



**WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
APRIL 1 & 2, 2021**

THURSDAY, APRIL 1, 2021

Location: Virtual Meeting Via Zoom

Audiocast: <https://wp.wvu.edu/live/>

Time: 3:00 p.m.

- 1. CALL TO ORDER**
3:00 – 3:01

- 2. INCREASING WASHINGTON IMPACT: WESTERN'S COMMUNITY-SERVING CENTERS AND INSTITUTES**
3:01 – 5:00 Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Hart Hodges, Associate Professor, Economics, Co-Director, Center for Economics and Business Research (CEBR)
C.J. Seitz, Director, Small Business Development Center (SBDC)
Devyani Chandran, Director, Palliative Care Institute
Ginny Broadhurst, Director, Salish Sea Institute

FRIDAY, APRIL 2, 2021

Location: Virtual Meeting Via Zoom

Audiocast: <https://wp.wvu.edu/live/>

Time: 8:00 a.m.

- 3. CALL TO ORDER, APPROVAL OF MINUTES**
8:00 – 8:05
 - Board of Trustees Meeting, February 11 & 12, 2021
 - Board of Trustees Work Session, March 8 & 9, 2021

- 4. PUBLIC COMMENT**
8:05 – 8:15

- 5. BOARD CHAIR REPORT**
8:15 – 8:25

- 6. UNIVERSITY PRESIDENT REPORT**
8:25 – 8:35

7. **FACULTY SENATE REPORT**
8:35 – 8:45
8. **ASSOCIATED STUDENTS REPORT**
8:45 – 8:55
9. **BOARD FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT**
8:55 – 9:05 Presentation: Trustee Faith Pettis, Committee Chair
10. **BOARD STUDENT SUCCESS COMMITTEE REPORT**
9:05 – 9:15 Presentation: Trustee Mo West, Committee Chair
11. **LEGISLATIVE UPDATE**
9:15 – 9:25 Presentation: Becca Kenna Schenk, Executive Director, Government Relations

DISCUSSION ITEMS

12. **WWU ATHLETICS UPDATE**
9:25 – 9:50 Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
Steve Card, Director of Athletics

BREAK – 10 MINUTES

13. **WESTERN WASHINGTON UNIVERSITY HONORS**
10:00 – 10:45 Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Scott Linneman, Director, WWU Honors Program
14. **WWU TRIBAL RELATIONS UPDATE**
10:45 – 11:10 Presentation: Donna Gibbs, Vice President for University Relations and Marketing
Laural Ballew, Executive Director, American Indian/Alaska Native and
First Nations Relations and Tribal Liaison to the President
15. **FINANCE AND BUDGET OUTLOOK UPDATE**
11:10 – 11:30 Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Faye Gallant, Executive Director for Budget and Financial Planning

ACTION ITEMS

16. **REPEAL OF BOARD OF TRUSTEES POLICY REGARDING EXECUTIVE SESSION ACTIONS**
11:30 – 11:35 Presentation: Melissa Nelson, Assistant Attorney General
17. **APPROVAL OF EMERGENCY RULE EXTENSION REQUEST**
11:35 – 11:40 Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
Michael Sledge, Executive Director, Student Life

18. APPROVAL OF PUBLIC WORKS PROJECTS

11:40 – 11:45 Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs
Rick Benner, University Architect/Senior Director, Capital Planning and Development

- General Contractor/Construction Manager Contract for the Electrical Engineering Computer Sciences Building Project (PW758)
- Construction Contract for Physical Plant Replace Underground Fuel System Project (PW762)

19. APPROVAL OF HOUSING AND DINING RATES AND RATE RESTRUCTURE

11:45 – 11:55 Presentation: Melynda Huskey, Vice President for Enrollment and Student Services
Leonard Jones, Director, University Residences

20. INFORMATION ITEMS

11:55 – 12:00

- a. Tenure and Promotion Report
- b. University Advancement Report
- c. Capital Program Report
- d. University Relations and Marketing Report
- e. Enrollment Management Summary
- f. Legislative Report

21. TRUSTEE REMARKS

12:00 – 12:10

22. EXECUTIVE SESSION MAY BE HELD TO ADDRESS ISSUES AS AUTHORIZED BY RCW 42.30.110

23. DATES FOR NEXT REGULAR MEETING: June 10 & 11, 2021

24. ADJOURNMENT

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: Friday, April 2, 2021
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 Board of Trustees Meeting, February 11 & 12, 2021
- Approval of the Minutes of the Work Session Board of Trustees Meeting, March 8 & 9, 2021

Supporting Information:

Minutes of February 11 & 12, 2021
Minutes of March 8 & 9, 2021

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, February 11, 2020**

1. CALL TO ORDER

Board Chair, Trustee John M. Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 3:05 p.m., via Zoom. A quorum was established by roll call.

Board of Trustees

John M Meyer, Chair – *via Zoom*
Chase Franklin, Vice Chair – *via Zoom*
Bruce Harrell, - *via Zoom*
Karen Lee – *via Zoom*
Faith Pettis – *via Zoom*
Sue Sharpe, Secretary– *via Zoom*
Hunter Stuehm – *via Zoom*
Mo West – *via Zoom*

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 Advancement
Melynda Huskey, Vice President for Enrollment and Student Services
Donna Gibbs, Vice President for University Relations and Marketing
Becca Kenna-Schenk, Executive Director, Government Relations
Jeff Young, Faculty Senate President
Sargun Handa, Associated Students Senate Pro-Tempore
Melissa Nelson, Assistant Attorney General
Paul Cocke, Director, Communication and Marketing
Paul Dunn, Chief of Staff to the President and Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

**2. ROUNDTABLE CONVERSATION WITH REGIONAL HIGHER EDUCATION PARTNERS
ON THE COVID RECOVERY**

Brent Carbajal, Provost and Vice President for Academic Affairs facilitated a conversation among leaders of Western’s higher education partners that included Kathi Hiyane-Brown, President, Whatcom Community College; Walter Hudsick, Interim President and Chief Academic Officer, Bellingham Technical College; Justin Guillory, President, Northwest Indian College; Marty Cavalluzzi, President, Olympic College. The collaborative discussed the shared challenges and opportunities presented by the COVID pandemic and its associated economic and social justice impacts for Higher Education in the state of Washington. The Washington Roundtable report “[Path to 70% Credential Attainment: Recovery and Reimagining](#)” provided a framework for the discussion, which ranged from the need to further engage K-12 partners to address the pipeline to higher education, to bringing greater urgency to advancing diversity, equity, and inclusion in their institutions. It was agreed that the conversation was productive, and the group should continue to

meet and expand the scope of the conversation by including additional community partners such as the public-school systems in Whatcom County.

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, February 12, 2021**

CALL TO ORDER

Board Chair, Trustee John M. Meyer called the regular meeting of the Board of Trustees of Western Washington University to order at 8:03 a.m., via Zoom. A quorum was established by roll call.

Board of Trustees

John M Meyer, Chair – *via Zoom*
Chase Franklin, Vice Chair – *via Zoom*
Bruce Harrell, - *via Zoom*
Karen Lee – *via Zoom*
Faith Pettis – *via Zoom*
Sue Sharpe, Secretary– *via Zoom*
Hunter Stuehm – *via Zoom*
Mo West – *via Zoom*

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 Advancement
Melynda Huskey, Vice President for Enrollment and Student Services
Donna Gibbs, Vice President for University Relations and Marketing
Becca Kenna-Schenk, Executive Director, Government Relations
Jeff Young, Faculty Senate President
Sargun Handa, Associated Students Senate Pro-Tempore
Melissa Nelson, Assistant Attorney General
Paul Cocke, Director, Communication and Marketing
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

3. APPROVAL OF MINUTES

MOTION 02-01-2021

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 December 11, 2020

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes
Trustee Karen Lee – Yes
Trustee Faith Pettis – Yes

Trustee Mo West – Yes
Trustee Hunter Stuehm - Yes
Trustee Earl Overstreet– Yes
Trustee Chase Franklin – Yes
Trustee John Meyer, Chair - Yes

The motion passed.

4. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment. One person signed up for public comment to share their concerns about Western’s hiring practices, specifically citing concerns about diversity, equity, and inclusion.

5. BOARD CHAIR REPORT

Trustee Meyer began his report by acknowledging that Western has been in remote operation for almost a year due to the COVID-19 pandemic. Chair Meyer recognized the resilience demonstrated by Western’s students, staff, and faculty in their ability to adapt, overcome, and innovate around obstacles beyond anyone’s control. Chair Meyer expressed gratitude on behalf of all the trustees and saluted every member of the Western community for persevering during an incredibly challenging time.

Chair Meyer welcomed Western’s newly appointed trustee, Bruce Harrell. Chair Meyer invited Trustee Franklin to formally introduce Trustee Harrell by reading his welcoming resolution into the record.

RESOLUTION NO. 2021-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

WELCOMING TRUSTEE *BRUCE HARRELL*

WHEREAS, on January 22, 2021, Governor Jay Inslee appointed BRUCE HARRELL of Seattle, Washington to serve a term on the Western Washington University Board of Trustees ending on September 30, 2026; and

WHEREAS, BRUCE HARRELL brings to his appointment as a trustee a distinguished career in law and civic leadership, representing children and seniors, union members, non-profits, and affordable housing companies, including service as chief legal advisor to the Rainier Valley Community Development Fund, the First A.M.E. Church and First A.M.E. Housing Corporation, and chief counsel to US West; and

WHEREAS, BRUCE HARRELL served with distinction on the Seattle City Council from 2007 through 2019, serving two terms as City Council President, and as interim Mayor, and chaired the Governance, Equity, and Technology Committee, served as vice chair of the Human Services, Equitable Development, and Renter Rights Committee, and as a member of the Finance and Neighborhoods Committee; and

WHEREAS, BRUCE HARRELL received his bachelor’s degree in Political Science from the University of Washington and earned 1st Team Academic All American honors while playing as a three-year starter for the

Huskies' Rose Bowl winning football team, and later received his law degree from the University of Washington; and

WHEREAS, BRUCE HARRELL has received numerous community leadership awards for his dedication to public service and his commitment to advancing equity, fairness, and respect for underrepresented individuals and communities; and

WHEREAS, BRUCE HARRELL 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 **BRUCE HARRELL** as he begins his term on the Board.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its meeting on February 12, 2021.

MOTION 02-02-2021 Trustee Franklin moved that the Board of Trustees approve Resolution 2021-01 Welcoming the Service of Board Member Bruce Harrell.

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes
Trustee Karen Lee – Yes
Trustee Faith Pettis – Yes
Trustee Mo West – Yes
Trustee Hunter Stuehm - Yes
Trustee Earl Overstreet– Yes
Trustee Chase Franklin – Yes
Trustee John Meyer, Chair - Yes

The motion passed.

Trustee Meyer acknowledged that Trustee Harrell would serve on the Board of Trustees Student Success Committee and that Trustee Franklin will serve on the Board of Trustees Finance, Audit, and Enterprise Risk Management Committee.

