

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: Friday, April 13, 2018

SUBJECT: **Approval of the Minutes**

PURPOSE: Action Items

Purpose of Submittal:

Approval of the Board of Trustees Meeting Minutes.

Proposed Motion:

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

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

Supporting Information:

Minutes of February 7 & 8, 2108

Minutes of February 9, 2018

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

1. CALL TO ORDER

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

BOARD OF TRUSTEES

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

WESTERN WASHINGTON UNIVERSITY

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

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

2. EXECUTIVE SESSION

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

3. WELCOME AND OPENING REMARKS

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

4. BEST PRACTICES GOVERNANCE UPDATE

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

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

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

5. LOOKING AHEAD STRATEGICALLY

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

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

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

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

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

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

THURSDAY, FEBRUARY 8, 2018

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

6. LOOKING AHEAD STRATEGICALLY, CONTINUED

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

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

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

7. BOARD GOVERNANCE DISCUSSION

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

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

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

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

CALL TO ORDER

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

Board of Trustees

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

Western Washington University

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

1. CALL TO ORDER, APPROVAL OF MINUTES

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

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

The motion passed.

2. PUBLIC COMMENT

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

3. BOARD CHAIR REPORT

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

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

4. UNIVERSITY PRESIDENT REPORT

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

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

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

5. FACULTY SENATE REPORT

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

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

6. AUDIT COMMITTEE REPORT

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

7. GOVERNANCE COMMITTEE REPORT

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

8. CONSENT ITEMS

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

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

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

The motion passed.

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

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

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

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

The motion passed.

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

9. APPOINTMENT OF FY 2018 FINANCIAL STATEMENT AUDITOR

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

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

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

The motion passed.

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

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

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

The motion passed

10. ENROLLMENT AND STUDENT SERVICES AND MULTICULTURAL CENTER PROJECT UPDATE

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

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

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

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

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

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

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

The motion passed.

12. 2017-2019 CAPITAL BUDGET

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

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

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

The motion passed.

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

13. SCULPTURE WOODS

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

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

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

14. LEGISLATIVE UPDATE

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

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

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

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

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

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

15. INFORMATION ITEMS

a. Quarterly Report on Grants and Contracts

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

b. University Advancement Report

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

c. Capital Program Report

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

d. University Relations and Marketing Report

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

e. Annual Police Report

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

f. Annual Sustainability Report

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

g. Mid-year Housing & Dining Report

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

16. DATE FOR NEXT REGULAR MEETING

April 12 & 13, 2018

19. ADJOURNMENT

The meeting adjourned at 12:07 p.m.

ATTACHMENT A

WESTERN WASHINGTON UNIVERSITY 2017-2019 CAPITAL BUDGET REQUEST COMPARISON SHEET

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