Unscheduled expression and assembly—University affiliates or a university group or individual.** Protecting impromptu and spontaneous peaceable assembly for the purposes of expression, protest, and dissent is essential to fulfilling the university's commitment to freedom of expression and assembly. Thus, the lack of notice to use university property by university affiliates or a university group or individual is not necessarily a sole basis for terminating any expressive activity, including impromptu activities, unless the protest or assembly conflicts with a previously scheduled event in the same location or is in violation of law and/or university policy including, but not limited to, WAC 516-24-130 and 516-52-020.

To ensure space is available for expression or assembly, university affiliates or a university group or individuals are encouraged to provide notice.

Chapter 516-36 WAC Use of University Facilities - Scheduling

Chapter 516-36 WAC

USE OF UNIVERSITY ((FACILITIES)) PROPERTY—SCHEDULING AND GENERAL USE

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-001 Use of university ((~~facilities by off-campus persons or groups—Requests~~)) property—General policy and purpose.** ((Any person who is not affiliated with the university and who desires to use university facilities on a temporary basis for purposes other than assigned university activities shall submit a request for use of university facilities to the president or his designee.)) Western Washington University is an educational institution provided and maintained by the people of the state of Washington in order to carry out its broad missions of teaching, research, and public service. A state agency is under no obligation to make its public property available to the community for private purposes, and the university generally reserves its property, buildings, and grounds for its mission-related activities, including: Instruction, research, assembly, student activities, and recreational activities related to education. However, the university makes property available for a variety of uses that are of benefit to the general public under the conditions set forth in these regulations if such general uses substantially relate to, or do not interfere with, university missions.

The purpose of these regulations is to establish procedures and reasonable controls for the use of university property by nonuniversity groups or individuals, university affiliates, university groups or individuals, or students, faculty, or staff who desire to use university property for personal, private, or nonuniversity group related activity.

Reasonable conditions may be imposed to regulate the timeliness of requests, to determine the appropriateness of space assigned, time of use, and to ensure the proper maintenance of the property.

NEW SECTION

**WAC 516-36-004 Freedom of expression and assembly activities not covered.** Use of university property for freedom of expression and assembly activities is governed by rules set forth in chapter 516-35 WAC. This chapter does not apply to those individuals or groups using university property for freedom of expression and assembly activities.

NEW SECTION

**WAC 516-36-008 Definitions.** As used in this chapter, the following words and phrases mean:

(1) **Business day.** Any day, Monday through Friday (excluding holidays), during which university offices are open.

(2) **Freedom of expression and assembly.** Any activity protected by the first amendment to the Constitution of the United States and Article I, sections 4 and 5 of the Washington state Constitution. Such activities may include, but are not limited to, informational picketing, petition circulation, distribution of information leaflets or pamphlets, speechmaking, demonstrations, rallies, noncontracted appearances of speakers, protests, meetings to display group feelings or sentiments, and other types of constitutionally protected assemblies to share information, perspective, or viewpoints.

(3) **Limited public forum areas.** Areas of campus available as spaces for freedom of expression and peaceable assembly as protected by the Constitution of the United States and the Washington state Constitution, subject to reasonable time, place, and manner restrictions. The use of limited public forum areas for freedom of expression and peaceable assembly activities is governed by chapter 516-35 WAC. Limited public forum areas are identified in WAC 516-35-001. Limited public forum areas do not include property such as:

(a) Classrooms or academic buildings conducting scheduled educational programming with the exception that nothing herein shall be read to interfere between or with the academic freedom of the instructor and enrolled students to engage in educational programs;

(b) Reservable or scheduled property subject to the provisions of this chapter;

(c) Private administrative or academic offices;

(d) Lavatory or maintenance facilities;

(e) Roadways or sidewalks necessary to permit the free flow of pedestrian, vehicular, emergency responder, or maintenance traffic; or

(f) Any other university property, on a case-by-case basis, where the reasonable application of time, place, and manner restrictions render the location inappropriate for expressive activities.

(4) **Nonuniversity group or individual.** An individual or a collection of individuals who do not have a formal relationship with the university. The term also includes members of these groups who are individually affiliated with the university who desire to use university property for personal, private, or nonuniversity group related activities.

(5) **Space administrator.** A university employee, appointed by the president, or the president's designee, who has the authority and responsibility for a designated subset of university property to create and enforce policies and procedures for space use, delegate space approval authority, and are responsible for university space being used in accordance with this chapter, chapter 516-35 WAC, and the university mission.

(6) **Space approval authority.** A university employee who has the authority, consistent with these regulations and approved campus policies and procedures, to review, approve, amend, or deny requests for rental or use of university property.

(a) The university shall maintain a list of the approving authorities.

(b) Requests for approval to lease space shall be governed by chapter 516-34 WAC.

(7) **Time, place, and manner.** Reasonable limitations on the exercise of expressive rights that are neutral as to the content of expression and leave open alternative channels of expression.

(8) **University.** Western Washington University.

(9) **University affiliate.** An entity that has a formal relationship with the university and also encompasses such entity's officers, agents, and employees. The term includes, but is not limited to, the office of the attorney general, contracted agencies, and 501(c)(3) organizations with formal relationships to the university.

(10) **University group or individual.** An individual or collection of individuals that has a formal relationship with the university, such as a recognized employee group of the university, a recognized student group or organization, or an individual acting on behalf of the group or organization as well as an individual who is a currently enrolled student or current employee.

(11) **University property.** All buildings, grounds, or assets owned or controlled by the university and the streets, sidewalks, plazas, parking lots, and roadways within the boundaries of property owned or controlled by the university.

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-020 Use of university ((facilities by off-campus persons or groups Evaluation of request for use) property Requests.** ((1) The president, or the president's designee, shall have the authority to accept or reject, in whole or in part, a request submitted pursuant to WAC 516-36-001.

(2) In evaluating a request submitted pursuant to WAC 516-36-001, the president shall consider the following factors:

(a) Whether the facilities requested are to be used in connection with a regularly scheduled university program.

(b) Whether the intended use of the university's facilities is compatible with the educational mission and objectives of the university.

(c) Whether the intended use might cause a disruption of the university's relationship with the local community by conflicting with services provided by private enterprise within the Bellingham area.

(d) The capabilities, qualifications, experience, and financial stability of the individual, organization, or group submitting the request.

(3) Whenever the president (or the president's designee) rejects, either in whole or in part, a request for use of university facilities, the reasons for such rejection shall be stated in writing.)) (1) Requests for rental or use of university property must be directed to the space approval authority.

(2) Requests for leasing of university property must be directed to the vice president for business and financial affairs, the university president, or the president's designee, and governed by chapter 516-34 WAC.

(3) If a requestor is uncertain where to direct a request to use university property, or if the approving authority for a particular university property is not on the university list, the requestor should address the request to the vice president for business and financial affairs or designee.



NEW SECTION

**WAC 516-36-025 Scheduling and reservation practices—Duties of requestor.** (1) The primary purpose of university property is to serve the university's instructional, research, and public service activities. However, when not required for scheduled university use, property may be available for rental by nonuniversity groups or individuals in accordance with current fee schedules and other relevant terms and conditions.

(2) No university property may be used by individuals or groups unless the property, including buildings, equipment, and land, have been reserved. Reservations may not be required in limited public forum areas if the intended use of the property would not cause cost to the university or impact scheduled university activity.

(3) Requests to use university property are made to the space approval authority, as defined in WAC 516-36-008(6) and in accordance with WAC 516-36-020.

(4) The space approval authority may deny the request to use university property when such use would violate any of the limitations set forth in WAC 516-36-030 or where the requestor is unwilling to comply with university requirements for the use of property, as authorized by this chapter.

(5) The university may require an individual or organization to make an advance deposit, post a bond or obtain insurance to protect the university against cost or other liability as a condition to allowing use of any university property.

(6) When the university grants permission to an individual or organization to use its property it is with the understanding and on the condition that the individual or organization assumes full responsibility for any loss or damage resulting from such use and agrees to hold harmless and indemnify the university against any loss or damage claim arising out of such use.

(7) The university and/or government authorities may specify fire, safety, sanitation, and special regulations for activities occurring in, on or with university property. It is the responsibility of the user to obey those regulations, as well as to comply with other applicable university policies, procedures, rules, regulations, and state, local, and federal laws.

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-030 Limitations on use (~~of university facilities by off-campus persons or groups~~—~~Assessment of fees~~)).** (~~(1) The president, or the president's designee, shall have authority to establish a schedule of fees to govern the use of university facilities by persons who are not affiliated with the university, and to alter or modify the fee schedule whenever such action is deemed to be necessary or appropriate or in the best interests of the university. The fee for each campus facility shall be sufficient to insure the recovery by the university of all direct and indirect costs associated with the use of the facility, including all direct and indirect costs of goods or~~

services furnished by the university in connection with the use of the facility.

~~(2) The president, or the president's designee, may waive all or part of the normal fee for use of a particular facility by persons not affiliated with the university under the following circumstances:~~

~~(a) Members of the university community will receive a substantial benefit from the intended use of the facility and no person or group will derive profit from the intended use of the facility; or~~

~~(b) The group requesting the use of the university's facility is an agency of the state of Washington.)~~ The following limitations apply to all uses of any university property, unless specifically permitted by the university for special events:

(1) University property may not be used in ways which obstruct vehicular, bicycle, pedestrian, or other traffic or otherwise interfere with ingress or egress to the university, any university building or facility, or that obstruct or interfere with educational activities or other lawful activities on university grounds, university controlled property, or at university sponsored events unless approved by the president, or the president's designee.

(2) University property may not be used in ways that interfere with educational, research, or public service activities inside or outside any university building or otherwise prevent the university from fulfilling its mission and achieving its primary purpose.

(3) University property may not be used for the purpose of campaigning regarding a ballot proposition or by, for, or against candidates who have filed for public office, except that:

(a) This provision does not apply to candidates for Western Washington University student offices or student ballot propositions;

(b) University groups may sponsor candidate forums as well as issue forums regarding ballot propositions;

(c) Candidates for office and proponents or opponents of ballot propositions may rent university property as a nonuniversity group or individual on a short-term basis for campaign purposes to the same extent and on the same basis as may other individuals or groups;

(d) Candidates for office and proponents or opponents of ballot propositions may use the limited public forum areas using the procedures of chapter 516-35 WAC to the same extent and on the same basis as may other individuals or groups; and

(e) For informational purposes, a university group may invite a candidate or another political speaker to one of the meetings of its membership on university property, if it has complied with the scheduling procedures of WAC 516-36-025 and applicable university policy.

(4) University property may not be used in ways that create safety hazards or pose unreasonable safety risks to students, employees, invitees, or guests.

(5) University property may not be used for commercial purposes, including: Advertising, commercial solicitation, sales, or other activities to promote a product, except as allowed under WAC 516-36-040.

(6) University property may not be used in furtherance of or in connection with illegal activity.

(7) University property may not be used in such manner as to create a hazard or result in damage to university property.