Chair Meyer noted that the Board is planning a two-day Work Session in March, dedicating the first day to the review of the Board of Trustees Rules of Operation, board policies, and draft bylaws. He noted that on the second day of the work session the board will review and discuss matters related to the strategic plan, impacts of the pandemic, and areas the board may want to emphasize as the academic year progresses.

Chair Meyer addressed the recent attention that Western has received regarding the Office of the Internal Auditor. Chair Meyer confirmed that the Board of Trustees strongly supports the position of a robust and independent Internal Auditor at Western. He explained that one of the most important roles of oversight for the Board of Trustees is to ensure that Western receives independent, objective audit and consultation services that are designed to add value and improve Western's operations.

Chair Meyer explained that the Board has begun a complete comprehensive review of the history of the internal audit function at Western. The Finance, Audit, and Enterprise Risk Management (FARM) Committee, to whom the Office of the Internal Auditor reports, met with former trustees to discuss and understand where Western has been in the past and how to best prepare for an effective and appropriate future. Chair Meyer expressed the Trustees' commitment that the search for a permanent Executive Director of Internal Audit at Western will be conducted to the highest standards. Meyer noted that he will join Trustee Lee on the search committee, which she will also chair, and that the committee will benefit from the insights of Richard Cordova, Executive Director, Internal Audit, University of Washington and many esteemed professional from Western's faculty and staff.

6. UNIVERSITY PRESIDENT'S REPORT

President Randhawa welcomed Trustee Bruce Harrell on behalf of the Western community. Randhawa noted that he is grateful for the wealth of experience that Trustee Harrell will bring to the Board and looks forward to working with him to advance Western's strategic goals and priorities.

President Randhawa reported that in addition to the search for the Executive Director of Internal Audit, there are two vice-presidential searches underway. Stephanie Bowers, CEO of Western's Foundation/Vice President of University Advancement will be retiring after twenty years of service and Richard Van Den Hul, Vice President for Business and Financial Affairs will be retiring after over ten years of service to Western. He noted that a search for the dean of Fairhaven College is underway in addition to the Executive Director, Office of Civil Rights and Title IX Compliance.

President Randhawa said he shared a message with the campus community regarding Fall quarter 2021 and the potential of welcoming students back to campus with more in-person classes, increased occupancy of the residence halls, and more in-person services and activities. He explained that this forward progress is largely dependent on the distribution of the COVID-19 vaccine. Randhawa noted the particular importance for first year students to experience campus life and the holistic experience of the community and network of resources.

President Randhawa expressed his deep gratitude and appreciation to Western's faculty and staff for their commitment to Western's mission, advancing student success, and resilience while navigating the past twelve months of a global pandemic. He also expressed his appreciation of the student body and the patience, kindness, and adaptability they have displayed as Western transitioned to an online learning environment. He noted that as Western emerges out of the pandemic, it is important to keep sight of Western's long term aspirations to play an ever greater role in supporting the state of Washington to meet its seventy percent attainment goal and Western's aspiration to significantly enhance student success and equity of access.

President Randhawa concluded that though the pandemic has had impacts on enrollment and retention in 2020, Western is committed to achieving its goals with respect to advancing inclusive student success, increasing Washington impact, and enhancing academic excellence.

7. FACULTY SENATE REPORT

Jeff Young, Faculty Senate President extended Trustee Harrell a warm welcome on behalf of the Western's faculty and noted that he looks forward to working with him to support Western's mission and strategic goals.

Young submitted the following report:

“First, I want to update you on the General Education revision process underway. As I mentioned at the last board meeting, this process has been in the works for a number of years, and it gained impetus this past summer with work performed by a task-force comprised primarily of CUE, Committee on Undergraduate Education members. That group produced a working document describing GURs that would focus on concepts of Power, Liberation, Equity, and Justice (PLEJ courses). Formal presentations and question and answer sessions with ACC, the Academic Coordinating Commission and Faculty Senate occurred in November. A survey was sent to all faculty in December followed by a staff survey sent in January. A student survey is in the works.

For additional feedback, Brooke Love (ACC chair) and I have been meeting with any group on campus interested in learning more about PLEJ or providing feedback. We’ve had quite a few meetings and will continue working with groups through February 26, including meeting with students on the 23rd. These listening sessions have been very educational and very useful.

The faculty and staff surveys closed last week. We had roughly 400 participants and along with ranking and sorting questions, a wealth of thoughtful written comments. We’re working now to assemble and code the data. Donna Qualley, the chair of the summer task force and chair of CUE, along with the summer task force deserve a lot of credit. The working document, whether pro or con, has served to drive a very productive conversation. If the board is interested, we can share the results of the survey when we complete our analysis.

As we finish collecting input, CUE will start review of the feedback with the goal of preparing a formal proposal. We anticipate this proposal will describe, broadly, the courses and structure of the GUR requirement. After another round of feedback and possible revision, the proposal will move through CUE, ACC, and Faculty Senate for approval. We anticipate that the next steps after that will be working with subject matter experts and working with the administration to determine resource needs.

Faculty Senate also heard from Scott Linneman, the director of the Honors Program on the formation of an Honors College. There is support for forming an Honors College from senators and others across campus. There were also some concerns raised that I want to relay to the board. First, the demographics of the current program and the low enrollment of students of color and first-generation college students. Secondly, the dependence on Non-Tenure-Track faculty to run the program. And thirdly, that one of the stated benefits of an expanded honors program – its use as a marketing tool - would not take precedence over the educational benefits to program participants and all students at Western.

I also want to report that Faculty Senate has recommended extending the temporary and more supportive Pass/No Pass undergraduate grade policy through summer quarter. We learned from Shelli Soto and her team at ESS that about 3,000 students opted for a Pass/No Pass grade this fall, for nearly 5,000 classes. Normally these numbers are in the very low double digits. We also learned from ESS that the retention rate after the census date actually improved slightly over Fall of 2019. I think these data are an indication of the challenges still facing students and the value of continuing to extend supportive policies and practices.

To end, I want the board to know that the faculty at Western pivoted to remote learning in the spring in response to the COVID crisis, we did not pivot to become an online learning university. Proper online education is certainly possible, but it is resource heavy. Faculty at Western are working to bridge the gap between emergency remote delivery and providing a quality online experience without the necessary resources, often to exhaustion. As we plan for recovery from the crisis, we should not plan to use our faculty in the same manner, or to degrade our students learning experiences in the process.”

8. ASSOCIATED STUDENTS REPORT

Sargun Handa, Associated Students (AS) Senate Pro-Tempore reported on behalf of AS President, Abdul Malik-Ford, and provided an update on Western Lobby day and noted that the legislative priorities for the AS include: equitable education, diversity, equity, and inclusion training, and the Coast Salish Longhouse. Handa expressed gratitude to the Office of Civil Engagement, the Associated Students, and the Student Advocacy and Identity Resource Center for their collaborative work bringing forward the lobby agendas.

Handa reported that the AS Executive Board has confirmed, through a Special Election process that Zarea Lavalais, will serve as AS Vice President for Sustainability after the previous officeholder resigned. Lavalais will work with Student Senators from Huxley College to present information and research related to the process for examining the naming of Huxley College of the Environment. Handa noted that the Special Election ballot also included an amendment to move the AS Student Senate Election from Fall Quarter to Spring Quarter, thus bringing it into alignment with the AS Executive Board elections during Spring Quarter.

Handa reported that she and AS President Ford have appointed Laura Wagner, Huxley College of the Environment Student Senator, and Kaylan Rocamora, AS Personnel Director, who will serve as student representatives on the President's Legacy Review Taskforce whose charge it will be to review and report on a potential name change for the Huxley College of the Environment.

Handa reported that work continues on the AS Constitution and the Board will have an opportunity to review the document at the June 2021 regular meeting of the Board of Trustees.

9. FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

Trustee Pettis reported that the FARM Committee received a presentation by John Furman, Director of Facilities Management, on the current condition of Western's buildings and infrastructure, the related operational and financial risks, and next steps in the maintenance planning process.

Pettis reported that the committee received an Exit Conference from the Washington State Auditor's Office (SAO) for the annual Accountability Audit of Western's Accounts Payable, IT Security Policies, Procedures, practices and controls, Procurement, Employment Eligibility Verification, and the Western Crossing Development. Pettis noted that the SAO Accountability Audit reflected no areas of concern with compliance to applicable laws, regulations, and Western's own policies to safeguard public resources.

Pettis reported that the committee received an update on the continuous impacts of the coronavirus pandemic on the University's finances and the matrix that has been established to measure Western's financial health.

Pettis concluded that the committee received an update from Brian Sullivan, Interim Director, Office of the Internal Auditor who recommended that the committee consider the Washington State Auditor's Office perform the financial statement audit for FY 2021 and enter into a one-year agreement with the SAO to perform the FY 2021 Audit which will be voted on by the full Board of Trustees later in the agenda. Pettis also thanked Trustee Lee and Trustee Meyer for serving on the search committee for the Executive Director, Internal Audit position and noted that Trustee Lee will serve as search committee Chair.

10. STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West reported that the committee received a presentation by Richard Squires, Vice Provost, Outreach and Continuing Education, Bruce Larson, Dean, Woodring College of Education and Bill Lonneman, Program Director, RN-to-BSN Nursing Program that provided the committee with an overview of potential growth within the program. It was noted that the program received a ten-year accreditation and graduated its full cohort. West added that new pathways of growth include allowing nursing students to participate in the RN-to-BSN program part-time while they continuing their residence work at regional hospitals, which encourages nurses to seek their bachelor's degree in nursing and support the state of Washington's work force. Trustee West reported additional opportunities for growth would be for Western to offer graduate degrees in nursing: the MSN in Nursing Education and the MSN in Nursing Administration and Leadership.

Trustee West reported that the committee received a presentation on the 2021 Legislative Session from Becca Kenna-Schenk, Executive Director, Government Relations. The presentation focused on Western's legislative priorities and provided information regarding the Governor's budget proposals that were released in December.

Trustee West concluded that the committee received an update from Nicole Ballard, Associate Students Vice President for Government Relations, and Jude Ahmed, Associated Students, Legislative Liaison on Western Lobby Day, which took place in January 2020 and provided an overview of the Associated Students proposed legislative agenda goals for the year.

11. LEGISLATIVE OUTLOOK FOR THE 2021-23 BIENNIAL SESSION

Becca Kenna-Schenk, Executive Director, Government Relations was joined by Drew Shirk, Governor Inslee's Executive Director of Legislative Affairs who provided an update on the governor's budget and policy priorities for the 2021-2023 biennium. Kenna-Schenk reported that Western's 2021 Operating Budget priorities include protecting current investments in higher education such as the Washington College Grant, as well as Diversity, Equity, and Inclusion initiatives. Western's 2021 Capital Budget priorities include construction funding for the Electrical Engineering/Computer Science Building and Coast Salish-style Longhouse, along with a number of maintenance and preservation projects , all of which have been fully funded in the Governor's proposed budget.

