

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, August 23, 2019**

1. CALL TO ORDER

Board Chair Earl Overstreet, called the Friday, August 23, 2019 meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m. in the Old Main 340 Board Room in Bellingham, WA.

Earl Overstreet, Chair
Chase Franklin, Vice Chair
John Meyer, Secretary
Faith Pettis
Hunter Stuehm
Karen Lee
Mo West
Sue Sharpe

Western Washington University

Sabah Randhawa, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Brian Sullivan, Associate Vice President for Business and Financial Affairs/ Acting Vice President
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
Paul Cocke, Director of University Communications
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

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. APPROVAL OF MINUTES

MOTION 08-01-2019 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 Regular Meeting, June 13 & 14, 2019
- The motion passed.

4. INTRODUCTIONS AND RECOGNITIONS

Brent Carbajal, Provost/Vice President for Academic Affairs, introduced Robert Squires, who recently began his position as Vice Provost for Outreach and Continuing Education (OCE). Carbajal noted that Squires will lead the team that extends Western's diverse educational opportunities throughout the state and beyond.

Melynda Huskey, Vice President for Enrollment and Student Services introduced Shelli Soto, who was recently hired as the Associate Vice President for Enrollment Management who will use her experience to set policies and designing strategy for undergraduate enrollment, admissions, recruitment, and financial aid and scholarships at Western.

5. BOARD CHAIR REPORT

Earl Overstreet, Chair, Board of Trustees, expressed that the topic of the board chair report would be the Western journey. He noted that with the adoption of the strategic plan, that will chart Western's course over the next six years, The Ten Rules of the Canoe will connect American Indian traditions and best practices with our current Western journey.

"The Ten Rules of the Canoe were developed by the Quileute canoe contingent for a Northwest Experiential Education Conference in 1990.

1. Every stroke we take is one less we have to make.

Keep going! Even against the most relentless wind or retrograde tide, somehow a canoe moves forward. This mystery can only be explained by the fact that each pull forward is real movement and not delusion.

2. There is to be no abuse of self or others.

Respect and trust cannot exist in anger. It has to be thrown overboard, so the sea can cleanse it. It has to be washed off the hands and cast into the air, so the stars can take care of it. We always look back at the shadows we pulled through, amazed at how powerful we thought those dangers were.

3. Be flexible.

The adaptable animal survives. If you get tired, ship your paddle and rest. If you get hungry, put in on the beach and eat a few oysters. If you can't figure one way to make it, do something new. When the wind confronts you, sometimes you're supposed to go the other way.

4. The gift of each enriches all.

Every story is important. The bow, the stern, the skipper, the power puller in the middle - everyone is part of the movement. The elder sits in her cedar at the front, singing her paddle song, praying for us all. The weary paddler resting is still ballast. And there is always that time when the crew needs some joke, some remark, some silence to keep going, and the least likely person provides.

5. We all pull and support each other.

Nothing occurs in isolation. When we aren't in the family of a canoe, we are not ready for whatever comes. The family can argue, mock, ignore each other at its worst, but the family will never let itself sink. A canoe that lets itself sink is certainly wiser never to leave the beach. When we know that we are not alone in our actions, we also know we are lifted up by everyone else.

6. A hungry person has no charity.

Always nourish yourself. The bitter person, thinking that sacrifice means self-destruction, shares mostly anger. A paddler who doesn't eat at the feasts doesn't have enough strength to paddle in the morning. Take that sandwich they throw at you at 2:00 A.M.! The gift of who you are only enters the world when you are strong enough to own it.

7. Experiences are not enhanced through criticism.

Who we are, how we are, what we do, why we continue, flourish with tolerance. The canoe fellows who are grim go one way. The men and women who find the lightest flow may sometimes go slow, but when they arrive they can still sing. And they have gone all over the sea, into the air with the seagulls, under the curve of the wave with the dolphin and down to the whispering shells, under the continental shelf. Withdrawing the blame acknowledges how wonderful a part of it all every one of us really is.