(8) University property may not be used where such use would create undue stress on university resources (e.g., a request for a major event may be denied if another major event is already scheduled for the same time period, because of demands for parking, security cover-

age, etc.); use of limited public forum areas for freedom of expression and assembly must be in accordance with chapter 516-35 WAC.

(9) Use of audio amplifying equipment or sound generation is permitted only in locations and at times that will not disturb the normal conduct of university operations. Advance permission by the president, or the president's designee, is required to use audio amplifying equipment or generate sound that may disturb the normal conduct of university operations.

(10) Alcoholic beverages may be served only as allowed under university policies. It is the responsibility of the event sponsor to obtain all necessary licenses from the Washington state liquor and cannabis board and adhere to their regulations, as well as all local ordinances, university rules, and regulations.

(11) No person may erect a tent or other shelter on university property or remain overnight on university property, including in a vehicle, trailer, tent, or other shelter, with the following exceptions:

(a) The use and occupancy of university housing in accordance with chapter 516-56 WAC;

(b) The use of property by a university employee or agent who remains overnight to fulfill the responsibilities of their position;

(c) The use of property by a university student who remains overnight to fulfill the responsibilities of their course of study;

(d) The use of property where overnight stays are specifically permitted in identified locations for attendees at special events designated by the university.

(e) The use of property during a university, local, state or federal declaration of an emergency as determined by the president, or the president's designee.

(12) Signs and posters and visual displays may be placed only at those locations authorized under, and in accordance with university policies.

(13) Handbills, leaflets, pamphlets, flyers, and similar materials may be distributed only in relation to university sanctioned activities or for purposes of freedom of expression. Materials may not be distributed in a manner that results in littering or requires university resources for disposal.

(14) Animals are only allowed on university property in accordance with WAC 516-52-010 and university policies.

(15) Smoking is not allowed in or on university property, except in accordance with chapter 70.160 RCW.

(16) Mopeds, Segways, skateboards, roller skates, roller blades, bicycles, and similar personal transportation devices may be used on campus in accordance with chapters 516-13 and 516-15 WAC.

## NEW SECTION

**WAC 516-36-035 University property rental/use fees.** (1) The president or the president's designee shall have authority to establish a schedule of fees to govern the use of university property and to alter or modify the fee schedule whenever such action is deemed to be necessary or appropriate or in the best interests of the university. The fee for use of university property shall be sufficient to ensure the recovery by the university of all direct and indirect costs

associated with the use of the university property, including all direct and indirect costs of goods or services furnished by the university in connection with the use of the property.

(2) The president or the president's designee may waive all or part of the normal fee for use of a particular university property by persons not affiliated with the university under the following circumstances:

(a) Members of the university community will receive a substantial benefit from the intended use of the university property and no person or group will derive profit from the intended use of the property; or

(b) The group requesting the use of the university's property is a subdivision or agency of the state of Washington; or

(c) The intended use of the property is transient and would not cause a cost to the university.

(3) In the event that the fee for the use of particular university property has not been placed on the fee schedule, and if the university determines to allow the use of the property, the university will assess a fee based upon the full cost, direct and indirect, of using the property.

(4) The president or the president's designee reserves the right to create differential fee schedules for use of university property by university groups and university affiliates.

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-040** ~~((Use of facilities by persons or groups affiliated with the university Authority to develop policies.))~~ **Private or commercial enterprise or charitable use.** ~~((The president, or the president's designee, shall have authority to develop and implement policies relating to the use of university facilities by persons or groups affiliated with the university.))~~ (1) University property may not be used for private or commercial gain, including: Commercial advertising; solicitation and merchandising of any food, goods, wares, service, company, organization, or merchandise of any nature whatsoever; or any other form of sales or promotional activity; except that commercial activity is allowable:

(a) If the president or the president's designee has determined that the private or commercial enterprise or charitable use will serve an educational or public service purpose related to the university's mission;

(b) By special permission granted by the university president or the president's designee if an agreement, lease, or other formal arrangement is entered into between the university and the person, corporation, or other entity desiring to engage in private, commercial or charitable activity;

(c) To the extent it represents the regular advertising, promotional, or sponsorship activities carried on, by, or in any university media, university bookstore, university athletic events, or other university authorized event, agent, or contractor;

(d) If the university purchasing department has authorized vendor representatives to solicit university departments, colleges, or busi-

ness units, and where those representatives have appropriate university identification.

(2) University property may not be used by faculty, staff, or students to assist or promote a private or third-party commercial enterprise, with the following exceptions:

(a) Faculty, staff, or students may use university property that is generally available to the public on the same basis, including payment of the same fees, as may other private citizens; and

(b) Faculty may make use of university property to encourage basic and applied research in accordance with the provisions of the university policy adopted pursuant to RCW 42.52.220.

(3) University property may not be used to benefit a charitable organization, with the following exceptions:

(a) Charities that are licensed in the state of Washington may use university property that is generally available to the public on the same basis, including payment of the same fees, as may private citizens;

(b) Charities that are licensed in the state of Washington may use university property without charge by special permission granted by the university president or the president's designee where the university has determined that the charitable activity or use will serve an educational or public service purpose related to the university's mission and an agreement, lease, or other formal arrangement is entered into between the university and the person, corporation, or other entity desiring to engage in a charitable event; and

(c) Recognized student organizations may use university property to conduct fund-raising activities for charitable purposes pursuant to university policies, procedures and all scheduling requirements.

#### NEW SECTION

**WAC 516-36-060 Parades or other street and road activity.** Permits for parades, street/road runs, marches, or other events on university streets and roads may be obtained upon approval of the university chief of police.

Such events must be scheduled so as not to interfere with major traffic arterials or with university events or activities. For use of city streets on and adjacent to campus, permits must be obtained through the city of Bellingham.

**WWU RULE-MAKING REVIEW**  
**Hearing Officer's Report**  
**New Chapter 516-35 WAC, Use of University Property – Freedom of Expression  
and Assembly**  
**and**  
**Chapter 516-36 WAC, Use of University Facilities - Scheduling**

On May 22, 2018, at 12:15 p.m., in Old Main 340, a public hearing was held on a proposal to adopt new chapter 516-35 WAC *Use of University Property – Freedom of Expression and Assembly* and amend chapter 516-36 WAC *Use of University Facilities – Scheduling*. 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 Hearing Officer's Report is provided to President Sabah Randhawa for consideration of adoption of a new WAC chapter (chapter 516-35 WAC) and a permanent rule change to an existing WAC chapter (chapter 516-36 WAC). Upon approval, the proposed new chapter and the proposed amendments to the existing chapter will be presented to the Board of Trustees for adoption and are effective 31 days after filing with the Code Reviser's Office.

#### **Notice of Hearing**

Notice of public hearing was published in the May 2, 2018 issue of the *Washington State Register* (18-09-062). Notice of hearing was also published May 2, 2018 on the University's online newsletter, *Western Today*, in the campus newspaper, *Western Front*, and on the rules coordinator's [website](#).

#### **Hearing Attendance**

The hearing was attended by: Eric Alexander, Associate Dean of Student Engagement / Director of the Viking Union; Paul Mueller, Director, Risk, Compliance & Policy Services; Sara Wilson, Special Assistant to the Vice President for Enrollment and Student Services; and Rob Olson, Assistant Attorney General. A copy of the sign-in roster is attached.

#### **Background and Overview**

Eric Alexander read from a prepared summary statement that provided the background and an overview of the rule making process. Mr. Alexander stated the following:

Permanent rule making for chapter 516-36 WAC began in fall 2017 in response to emergency rule adoption by the Board of Trustees in October, 2017. The purpose of the emergency rule change was to immediately, on an interim basis, require all off-campus persons or groups, who desire to use University facilities or property, to have a University sponsor.



Since the emergency rule's adoption, a revision committee was created to begin the permanent rule making process. The committee agreed that the sponsorship requirement would not be included in the permanent rule; thus, the emergency rule was allowed to expire February 9, 2018.

While in the process of revising chapter 516-36 WAC, the committee determined that using University property for an event, such as a wedding or birthday party, already had established internal procedures that function well and the rule should be amended to reflect the internal process. However, when the committee considered how to incorporate using University property for freedom of expression or assembly into the same process as using University property for events, it was decided that a new WAC chapter should be created.

The rule revision committee included representatives from the following:

Viking Union  
Space Administration  
Western Libraries  
UFWW  
Campus Recreation  
Facilities  
University Police  
Office of Student Life  
Associated Students  
Risk, Compliance & Policy Services  
Enrollment and Student Services

Additionally, the Assistant Attorney General, Technical Review Committee, and President's Cabinet provided review.

Mr. Alexander explained that new chapter 516-35 WAC *Use of University Property – Freedom of Expression and Assembly* is a new chapter that was formed in order to provide better support for those engaging in freedom of expression activities.

Mr. Alexander provided a summary of changes to chapter 516-36 WAC *Use of University Facilities – Scheduling*.

- Change in title from *Use of University Facilities – Scheduling* to *Use of University Property – Scheduling and General use*.
- Addition of a general policy and purpose statement. WAC 516-36-001

- New section WAC 516-36-004. This section directs readers to chapter 516-35 WAC if looking for rules regarding freedom of expression and assembly.
- New section WAC 516-36-008. This section defines terms used throughout the chapter.
- Amended section WAC 516-36-020. How to request use of university property and who should receive the request.
- New section WAC 516-36-025. This section outlines the duties of the requester and states provisions that may be placed on use of university property.
- Amended section WAC 516-36-030. Amendment includes limitations on use of university property.
- New section WAC 516-36-035. The current rule has a fees section; however, due to organization of the amended chapter it was relocated and a new section was created.
- Amended WAC 516-36-040. This section now states how university property may be used for private or commercial enterprise or charitable use.
- New section WAC 516-36-060. This section states how one could obtain a permit for a parade.

### **Testimony**

The Rules Coordinator reported that no written testimony was received.

### **Audience Comments and Questions**

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

The hearing adjourned at 12:22 p.m.

### **Conclusion**

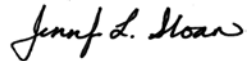
Considering the thorough review process by campus constituents and because the public hearing allowed for an open forum of the campus community, I recommend the following:

- That President Randhawa approve the adoption of new chapter 516-35 WAC and approve the revisions to existing chapter 516-36 WAC; and further, that the proposed



new chapter and the proposed revisions to the existing chapter 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
- Chapter 516-35 WAC – Final Draft of Proposed New Rule
- Chapter 516-36 WAC – Current rule
- Chapter 516-36 WAC – Final Draft of Proposed Existing Rule



Chapter 516-35 WAC  
USE OF UNIVERSITY PROPERTY—FREEDOM OF EXPRESSION AND ASSEMBLY

NEW SECTION

**WAC 516-35-001 Definitions.** As used in this chapter, the following words and phrases mean:

(1) **Business day.** Any day, Monday through Friday (excluding holidays), during which university offices are open.