Director Shirk shared the Governor's legislative and budget priorities for the current legislative session as the state recovers from the effects of the global pandemic crisis. Shirk complimented Western's contribution to higher education in the state of Washington and its role as a leader across the nation. Shirk noted that a priority in the upcoming budget cycle is the recovery effort to support public education and the higher education pipeline. Shirk noted the College Need Grant continues to be a priority in the Governor's budget which will continue to provide access to higher education to serve the state of Washington's work force.

Nicole Ballard, Associated Students Vice President for Government Relations, and Jude Ahmed, Associated Students Legislative Liaison provided an update on Western Lobby Day, which took place on Monday, January 18th, 2020 and provided an overview of the Associated Students proposed legislative agenda goals for the year.

Trustee Meyer announced a ten-minute break at 10:00 a.m. The board reconvened at 10:14 a.m.

12. APPOINTMENT OF FY2021 FINANCIAL STATEMENT AUDITOR

Trustee Faith Pettis, Chair, Finance, Audit and Enterprise Risk Management Committee, recommended that the Board of Trustees re-appoint the State Auditor's Office to perform Financial Statement audit services for the fiscal year ending June 30, 2021.

MOTION 02-03-2021 Trustee Lee moved, upon the recommendation of the Board of Trustees FARM Committee, the appointment of the Washington State Auditor's Office to perform an audit of FY 2021 Financial Statements for Western Washington University, Housing and Dining, and the Wade King Student Recreation Center. This appointment is for a one-year term with an estimated total cost of \$76,000.

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes
Trustee Karen Lee – Yes
Trustee Faith Pettis – Yes
Trustee Mo West – Yes
Trustee Hunter Stuehm - Yes
Trustee Earl Overstreet– Yes
Trustee Chase Franklin – Yes
Trustee John Meyer, Chair - Yes

The motion passed.

13. APPROVAL OF SPRING QUARTER MANDATORY STUDENT FEES

Richard Van Den Hul, Vice President for Business and Financial Affairs and Melynda Huskey, Vice President for Enrollment and Student Services provided an overview of the mandatory student fees that will be collected for spring quarter. It was noted that service areas are currently working creatively to continue delivering the important activities, infrastructure, and support that are essential to student success and the Western experience. Van Den Hul reported that the administration believes that mandatory fees levels can be reduced for Spring Quarter 2021 from originally established levels without compromising the delivery of essential services or defaulting on bond covenants, and provide for students' employment supported by these fees to be maintained remotely where possible and as funding allows. Huskey noted that the reductions would amount to a total decrease of \$47.79 or 8.0% on mandatory student fees rates for Spring Quarter 2021 from those previously set by the Board of Trustees for the 2020-2021 academic year.

MOTION 02-04-2021 Trustee Pettis moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the reduction of Spring Quarter 2021 mandatory student fee levels as proposed in the attached supporting document for the following fees:

- Services & Activities Fee* (*Proposed decrease \$15.54 for Spring Quarter; 6.9%*)

- Student Recreation Fee* (*No decrease*)
- Student Health Services Fee (*No decrease*)
- Student Technology Fee (*Proposed decrease \$1.75 for Spring Quarter, 5.0%*)
- Non-Academic Building Fee* (*No decrease*)
- Sustainability, Equity, and Justice Fund Fee (*Proposed decrease \$4.00 for Spring Quarter; 44.4%*)
- Student Alternative Transportation Fee (*Proposed decrease \$25.50 for Spring Quarter; 89.5%*)
- Legislative Action Fee (*Proposed decrease \$1.00 for Spring Quarter; 100%*)
- Multicultural Center Fee* (*No decrease*)

**Fees that support bond debt payments*

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes
Trustee Karen Lee – Yes
Trustee Faith Pettis – Yes
Trustee Mo West – Yes
Trustee Hunter Stuehm - Yes
Trustee Earl Overstreet– Yes
Trustee Chase Franklin – Yes
Trustee John Meyer, Chair - Yes

The motion passed.

14. APPROVAL OF SUMMER SESSION 2021 TUITION AND MANDATORY STUDENT FEES

Brent Carbajal, Provost and Vice President for Academic Affairs introduced Robert Squires, Vice Provost for Outreach and Continuing Education who provided the board with an overview of the proposed tuition increases that are necessary to cover the increases in Summer Session operational costs, including salaries, benefits, and other expenses.

MOTION 02-05-2021

Trustee Sharpe moved, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session tuition for 2021: specifically, that resident undergraduate and graduate tuition will rise to \$274 and \$346 per credit, respectively; and non-resident undergraduate and graduate tuition will increase to \$436 and \$508 per credit, respectively. Tuition rates for programs for the MBA program are estimated not to exceed the approved rates from the academic year: \$401 per credit for resident graduate and \$998 for non-resident. Student tuition will be charged on a per credit basis for Summer Session.

FURTHER MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the following mandatory fees for Summer 2021:

For Bellingham Face to Face courses, including those designated as remote teaching for summer quarter, \$511.63 including:

- Services & Activities Fee, \$145.92
- Student Recreation Fee, \$109.46
- Student Health Services Fee, \$117.00
- Technology Fee, \$33.25 (reduction of \$1.75 from previously approved level)
- Non-Academic Building Fee, \$47.00
- Sustainability, Equity, and Justice Fund Fee, \$5.00 (reduction of \$4.00 from previously approved level)
- Alternative Transportation Fee, \$23.00
- Legislative Action Fee, \$1.00
- Multicultural Center Fee, \$30.00.

For Other Summer Session courses, including classes approved as regular online courses and other location face to face courses, \$151.92, including the Services & Activities Fee, Sustainability, Equity, & Justice Fund Fee, and Legislative Action Fee, as described above.

The motion was voted on by roll call.

Roll Call for the Vote:

- Trustee Sue Sharpe - Yes
- Trustee Karen Lee – Yes
- Trustee Faith Pettis – Yes
- Trustee Mo West – Yes
- Trustee Hunter Stuehm - Yes
- Trustee Earl Overstreet– Yes
- Trustee Chase Franklin – Yes
- Trustee John Meyer, Chair - Yes

The motion passed.

15. APPROVAL OF REDUCTION IN HUMAN SERVICES DISTANCE LEARNING TUITION AND FEES

Brent Carbajal, Provost/Vice President for Academic Affairs provided the board with an overview on the proposed reduction in the Human Services degree program self-sustaining tuition and fee rate (\$327/credit) to the Academic Year Self-Sustaining rate (\$272/credit).

Carbajal explained that with the move of all other undergraduate programs on the Peninsulas to state-funding in 2020, the Human Services major has become an outlier in terms of WWU program costs in the region. Moreover, the Human Services major is offered on the Everett and Bellingham campuses at state-supported rates. He added that this results in distance learning students on the Peninsulas paying a premium for an equivalent program. The difference in total cost between the 75-credit state-supported program in Bellingham and the distance learning program on the Peninsulas is approximately \$10,000. While the pursuit of state-funding for the Human Services Distance Learning program remains a strategic priority for Western, this proposal seeks to address the outstanding cost-differential to the extent possible while maintaining consistency with other self-sustaining fee rates and ensuring the fiscal sustainability of the program.

MOTION 02-06-2021

Trustee Harrell moved, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Human Services self-sustaining rates as proposed.

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes
Trustee Karen Lee – Yes
Trustee Faith Pettis – Yes
Trustee Mo West – Yes
Trustee Hunter Stuehm - Yes
Trustee Earl Overstreet– Yes
Trustee Chase Franklin – Yes
Trustee John Meyer, Chair - Yes

The motion passed.

16. APPROVAL OF WINTER QUARTER DEGREES

MOTION 02-07-2021

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 Winter Quarter 2021, effective March 20, 2021.

The motion was voted on by roll call.

Roll Call for the Vote:

Trustee Sue Sharpe - Yes
Trustee Karen Lee – Yes
Trustee Faith Pettis – Yes
Trustee Mo West – Yes
Trustee Hunter Stuehm - Yes
Trustee Earl Overstreet– Yes
Trustee Chase Franklin – Yes
Trustee John Meyer, Chair - Yes

The motion passed.

17. INFORMATION ITEMS

a. Quarterly Grant Report

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

b. Capital Program Report

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

c. University Advancement Report

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

d. University Relations and Marketing Report

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

e. Department of Public Safety Annual Report

Vice President Van Den Hul provided a written report on the annual update of the Department of Public Safety.

f. Mid-Year Housing and Dining Report

Vice President Huskey provided a written report of the annual programmatic and fiscal report on the University's Housing and Dining System.

g. Enrollment Management Summary

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

18. TRUSTEE REMARKS

The trustees thanked everyone in attendance for their participation and the thoroughness of the meeting materials.

19. EXECUTIVE SESSION

At 10:53am the board went into Executive Session for approximately thirty minutes to discuss personnel matters as authorized by RCW 42.30.110. No action was taken in executive session.

Chair Meyer announced the board would go back into open session at 11:27am.

20. DATE FOR NEXT REGULAR MEETING

April 1 & 2, 2021

21. ADJOURNMENT

The meeting adjourned at 12:27 pm.

**Western Washington University
Board of Trustees
Special Meeting Minutes
Monday, March 8, 2021
Tuesday, March 9, 2021**

CALL TO ORDER

Board Chair John Meyer called the work session of the Board of Trustees of Western Washington University to order at 2:03 p.m. via Zoom. A quorum was established by roll call.

Board of Trustees

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

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
Melynda Huskey, Vice President for Enrollment and Student Services
Stephanie Bowers, Vice President for University Advancement
Donna Gibbs, Vice President for University Relations and Marketing
Melissa Nelson, Assistant Attorney General
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees
Rayne Rambo, Assistant Secretary to the Board of Trustees

1. DISCUSSION OF BOARD BYLAWS, POLICIES, AND RULES OF OPERATION

Trustee Meyer led the trustees in a discussion centered on the Board of Trustees Bylaws and Rules of Operations. The board discussed the restructuring and revision of the Board Governance materials after diligent research, discussion, and development by the Board of Trustees Ad Hoc Governance Committee whose membership includes Trustee John Meyer, Trustee Sue Sharpe, Trustee Chase Franklin, supported by the President Randhawa, Paul Dunn, Chief of Staff to the President and Secretary to the Board of Trustees, and Melissa Nelson, Assistant Attorney General. Meyer explained that the primary motivation for conducting the review was broad agreement that the Rules of Operation contain too many procedural and operational details for a foundational governing document, making the document both unwieldy and requiring too-frequent amendment as the details change. The Ad Hoc Governance

Committee reviewed and proposed recommendations for full board consideration with respect to draft bylaws, and the revision, elimination, or supplementation of the board's policies. In the course of its work the Committee took into consideration the structure and content of other state institutions' governing, noting their clear distinction among bylaws, policies, and operational/procedural matters that are conflated in the WWU Trustees' Rules of Operation.

Chair Meyer announced a ten-minute break at 3:06 p.m. The board reconvened at 3:14 p.m.