8. The journey is what we enjoy.

Although the start is exciting and the conclusion gratefully achieved, it is the long, steady process we remember. Being part of the journey requires great preparation; being done with a journey requires great awareness; being on the journey, we are much more than ourselves. We are part of the movement of life. We have a destination, and for once, our will is pure, our goal is to go on.

9. A good teacher allows the students to learn.

We can berate each other, try to force each other to understand, or we can allow each paddler to gain their awareness through the ongoing journey. Nothing sustains us like that sense of potential that we can deal with things. Each paddler learns to deal with the person in front, the person behind, the water, the air, the energy, the blessing of the eagle.

10. When given any choice at all, be a worker bee - make honey!

Chair Overstreet welcomed new student trustee Hunter Stuehm and noted that the student trustee role allows the board a window to learn the perspective and insight of students at the board level. Trustee Stuehm expressed excitement in the opportunity to serve on the Board of Trustees.

RESOLUTION NO. 2019-03

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

WELCOMING TRUSTEE

Hunter Stuehm

WHEREEAS, on July 1, 2019, Governor Jay Inslee appointed **HUNTER STUEHM** of Vancouver, Washington to serve a one-year term ending on June 30, 2020 on the Western Washington University Board of Trustees; and

WHEREAS, HUNTER STUEHM is pursuing a Doctorate in Audiology at Western Washington University, having graduated from Western Washington University in June 2019 with a Bachelor of Arts degree in Communications Sciences and Disorders with a minor in Linguistics; and

WHEREAS, HUNTER STUEHM brings to his appointment as a trustee dedication to the campus community, serving as a resident adviser from 2017-2019, and as a member of the Campus Public Safety Advisory Council, RA Advisory Council, University Housing Representation and Advocacy Committee; and

WHEREAS, HUNTER STUEHM was nominated by an Associated Students committee to serve as a student member of the Western Washington University's Board of Trustees; and

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

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

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on August 23, 2019.

MOTION 08-02-2019: Trustee Lee moved that the Board of Trustees approve Resolution 2019-03 Welcoming the Service of Board Member Hunter Stuehm.

The motion passed.

6. UNIVERSITY PRESIDENT REPORT

President Randhawa reported that in the past year forty-six new faculty have been hired for the upcoming academic year. He added that the newly hired faculty come from some of the best institutions in the nation and that Western will benefit from their research and expertise. He noted that the Provost Diversity and Inclusion Hiring Initiative whose intention was to help search committees create an environment who are committed to their academic discipline but also to the institution. He reported that the faculty hires this year seventy percent of faculty offer were to women and forty percent of offer were made to individuals belonging to racial or ethnic minorities. He added that this will help to diversify Western's faculty base and continue to attract the very best we can from the best institutions.

7. ASSOCIATED STUDENTS REPORT

Lani Defiesta, Associated Students (AS) President was not present for the meeting, but representatives from the Associated Students Board of Directors were present to introduce themselves. This included Annie Byers, Program Coordinator for the AS Board; Leti Romo, Assistant Director of Student Representation and Governance and Emily Gerhardt, AS Vice President for Student Services.

8. FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

John Meyer, Chair, Finance, Audit and Enterprise Risk Management Committee (FARM), reported that the Perkins Loan Program which was originally established in the 1950's to provide need based lower interest loans to students will be phased out, due to non-renewal in congress. He reported that the program will continue to servicing the \$8.6 million in outstanding Perkins loans, but with the closure of the program Western will be returning the initial investment of \$7 million Federal Capital Contribution (FCC) to the Department of Education (DOE) as loans are repaid rather than continuing to fund new loans.

Trustee Meyer reported that within the implementation plan of Western's Enterprise Risk Management (ERM) Framework five enterprise risks have been identified by the committee: 1) Financial Stewardship, 2) Campus Climate, 3) IT Systems, Infrastructure and Governance, 4) Comprehensive Capital and Space Utilization Planning, and 5) Buildings and Infrastructure. It was noted that the executive leadership will present the first ERM Annual Report to the full Board in December 2019.