(2) **Freedom of expression and assembly.** Any activity protected by the first amendment to the Constitution of the United States and Article I, sections 4 and 5 of the Washington state Constitution. Such activities may include, but are not limited to, informational picketing, petition circulation, distribution of information leaflets or pamphlets, speech-making, demonstrations, rallies, noncontracted appearances of speakers, protests, meetings to display group feelings or sentiments, and other types of constitutionally protected assemblies to share information, perspective, or viewpoints. Freedom of expression or assembly that involves the placement of any furniture, hardware, prop, vehicle, display, sound amplification, or audio-visual device or other object on university property requires prior approved space reservation. To reserve use of university property, refer to chapter 516-36 WAC.

(3) **Limited public forum areas.** Areas of campus available as spaces for freedom of expression and peaceable assembly as protected by the Constitution of the United States and the Washington state Constitution, subject to reasonable time, place, and manner restrictions. Limited public forum areas do not include:

(a) Classrooms or academic buildings conducting scheduled educational programming with the exception that nothing herein shall be read to interfere between or with the academic freedom of the instructor and enrolled students to engage in educational programs;

(b) Reservable or scheduled property subject to the provisions of chapter 516-36 WAC;

(c) Private administrative or academic offices;

(d) Lavatory or maintenance facilities;

(e) Roadways or sidewalks necessary to permit the free flow of pedestrian, vehicular, emergency responder, or maintenance traffic; or

(f) Any other university property, on a case-by-case basis, where the reasonable application of time, place, and manner restrictions render the location inappropriate for expressive activities.

(4) **Nonuniversity group or individual.** An individual or a collection of individuals who do not have a formal relationship with the university. The term also includes members of these groups who are individually affiliated with the university who desire to use university property for personal, private, or nonuniversity group related activities.

(5) **Time, place, and manner.** Reasonable limitations on the exercise of expressive rights that are neutral as to the content of expression and leave open alternative channels of expression.

(6) **University.** Western Washington University.

(7) **University affiliate.** An entity that has a formal relationship with the university and also encompasses such entity's officers, agents, and employees. The term includes, but is not limited to, the office of the attorney general, contracted agencies, and 501(c)(3) organizations with formal relationships to the university.

(8) **University group or individual.** An individual or collection of individuals that has a formal relationship with the university, such as a recognized employee group of the university, a registered student group or organization or an individual acting on behalf of the group or organization as well as an individual who is a currently enrolled student or current employee.

(9) **University property.** All buildings, grounds, or assets owned or controlled by the university and the streets, sidewalks, plazas, parking lots, and roadways within the boundaries of property owned or controlled by the university.

#### NEW SECTION

**WAC 516-35-005 General policy and purpose.** The university believes that freedom of expression and assembly are indispensable qualities of university life, and that active participation in political and social expression both enhances the education of the individual and contributes to the betterment of society. The university is committed to respecting and promoting the rights afforded by the constitutions of the United States and the state of Washington, including the right to free speech, petition, and to peaceably assemble.

University property is intended for use by students, faculty, and staff in support of the university's mission of teaching, research, and public service. Individuals, groups, or organizations may use university property in accordance with university rules and regulations.

To achieve the objectives of this chapter, it is essential that free expression be accomplished in a manner that allows for the orderly function of normal university operations. Thus, the purpose of the time, place, and manner regulations set forth in this chapter are to:

(1) Promote opportunities for exercise of the rights protected by the constitutions of the United States and the state of Washington on the university campus.

(2) Ensure that these activities do not interfere with the furtherance of the university's mission-related responsibilities for which the university's property is dedicated by the state of Washington.

#### NEW SECTION

**WAC 516-35-010 Use of university property—Notice.** (1) Any non-university group or individual who desires to use a limited public forum area on a temporary basis for freedom of expression or assembly in which more than fifty people are likely to assemble, must submit notice of planned use to the university police department and to the dean of students not less than fifteen business days prior to use.

However, use may be permitted with less notice so long as the use does not interfere with any other function or university operations.

(2) University affiliates or university groups or individuals who desire to use university property or a limited public forum area on a temporary basis for freedom of expression or assembly must adhere to applicable policies and laws and are requested to provide notice to the university police department and dean of students.

(3) Submitted notices may include, but are not limited to, the following:

(a) The contact information for the persons or organizations, including the organization's name and its contact person's name, person's name, address, email address, and telephone number;

(b) The date, time, and location requested for use;

(c) The nature and purpose of the use;

(d) The estimated number of people expected to be involved, including participants, spectators, supporters, and detractors or others; and

(e) Other information as may be reasonably requested.

#### NEW SECTION

**WAC 516-35-020 Use of university property—Evaluation.** (1) The president, or the president's designee, shall have the authority to accept, modify, or reject, in whole or in part, the planned use outlined or described in the notice submitted pursuant to this chapter.

(2) In evaluating a notice submitted pursuant to this chapter, the president, or the president's designee, may consider a variety of factors including, but not limited to, the following:

(a) Whether a university program or activity is scheduled at the location requested. First priority shall be given to the university program or scheduled activity;

(b) Whether the use is in connection with a university program or activity;

(c) Whether the intended use is compatible with the educational mission and objectives of the university.

(3) The president, or the president's designee, may specify reasonable fire, safety, law enforcement, sanitation, cleanup, insurance, and other risk- or impact-mitigating requirements for the use of university property. Charges may be applied in the event any of these requirements are deemed to have costs associated with them. The university will not provide utility connections or hookups.

(4) Whenever the president, or the president's designee, rejects, either in whole or in part, a request for use of university property, the reasons for such rejection shall be stated in writing.

#### NEW SECTION

**WAC 516-35-030 Use of university property—Exceptions and termination of use.** The president, or the president's designee, may apply time, place, and manner exceptions to limit, relocate, reschedule,

terminate, cancel, or prohibit the use of university property for freedom of expression activities to protect persons or property from harm and the disruption of university operations including, but not limited to, violations of WAC 516-24-130, 516-52-020, or other laws or university policies.

NEW SECTION

**WAC 516-35-040** **Unscheduled expression and assembly—University affiliates or a university group or individual.** Protecting impromptu and spontaneous peaceable assembly for the purposes of expression, protest, and dissent is essential to fulfilling the university's commitment to freedom of expression and assembly. Thus, the lack of notice to use university property by university affiliates or a university group or individual is not necessarily a sole basis for terminating any expressive activity, including impromptu activities, unless the protest or assembly conflicts with a previously scheduled event in the same location or is in violation of law and/or university policy including, but not limited to, WAC 516-24-130 and 516-52-020.

To ensure space is available for expression or assembly, university affiliates or a university group or individuals are encouraged to provide notice.

Chapter 516-36 WAC

USE OF UNIVERSITY FACILITIES—SCHEDULING

Last Update: 4/27/90

WAC

- 516-36-001 Use of university facilities by off-campus persons or groups—Requests.
- 516-36-020 Use of university facilities by off-campus persons or groups—Evaluation of request for use.
- 516-36-030 Use of university facilities by off-campus persons or groups—Assessment of fees.
- 516-36-040 Use of facilities by persons or groups affiliated with the university—Authority to develop policies.

DISPOSITION OF SECTIONS FORMERLY CODIFIED IN THIS CHAPTER

- 516-36-005 Office of space and schedules. [Order 72-10, § 516-36-005, filed 11/17/72.] Repealed by Order 75-10, filed 11/10/75.
- 516-36-010 Auditoria. [Order 72-10, § 516-36-010, filed 11/17/72.] Repealed by Order 75-10, filed 11/10/75.

**WAC 516-36-001 Use of university facilities by off-campus persons or groups—Requests.** Any person who is not affiliated with the university and who desires to use university facilities on a temporary basis for purposes other than assigned university activities shall submit a

request for use of university facilities to the president or his designee.

[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, § 516-36-001, filed 4/27/90, effective 5/1/90; Order 75-10, § 516-36-001, filed 11/10/75; Order 72-10, § 516-36-001, filed 11/17/72.]

**WAC 516-36-020 Use of university facilities by off-campus persons or groups—Evaluation of request for use.** (1) The president, or the president's designee, shall have the authority to accept or reject, in whole or in part, a request submitted pursuant to WAC 516-36-001.

(2) In evaluating a request submitted pursuant to WAC 516-36-001, the president shall consider the following factors:

(a) Whether the facilities requested are to be used in connection with a regularly scheduled university program.

(b) Whether the intended use of the university's facilities is compatible with the educational mission and objectives of the university.



(c) Whether the intended use might cause a disruption of the university's relationship with the local community by conflicting with services provided by private enterprise within the Bellingham area.

(d) The capabilities, qualifications, experience, and financial stability of the individual, organization, or group submitting the request.

(3) Whenever the president (or the president's designee) rejects, either in whole or in part, a request for use of university facilities, the reasons for such rejection shall be stated in writing.

[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, § 516-36-020, filed 4/27/90, effective 5/1/90; Order 75-10, § 516-36-020, filed 11/10/75.]

**WAC 516-36-030 Use of university facilities by off-campus persons or groups—Assessment of fees.** (1) The president, or the president's designee, shall have authority to establish a schedule of fees to govern the use of university facilities by persons who are not affiliated with the university, and to alter or modify the fee schedule whenever such action is deemed to be necessary or appropriate or in the best interests of the university. The fee for each campus facility shall be

sufficient to insure the recovery by the university of all direct and indirect costs associated with the use of the facility, including all direct and indirect costs of goods or services furnished by the university in connection with the use of the facility.

(2) The president, or the president's designee, may waive all or part of the normal fee for use of a particular facility by persons not affiliated with the university under the following circumstances:

(a) Members of the university community will receive a substantial benefit from the intended use of the facility and no person or group will derive profit from the intended use of the facility; or

(b) The group requesting the use of the university's facility is an agency of the state of Washington.

[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, § 516-36-030, filed 4/27/90, effective 5/1/90; Order 75-10, § 516-36-030, filed 11/10/75.]

**WAC 516-36-040 Use of facilities by persons or groups affiliated with the university—Authority to develop policies.** The president, or the president's designee, shall have authority to develop and imple-

ment policies relating to the use of university facilities by persons or groups affiliated with the university.

[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, § 516-36-040, filed 4/27/90, effective 5/1/90; Order 75-10, § 516-36-040, filed 11/10/75.]

Chapter 516-36 WAC - Final Draft of Proposed Existing Rule

Chapter 516-36 WAC

USE OF UNIVERSITY ((~~FACILITIES~~)) PROPERTY—SCHEDULING AND GENERAL USE

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-001 Use of university ((~~facilities by off-campus persons or groups—Requests~~)) property—General policy and purpose.** ((Any person who is not affiliated with the university and who desires to use university facilities on a temporary basis for purposes other than assigned university activities shall submit a request for use of university facilities to the president or his designee.)) Western Washington University is an educational institution provided and maintained by the people of the state of Washington in order to carry out its broad missions of teaching, research, and public service. A state agency is under no obligation to make its public property available to the community for private purposes, and the university generally reserves its property, buildings, and grounds for its mission-related activities, including: Instruction, research, assembly, student activities, and recreational activities related to education. However, the university makes property available for a variety of uses that are of benefit to the general public under the conditions set forth in these regulations if such general uses substantially relate to, or do not interfere with, university missions.