The board continued to engage in conversation with regards to clearly aligning the structure of its governance documents with Western's mission and vision. A proposed outline of the structure would include a summary of the Board of Trustees Purpose and Role, a Board of Trustees Manual, Board Bylaws, Board Policies, and a Statement of Ethical Principles and Trustee expectations. It was noted that work would continue in refining these documents over the coming months, with the goal of bringing them forward for approval of the full Board of Trustees at the June 2021 regular meeting.

2. ADJOURNMENT

Board Chair John Meyer adjourned the meeting for the day at 4:47 p.m. on Monday, March 8, 2021 and noted that the board will reconvene at 2:00 p.m. the following day.

3. REFLECTIONS ON WWU STRATEGIC PLAN, PANDEMIC IMPACTS, AND FUTURE PRIORITIES

The Board of Trustees engaged in discussion with Brent Carbajal, Provost/Vice President for Academic Affairs, Richard Van Den Hul, Vice President for Business and Financial Affairs, Melynda Huskey, Vice President for Enrollment and Student Services, Stephanie Bowers, Vice President for University Advancement and Donna Gibb, Vice President for University Relations and marketing regarding the Western's strategic goals, pandemic-related impacts and the effects on Western's short-term and long-term priorities.

President Randhawa initiated the discussion by outlining the overarching themes that demonstrate the fundamental aspects of Western's mission, Advancing Inclusive Success, Increasing Washington Impact, and Enhancing Academic Excellence. The group discussed what success would look like as Western works to be known nationally and internationally for its student success rates, student learning experiences, interdisciplinary research and educational collaborations and impact, and a campus culture that exemplifies equity, inclusion, and social justice.

The group discussed the impacts of the global health pandemic and the way they have made the foundational economic and moral imperatives that underlie the strategic plan even more urgent.

Chair Meyer announced a break at 3:29 p.m. The board returned and reconvened the meeting at 3:42 p.m.

The group resumed their conversation and focused on the priorities for the year ahead as Western begins to navigate a transition back to increasing in-person learning and services, while taking care to retain and implement some of the lessons learned from remote operations. The group discussed enrollment strategies to overcome the enrollment loss experienced during the pandemic and to re-center on the path to increasing the growth and diversity of the Western's student body.

4. EXECUTIVE SESSION

At 4:18 p.m. Chair Meyer announced that the Board would convene in Executive Session for approximately twenty minutes to discuss a personnel matters related to potential litigation as authorized in RCW 42.30.110 (1)(i) and (i) (iii).

The board returned to open session at 4:38 p.m.

5. ADJOURNMENT

The meeting adjourned at 4:39 p.m.

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

TO: Members of the Board of Trustees
FROM: Sabah Randhawa, President
DATE: April 2, 2021
SUBJECT: **Public Comment Period**
PURPOSE: Information Item

Purpose of Submittal:

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

The April meetings of the WWU Board of Trustees will be conducting using the virtual meeting platform, Zoom. Persons wishing to comment during public comment can email Rayne Rambo, Assistant Secretary to the Board of Trustees to receive a Zoom invitation to the meeting. rambor@wwu.edu

Any member of the public wishing to listen to the meeting can do so via the audiocast as per usual at the link provided on the Board of Trustees web site and here: <https://wp.wwu.edu/live/>

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

TO: Members of the Board of Trustees
FROM: John M. Meyer, Chair, Board of Trustees
DATE: April 2, 2021
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair John M. Meyer will report to members of the Board and President Randhawa and his staff on topics related to the Board of Trustees.

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: April 2, 2021

SUBJECT: **University President's Report**

PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of the Faculty Senate

DATE: Friday, April 2, 2021

SUBJECT: Faculty Senate

PURPOSE: Faculty Senate Report

Purpose of Submittal:

Jeff Young, 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: April 2, 2021
SUBJECT: **Associated Students**
PURPOSE: Associated Students Report

Purpose of Submittal:

AS President Abdul Malik Ford 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: Faith Pettis, Chair, Board Audit Committee
DATE: April 2, 2021
SUBJECT: **Board FARM Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: Mo West, Chair, Board Student Success Committee
DATE: April 2, 2021
SUBJECT: **Board Student Success Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

Chair West will report to members of the Board of Trustees and the university president and his staff topics related to the Student Success Committee.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 2, 2021

SUBJECT: Legislative Update

PURPOSE: Discussion Item

Purpose of Submittal:

For this agenda item, Becca Kenna-Schenk, Executive Director of Government Relations, will provide a brief update on the 2021 Legislative Session and answer any questions the Trustees may have.

Background:

The 105-day, 2021 Legislative Session began on January 11th and is scheduled to end on April 25th. The House and Senate 2021-23 operating and capital budget proposals are expected to be released the week of March 22nd or March 29th.

On March 17th the Washington State Economic and Revenue Forecast Council adopted a revised revenue forecast showing a total increase of nearly \$3.3 billion over the next four years of funds subject to the state budget outlook. The forecast for the current 2019-21 biennium increased by \$1.3 billion and the forecast for state revenues in the 2021-23 biennium increased by \$1.9 billion. The most recent state revenue forecast is a significant improvement from quarterly forecasts released in 2020, which projected a steep decrease in state revenues due to impacts from the COVID-19 pandemic. The projections released in mid-March indicate the state budget outlook is essentially back to pre-pandemic levels.

**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, VP for Enrollment and Student Services

DATE: April 2, 2021

SUBJECT: WWU Athletics Update

PURPOSE: Discussion Item

Vice President Melynda Huskey, and Athletics Director, Steve Card will provide a presentation regarding WWU Athletics for discussion.



WESTERN WASHINGTON UNIVERSITY
WESTERN WASHINGTON UNIVERSITY
WESTERN WASHINGTON UNIVERSITY

VIKING ATHLETICS

#WeAreVikings





*WWU Viking Athletics is committed to the whole **STUDENT-ATHLETE** experience, providing resources for students to pursue their dreams and strive for excellence in **academics, competition, campus involvement and community service.***

No matter who we are or where we come from, once we join the WWU community we are all Vikings.



EXCELLENCE IN THE CLASSROOM



In three of the last four years, the commitment and success of our student-athletes has led to Viking Athletics receiving the NCAA Division II Presidents' Award for Academic Excellence. The award is given to those programs which record a 90% academic success rate or higher (as measured by the percentage of student-athletes who graduate within six years of initial collegiate enrollment). Out of 300+ DII institutions across the United States, Canada and Puerto Rico, Western is ***one of six public institutions*** to earn the award in 2020.





EXCELLENCE IN GRADUATION RATES



Using federal rate criteria (based on a six-year cohort (2010-13) as prescribed by the U.S. Department of Education), Viking student-athletes entering from 2010 to 2013 graduated at an **84 percent rate**, compared to 69 percent for the full set of freshmen entering WWU in that period. Over the past two cohort periods, Viking student-athletes had a graduation rate 13% and 15% percent higher compared to the general student body.

EXCELLENCE IN COMPETITION



Viking Athletics carries a rich legacy of excellence in competition. Since joining the NCAA ranks in 1998-99, WWU has won 10 team national with the most recent being won by Women's Rowing (2017), Women's Soccer (2016) and Men's Basketball (2012). Viking Athletics has also produced 46 All-Americans over the last four years and has won 59 Great Northwest Athletic Conference championships during that span.





EXCELLENCE IN CAMPUS INVOLVEMENT



Viking Athletics is committed to excellence on campus. Sports are cultural events bringing people together from all communities and demographics. On campus they act as hubs for student engagement, a space for campus groups to interact with the Bellingham community, and an opportunity to highlight other campus events. We aren't only student-athletes though. We are all part of the WWU family.



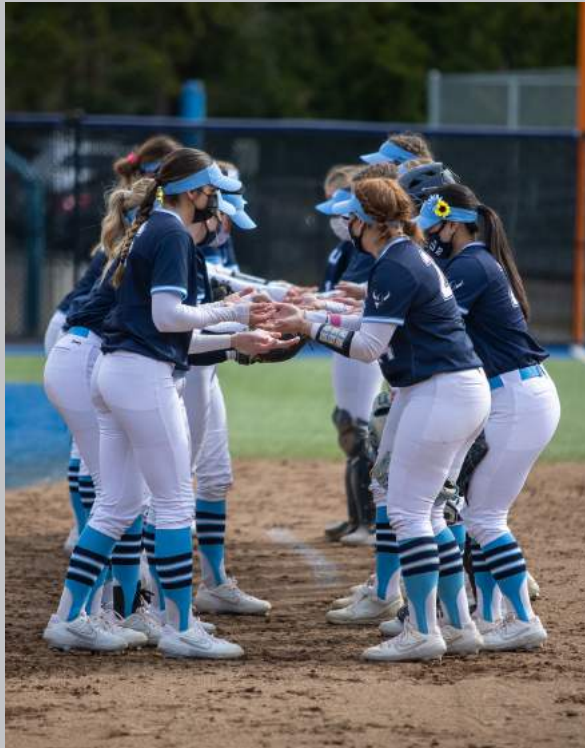
EXCELLENCE IN THE COMMUNITY



Viking Athletics believes in contributing excellence within the **community**. It is important to give back to the local community and we take great pride in returning the love those in the community have shown us and look to give back any way we can, including food drives, Toys for Tots, Pink Nights and local school outreach.

EXCELLENCE

IN PERSEVERANCE



The COVID-19 pandemic shut down all athletic competition for our programs for nearly a full year. Through it all, our student-athletes, coaches and staff have persevered with grit and a great attitude. Seeing the Vikings back in competition has been uplifting for our campus community and been a healthy and safe next step for our programs. Safety has always been our top concern throughout the stages of the pandemic.



WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Dr. Brent Carbajal, Provost

DATE: April 2nd 2021

SUBJECT: Honors at WWU

PURPOSE: Discussion Item

Purpose of Submittal:

Dr. Scott Linneman, Director of the WWU Honors Program (UHP), will provide updates about the Program's growth and possible transition to an Honors College. Joining Dr. Linneman will be two students, Luciana Mintiero and Serafima Healy, who will discuss their experience in the UHP, including their recently completed Honors Capstone Senior Projects.

Background:

WWU has had an Honors Program since 1962, which, in the last decade, has played an increasingly important role in recruiting, serving, and retaining high potential students. The trend in universities across the country is clearly away from honors programs and toward honors colleges. Some universities change the name from "program" to "college" for recruitment reasons only. Others change the name in conjunction with taking steps to increase access to honors curriculum, to do better what they do well, and to enhance academic and co-curricular programming. We hope to accomplish the latter. Many of the universities in the Pacific Northwest (Washington State Univ, Central Washington Univ, Univ of Oregon, Oregon State Univ, Portland State Univ, Boise State Univ, Montana State Univ), have Honors Colleges. Our Honors Program does everything an Honors College does, and we're proud of our students' accomplishments. For those students' credentialing purposes upon graduation, and for the students for whom we do not currently have Honors capacity, we hope to increase program access in an appropriately named Honors College.