Meyer reported that the Clery Compliance report from an outside consultant has been completed and recommendations are being incorporated into operations. He said the Minority and Women Business Enterprises Inclusion Plan continues to increase vendor spending and goals for the upcoming academic year. In closing he noted that the FARM Committee is in the process of a self-evaluation to determine opportunities to improve effectiveness and communicate better with the full board.

9. STUDENT SUCCESS COMMITTEE

Trustee Mo West, Chair, Student Success Committee reported that the committee discussed self-assessment and in the next year will be more intentional to support student success to better align with the strategic plan. She reported that the committee is looking to use community opportunities to learn best practices to best support student success at Western. She added that the committee hopes to build positive relationships with students by engaging on campus.

10. ENROLLMENT MANAGEMENT AND PLANNING: A PRIMER

Shelli Soto, Associate Vice President for Enrollment Management, presented an overview of the purpose of enrollment management. Soto explained that the purpose of Enrollment Management is student centered, it creates an environment and opportunities that are most valuable in creating responsible global citizen and the work force for the state of Washington. She noted that a commitment to strategic enrollment management is key to advance the goals of the Western.

Soto provided an overview of the evolution of enrollment management which over time has developed into a collaborative approach that brings together the academic and administrative portions of the university. She noted that the goals for Western will include connecting operational strategies with institutional goals and mission, collaborate with the entire university community, conduct environmental scans, create a living plan that is adaptable, and build both long-term and short-term strategies.

She noted that the strategic enrollment plan will tie enrollment to institutional goals and vision for the future of Western, provide information about long-term and short-term goals, set objectives intended to achieve our institutional enrollment goals, outline strategies and tactics, identify and charge office and officers of the campus community to achieve each objective, and set parameters to measure the outcomes.

11. WATERFRONT UPDATE

Donna Gibbs, Vice President for Marketing and Community Relations reported that the conversation continues with Port of Bellingham with regards to a shared vision for the water front district that supports economic development and job creation. She noted that the focus of the collaborative working group is a set of facilities that would expand employer base and provide opportunities for applied learning, integrated research in graduate and undergraduate programs, and desirable jobs for Western alumni, and residents for Whatcom County and beyond. She added that Brad Johnson, Dean, College of Science and Engineering has been instrumental in leveraging existing academic program partnerships to facilitate introduction with Port of Bellingham economic staff in sectors such as naval architecture, marine engineering services, climate research laboratories, and cybersecurity firms.

Gibbs concluded that the shared visions for the waterfront district will be innovative community, and incubator for new and expanding business, nurture scientific and technological ventures, in addition to being a base for existing businesses with a focus on renewable energy. She added there will be a more detailed presentation of the development plan at the October meeting of the Board of Trustees.

Trustee Overstreet announced a fifteen minute break at 9:25 am and the board reconvened at 9:41 am

12. APPROVAL OF 2020 SUPPLEMENTAL OPERATING BUDGET REQUEST

Brent Carbajal, Provost, Vice President of Academic Affairs and Becca Kenna Schenk, Executive Director of Government Relations provided an overview of the 2020 Supplemental Budget. Carbajal noted that the focus of the Western on the Peninsulas proposal is the result of conversations that included Western's community college partners, legislators and other community representatives. He noted that the most important focus of the proposal is that the programs that currently operate on a self-sustaining budget model begin to operate on a state-based model. He said this would allow for lower tuition and is critical to increasing student enrollment. He added the request includes funding for infrastructure that includes management, administration, faculty, and staff. He noted this request is a first step in expansion for Western on the Peninsulas.

Kenna-Schenk added that the request will resonate well with legislators, as the recent legislative session provided full funding of the formerly know State Need Grant, now known as the Washington College Grant, that will increase state supported financial aid provided to students enrolled in the supported programs.