The purpose of these regulations is to establish procedures and reasonable controls for the use of university property by nonuniversity groups or individuals, university affiliates, university groups or individuals, or students, faculty, or staff who desire to use university property for personal, private, or nonuniversity group related activity.

Reasonable conditions may be imposed to regulate the timeliness of requests, to determine the appropriateness of space assigned, time of use, and to ensure the proper maintenance of the property.

NEW SECTION

**WAC 516-36-004 Freedom of expression and assembly activities not covered.** Use of university property for freedom of expression and assembly activities is governed by rules set forth in chapter 516-35 WAC. This chapter does not apply to those individuals or groups using university property for freedom of expression and assembly activities.

NEW SECTION

**WAC 516-36-008 Definitions.** As used in this chapter, the following words and phrases mean:

(1) **Business day.** Any day, Monday through Friday (excluding holidays), during which university offices are open.

(2) **Freedom of expression and assembly.** Any activity protected by the first amendment to the Constitution of the United States and Article I, sections 4 and 5 of the Washington state Constitution. Such activities may include, but are not limited to, informational picketing, petition circulation, distribution of information leaflets or pamphlets, speechmaking, demonstrations, rallies, noncontracted appearances of speakers, protests, meetings to display group feelings or sentiments, and other types of constitutionally protected assemblies to share information, perspective, or viewpoints.

(3) **Limited public forum areas.** Areas of campus available as spaces for freedom of expression and peaceable assembly as protected by the Constitution of the United States and the Washington state Constitution, subject to reasonable time, place, and manner restrictions. The use of limited public forum areas for freedom of expression and peaceable assembly activities is governed by chapter 516-35 WAC. Limited public forum areas are identified in WAC 516-35-001. Limited public forum areas do not include property such as:

(a) Classrooms or academic buildings conducting scheduled educational programming with the exception that nothing herein shall be read to interfere between or with the academic freedom of the instructor and enrolled students to engage in educational programs;

(b) Reservable or scheduled property subject to the provisions of this chapter;

(c) Private administrative or academic offices;

(d) Lavatory or maintenance facilities;

(e) Roadways or sidewalks necessary to permit the free flow of pedestrian, vehicular, emergency responder, or maintenance traffic; or

(f) Any other university property, on a case-by-case basis, where the reasonable application of time, place, and manner restrictions render the location inappropriate for expressive activities.

(4) **Nonuniversity group or individual.** An individual or a collection of individuals who do not have a formal relationship with the university. The term also includes members of these groups who are individually affiliated with the university who desire to use university property for personal, private, or nonuniversity group related activities.

(5) **Space administrator.** A university employee, appointed by the president, or the president's designee, who has the authority and responsibility for a designated subset of university property to create and enforce policies and procedures for space use, delegate space approval authority, and are responsible for university space being used in accordance with this chapter, chapter 516-35 WAC, and the university mission.

(6) **Space approval authority.** A university employee who has the authority, consistent with these regulations and approved campus policies and procedures, to review, approve, amend, or deny requests for rental or use of university property.

(a) The university shall maintain a list of the approving authorities.

(b) Requests for approval to lease space shall be governed by chapter 516-34 WAC.

(7) **Time, place, and manner.** Reasonable limitations on the exercise of expressive rights that are neutral as to the content of expression and leave open alternative channels of expression.

(8) **University.** Western Washington University.

(9) **University affiliate.** An entity that has a formal relationship with the university and also encompasses such entity's officers, agents, and employees. The term includes, but is not limited to, the office of the attorney general, contracted agencies, and 501(c)(3) organizations with formal relationships to the university.

(10) **University group or individual.** An individual or collection of individuals that has a formal relationship with the university, such as a recognized employee group of the university, a recognized student group or organization, or an individual acting on behalf of the group or organization as well as an individual who is a currently enrolled student or current employee.

(11) **University property.** All buildings, grounds, or assets owned or controlled by the university and the streets, sidewalks, plazas, parking lots, and roadways within the boundaries of property owned or controlled by the university.

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-020 Use of university ((facilities by off-campus persons or groups Evaluation of request for use) property Requests.**

~~((1) The president, or the president's designee, shall have the authority to accept or reject, in whole or in part, a request submitted pursuant to WAC 516-36-001.~~

~~(2) In evaluating a request submitted pursuant to WAC 516-36-001, the president shall consider the following factors:~~

~~(a) Whether the facilities requested are to be used in connection with a regularly scheduled university program.~~

~~(b) Whether the intended use of the university's facilities is compatible with the educational mission and objectives of the university.~~

~~(c) Whether the intended use might cause a disruption of the university's relationship with the local community by conflicting with services provided by private enterprise within the Bellingham area.~~

~~(d) The capabilities, qualifications, experience, and financial stability of the individual, organization, or group submitting the request.~~

~~(3) Whenever the president (or the president's designee) rejects, either in whole or in part, a request for use of university facilities, the reasons for such rejection shall be stated in writing.) (1) Requests for rental or use of university property must be directed to the space approval authority.~~

~~(2) Requests for leasing of university property must be directed to the vice president for business and financial affairs, the university president, or the president's designee, and governed by chapter 516-34 WAC.~~

~~(3) If a requestor is uncertain where to direct a request to use university property, or if the approving authority for a particular university property is not on the university list, the requestor should address the request to the vice president for business and financial affairs or designee.~~

NEW SECTION

**WAC 516-36-025 Scheduling and reservation practices—Duties of requestor.** (1) The primary purpose of university property is to serve the university's instructional, research, and public service activities. However, when not required for scheduled university use, property may be available for rental by nonuniversity groups or individuals in accordance with current fee schedules and other relevant terms and conditions.

(2) No university property may be used by individuals or groups unless the property, including buildings, equipment, and land, have been reserved. Reservations may not be required in limited public forum areas if the intended use of the property would not cause cost to the university or impact scheduled university activity.

(3) Requests to use university property are made to the space approval authority, as defined in WAC 516-36-008(6) and in accordance with WAC 516-36-020.

(4) The space approval authority may deny the request to use university property when such use would violate any of the limitations set forth in WAC 516-36-030 or where the requestor is unwilling to comply with university requirements for the use of property, as authorized by this chapter.

(5) The university may require an individual or organization to make an advance deposit, post a bond or obtain insurance to protect the university against cost or other liability as a condition to allowing use of any university property.

(6) When the university grants permission to an individual or organization to use its property it is with the understanding and on the condition that the individual or organization assumes full responsibility for any loss or damage resulting from such use and agrees to hold harmless and indemnify the university against any loss or damage claim arising out of such use.

(7) The university and/or government authorities may specify fire, safety, sanitation, and special regulations for activities occurring in, on or with university property. It is the responsibility of the user to obey those regulations, as well as to comply with other applicable university policies, procedures, rules, regulations, and state, local, and federal laws.

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

**WAC 516-36-030 Limitations on use (~~of university facilities by off-campus persons or groups~~—~~Assessment of fees~~)).** (~~(1) The president, or the president's designee, shall have authority to establish a schedule of fees to govern the use of university facilities by persons who are not affiliated with the university, and to alter or modify the fee schedule whenever such action is deemed to be necessary or appropriate or in the best interests of the university. The fee for each campus facility shall be sufficient to insure the recovery by the university of all direct and indirect costs associated with the use of the facility, including all direct and indirect costs of goods or~~

services furnished by the university in connection with the use of the facility.

~~(2) The president, or the president's designee, may waive all or part of the normal fee for use of a particular facility by persons not affiliated with the university under the following circumstances:~~

~~(a) Members of the university community will receive a substantial benefit from the intended use of the facility and no person or group will derive profit from the intended use of the facility; or~~

~~(b) The group requesting the use of the university's facility is an agency of the state of Washington.)~~ The following limitations apply to all uses of any university property, unless specifically permitted by the university for special events:

(1) University property may not be used in ways which obstruct vehicular, bicycle, pedestrian, or other traffic or otherwise interfere with ingress or egress to the university, any university building or facility, or that obstruct or interfere with educational activities or other lawful activities on university grounds, university controlled property, or at university sponsored events unless approved by the president, or the president's designee.

(2) University property may not be used in ways that interfere with educational, research, or public service activities inside or outside any university building or otherwise prevent the university from fulfilling its mission and achieving its primary purpose.

(3) University property may not be used for the purpose of campaigning regarding a ballot proposition or by, for, or against candidates who have filed for public office, except that:

(a) This provision does not apply to candidates for Western Washington University student offices or student ballot propositions;

(b) University groups may sponsor candidate forums as well as issue forums regarding ballot propositions;

(c) Candidates for office and proponents or opponents of ballot propositions may rent university property as a nonuniversity group or individual on a short-term basis for campaign purposes to the same extent and on the same basis as may other individuals or groups;

(d) Candidates for office and proponents or opponents of ballot propositions may use the limited public forum areas using the procedures of chapter 516-35 WAC to the same extent and on the same basis as may other individuals or groups; and

(e) For informational purposes, a university group may invite a candidate or another political speaker to one of the meetings of its membership on university property, if it has complied with the scheduling procedures of WAC 516-36-025 and applicable university policy.

(4) University property may not be used in ways that create safety hazards or pose unreasonable safety risks to students, employees, invitees, or guests.

(5) University property may not be used for commercial purposes, including: Advertising, commercial solicitation, sales, or other activities to promote a product, except as allowed under WAC 516-36-040.

(6) University property may not be used in furtherance of or in connection with illegal activity.

(7) University property may not be used in such manner as to create a hazard or result in damage to university property.

(8) University property may not be used where such use would create undue stress on university resources (e.g., a request for a major event may be denied if another major event is already scheduled for the same time period, because of demands for parking, security cover-



age, etc.); use of limited public forum areas for freedom of expression and assembly must be in accordance with chapter 516-35 WAC.

(9) Use of audio amplifying equipment or sound generation is permitted only in locations and at times that will not disturb the normal conduct of university operations. Advance permission by the president, or the president's designee, is required to use audio amplifying equipment or generate sound that may disturb the normal conduct of university operations.

(10) Alcoholic beverages may be served only as allowed under university policies. It is the responsibility of the event sponsor to obtain all necessary licenses from the Washington state liquor and cannabis board and adhere to their regulations, as well as all local ordinances, university rules, and regulations.

(11) No person may erect a tent or other shelter on university property or remain overnight on university property, including in a vehicle, trailer, tent, or other shelter, with the following exceptions:

(a) The use and occupancy of university housing in accordance with chapter 516-56 WAC;

(b) The use of property by a university employee or agent who remains overnight to fulfill the responsibilities of their position;

(c) The use of property by a university student who remains overnight to fulfill the responsibilities of their course of study;

(d) The use of property where overnight stays are specifically permitted in identified locations for attendees at special events designated by the university.