Strategic Questions:

1. What is the status and impact of the University Honors Program?
2. How does an Honors Program/College support WWU's strategic goals?
3. What steps are necessary to support modest growth of this Program/College?

Honors at WWU

Dr. Scott Linneman, Director
2 April 2021 – WWU Board of Trustees



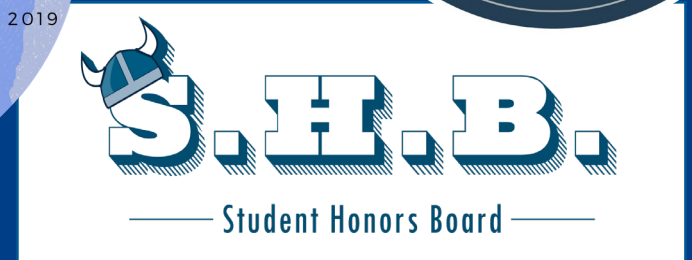
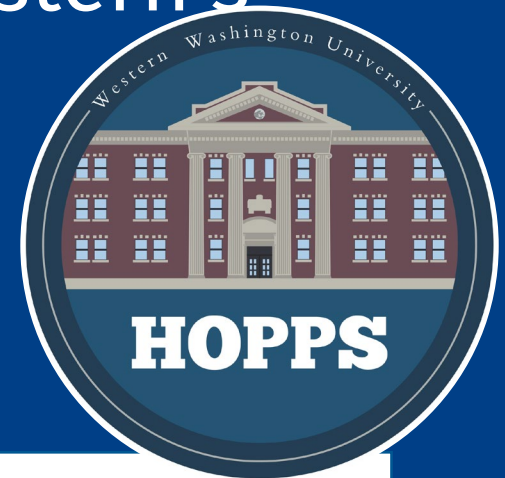
MAKE WAVES.

WWU Honors Mission

1. To recruit and foster a diverse scholarly community by providing an inspiring liberal arts experience that builds on the excellence of Western's undergraduate programs and draws on the expertise of Western's faculty.



Honors Prologue
2018



WWU Honors Mission

2. To promote personal and intellectual growth through a seminar-based curriculum and independent inquiry in a community that strives to understand why and how we pursue truth, liberty, and happiness.



Honors in Ecuador



Honors in Greece

WWU Honors Mission

3. To instill in our students the desire to extend the values of the Honors Program into the communities they join upon their graduation: intellectually rigorous inquiry, honesty, compassion, and equitable access to opportunities.

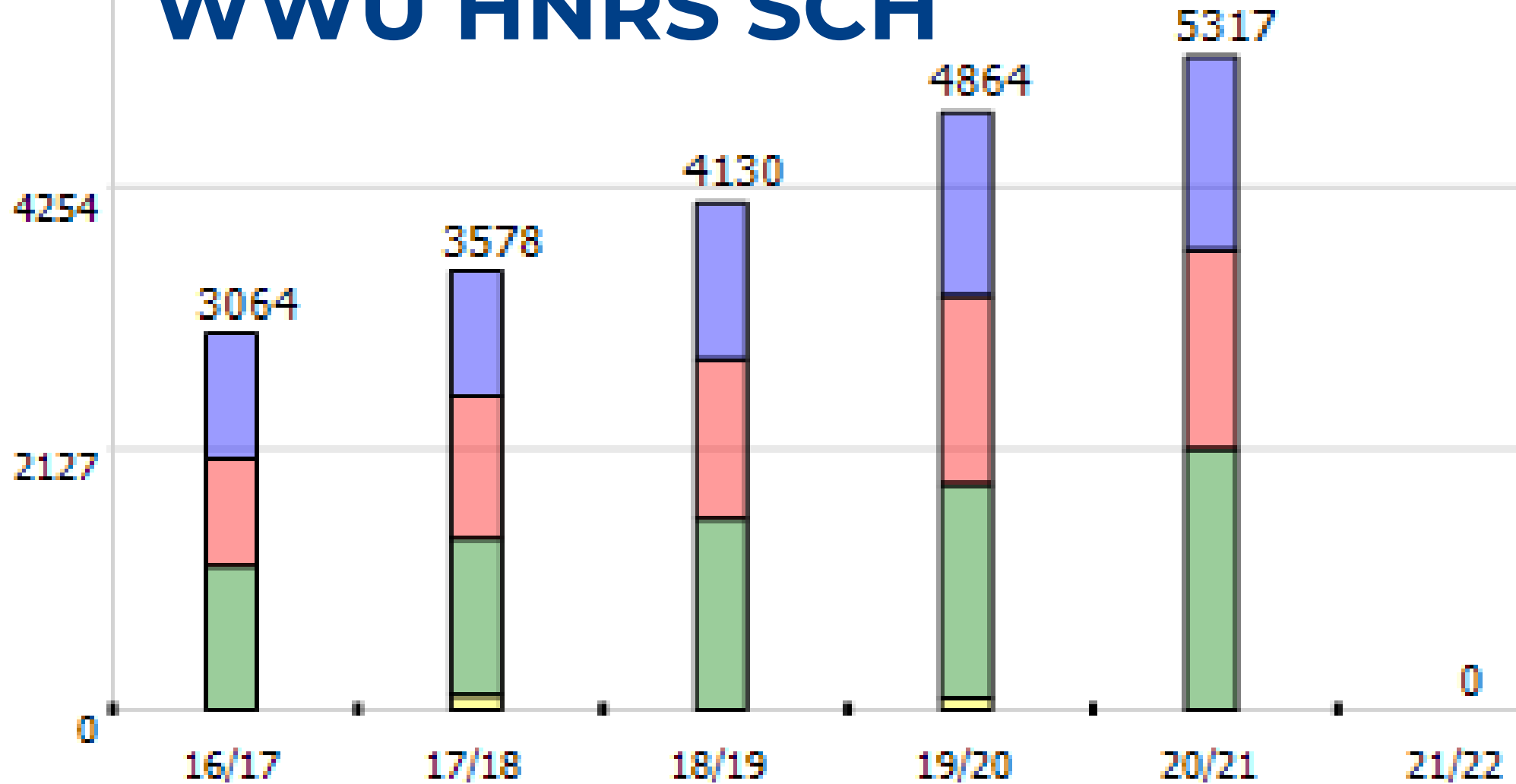


Eowyn Ivey Luncheon 2020



Honors Final Fête
2019

WWU HNRS SCH



Summer

Fall

Winter

Spring

Currently, the WWU Honors Program

- In 2020: 225 student freshman cohort; selected from 870 applications; *for Fall 2021 we have >1000 apps*
- In last 3 years, ~37% out-of-state; from ~38 different states
- 72% female; 23% students of color; 11% first-generation college
- Median admissions index (AI) of 83 (~high school GPA 3.9 and SAT 1400)
- 75% of first-year Honors students live in the Honors residence (Edens / Edens North)

Impact on Student Recruiting

- Majors in every academic college; in almost every department (whereas non-Honors, high-AI students concentrate in STEM)
- Complete ~30 HNRS credits, most as GUR and including Senior Capstone Project
- >80% of their coursework is outside of Honors
- Program of 700 students is ~4% of WWU undergraduates
- Typical honors college is 6-10% of undergrad students

Impact on Student Recruiting

- If WWU applicants are admitted to Honors, the *yield* to WWU is double, across AI bands
- Even if applicants are denied to Honors, the yield to WWU is double, across AI bands
- An evaluation of our recruiting and holistic admissions processes relative to a NCHC 2020 white paper on *Inclusive Admissions in Honors* showed our procedures consistent with best practices.

Impact on Student Retention

- 94% of Honors students continue to Yr2 (vs 82% for WWU non-Honors with similar academic profiles)
- 67% of Honors students graduate in 4yr; 85% in 5yr (vs 37%, 62% for WWU non-Honors)
- Trends hold for 1st Gen, SOC, and Pell-eligible students
- Enriching the WWU experience for all
- New culturally-conscious mentor program
- DEI survey

Impact on Faculty Retention

- ~40 different faculty teach in HNRS each year; mix of NTT/TT
- WWU deans and chairs have said they support this participation by their faculty for faculty retention/reward (a “teaching delight”)

A Faculty Model for an Honors College

Shared tenure-track “*Honors Affiliated Faculty*” with 3 HNRS courses per year (Honors Colloquia and Seminars); can be new hires or current TT faculty for 3-year renewable terms.

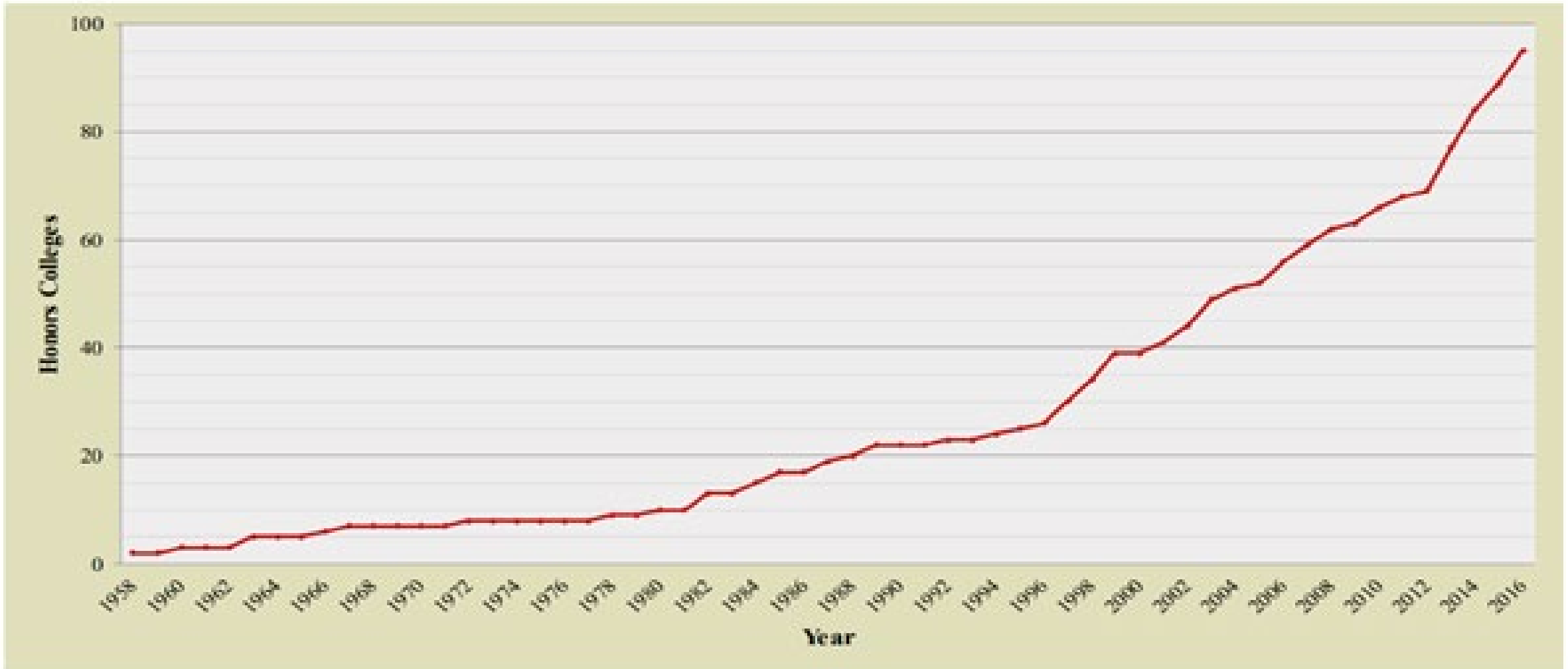
University Honors College Proposal

- Collegial Communication throughout Fall and Winter
- Curriculum Proposal now at ACC
- Budget Proposal for UPRC
- Discussion with Faculty Senate

