

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, October 11, 2019**

4. CALL TO ORDER

Board Chair Earl Overstreet, called the Friday, October 11, 2019 meeting of the Board of Trustees of Western Washington University to order at 8:04 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

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
Jeff Young, Faculty Senate President
Lani Defiesta, Associated Students President
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

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. TRUSTEES VISIT DISABILITY ACCESS CENTER AND VETERANS CENTER IN WILSON LIBRARY

The Trustees participated in a guided tour of the newly remodeled Disability Access Center and the Veteran's Center housed in the Wilson Library.

7. INTRODUCTIONS AND RECOGNITIONS

Brent Carbajal, Provost/Vice President for Academic Affairs and Melynda Huskey, Vice President for Enrollment and Student Services welcomed and introduced several individuals who received awards at opening convocation for their outstanding achievements and service to the University:

- Karen Rohrbauck Stout, Outstanding Faculty Leadership Award Recipient
- Clarissa Mansfield, Classified Staff Award Recipient
- Catherine Shornick, Professional Staff Award for Excellence
- Tim McLaughlin, Professional Staff Award for Excellence
- Glenn T. Tsunokai, Diversity Achievement Award Recipient
- Jessica S. Cohen, Carl H. Simpson Bridging Award
- June Fraser Thistle, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Multimedia Archives Based Electronic Library (MABEL) Team, Team Award

Melynda Huskey also introduced Sislina Ledbetter who was recently hired to serve as the Executive Director for Health and Wellness at Western.

8. BOARD CHAIR REPORT

Earl Overstreet, Chair, Board of Trustees reported that the board had a very productive work session in Seattle on September 26th and 27th:

“We had assessment sessions with President Randhawa looking back over the 2018-19 academic year and forward to this year. We met with the VP’s in a session focused on the future of higher education. We also had a session devoted to the Board’s self-assessment. Here are some of the highlights:

Great Boards...

- Apply stakeholder lenses to issues
- Understand that many issues are complex, adaptive – and help make sense of issues and context by asking thoughtful questions and engaging in meaningful dialogue
- Help ensure the president is aware of blind spots and can act against instincts, if necessary
- Focus on sense making before decision making
- Are accountable with the president for co-determined outcomes (in it together)

Strategic Outlook Conversation – Larger Higher Ed trends & General Discussion

How might technology drivers change Western’s mission in the future? What will the “purpose” of higher education be in the future and how will it be organized? What kinds of investments will Western need to be relevant in this future, for students, employers, and society?

- Western’s liberal arts foundation will be a strength in creating lifelong learners – adaptive learning requires breadth and range.

- What will the role of humans be in the classroom of the future? Will the standard model always involve a human instructor in a classroom (as opposed to humans in mentorship and support roles while technology takes over the instruction?)
- Western on the Peninsulas represents an opportunity to be an “adaptive learning lab” where we can explore new approaches to higher education.
- Lifelong learning should be treated more proactively by staying in touch with students after graduation, encouraging them to re-engage with the university as learners (e.g., to pursue stackable credentials, certificates, non-degree continuing ed).
- The unique value we can offer learners in addition to the academic “hard skills”, includes the building of emotional and psychological resilience, the ability to collaborate and work together, and the general “growing up” that goes on at college.
- The students of the future will be first gen, Pell-eligible, and very new to institutional structures like higher ed, which have traditionally served relatively affluent students from college-going families who are largely self-directed and highly socially capitalized. Community colleges are more appropriately set up for the kinds of students we will increasingly see in the future, and we would do well to adopt some of their systems.
- It is hard to predict what kinds of spaces will we need. As in all things, academic planning and needs should drive capital planning. The answer may be adaptive spaces that reflect the changing (and broader) demographics of learners.

Board Assessment

Generally good marks from the Board’s self-assessment and the Board assessment by the VP’s. Improvements are needed in communications, agenda planning, and leadership planning.

Action Items

- Implement the draft annual agenda/planning calendar and include more items.
- Schedule at least one or two meetings annually in locations other than the Bellingham campus.
- More communication in between meetings, updates summarizing key statistics, goals, latest issues, events, media content, and related background.
- More time to interact with students, faculty, and staff to learn and share.”