(e) The use of property during a university, local, state or federal declaration of an emergency as determined by the president, or the president's designee.

(12) Signs and posters and visual displays may be placed only at those locations authorized under, and in accordance with university policies.

(13) Handbills, leaflets, pamphlets, flyers, and similar materials may be distributed only in relation to university sanctioned activities or for purposes of freedom of expression. Materials may not be distributed in a manner that results in littering or requires university resources for disposal.

(14) Animals are only allowed on university property in accordance with WAC 516-52-010 and university policies.

(15) Smoking is not allowed in or on university property, except in accordance with chapter 70.160 RCW.

(16) Mopeds, Segways, skateboards, roller skates, roller blades, bicycles, and similar personal transportation devices may be used on campus in accordance with chapters 516-13 and 516-15 WAC.

## NEW SECTION

**WAC 516-36-035 University property rental/use fees.** (1) The president or the president's designee shall have authority to establish a schedule of fees to govern the use of university property and to alter or modify the fee schedule whenever such action is deemed to be necessary or appropriate or in the best interests of the university. The fee for use of university property shall be sufficient to ensure the recovery by the university of all direct and indirect costs

associated with the use of the university property, including all direct and indirect costs of goods or services furnished by the university in connection with the use of the property.

(2) The president or the president's designee may waive all or part of the normal fee for use of a particular university property by persons not affiliated with the university under the following circumstances:

(a) Members of the university community will receive a substantial benefit from the intended use of the university property and no person or group will derive profit from the intended use of the property; or

(b) The group requesting the use of the university's property is a subdivision or agency of the state of Washington; or

(c) The intended use of the property is transient and would not cause a cost to the university.

(3) In the event that the fee for the use of particular university property has not been placed on the fee schedule, and if the university determines to allow the use of the property, the university will assess a fee based upon the full cost, direct and indirect, of using the property.

(4) The president or the president's designee reserves the right to create differential fee schedules for use of university property by university groups and university affiliates.

AMENDATORY SECTION (Amending WSR 90-10-042, filed 4/27/90, effective 5/1/90)

~~WAC 516-36-040 ((Use of facilities by persons or groups affiliated with the university Authority to develop policies.)) Private or commercial enterprise or charitable use.~~ ((The president, or the president's designee, shall have authority to develop and implement policies relating to the use of university facilities by persons or groups affiliated with the university.)) (1) University property may not be used for private or commercial gain, including: Commercial advertising; solicitation and merchandising of any food, goods, wares, service, company, organization, or merchandise of any nature whatsoever; or any other form of sales or promotional activity; except that commercial activity is allowable:

(a) If the president or the president's designee has determined that the private or commercial enterprise or charitable use will serve an educational or public service purpose related to the university's mission;

(b) By special permission granted by the university president or the president's designee if an agreement, lease, or other formal arrangement is entered into between the university and the person, corporation, or other entity desiring to engage in private, commercial or charitable activity;

(c) To the extent it represents the regular advertising, promotional, or sponsorship activities carried on, by, or in any university media, university bookstore, university athletic events, or other university authorized event, agent, or contractor;

(d) If the university purchasing department has authorized vendor representatives to solicit university departments, colleges, or busi-

ness units, and where those representatives have appropriate university identification.

(2) University property may not be used by faculty, staff, or students to assist or promote a private or third-party commercial enterprise, with the following exceptions:

(a) Faculty, staff, or students may use university property that is generally available to the public on the same basis, including payment of the same fees, as may other private citizens; and

(b) Faculty may make use of university property to encourage basic and applied research in accordance with the provisions of the university policy adopted pursuant to RCW 42.52.220.

(3) University property may not be used to benefit a charitable organization, with the following exceptions:

(a) Charities that are licensed in the state of Washington may use university property that is generally available to the public on the same basis, including payment of the same fees, as may private citizens;

(b) Charities that are licensed in the state of Washington may use university property without charge by special permission granted by the university president or the president's designee where the university has determined that the charitable activity or use will serve an educational or public service purpose related to the university's mission and an agreement, lease, or other formal arrangement is entered into between the university and the person, corporation, or other entity desiring to engage in a charitable event; and

(c) Recognized student organizations may use university property to conduct fund-raising activities for charitable purposes pursuant to university policies, procedures and all scheduling requirements.

#### NEW SECTION

**WAC 516-36-060 Parades or other street and road activity.** Permits for parades, street/road runs, marches, or other events on university streets and roads may be obtained upon approval of the university chief of police.

Such events must be scheduled so as not to interfere with major traffic arterials or with university events or activities. For use of city streets on and adjacent to campus, permits must be obtained through the city of Bellingham.

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

**TO:** Members of the Board of Trustees  
**FROM:** Sabah Randhawa, President  
**DATE:** June 15, 2018  
**SUBJECT:** Election of Board of Trustees Officers  
**PURPOSE:** Action Item

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**Purpose of Submittal:**

Chair Sharpe will hear discussion and nominate Board officers pursuant to the *WWU Board of Trustees Rules of Operation*, Section 5(.01) Officers and Terms. This section in the Rules of Operation states that the Board will elect a chair, vice chair, and secretary for two-year terms.

**Proposed Motion:**

MOVED that the Board of Trustees of Western Washington University elect the new Board officers as nominated, to be effective at the close of this meeting.

- Earl Overstreet, Chair
- Chase Franklin, Vice Chair
- John Meyer, Secretary

**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:** June 15, 2018

**SUBJECT:** **Academic Report: Tenure Track Faculty Hiring Update**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

This is an opportunity to provide members of the Board of Trustees with an update on the status of the tenure-track faculty searches undertaken during the 2017-18 academic year.

The following spreadsheets show the status of the TT faculty searches per college and other interesting information about Western's new faculty members.

# SUMMARY OF TENURE TRACK HIRING FOR AY 2018-19

Includes data for finalized offers as of 5/31/2018

COLLEGE	ACCEPTED OFFERS	AVERAGE SALARY	AVERAGE BENEFITS	AVERAGE TOTAL COMP.*	AVERAGE STARTUP	TOTAL SALARY	TOTAL BENEFITS	TOTAL COMP.*	TOTAL STARTUP
College of Science and Engineering	14	\$69K	\$22K	\$91K	\$76K	\$973K	\$305K	\$1.3M	\$1.1M
College of Humanities and Social Sciences	12	\$62K	\$21K	\$83K	\$34K	\$743K	\$248K	\$991K	\$405K
College of Business and Economics	5	\$125K	\$29K	\$155K	\$25K	\$624K	\$147K	\$773K	\$125K
College of Fine and Performing Arts	4	\$62K	\$21K	\$83K	\$16K	\$248K	\$83K	\$330K	\$64K
Fairhaven College	1	\$74K	\$23K	\$97K	\$24K	\$74K	\$23K	\$97K	\$24K
<b>Total</b>	<b>36</b>	<b>\$74K</b>	<b>\$22K</b>	<b>\$96K</b>	<b>\$47K</b>	<b>\$2.7M</b>	<b>\$806K</b>	<b>\$3.5M</b>	<b>\$1.7M</b>

\*Average and Total Compensation do not include initial Startup expenses

## GEOGRAPHICAL DISTRIBUTION



## **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:** June 15, 2018

**SUBJECT:** **Admissions and Enrollment Summary**

**PURPOSE:** Information Item

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### **Purpose of Submittal:**

To provide a general enrollment management update.

### **Spring Quarter 2018**

Spring 2018 enrollment was very similar to last year with 13 freshmen and 162 transfer students, compared to 7 freshmen and 166 transfer students for Spring 2017.

### **Fall Quarter 2018**

By all measures, this has been a solid year for enrollment, with the second-largest number of applications received: 11,094 freshman admissions applications this year compared to 11,225 at the same time last year. Freshman confirmations are similar to last year at 3,390 for Fall 2018 compared to 3,388 for Fall 2017. Confirmed freshman students of color are up by 2.7% at 974 compared to 948 the same time last year. Despite the slight decrease in applications, our goal continues to consist of welcoming an incoming class similar in size (3,108), academic profile, and diversity as last year. So far, we are on track to achieve this.

Transfer applications are down by 10.5% at 2,134 compared to 2,383, a function of decreased community college enrollments. That said, we are pleased to report that confirmations are similar to last year at 1,140 for Fall 2018 compared to 1,150 for Fall 2017, as a result of increased recruitment efforts. Confirmed transfer students of color are up by 1.4% at 292 for Fall 2018 compared to 288 at the same time last year. We will continue to receive applications well into July so we anticipate that our transfer enrollment will likely resemble what we achieved last fall.

Efforts are underway to prevent melt by reaching out to confirmed freshman students who have not applied for housing to inquire about their plans and refer them to University Residences as warranted, addressing unusual financial circumstances through the Financial Aid Department, encouraging students to take the math placement exam and directing all incoming students to new student orientations: Transitions for transfer students in late July and Summerstart for freshman students throughout the month of August.

## **International Student Recruitment**

We have had 11 freshman international students confirm this year as direct admits, compared to 7 at the same time last year. Transfer international student confirms total 30 compared to 26 last year. Admissions continues to collaborate with our colleagues from Extended Education and Study Group to encourage applications and enrollment of international students. In addition, Admissions recently participated in the Canadian Independent School Counselor Conference in Victoria, BC, and featured a Western table at the national college fair in Vancouver, BC, hosted by the National Association for College Admission Counseling.

## **Gearing Up for Fall 2019 and 2020**

On Saturday, May 19, Admissions hosted Spring into Western, a program for high school juniors and sophomores. We were thrilled that interest was very strong, with nearly 1000 guests registered to participate in the day's activities that included sessions on admissions, financial aid, the Honors Program, and each of the academic colleges.

## **Improved Communications with Incoming Students and Their Families**

We are seeing increased numbers of students bringing family members with them to orientation programs. Recognizing the influential role that parents and other family members play regarding student success, New Student Services/Family Outreach is collaborating with University Communications to create two new orientation booklets: one for students and the other for family members, to use as a ready reference throughout the student's first year at Western.

In addition, for the second year since inception, New Student Services/Family Outreach will partner with University Communications to create and distribute a calendar for the parents and other family members of new students to highlight important dates and information about campus resources. We are pleased to convey that the Council for Advancement & Support of Education awarded Western the Bronze Award as a Specialty Piece for the calendar we provided for 2017-2018.