Let's meet a couple of Honors students

1. Luciana Mintiero – Sociology major from _____
2. Serafima Healy – Business Admin/Marketing, Entrepreneurship & Innovation

The Honors College Phenomenon



Number of Honors Colleges in the United States by Year

Source: NCHC 2016 Census of U.S. Honors Programs and Colleges (n = 95)

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: Vice President Donna on behalf of Laural Ballew, Executive Director of American Indian/Alaska Native, First Nation Relations and Tribal Liaison to the President

DATE: April 2, 2021

SUBJECT: **WWU Tribal Relations Update**

PURPOSE: Discussion Item

Purpose of Submittal:

In this interactive session, Laural Ballew will provide an update on initiatives underway since the founding of the office of Tribal Relations in January 2019, including progress on the Native American Student Union's "letter of urgent needs" from 2016. The discussion will also include an update on the Coast Salish Style Longhouse project and other internal and external activities to advance tribal and university policies and practices that serve the needs of Western's Indigenous students, faculty and staff.

Background:

The position of executive director of American Indian/Alaska Native and First Nations Relations & Tribal Liaison to the President is a relatively new position at the university and is part of Western's division of University Relations and Marketing. The position has both external and internal-facing leadership responsibilities. Externally, Laural represents the WWU president and Board of Trustees as a liaison and envoy to American Indian/Alaska Native and First Nations governments. Internally Ballew advocates for the support and success of Indigenous students at Western.

Strategic Questions:

1. What are the greatest barriers to access and success of Native students at Western and what can we do to address them?
2. Once the longhouse project is complete, what are the goals for programming in the space that will make it an active, community-engaged center?
3. What are some examples of how tribal liaisons at other universities have created sustainable and mutually beneficial relationships between their institutions and tribal governments in serving AI/AN students, and how can WWU Trustees support this work?

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

TO: Members of the Board of Trustees
FROM: Sabah Randhawa, President
DATE: April 2, 2021
SUBJECT **Finance and Budget Outlook Update**
PURPOSE: Discussion Item

Purpose of Submittal:

A finance and budget outlook update will be provided by:

- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Faye Gallant, Executive Director for Budget and Financial Planning

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

TO: Members of the Board of Trustees
FROM: Board of Trustees Chair John M. Meyer
DATE: April 2, 2021
SUBJECT: **Repeal of Board of Trustees Policy Regarding Executive Session Actions**
PURPOSE: Action Item

Purpose of Submittal:

The purpose of this submittal is to repeal Board of Trustees [Policy U1000.04 Executive Session Actions by Board of Trustees](#), which is out of compliance with [Chapter 42.30 RCW](#), also known as the Open Public Meetings Act. Assistant Attorney General Melissa Nelson will provide additional context on the matter.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University repeal Board of Trustees Policy U1000.04, Executive Session Actions by Board of Trustees.

Effective Date: 2/07/95

POLICY

Authority: RCW 28B.35.120 & RCW 42.30

Approved by: Board of Trustees 2/07/85

POL U1000.04 -- EXECUTIVE SESSION ACTIONS BY BOARD OF TRUSTEES

This policy applies to the Board of Trustees and how they conduct their business with regard to Board Executive Sessions.

MOTION

By motion 2-7-85, James Waldo moved, seconded by Martha Choe, that the Board establishes a policy that votes taken during executive session be reported or confirmed immediately following the executive session. Following each executive session, the Board will publicly reconvene to announce whether or not a vote was taken and if taken, the results.

The motion passed unanimously.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Melynda Huskey Vice President for Enrollment and Student Services

DATE: April 2, 2021

**SUBJECT: Extension Request – Emergency Rule
Chapter 516-21 WAC, Student Conduct Code**

PURPOSE: Action Item

Purpose of Submittal:

Request an extension of the emergency rule approved by the Board of Trustees on August 21, 2020 and extended on December 11, 2020 in response to Title IX changes issued by the Office of Civil Rights in May 2020. Immediate changes to the rule were necessary to comply with these new regulations. To remain in compliance, while the permanent rule is under revision, it is requested that the emergency rule be extended.

Permanent rule development timeline:

Request Board of Trustees' approval to extend emergency rule for an additional 120 days – June 11, 2021
Public hearing and report to President Randhawa in November 2021
Board of Trustees' review/approval of permanent rule – December 10, 2021

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve an extension of the emergency rule change to chapter 516-21 WAC, Student Conduct Code.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: April 2, 2021

SUBJECT: **Public Works Projects**

PURPOSE: Action Items

Purpose of Submittal:

Approval of the university recommendations provided on Public Works Projects.

Proposed Motion(s):

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Granite Petroleum Inc., Spokane, WA, for the amount of \$561,870 (base bid plus alternate) (plus associated sales tax) for the construction contract to replace the underground fuel system and an antiquated storm drain line at the Physical Plant, PW762.

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Mortenson Company, Kirkland, WA, for the amount of \$504,471 (plus associated sales tax) for preconstruction services on the Electrical Engineering & Computer Science project, PW758.

Supporting Information:

18a PW762 – Construction Contract
18b PW758 – GCCM Contract EECS Project

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Van Den Hul

DATE: April 2, 2021

SUBJECT: **Construction Contract for Physical Plant Replace Underground Fuel System Project, PW762**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for Physical Plant Replace Underground Fuel System project, PW762. The scope of work also includes replacement of an antiquated storm drain line in the same area at the Physical Plant. Contract award following Board action. Construction is proposed to start on May 1, 2021.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Granite Petroleum Inc., Spokane, WA, for the amount of \$561,870 (base bid plus alternate) (plus associated sales tax) for the construction contract to replace the underground fuel system and an antiquated storm drain line at the Physical Plant.

Supporting Information:

This project involves two components. The first will replace the antiquated underground fuel tanks for gasoline and diesel fuel that are past their useful life. This includes improving the associated piping, fuel pumps, electrical systems above and below grade, and surface restoration. The second will replace an antiquated storm drain line that currently increases the risk of flooding at the Physical Plant.

This project was advertised for competitive bidding on February 16, 2021 with the bid opening held at 3:00 PM, March 11, 2021. Two (2) bids were received by the University (see attached bid summary). Wilson Engineering LLC, Bellingham, WA, prepared the plans and specifications for this project. The bids included an additive alternate to pave the surface restoration in the work area. The alternate was selected and included in this award.

Advertisement for bids included language promoting diverse business participation. Additionally, Capital Planning and Development staff and the consultant did extensive outreach to gain interest with diverse equity firms. The low bidder, Granite Petroleum Inc., is a federally-certified small business enterprise. Additionally, they have indicated they will contract with minority business enterprises for the concrete and survey work.

Source of Funding:

State Capital Appropriations

BID SUMMARY**PROJECT:** PW762 - PP Replace Underground Fuel System**BID OPENING:** March 11, 2021

Bidder Name:	Granite Petroleum Inc		Saybr Contractors Inc	
Base Bid:	\$ 542,882		\$ 599,760	
Alt 1 (selected)	\$ 18,988		\$ 20,910	
Sub-Total:	\$ 561,870		\$ 620,670	
Sales Tax (8.7%):	\$ 48,883		\$ 53,998	
Total:	\$ 610,753		\$ 674,668	

Selected Bidder

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 2, 2021

SUBJECT: **General Contractor/Construction Manager Contract (Preconstruction Phase) for the Electrical Engineering & Computer Science Project, PW758**

PURPOSE: Action Item

Purpose of Submittal:

Award of a General Contractor/Construction Manager (GC/CM) Contract (Preconstruction Phase) for work on the Electrical Engineering & Computer Science project, PW758, beginning in April 2021. This phase of the contract includes preconstruction services to assist in design of the project along with a Request for Proposals (RFP) selection of the Mechanical Contractor/Construction Manager (MC/CM) and the Electrical Contractor/Construction Manager (EC/CM). Several mini-MACCs (Maximum Allowable Construction Costs) are being considered and will be brought back to the Board as amendments to this contract including early procurement of Cross Laminated Timber (CLT) structural system and the construction of displacement parking (Spring 2022). The approval of the final MACC is scheduled for the August 2022 Board of Trustees meeting.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Mortenson Company, Kirkland, WA, for the amount of \$504,471 (plus associated sales tax) for preconstruction services on the Electrical Engineering & Computer Science project, PW758.

Supporting Information:

Several mini-MACC's are being considered and will be brought back to the Board as amendments to this contract including early procurement of CLT structural system and the construction of displacement parking (Spring 2022). The approval of the final MACC is scheduled for the August 2022 Board of Trustees meeting.

Mortenson Company was selected from six teams responding to the Request for Proposals (RFPs). The firms responding to the RFP included:

- BNBuilders, Seattle
- Dawson Construction, Bellingham
- Hoffman Corporation, Seattle
- Kiewit Building Group, Federal Way
- Lydig Construction, Bellevue
- Mortenson Company, Kirkland

Mortenson Company was selected following a qualitative and quantitative selection process including scoring of the team's proposals, interviews of the two highest scoring proposals, and bids for the GC/CM fee and general conditions. Mortenson Company was the highest scoring firm. Several mini-MACCs are being considered and will be brought back to the Board as amendments to this contract including early procurement of CLT structural system and the construction of displacement parking (Spring 2022). The approval of the final MACC is scheduled for the August 2022 Board of Trustees meeting.