Ted Castro, Interim Director, Budget Office, reported that the other two items on the request include Alignment of Professional/Exempt Information Technology Salaries and addressing Impacts from Proposed Changes to State of Washington's Overtime Rules. He noted that these two items are being considered by all state institutions for requests within their supplemental budget requests.

MOTION 08-03-2019 Trustee Meyer moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a \$1,925,000 decision package for Transitioning Peninsulas Programs to State Support, a \$347,000 maintenance level decision package for Alignment of Information Technology Salaries, and a \$185,000 maintenance level decision package for Addressing Impacts from Proposed Changes to State of Washington's Overtime Rules. Please note that the supplemental budget request is for a single fiscal year. If approved, the amount will be adjusted in the next biennial budget process to a full two year biennial total. With concurrence of the Board Chair, the President may make adjustments to the approved budget request in response to subsequent instructions

from the Office of Financial Management, to advance consistency among the submissions of Washington's six public baccalaureate institutions, or other adjustments as appropriate.

The motion passed.

13. PUBLIC WORKS PROJECTS AND RELATED ITEMS

Rick Benner, Director Facilities Development and Capital Budget, University Architect, provided the Board with an overview of the new residences hall and the proposed interdisciplinary science building that included architectural images. The board then moved into approving the following action items:

13a Construction Contract for Environmental Studies Classroom and Labs, PW756

MOTION 08-04-2019 Trustee Sharpe moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Diverse Contractors & Associates, Shelton, WA for the amount of \$964,150.00 (base bid) (plus associated sales tax) for the construction contract to construct the classrooms and lab upgrades at Environmental Studies.

The motion passed.

13b1 Resolution No. 2019-04 Delegate Authority for Competitive Sale of Bonds for Residence Hall Project and Housing System Renovations

MOTION 08-05-2019 Trustee Pettis moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, adopt Resolution No. 2019-04 authorizing the issuance of Housing and Dining Revenue Bonds, which may be issued in one or more series, including delegation of authority as outlined in the Bond Resolution.

Resolution No. 2019-04 will authorize the President or Vice President for Business and Financial Affairs to sign the necessary documents for the execution and delivery of the bonds and make other determinations relative to the bond financing, including the method of sale, whether a debt service reserve will be required, timing and amount as described in the Bond Resolution and summarized in the attachment, all subject to a limitation on maximum amount and maximum interest rate.

The motion passed.

13b2 Construction Contract Amendment to Progressive Build-Design Contract and Total Project Budget Adjustment for New Residence Hall Project, PW746

MOTION 08-06-2019 Trustee Franklin moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a change order and construction contract amendment for the construction of the new residence hall, to Lydig Construction, Spokane, WA, in the amount of \$46,188,000 (excluding associated sales tax), bringing the contract to a total of \$50,000,000 (excluding associated sales tax). Also that, the total project budget be increased by \$1,800,000 to make Ridgeway Commons ADA accessible. The new total project budget shall be \$67,550,000.

The motion passed.

14. CONSENT ITEMS

Board Chair Earl Overstreet introduced the consent item of the Approval of Summer Quarter Degrees.

MOTION 08-07-2019 Trustee Stuehm 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 Summer Quarter 2019, effective August 24, 2019.

The motion passed.

15. INFORMATION ITEMS

a. Academic Reports

Provost Carbajal provided a written report with an update on a successful recruitment of a number of well-qualified new tenure-track faculty. The report provides information about tenure-track faculty members who were hired last year and who will begin teaching at Western during the 2019-20 academic year.

b. Admissions and Enrollment Report

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

c. University Advancement Report

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

d. Capital Program Report

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

e. University Relations and Marketing Report

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

16. EXECUTIVE SESSION

There were no items for Executive Session.

17. DATES FOR NEXT REGULAR MEETING

October 10 & 11, 2019

18. ADJOURNEMENT

The meeting adjourned at 10:45 am.