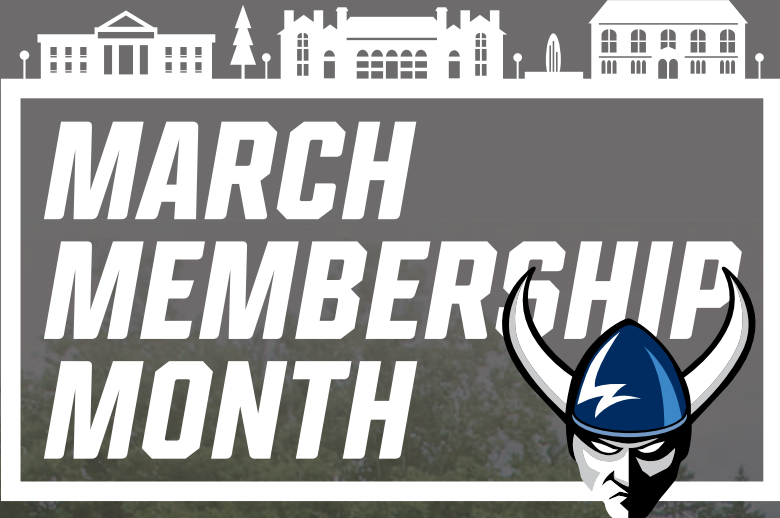
# ADVANCING THE UNIVERSITY

JUNE 2018



# ENGAGEMENT

## THE RESULTS ARE IN!



WWU ALUMNI ASSOCIATION HAS MORE THAN  
**4,500 MEMBERS!**



**1 icon = 10 MEMBERS**

**103**   
TOTAL LIFE MEMBERS IN MARCH

**702**   
MEMBERS WHO JOINED/RENEWED/UPGRADED IN MARCH

**REVENUE FROM MARCH MEMBERSHIP MONTH**

**\$12,743**  
**\$25,451**  
**\$38,195**

— ANNUAL MEMBERSHIPS  
— LIFE MEMBERSHIP  
— TOTAL

— *distinguished* —  
**ALUMNI**

AWARDS & RECOGNITION

CELEBRATION



## 2018 DISTINGUISHED ALUMNI

On May 18, Western honored 15 alumni, a campus school alumna, and five Athletics Hall of Fame inductees. All the awardees were selected by their peers for their prominence in their respective fields and their dedication to Western.

They are (top row left) Gabriel S. Galanda ('97), Anne Blanchard ('97, '99), Joni Slagle ('78), Alison (Haukass) Richards ('99, '01), Anne Cooper ('86), Christie True ('81), Russ Wilson ('79), and Ed Roddy ('84); (middle row left) City Councilmember Dan Hammill ('02) (representing the City of Bellingham), Mary Rivkin ('75) (representing Catharine R. Stimpson), Uzma Randhawa, President Sabah Randhawa, Peter J. Hallson ('58), Kate Stevenson ('00); (front) Raymond Merle "Bud" Burke ('68, '72). Not pictured: John Bergen ('92), Andrew Dumont ('11), Jeffrey Fisher ('89), Josiah Johnson ('99), Kelli Linville ('74, '82), PJ Ohashi ('97), Jason Stiles ('96), Catharine R. Stimpson (Campus School, '48), and Coll Thrush ('93).

# ENGAGEMENT

## Alumni Weekend

FORMERLY BACK2B'HAM | MAY 18-20, 2018

### CATCH UP ON CAMPUS!

For the 2018 WWU Alumni Weekend, we put a sharp focus on the alumni experience—the faculty, programs, and fellow alumni—who make Western unique. The WWU Alumni Association supported 12 athletic, academic, and departmental reunions: ATUS Reunion, CFP A Reunion, Football Reunion, Geography Reunion, Geology Reunion, Leadership Reunion, MBA Reunion, Modern and Classical Languages Reunion, Creative Writing Faculty and Alumni Reading, Women's Basketball Gathering, Women's Golf Gathering, and additional after-reunion parties and gatherings.

The weekend kicked off with a Presidential Welcome from President Sabah Randhawa with mimosas and continental breakfast. After remarks from President Randhawa, the college open houses began. Athletics hosted tours of Carver, a reception in the new Hall of Fame room for this year's inductees, their families, and supporters, and a presentation of the awards in Carver Gym. Activities in Red Square included performances by AS groups, and Saturday evening capped off with a showing of Pixar's "Coco" on Old Main Lawn.

# ENGAGEMENT

INITIAL SUMMARY OF RESULTS

# WWU

# GIVE ♥ DAY

# 6.1.18



RAISED MORE THAN

# \$627,975\*

IN GIFTS AND CHALLENGE FUNDS

# 1,988\*\* FROM 1,707

GIFTS DONORS

**781**  
ALUMNI  
GIFTS

**347**  
FACULTY  
& STAFF  
GIFTS

**397**  
PARENT  
GIFTS

**320**  
STUDENT  
GIFTS

**244**  
FRIEND  
OF WWU  
GIFTS

*\*Final results may vary.*

*\*\*Donors may be counted in more than one constituent type.*

# ENGAGEMENT

## VIKINGS GATHER IN PHOENIX

On March 13, dedicated alumni gathered to reconnect and toast WWU athletics at the award-winning Taco Guild Gastropub in Phoenix.

Karen Schreuder (87)



Stephanie Burgess



## ART WALK SERIES: APRIL & MAY

The WWU Alumni Association continued the Art Walk series at the Western City Center. On April 6, Stephanie Burgess displayed her distinctive Peace Poles, which 76 alumni enjoyed viewing. On May 4, Joy Olney displayed her bright oil paintings of flowers, fruit, and landscapes. The Western City Center had 48 guests at the May event.

## LIFE MEMBERS RECOGNIZED

On April 6, the Arctic Club sparkled for 73 Life Members at the annual Life Member Dinner in Seattle. Historical linguist Ed Vajda of WWU's Modern and Classical Languages department gave a presentation on the Ket language and people.

## SALISH SEA ECOSYSTEM CONFERENCE DRAWS 1,400

The Western Foundation worked with the Salish Sea Institute to secure over \$200,000 in funding for the 30th Annual Salish Sea Ecosystem Conference at the Washington State Convention Center in Seattle. On April 4-6, 1,400 scientists, tribal government representatives, community and business leaders, policy makers, educators, students, Governor Inslee, Former Secretary of the Interior and retired REI CEO Sally Jewell, King County Executive Dow Constantine, and members of the community gathered to find common solutions for protecting the Salish Sea.

## HACKING THE FUTURE

On April 24, Western's Institute for Energy Studies hosted the WWU Carbon Hackathon. The Western Foundation secured \$8,000 for the event, which brought together students, WWU faculty, and professionals for creative brainstorming sessions to find ways to reduce carbon emissions.

# WHY WE DO WHAT WE DO...

## IMPACT STORIES



Ed Roddy, winner of the 2018 Larry "Go Vikings" Taylor Award and Viking Athletics supporter

### ED RODDY ('84): A CHAMPION FOR WWU ATHLETES

When it comes to viking spirit, Ed Roddy walks the talk. Winner of the 2018 Larry "Go Vikings" Taylor Alumni Service Award, Roddy is a tireless champion and the ultimate booster. His involvement in Viking Athletics for the past three decades has been critical to the success of Western students and alumni. He's a season ticket holder who rarely misses a men's basketball game, who attends all pre-season and post-season events, and even travels for away games. During his years at Key Bank, he was instrumental in making Viking Night a success, from setting up tables to securing scholarships.

Last year at Viking Night, Roddy's star was shining in the middle of the court. As an employee of WECU and influential Western supporter, Roddy contributed to WECU's Support of Western. For their support, WECU has their name in the center of Carver Gym's basketball court. "We developed interest at WECU by making sure the money went to scholarships."

But Roddy's involvement doesn't end there. He sets up networking events for student-athletes, mentors WWU

Men's Basketball athletes, reviews resumes, and helps with job applications. "I called the Human Resources person at Peoples Bank and recommended an alumnus as a great person and dedicated employee, and they interviewed him and hired him."

That student was Preston Vermeulen ('06), an Information Technology Systems Administrator at Peoples Bank. "I met Ed in high school. He was our youth group leader and took us to games at Western." Vermeulen attended Western and played basketball. Roddy was a WWU Men's Basketball booster, always there for the team to offer support. After graduation, Roddy helped him get a job. "It took me six months to find a job, but then Ed called Peoples Bank."



Preston Vermeulen ('06) former WWU Men's Basketball player and IT systems administrator at Peoples Bank

WWU alumnus Dan Young ('13) played WWU Men's Basketball from 2010-2012. Roddy encouraged him to study finance when Young was an undergraduate and helped him get a job at Key Bank. When Young faced major life decisions, Roddy was there with advice and a sympathetic ear.

Even after graduation, after his time at Key Bank, Roddy was there to help Young out. "When I decided to leave Key Bank, Ed helped me find another firm to go to. He's one of those selfless people you don't find very often. He has an ability to make connections and build trust with people, and that's so important." Young is now a financial advisor with Edward Jones.

Roddy says, "I enjoy helping people find jobs. Some athletes come to me concerned that they haven't done anything but play sports, and I tell them 'But look what you've learned—teamwork, time management, emotional resilience—all those soft skills that are ripe for employment.'"

Rob Primozich's ('10) parents are Vikings, and so coming to WWU seemed natural to him. He played basketball at WWU from 2003-2005 and remembers Roddy fondly.

# WHY WE DO WHAT WE DO...

## IMPACT STORIES

“Ed was a fave—one of those who rooted us on. He was a great supporter of our team.”

When Primozich left Western and returned for a master’s in business, Roddy was there for him, setting up lunches with local employers and helping him find a job for the summer.

“The thing about Roddy that’s important to understand is that he is the kind of person you don’t meet very often. He is so genuine. He’s a stand-up guy.” Primozich is now a partner alliances manager at PlayStation.

And who were the mentors to this exceptional person? Roddy’s favorite professors at Western were those who had been in the professional world and brought that real-world experience into the classroom. He follows that example and sets up job shadows for students with alumni, letting them see firsthand what the day-to-day of a particular career entails. “I don’t ask them ‘What do you want to be?’ I ask them ‘What do you picture yourself doing? What are you passionate about?’”

As a supporter of Western Athletics, Roddy brings his real-world advice and experience to young Vikings and sets them on a path of achievement and success.



Rob Primozich ('10) former WWU Men’s Basketball player and current partner alliances manager at PlayStation



### ALUMNUS ESTABLISHES SCHOLARSHIP FOR WOMEN IN MIS

Management Information Systems is typically a male-dominated field, but a generous donor—attorney and WWU alumnus Ziad Youssef ('94)—wants to see that change. In April, he established the Women in Management Information Systems Scholarship to support women studying MIS. “I am passionate about three things: literacy, technology, and justice.” This scholarship is a reflection of these passions, as well as Mr. Youssef’s interest in seeing women succeed. He is the owner of MyTrafficMan.



# UPCOMING EVENTS

JUNE 2018 THROUGH OCTOBER 2018

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<b>JUNE 15-16</b>	Spring Commencement
<b>JUNE 26</b>	WWU Night at the Bellingham Bells, Bellingham
<b>JULY 6</b>	Art Walk, Western City Center, Bellingham
<b>AUGUST 3</b>	Art Walk, Western City Center, Bellingham
<b>AUGUST 25</b>	Summer Commencement, Bellingham
<b>SEPTEMBER 14</b>	Viking Night, Bellingham
<b>SEPTEMBER 26</b>	Paint Bellingham Blue for WWU, Bellingham
<b>OCTOBER 28</b>	WWU @ Seattle Sounders vs San Jose Earthquakes, Seattle

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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](mailto:frances.badgett@wwu.edu).