The selection team for the GC/CM selection process included:

Rick Benner, University Architect / Senior Director, Capital Planning & Development (CPD)
Alexis Blue, Assistant Director, CPD
Forest Payne, Project Manager, CPD
Andy Clinch, Project Manager, Perkins+Will
Ken Johnsen, Shiels Oblatz Johnsen
Jason McLennan, McLennan Design
John Palewicz, John Palewicz Consulting
Ted Ritter, Ritter Project Management

The selection team also included the following advisors:

John Furman, Director, Facilities Management
Brian Ross, Associate Director, CPD
Tom Crawford, Construction Project Coordinator, CPD
Brad Johnson, Dean, College of Science & Engineering
Ellen Kuhlmann, Space Administration and Management
Robynne Thaxton, Progressive Design-Build Consulting
Manca Valum, Senior Director for Strategic Initiatives/Corporate Relationships,
University Advancement

The RFP required a Diverse Business' Outreach Plan outlining the outreach and voluntary goal achievement strategies the contractor intends to implement and addresses the contractor's proposed actions to comply with the desire for enhanced participation. Mortenson's proposal includes an aspirational goal of 20% of MACC participation broken down by the following certifications:

- MBE (Minority Business Enterprise) – 2%
- WBE (Women Business Enterprise) – 3%
- SEDBE/DBE (Socially & Economically Disadvantaged Business Enterprise) – 2%
- VOB (Veteran Owned Business – Federal & State) – 1%
- SBE (Small Business Enterprise – Federal & State) – 12%

Expenditures associated with the certifications listed above are credited by the Office of Minority and Women Business Enterprises (OMWBE) in Western's overall diverse business participation. The General Contractor will be required to submit a diverse business participation expenditure tracking sheet on each invoice, and every firm listed will be verified using the OMWBE directory.

Sources of Funding:

- State Capital Appropriations – Bond Funds
- WWU Foundation Capital Campaign

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa on behalf of Vice President, Melynda Huskey
DATE: April 2, 2021
SUBJECT: Approval of Housing & Dining Rates and Rate Restructure
PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rate for Housing and Dining room and board for 2021-2022.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the University President, approve the Housing and Dining rates and rate restructure as proposed. The 2021-2022 proposed rates call for:

- 1) A 4.5 percent increase in the base residence hall room and board rates and Birnam Wood apartment rental rates.
- 2) Suspending the room component price increase for all triple rooms for 2021-22.
- 3) The institution of a three-tier room pricing model.
 - a. The room component of all mid-tier rooms will be established at 5 percent higher than the room component of the base-tier rooms.
 - b. The room component of all top-tier rooms will be established at 9 percent higher than the room component of the mid-tier rooms.

Management's Comments:

As the University gradually moves towards a more normal academic year, the Housing & Dining System is looking to the future with hope and optimism. Occupancy plans for Fall 2021 are nimble enough to address potential pent-up demand as well as current housing demand, and to respond quickly should health concerns warrant. Operational plans for Fiscal 2022 are designed to move the System forward on elements of the long-term plans that were delayed by the pandemic.

Fall 2021 will see the opening of the 400-student Alma Clark Glass Hall, named after WWU's first African American student, and our first new hall in more than a decade. The beds will serve as a standard for our future on-campus housing, and allow for needed surge space for pending major renovations, facility removals, and additions. The opening adds approximately 265 net beds to the system, after accounting for the removal of Highland Hall on the building site. The recent Housing & Dining Development Assessment (Ayers Saint Gross) identified a number of much-needed renovations in other halls, and the proposed budget highlights funds to begin to position the System to accomplish these projects.

Our peer institutions offer differential pricing based on room amenities and/or age of facility. WWU has retained a long-standing approach of room rates varying only by occupancy (single/double/triple), even though some rooms clearly offer wide variation in amenities (suites,

bathrooms, kitchenettes, etc.) While students have supported this approach in the past, we think that offering a simple tiered rate structure, we can offer a broader continuum of pricing that maintains greater affordability at the lower amenity level, even as our fiscal situation requires continued rate increases for the system as a whole. See the Comparable Plan chart in the attached materials for more detail.

Much discussion has surrounded the proposed rate structure. The proposed 4.5% rate increase consists of components to address inflation, the recent impact to System fund balances, and the need to address the identified renovation projects. For example, refunding two years of the System's principal and interest payments provides much-needed relief for FY2021 and 2022, but will result in an additional burden beginning in 2023 to repay that new debt. In addition, the recommended institution of a tiered rate system allows for more gradations of room and meal choice, and allows greater flexibility for residents to select the options that best fit their circumstances. Student support for the price increases has been mixed; however, student input throughout the process has been extremely valuable in shaping the tiered system and in offering insights as to how the pricing may evolve in the near term.

The attached presentation to student constituents contains important additional information about the rate increase, differential pricing and System budget planning.

Attachment: Housing & Dining System 2021-2022 Proposed Rates

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2021-2022 PROPOSED RATES
Information shared with Student Leadership
March 3, 2021**

Introduction

The attached rate increase, budget and supporting documentation represents recommendations for fiscal year 2021-22 for the Housing & Dining System (the System) which consists of University Residences, Dining Services and the facilities & operations components of the Viking Union. This budget and rate proposal responsibly approaches inflationary and recharge pressures, maintains the functions of Western's quality residential program, and allows the System to begin to recover from the FY2020 and 2021 financial disruptions as needed capital investments loom. Major influence for planning came from the standards and expectations outlined in the Principles for the Housing & Dining System and the plans outlined in the ASG/JLL Housing & Dining System Development Assessment, which received staff and student input. This recommended budget meets those standards of necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

Summary:

The recommended housing base rate increase discussed with residential student advisory groups is an aggregate of 4.5%. Ongoing residential student leadership input will be incorporated into the proposed rate increase that will be presented to the Board of Trustees at its April 2nd meeting.

Planning considerations and Assumptions:

Occupancy: The pandemic has introduced significant uncertainty in WWU enrollment and on-campus housing planning. University Residences plans to open at 75% - 80% of operating occupancy (3,366 beds out of 4,372) assigning most rooms at their designed capacity. Sufficient space will be allocated for isolation and quarantine housing. As with recent quarters, occupancy will be revised as needed to accommodate State and local health guidelines by managing room closures and occupancy shaping.

Differential Pricing: For 40+ years Western has priced its residence hall double rooms at the same price regardless of building age, amenities, views, etc. Based on recommendations from the System's development assessment consultant, and recognition of the national norms for room pricing, beginning FY2022 WWU will move to a three-tiered pricing model. 65% of residence hall beds will be at the lowest price tier while the 19% of spaces at the middle tier will receive a 5% rate premium and the 17% of rooms at the top level will receive an additional 9% rate premium above that. The differentiating criteria is in-suite kitchen availability and general bathroom density. Examples of middle-tier rooms are most of the rooms in Alma Clark Glass, Edens, and Higginson Halls. Examples of top-tier rooms are in Buchanan Towers and Buchanan Towers East. See more information on differential pricing further in this document.

Affordability & Choice: Student input encourages the consideration of affordable living spaces. To that end triple rooms at the base pricing tier will be priced at the same rate as the current year; they will not be assessed a rate increase to the room component. Choices of room and meal plan combinations will increase: From 20 in FY2021 to 60 in FY2022. While bathrooms and in-suite kitchens are the primary determinants of the tiered pricing, there are many options at the base tier that are attractive to a wide number of students such as bay views, vaulted ceilings, balconies, bay windows, etc.

System Financial Health: As with all public housing & dining systems, WWU's 2020 and 2021 financial health has been significantly impacted. No federal CARES or state GEER funds were applied to System operations in FY2020; discussions surrounding the use of those funds in FY2021 are in process. Deferral of FY2021 and FY2022 debt service payments has created much-needed expenditure relief but will result in an additional 10-year repayment burden beginning FY2023. Capital renovations recommended in the ASG/JLL study were slowed. The proposed rates and consultant-recommended differential pricing model will help move the System to a place where the larger renovations can commence as quickly as practicable.

Proposed Rate Increases:

The proposed **base rate** increase for all residential hall rooms (except triple rooms) with meal plan and the Birnam Wood apartments is an aggregate of **4.5%**.

Impact of the **base rate** Increase:

- Residence Halls (Room & Board): At a 4.5% increase, a base tier double room with 125 Meal Plan increases \$62/month or \$561 for the academic year.
- Birnam Wood (shared Room): a 4.5% increase equates to an increase of \$21/month or \$186 for the academic year.

In addition to the base rate increase, examples of the **differential pricing** on the residence hall **room** component are:

- Mid-tier rooms will receive a 5% premium above base tier prices. A mid-tier double room is an additional \$430 per year (\$48 per month).
- Top-tier rooms will receive a 9% premium above the mid-tier rate. A top-tier double room, is an additional \$1,242 (\$138 per month) above the base tier.

Proposed Revenue & Expenditure Details:

The following comments and figures pertaining to 2021-22 are in comparison to the 2020-21 proposed budget and rates presented at the April 2020 Board of Trustees meeting (see included pro-forma statement). Importantly, FY2022 projected revenue and expenditures reflect University Residences operating at 75% – 80% of operating capacity, which makes meaningful direct comparison with the FY2021 projection difficult.

Revenue Highlights and Assumptions

- Overall, the System's budgeted operating revenue decreases \$7.2 million or -13.7% from FY2021's proposed budgeted revenue.
- At this writing firm enrollment projections are not available, but System management believes there is pent-up interest in students returning to campus, and interest from 2020-21 freshmen who deferred their on-campus experience due to the pandemic. Freshmen and new transfers are given priority for on-campus housing.
- In 2020 the WWU-Aramark agreement was renegotiated due to the significant impact of the pandemic on both parties. The August 2021 contract end date was extended two years, and the commission schedule was modified to address FY2020 and 2021 needs.
- Conference revenue assumes almost no summer 2021 conference activity based on preliminary university guidance. June 2022 activity is expected to be near normal.
- Mandatory fee revenues (S&A fee, Building fee, Multicultural Center fee) are planned at 95% based on reasonably optimistic enrollment levels for academic year 2021-22.

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to decrease \$1.70 million or -4.8%.
- Wages and Benefits decrease \$306,000 or -4.2% due to University Residences operating at approximately 77% and some unfilled positions. In University Residences and the Viking Union a modest allowance is budgeted in the event there is a cost of living increase from the legislature (still in session at this writing).
- Food service expense increases 0.76% or \$111,000 due to the combination of a 3.76% resident dining rate increase and the contracted sliding scale rate structure which assesses higher daily billing rates as occupancy declines (e.g. when operating at 77% of capacity).
- Utilities: Taken together the various utility expenditures are expected to decrease \$293,000 or -10% due to reduced occupancy.

- Maintenance and repairs decrease \$122,000 or -3.3%. Certain operating work is included in the increase in non-operating maintenance. The estimated recharge rate increase is not finalized, but this item assumes it at 5%.
- The combination of other expenditures and transfers to other departments decrease \$552,000 or -15.4% due to the elimination of intercampus support agreements and reduction of some operating components, such as travel and training, due to budget constraints.

Operating Summary:

The FY2022 operating margin (net revenue/gross revenue) of 24.6% is less than the FY2021 proposed operating margin of 31.7% primarily due to the reduction in scale of on-campus housing to ~77%.