Trustee Overstreet noted that the Board will be conducting a comprehensive 360 degree review of President Randhawa, soliciting input from 40 stakeholders both on- and off-campus. The purpose of the review is not only to evaluate President Randhawa’s performance over the past four years, but to prepare the Board to review and renew his contract when it expires in August 2020.

Trustee Overstreet noted that the state legislature authorized a 3% increase to all state-funded salaries during the last legislative session, starting in FY2020, which applied to Western employees. In light of President Randhawa’s very positive annual assessment in September and the Board’s gratitude for his leadership, the Board voted to amend President Randhawa’s contract, increasing his salary in the same increment approved by the legislature for other Western employees.

MOTION 10-01-2019

Trustee West moved that the Board of Trustees of Western Washington University, upon the recommendation of the Board Chair, approves a 3% increase in the President's salary, being consistent with a statewide legislative authorization to increase state funded salaries on July 1, 2019, and authorizes the Chair to execute the contract addendum on behalf of the Board of Trustees.

The motion passed.

9. UNIVERSITY PRESIDENT REPORT

Following on Chair Overstreet's discussion of his annual review in September, President Randhawa thanked the Board of Trustees and the Western community for their trust and confidence in his leadership and looks forward to the continued work to advance Western. He elaborated on the four overarching areas where work continues to advance the following priorities in the strategic plan; inclusive student success, greater Washington impact, advancing the climate and culture at Western, and advancing resource strategies. He reported several updates from the first two areas: first, work is underway to develop a comprehensive first year student onboarding process that will begin in the 2020-21 academic year; second, exploration continues regarding expanding the honors program to become an Honors College; third, the Outreach and Continuing Education is looking into expansion of offerings starting with more robust summer programs on the Bellingham campus that can decrease time to degree.

Randhawa reported that within the area of greater Washington impact, Western submitted a request to the legislature to provide state support for programs on the Peninsulas, which will greatly increase access and affordability in this most underserved part of the state. He also noted that now is the time to look for opportunities to expand select Graduate programs at Western.

President Randhawa explained that revenue generation and fundraising will continue to support enrollment management and there will be an emphasis on space modeling. He said that Business and Financial Affairs will work on an updated space modeling master plan that will be approved by the City of Bellingham to develop a campus growth footprint. He noted that the space modeling master plan will also include a five year renovation schedule for classrooms that will include technology, facility systems, and furnishings.

10. FACULTY SENATE REPORT

Jeff Young, Faculty Senate President, read part of a statement from the American Association of University Professors describing why mutual understanding among faculty, Boards and administrators regarding the colleges and university governance is essential: "A college or university in which all the components are aware of their interdependence, of the usefulness of

communication among themselves, and of the force joint action will enjoy increased capacity to solve educational problems". He noted that the benefits of such a mutually shared understanding improves communication at all levels of governance.

He reported that the first discussion of the faculty senate in the new academic year pertained to a change in the Faculty Code of Ethics regarding any use of certain racially charged epithets in the classroom, even for purportedly instructional purposes. He said that a student and faculty task force is being formed to work with the Faculty Union, the administration and student counselors, to help move the process forward.

Young reported that a set of policies, procedures, and by-laws for the restructuring of Research and Sponsored Programs have been distributed for faculty comment. He noted that the restructuring will create more transparency and be more representative of faculty as they work with internal grant processes.

11. ASSOCIATED STUDENTS PRESIDENT

Lani Defiesta, Associated Students President introduced the 2019-2020 Associated Students (AS) Board of Directors, some of whom were present at the meeting. Defiesta reported that in conjunction to the work of the Faculty Senate, the AS will select students to work with the Faculty Senate on the revision to the Faculty Code of Ethics.

She said the AS will host the twenty-eighth annual Ethnic Student Center Conference over the weekend, to be held in the Multi-Cultural Center for the first time. She also acknowledged the work of the Multi-Cultural Center Planning Committee on a successful opening event the evening before.

Defiesta reported that Associated Students Senate elections are underway and campaigning will begin mid-semester for open senate seats.

12. FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

John Meyer, Chair, Finance, Audit and Enterprise Risk Management Committee (FARM), reported that the committee was provided an entrance conference presentation by the State Auditor's Office for their financial statement audit of FY19 that includes the University, the Housing and Dining System, the Wade King Student Recreation Center, and Western Crossing, the joint non-profit corporation between Western and the Port of Bellingham for waterfront development. Meyer reported that the Enterprise Risk Management (ERM) team has incorporated the committee's recommendations to the ERM plan and that the final plan will be presented to the full board at the December 2019 regular meeting.

Meyer noted that the University has completed nine internal audit recommendations and that after a failed search last academic year, a new search for the Title IX position at the University has begun with an updated and expanded job description to attract a broader pool of candidates. He added that the committee continues with its self-assessment by providing suggestions in preparation of full board approval at a future meeting.

Meyer reported that the committee has decided to proceed with an External Quality Assurance Review of the Western Office of the Internal Auditor. The committee will seek quotes for external entities that are qualified to perform the review.

13. STUDENT SUCCESS COMMITTEE

Trustee Mo West, Chair, Student Success Committee reported that the committee evaluated and reviewed feedback reported at the Board of Trustees Work Session in regards to the Student Success Committee. She noted that the committee will continue to evaluate areas of growth and improvement, including ways to more closely align the work of the committee with the Strategic Plan. West noted that the committee will be preparing a master agenda calendar that will align with the full Board of Trustees agenda calendar to facilitate discussion and presentation on strategic issues, such as inclusive student success, greater Washington impact, campus climate and community. Trustee Stuehm added that the committee will work to align language of strategic issues discussed by the committee to mirror the language of the strategic plan, including the values it articulates with respect to campus climate and student life.

West reported that the committee will endeavor to spend more of its meetings visiting different areas of campus to learn about the programs and people who implement Western's student success efforts. She noted that the committee will continue to work closely with Academic Affairs and Enrollment and Student Services teams to allow for a better understanding of campus climate and student health issues.

Beyond reflecting on the feedback from the work session, the committee's October meeting focused on a presentation by David Patrick, Interim Dean of the Graduate School and Interim Vice Provost of Research and Sponsored programs, who shared information on the critical role that Graduate students play at Western and lead discussion on was to expand the graduate program.

14. APPROVAL OF THE FY19 INTERNAL AUDIT REPORT AND FY20 INTERNAL AUDIT PLAN

Antonia Allen, Director, Office of the Internal Auditor provided an overview of the FY19 Internal Audit Report and the FY20 Internal Audit Plan that was also included in the board materials. She noted that the FY19 Internal Audit Annual Report included the final progress report on the FY19 Office of the Internal Auditor and the FY19 Annual Reporting topics.

MOTION 10-02-2019

Trustee Pettis moved that the Board of Trustees of Western Washington University, upon the recommendation of the Board of Trustees Finance, Audit and Enterprise Management Committee and President Randhawa, approve the FY 2019 Internal Audit Annual Report.

The motion passed.

15. CONSTRUCTION CONTRACT FOR PARKS HALL AND SCIENCE LECTURE ELECTRONIC SAFETY AND SECURITY UPGRADE, PW748

Richard Van Den Hul, Vice President for Business and Financial Affairs reported that the Parks Hall and Science Lecture Electronic Safety and Security Upgrade, PW748, is a project involving upgrades to the existing fire detection and alarm, mass notification and access control / security systems in the Science Lecture Building and Parks Hall.

MOTION 10-03-2019 Trustee Stuehm moved the Board of Trustees of Western Washington University, upon recommendation of the President, award a contract to Dutton Electric, Lynnwood, WA for the amount of 41,239,983 (base bid) (plus associated sales tax) for the construction contract to construct the Electric Safety and Security Upgrade at Parks Hall and Science Lecture.

The motion passed.

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

16. PUBLIC-PRIVATE PARTNERSHIP MODEL FOR WATERFRONT DEVELOPMENT

Donna Gibbs, Vice President for University Relations and Marketing was joined by Brian Gouran, Director of Environmental Programs for the Port of Bellingham and Don Goldberg, Director of Economic Development for the Port of Bellingham in presenting an update and facilitating discussion on the joint efforts of Western and the Port in waterfront development.