**Capital Program Report  
Board of Trustees  
June 15, 2018**

**MAJOR / INTERMEDIATE CAPITAL PROJECTS**

- **Multicultural Center**

Dawson Construction is proceeding on schedule. Major demolition is complete and structural concrete is nearing completion. Interior framing and rough-in are beginning soon in the lower level, and structural steel erection will begin in July. Construction progress is on budget and on schedule for completing dry-in before the fall rainy season and for on-time completion in the summer of 2019. Web cameras showing the site can be found on the following link:

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

- **Buchanan Towers Renovation**

This project is two phases: Spring and Summer quarters of 2018 is phase one, and Spring and Summer quarters of 2019 is phase two. Dawson Construction started construction of phase one in March 2018. They are approximately 20% complete on the total project. Most demolition and repair and sealing of exterior brick is complete. Interior framing, plumbing, fire detection and alarm, security and electrical work has started. Exterior window replacement will start in early July. The first phase of construction is scheduled to be complete for Fall 2018 occupancy.

**2018 CAPITAL BUDGET**

Planning for the next biennium capital request and ten-year plan has already commenced. The Board reviewed the draft 2019-2021 capital budget request (request) and 2019-2029 capital plan (plan) at the April 2018 meeting. At the June 2018 meeting, the Board will consider for approval the final version of the capital request and 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/>.

**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:** June 15, 2018

**SUBJECT:** **University Relations and Marketing Report**

**PURPOSE:**

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**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**

**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:

- An event at Western's Wilson Library attended by more than 250 people in response to acts of antisemitic vandalism led to media coverage on [KIRO TV](#) and this Bellingham Herald story, which was picked up by the Associated Press and ran regionally and nationally: <http://www.bellinghamherald.com/news/local/article208523549.html>. The research of Robin Kodner, assistant professor of Biology, on high-altitude algae-created watermelon snow was featured in this Skagit Valley Herald story: [https://www.goskagit.com/news/wwu-researcher-continues-watermelon-snow-project/article\\_2aec2fe-5a5b-558d-b7df-fb10037d3b06.html](https://www.goskagit.com/news/wwu-researcher-continues-watermelon-snow-project/article_2aec2fe-5a5b-558d-b7df-fb10037d3b06.html). News website Mashable quoted Jackie Caplan-Auerbach, associate professor of Geology, on deep-sea volcano Lo'ih. See: <https://www.f3nws.com/news/deep-beneath-the-pacific-another-active-hawaiian-volcano-waits-to-emerge-2426914>. The Bellingham Herald reported on the installation ceremony for the Arch of Healing and Reconciliation, at which President Sabah Randawa was the keynote speaker. See: <http://www.bellinghamherald.com/news/local/article209486804.html>
- **In publications**, Editor Mary Gallagher just sent the Spring/Summer edition of [Window magazine](#), which includes stories about wildfires and climate change, men's resilience, the Changemaker Fellows, and the 2018 Alumni Award recipients, to more than 100,000 readers. Our magazine website includes more video content than ever. And we continued to see excellent reader response for our monthly [Family Connection Newsletter](#), with open rates of about 25 percent.
- **In marketing and social media**, our office collaborated with staff across campus, helping to coordinate social media campaigns and interview Wellness experts for our Be Well video series. In addition, Kessa Volland, Marketing and Social Media Coordinator, took part in Brand Council meetings developing Western's brand articulation, and participated on the university onboarding committee, which is taking an in-depth look at Western's onboarding process and areas for improvement.
- **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. Our office produced this video about the ["Hello Fellow Human" portion](#) of the installation ceremony for the Arch of Healing and Reconciliation. Work is also under way on an annual package of stories about summer research fieldwork by Western's faculty and students that will also utilize the office's photo and video talent.
- **Graphic designers** Chris Baker and Derek Bryson 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: the President's Report; Window Magazine; Athletics Hall of Fame Induction Ceremony program; Academic Advising Center promotional materials for workshops and labs; Veterans Services

sandwich boards; a refresh of the WWU Sculpture Collection guide; Viking Advisors class schedules; Bike Route map update; materials for the Annual Employee Recognition event; numerous event posters, and assistance with production of student publications Jeopardy and Occam's Razor.

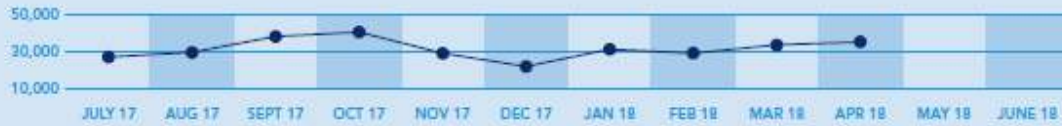
### WESTERN TODAY

TOTAL HITS

**68,855**

TOP STORIES

- Western responds to antisemitism, book vandalism
- Buchanan Towers renovations starting this spring
- WWU students building zero-net-energy house from scratch



### SOCIAL MEDIA

 TWITTER

 FACEBOOK

 INSTAGRAM

STATISTICS AT A GLANCE

**21,482**  
Total followers  
**314**  
New followers  
**0.74%**  
% gained  
**2,107**  
Engagements

**47,459**  
Total followers  
**123**  
New followers  
**0.13%**  
% gained  
**7,011**  
Engagements

**17,067**  
Total followers  
**392**  
New followers  
**1.19%**  
% gained  
**35,713**  
Engagements

### FAMILY CONNECTION NEWSLETTER

- March Family Connection Newsletter:  
Sent to **12,592** people  
**28.3** percent opened
- April Family Connection Newsletter:  
Sent to **10,537** people  
**25.6** percent opened
- Top clicks:  
WWU Scholarship Center  
AS Personnel Office  
University Housing Renewal  
AS Outdoor Center  
Lakewood  
Spring Career Fair

## MEDIA STORIES

**1,501**  
Total Stories

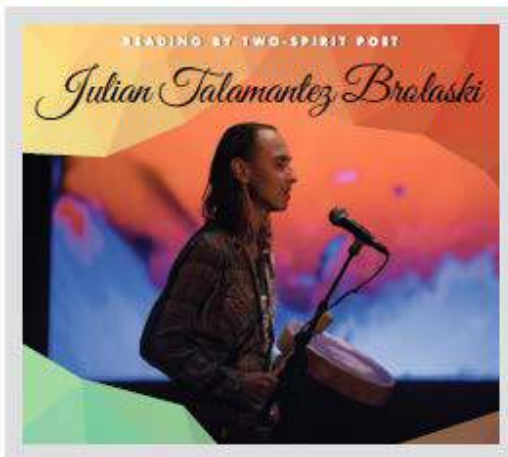
### TOP STORIES

- WWU Community Steps up in Response to Messages of Hate (KIRO TV)
- Science and Tech Community Mourns Loss of Stephen Hawking (BBC)
- Vandalized Jewish Books Replaced at WWU (The Chronicle of Higher Education)



## CREATIVE SERVICES

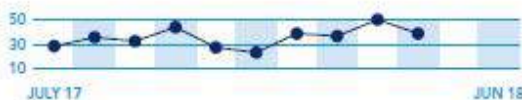
### GRAPHIC DESIGN



**89** Total Projects

#### FEATURING

- Julian Talamantez Brolaski poetry event poster
- The President's Office – Sandwiches with Sabah promotion
- The Puget Sound Economic Forecaster newsletter design
- Ray Wolpov Institute – Brochure design



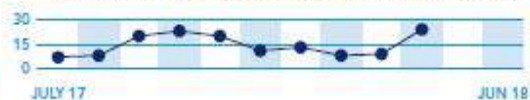
### PHOTO & VIDEO



**33** Total Projects

#### FEATURING

- Video and Photo coverage for Governor Jay Inslee at the Shannon Point Marine center, as well as Senator Patty Murray's visit to the Child Development Center
- Timelapse photography and videography of spring sunsets
- Portraits and editorial photography for Window Magazine



## 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 **makes Western more accessible**, benefiting 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.

The Director of Community Relations attends multiple events each month to network and seek connections with the business community. Two examples of many introductions made include Shuttle Systems and Defined Crowd. The founder and CEO of Shuttle Systems is seeking to work more closely with Western so he can create a pipeline for internships and jobs for graduates. Community Relations connected him with Health and Human Development professors Keith Russell and Gordon Chalmers along with Jenny Spurgin in Career Services. Conversations are underway to lay the groundwork of establishing a pathway for student internships and faculty partnerships for research purposes.

Defined Crowd is a company that provides voice activated AI software providers (Amazon Echo, Apple Siri, GM OnStar, etc.) with linguists and computational linguists who “teach” AI products multiple languages and dialects. He was unaware of Western’s exceptional programs and, until recently, only hired graduates from UW and well-known research-focused out of state schools. He is working with the Computer Science department and Career Services to establish a pathway for internships and employment.

### *Increasing Western’s Presence in the Community Creates Opportunities, 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 diverse 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.



Bellingham's first ever *Bellinghamopoly* game will be released at the end of the summer 2018 by the Bellingham Regional Chamber of Commerce. Iconic businesses, parks and other locales are an important part of the game. As a major employer and historic part of the Bellingham community, Community Relations worked to ensure Western played an equally important role in the game. As a result, Old Main and the Viking Union will reside on the Boardwalk and Park Place squares. Western's Sustainable Action Fund Fee will take the place of the Luxury Tax space. Additionally, one of the playing pieces will be a Viking helmet, and players could win money by drawing a WWU-themed Chance or Community Chest card. The game will be sold at local Woods Coffee shops, Village Books, Haggen and the WWU bookstore with proceeds of A.S. Bookstore sales going directly to WWU.

### ***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.

Western's involvement with the region's Cascadia Innovation Corridor continues to develop. Representatives from University of Victoria, Simon Fraser University, Royal Roads University, Microsoft, the Washington State Department of Commerce, Governor's Office, B.C. Premier's office, and others gathered on campus to discuss university-to-university partnerships that benefit the Cascadia Innovation Corridor. Additionally, former Governor Chris Gregoire recently requested to meet with staff on campus to discuss the university's participation in the corridor. The growing leadership role Western is taking in this regional initiative allows the university to not only be more visible, but also best serve our mission to make a measureable impact in building a stronger Washington.

Bellingham was the third city in the United States to join Sister Cities International and is hosting a three-day summit from September 4-6 to celebrate the 60<sup>th</sup> anniversary of Sister City partnership with Tateyama, Japan. Western is proud to serve as a primary sponsor and partner of this exciting event that invites the mayors and/or leaders of all of Bellingham's seven sister cities to our community. Those cities are Punta Arenas, Chile; Vaasa, Finland; Tsetserleg, Mongolia; Cheongju, Korea; Nakhodka, Russia; Tateyama, Japan; and Port Stephens, Australia. Western is hosting the first day of the summit where guests will be welcomed to Bellingham, tour campus and join Bellingham Mayor Kelli Linville in discussions about common challenges and successes. Topics discussed will include international issues like education, shared economies, housing, and energy with a goal of establishing long-term partnerships and exchanges with businesses and educational institutions between sister cities. Western faculty and staff from Extended Education, Leadership Institute, Anthropology, English, Modern and Classical Languages, and Business and Sustainability are participating in the planning and execution of this historic event spearheaded by Community Relations. The second and third day of the summit are sponsored by Saturna Capital and the local Sister Cities program and include tours of Whatcom County farms, businesses, city and port offices, a bus trip to Artist Point at Mt. Baker, and a visit to the Peace Arch. Once the event concludes, a Western student, assigned by Anthropology professor James Loucky, will spend six months working with Bellingham's Sister Cities program to help ensure the goals of establishing long-term partnerships are met.

Two local community members have a goal of opening a café that actively hires people with disabilities as a way to provide them with a way to lead independent lives and build self-worth. As former café owners in Pullman, WA, these two business professionals need some guidance on their business plan and assistance with tackling the daunting process of opening a new business in a competitive industry. They reached out to Community Relations who connected them with Aric Mayer and Lucas Senger in Western's MBA program who met with them, provided assistance, and talked about the possibility of pairing them with a group of students in Spring 2019. This not only provides an opportunity for Western to serve the community and contribute to local economic development, but students will receive a unique real-world opportunity to learn.

**SMALL BUSINESS DEVELOPMENT CENTER**

**WWU Small Business Development Center 2018 CONTRACT DELIVERABLES**

ADVISING	Q1 2018	YTD 2017
<b>Businesses Advised</b>	<b>166</b>	<b>116</b>
<b>Advising &amp; Support Hours</b>	<b>928</b>	<b>517</b>

TRAINING	Q1 2018	YTD 2017
<b>Trainings</b>	<b>5</b>	<b>6</b>
<b>Trainees</b>	<b>139</b>	<b>114</b>

RESEARCH	Q1 2018	YTD 2017
<b>Research Projects</b>	<b>31</b>	<b>11</b>
<b>Support Hours</b>	<b>335</b>	<b>120</b>

ADD'L SERVICES	Q1 2018	YTD 2017
<b>Non-Clients Supported</b>	<b>79</b>	<b>75</b>
<b>Student/ Faculty Projects</b>	<b>32</b>	<b>0</b>
<b>Student/ Faculty Project Hours</b>	<b>160</b>	<b>0</b>

ECONOMIC IMPACTS	Q1 2018	YTD 2017
<b>Capital Formation</b>	<b>\$351K</b>	<b>\$0</b>
<b>Businesses Starts</b>	<b>1</b>	<b>0</b>
<b>Jobs Created &amp; Retained</b>	<b>5</b>	<b>0</b>

**WWU Small Business Development Center 2018 HIGHLIGHTS**

- Presented Local Retail versus Online Retail seminar with the Port of Bellingham for the Ferndale Chamber of Commerce
- Collaborated with WWU IDEA regarding the Lummi Nation Incubator, Te'Ti'Sen Center
- Attended the Washington State Small Business Development Center spring conference for professional development and training

**WWU Small Business Development Center: 2018 MEDIA**

- [Want a higher-paying job but don't have the skills? A new program makes it easier](#) – Bellingham Herald
- [WWU's SBDC working with Northwest Workforce Council on new workforce training program](#) – Western Today
- [Workforce Council program aids construction firms](#) – Building Industry Association of Whatcom County
- [Offering help to small businesses](#) – Lynden Tribune p. 8

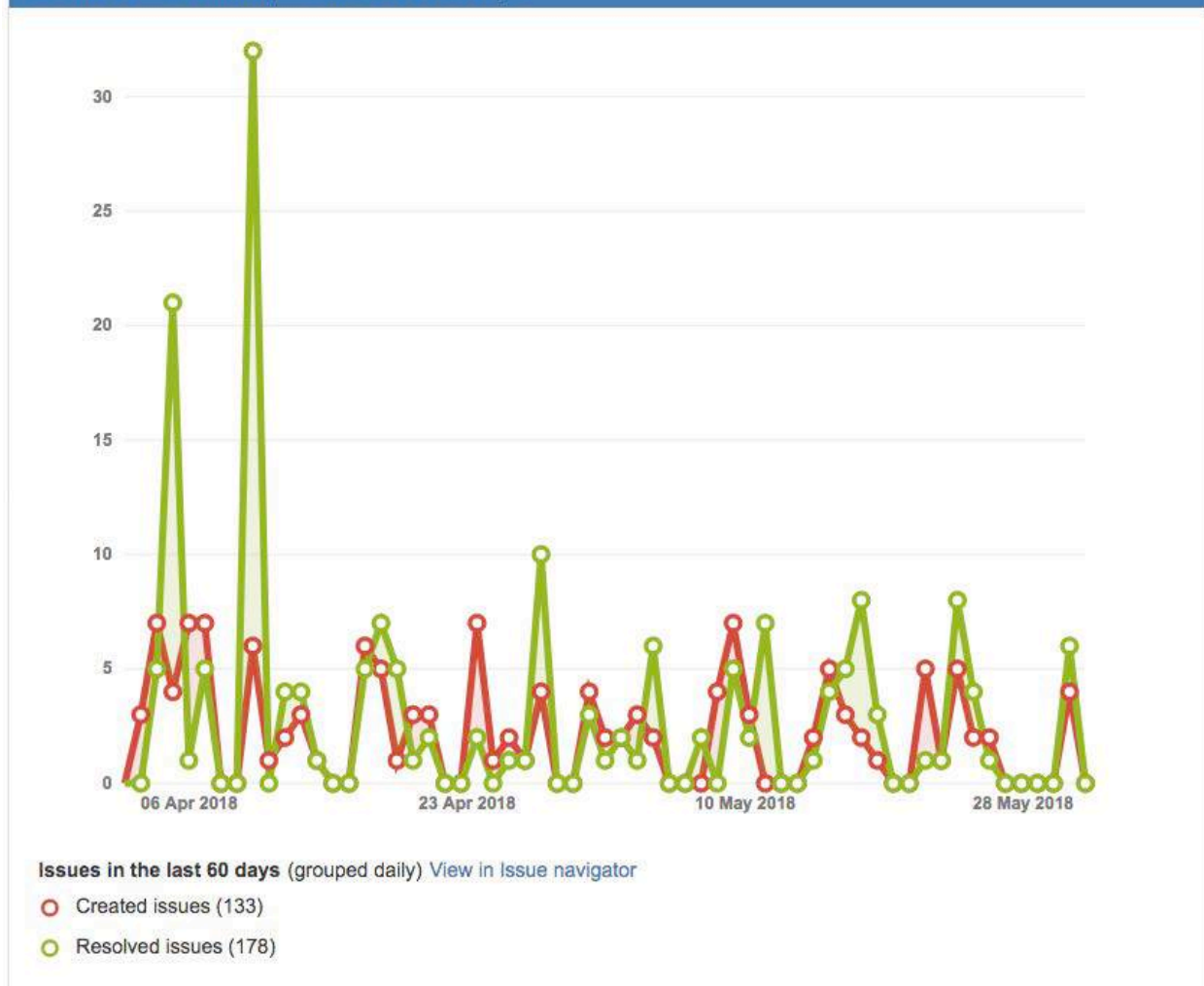
## **Web Communication Technologies (WebTech)**

WebTech's workload continued apace at the increased rate from winter quarter, our second two-month period in a row logging more than 130 new issues to fix. We dug through our backlog of work resolving 178 issues. This is good news even though we had a slight setback last report, the team is continuing to resolve more issues than are created. The continued support of our temporary developer has allowed us to handle the new normal workload and take on longer term projects.

Compliance work around web accessibility afforded us the opportunity to improve the websites for [Shannon Point Marine Center](#), our [Attorney General's Office](#), the [Institute for Global Engagement](#), as well as providing a new community focused look for the [Small Business Development Center](#). A consistent strategy we have been using to enhance our web accessibility in addition to technical fixes has been to sunset legacy services and websites if a better alternative exists. Working with partners across campus we are undergoing extensive cleanup efforts and have removed approximately 80 legacy sites and applications that were no longer being used but taking up space on servers. This has been a great morale boost to staff in the office.

We are frenetically working on a set of new tools that will provide us a pathway for upgrading and redesigning the main university website and provide continued brand consistency across all of the digital platforms Western engages. We are excited for that work to begin appearing in new projects.

Created vs. Resolved Chart: Updated within the last 60 days



We trialed a new project-based workflow in early April, which was very successful. The two large green spikes correspond to that experiment. We plan to do more of that approach as we restructure workflows to allow for it.

### Washington Campus Compact

- 1) **Pen to Paper Writing Retreat**. Washington Campus Compact will host the *Pen to Paper* writing retreat on August 26-28, 2018 at Dumas Bay Centre in Federal Way, Washington. This retreat is open to faculty, administrators, students, and community partners interested in publishing in the areas of service-learning or civic engagement. Journal editors will provide feedback to participants. There will be two tracks:
  - a. Ready to Publish - for those who have a completed/nearly completed manuscript. These individuals are attending the Retreat to receive feedback from journal

editors and to learn more about the various avenues available to publish their work.

- b. **Ready to Write** - for those whose research is complete/nearly complete and have a writing plan, but who have not yet begun the writing process. These individuals are attending the Retreat to fully plan their writing strategy and receive guidance as they begin the writing process.
- 2) **Food Security Institute**. Washington Campus Compact has been planning a Food Security Institute scheduled for October 11-12, 2018 in Pullman, WA. Faculty, administrators, and community partners interested in exploring the interconnectedness of food security issues in our communities and society are invited to submit a proposal to present. Food security challenges are complex, rooted in inequalities, and transcend the organizations established to address them. They cross all boundaries, including those between campus and community, and call out for a more collaborative approach and to work more intentionally to redress barriers to equality.
  - 3) **Strategic Planning**. Washington Campus Compact will begin a strategic planning process to identify priorities for our state in the civic engagement field. Campus and community representatives will be invited to share ideas to address critical educational and community issues that could be addressed by strengthening civic engagement efforts and building stronger campus/community partnerships.

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

**TO:** Members of the Board of Trustees Sue

**FROM:** Sharpe, Chair, Board of Trustees

**DATE:** June 15, 2018

**SUBJECT:** **Passing the Gavel**

**PURPOSE:** Information Item

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**Purpose of Submittal:**

Board Chair Sue Sharpe will preside over the ceremonial passing of the gavel to Trustee Earl Overstreet as he begins his term as chair of the Board of Trustees.

**24. DATE FOR NEXT REGULAR MEETING**

- **August 23 & 24, 2018**



## **25. ADJOURNMENT**