Gibbs began by providing the board with an overview of the progress made by the continued partnership with the Port of Bellingham to create a shared vision of the Bellingham waterfront that would promote economic development and job creation. Gibbs presented the recommendations cultivated by the working group for the board's consideration and discussion. She noted that a public-private partnership model is recommended that proposes a mix of private sector industries and developers, public agencies, and a multi-institutional higher education presence. Brian Gouran, Director of Environmental Programs for the Port of Bellingham, reported that this presentation was well received earlier in the week to the Port Commissioners and he noted it was unanimously approved and the Port expressed interested in moving forward with next steps in the implementation process. Don Goldberg, Director of Economic Development for the Port of Bellingham, added that the Port of Bellingham is committed to facilitating growth of Western's campus as well as economic growth for the City of Bellingham and that a public-private partnership (P3) will ensure a positive outcome.

Gibbs noted that the goal is a set of facilitates that will expand the employer base and provide opportunities for applied learning, integrated research in both undergraduate and graduate programs, and desirable jobs for Western alumni and other area residents. She noted that the model has been tested by leveraging existing relationships that Western has with public and private organizations to facilitate introductions to the Port of Bellingham. She added that these are entities that are interested in expansion and initiating work with faculty and student collaborators and who have an interested in relation to the Bellingham area.

Gibbs explained that a diversity of realizable partnerships in which private development partners will invest in the development of the waterfront and Western's primary focus will be on connecting faculty and student research in creative activity to potential private industry and public agency tenants. She added that next steps will be to finalize and adopt the P3 model and establish a P3 team that will determine commitments that each entity is willing to make to catalyze the project.

17. STRATEGIC DIRECTIONS FOR WWU FOUNDATION AND ALUMNI ASSOCIATION

Stephanie Bowers, Vice President for University Advancement introduced Jack Cullen, Chair of the Foundation Board and Shawn Kemp, Alumni Board President, who provided an update on the work of the two boards to create alignment with the strategic goals of the University. Bowers noted that the Foundation Board and the Alumni Board have been working to promote the goals of Western for over fifty years. She said that in the recent past there has been a notable high that include a collaborative effort with the "Double Major" concert at Civic Field in Bellingham that sold over thirteen thousand tickets, much of the proceeds from which went to WWU scholarship support.

Cullen reported that the Foundation Board has been moving through a period of growth and change that includes the development of its Board of Directors. He said the focus of the board is the student body and being reflective to diversity within its membership. He added that the current Foundation Board is a very active group of members that are willing to put in the work to bring projects to fruition and completion.

Cullen noted that there is an awareness that the role of the Foundation Board is to increase the dollar volume of contributions to support student success at Western. He reported that one of the goals of the Foundation Board is to raise twenty million dollars to support the efforts to build an Electrical Engineering and Computer Science Building on Western campus. He noted that there is alignment with a project that would create a senior living facility that would enable opportunities for Western and create a pathway for additional revenue generation.

Kemp highlighted the current innovations of the Alumni Board that work to engage the alumni community. He noted that a data matrix has been created to help determine decisions that can be measured to build meaningful lifelong connections with alumni that also helps to support philanthropy at Western. He added that the data provides a breakdown of alumni interaction at the college and department level, providing a clearer understanding of engagement that can be shared with Western as a whole. He said that this information allows for campus wide collaboration and for faculty and alumni of student clubs to (re)connect and maintain relationships.

Kemp explained that there have been two pilot projects, one with the College of Business and Economics and the College of Fine and Performing Arts, to empowered them with "tool kits" for hosting events, including swag kits with goods to hand out to alumni. He noted that they have seen an increase in engagement with this type of alumni support. He added that they have been meeting with the college deans to determine what their needs are to help engage alumni through mentorships and connections for internships that lead to meaningful connections.

Bowers, Cullen and Kemp all expressed excitement for the Foundation Board and the Alumni Board to work together more closely in the future to achieve the mission and goals of Western's Strategic Plan.

18. INFORMATION ITEMS

a. Admissions and Enrollment Report

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

b. University Advancement Report

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

c. Capital Program Report

Vice President 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.

19. EXECUTIVE SESSION

The board went into Executive Session for approximately thirty minutes to discuss a personnel matter as authorized by RCW 42.30.110

20. DATES FOR NEXT REGULAR MEETING

December 12 & 13, 2019

21. ADJOURNEMENT

The meeting adjourned at 11:44 am.