Non-Operating Expenditures Highlights and Assumptions

- Debt service expense decreases due to the System's September 2020 bond refinance which eliminated FY2021 and 2022 debt service payments and deferred them to FY2023-2034.
- Allocations for major repairs and minor renovations increase \$2.7 million or 149% to reestablish much-needed progress on renovations to several building operating systems. These projects were stopped at the end of 2020 due to the pandemic. The recently completed ASG/JLL long-range study of the System capital plan will be reviewed and revised to reflect timing interruptions caused by the pandemic. FY2022 projects include access control enhancements, network upgrades to comply with IT security requirements, and some building infrastructure repairs.
- Reserve funds were used in FY2020 and are expected to be used in FY2021 to help manage the impact of the pandemic and need to be replenished per bond covenant requirements. Transfers to the System's capital reserve fund increase \$1.1 million or 21% due to the temporary reduction in debt service payments.
- Overall, budgeted Non-Operating expenditures and transfers decrease \$5.4 million or -33%.

**WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2021 & 2022**

DRAFT

	DRAFT BUDGET 2020-21 (pre-Covid) As prepared for BOT 1	DRAFT BUDGET 2021-22 As of 3/16/21 1	PERCENT CHANGE	DIFFERENCE BUDGET \$
REVENUES				
Room and Board Payments	\$42,774,000	\$37,711,235	-11.84% 2	(\$5,062,765)
Room and Board Fees and Penalties	223,500	210,000	-6.04% 3	(13,500)
Investment Income	96,000	53,000	-44.79%	(43,000)
Housing Rentals	145,850	163,250	11.93%	17,400
Conferences	687,099	50,769	-92.61% 4	(636,330)
Commissions	3,338,800	2,008,000	-39.86% 5	(1,330,800)
Viking Union Programs & Services	411,212	437,515	6.40% 6	26,303
S & A Fee Distribution	1,310,477	1,272,325	-2.91% 6	(38,152)
VU Building Fee & Multicultural Center Fee	3,250,307	3,190,253	-1.85% 6	(60,054)
Other	10,650	0	-100.00%	(10,650)
Total Revenues	\$52,247,895	\$45,096,347	-13.69%	(\$7,151,548)
OPERATING EXPENDITURES				
Salaries & Benefits	\$7,251,052	\$6,944,702	-4.22% 7	(\$306,350)
Food Service	14,647,205	14,758,181	0.76% 8	\$110,976
Communications	233,300	185,865	-20.33%	(\$47,435)
Electricity	772,283	671,575	-13.04% 9	(\$100,708)
Heat	931,680	840,240	-9.81% 9	(\$91,440)
Water/Sewer	608,280	548,572	-9.82% 9	(\$59,708)
Refuse Disposal/Recycling	382,665	354,583	-7.34% 9	(\$28,082)
Television Cable	143,225	130,225	-9.08%	(\$13,000)
Maintenance & Repairs	3,686,392	3,564,719	-3.30% 10	(\$121,673)
Operating Supplies	317,434	319,667	0.70%	\$2,233
Equipment	343,744	296,006	-13.89%	(\$47,738)
Insurance	511,706	625,706	22.28%	\$114,000
Rentals and Operating Leases	286,126	31,263	-89.07%	(\$254,863)
Administrative Services Assessment (ASA)	2,005,284	1,705,184	-14.97% 11	(\$300,100)
Student Services Support and Service Agrmts	2,380,000	2,176,744	-8.54% 12	(\$203,256)
Other Expenditures	1,203,763	854,783	-28.99% 13	(\$348,980)
Total Operating Expenditures	\$35,704,139	\$34,008,015	-4.75%	(\$1,696,124)
NON-OPERATING EXPENDITURES/TRANSFERS				
Bond Debt Service	\$9,302,044	\$0	-100.00% 14	(\$9,302,044)
R&R/ Minor Cap./Public Works Projects	1,826,800	4,550,000	149.07% 15	2,723,200
Other Transfers	0	0	0.00%	0
Capital plan projects: Expensed or transferred	5,414,912	6,538,332	20.75% 16	1,123,420
Total Non-Operating Expenditures	\$16,543,756	\$11,088,332	-32.98%	(\$5,455,424)
Total Expenditures	\$52,247,895	\$45,096,347	-13.69%	(\$7,151,548)
EXCESS (DEFICIT) OF REV OVER EXP	\$ 0	\$ 0	0.00%	\$ (1)

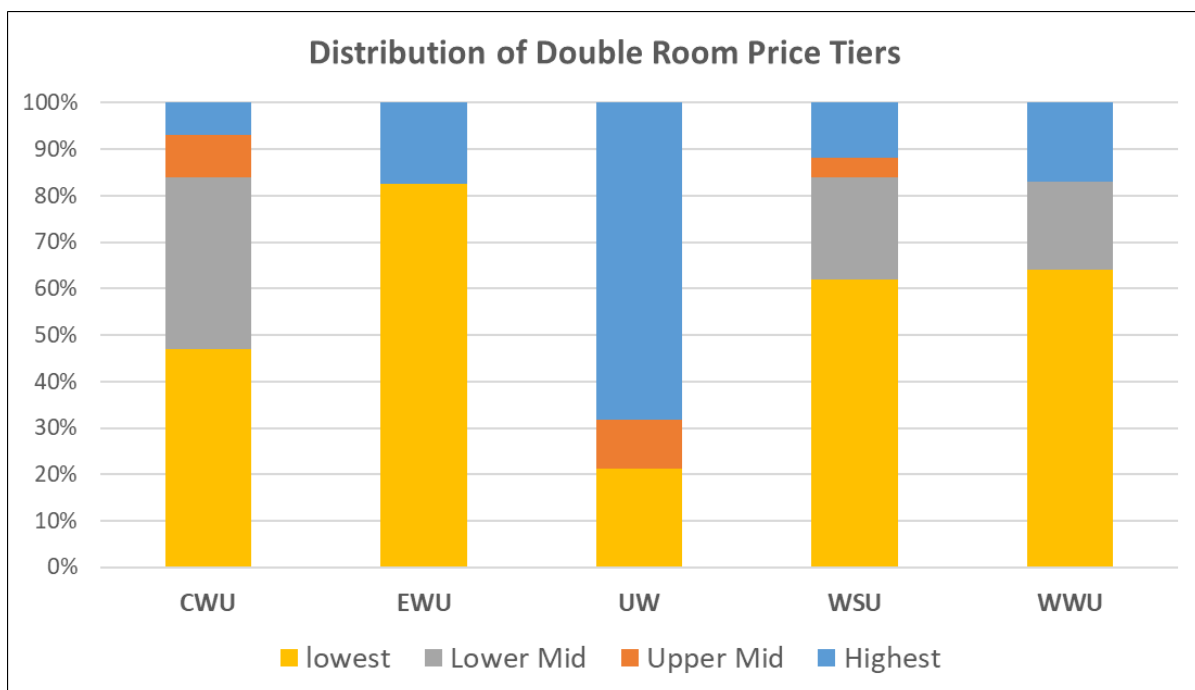
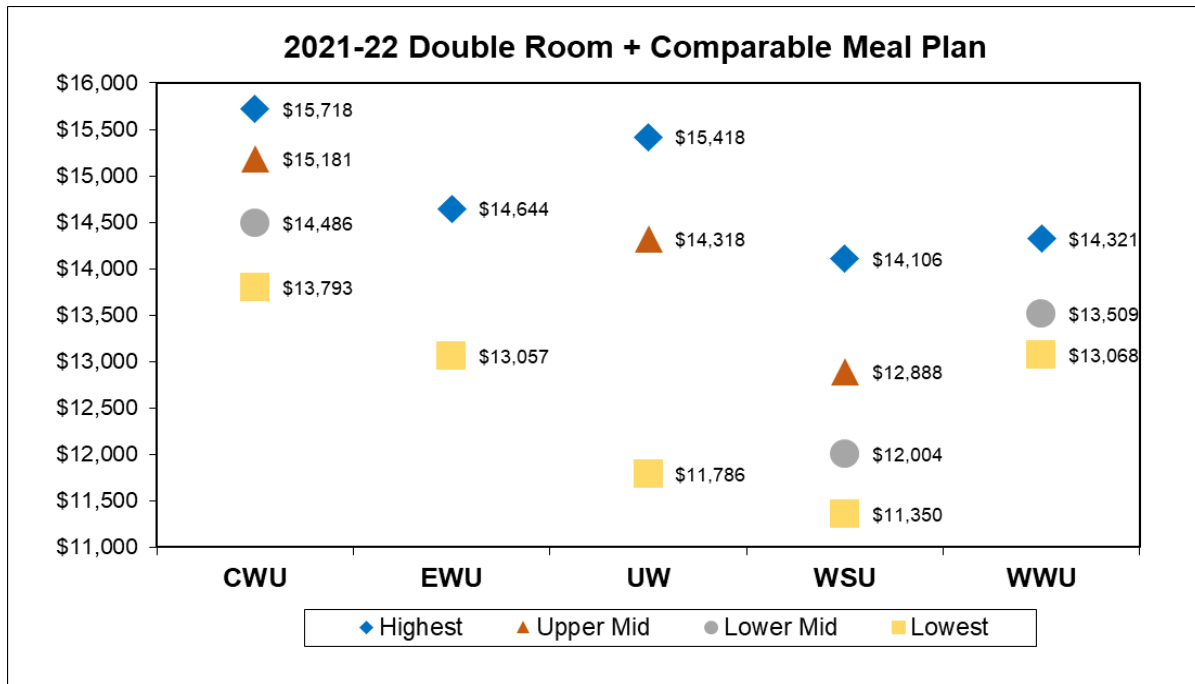
SEE NEXT PAGE FOR FOOTNOTE EXPLANATIONS

FOOTNOTES TO THE ATTACHED 2021-22 HOUSING & DINING SYSTEM PROPOSED BUDGET

- (1) The 2021-22 Budget, middle column, is shown to compare with the 2020-21 proposed budget presented at the April 2020 Trustees meeting. After Fall 2020 opening, significant adjustments were made based on a material reduction in System operations due to the Covid pandemic.
- (2) Room & Board rate increase is proposed here at a 4.5% aggregate. System housing capacity and resultant occupancy for FY2022 is budgeted at 77% to allow for Covid-related occupancy impacts and isolation & quarantine spaces. FY2022 is the first year of a three-tier rate system for all room types. See narrative for more detail. The base rate for triple rooms is not increased over FY2021.
- (3) No increase in underlying fee/penalty rates. Line item increase due to adjusting expected actuals.
- (4) The 2021 summer conference season is considered cancelled. Revenue shown is estimated for June 2022 and incorporates a 3% increase to room rates.
- (5) Due to the impact of the pandemic on dining operations the WWU-Aramark agreement was amended to both reflect the two-year contract extension and a revision of the commission schedule.
- (6) Viking Union revenue is a preliminary estimate based on full fall opening. S&A Fee, Building Fee, Multicultural Center Fee are shown at approximately 95%. There is no increase to those three fees.
- (7) FY2022 FTE wage increase incorporates small allocation for COLA (WA State Legislature has not finished its deliberations). Minimum wage increase of 2.8% per state requirements. URES fills one vacancy in facilities support and adds one new position in occupancy management and a temporary project position in technology support.
- (8) The Food Service expense category includes residential dining, catering, conference dining and departmental food costs. Residential dining rate increase shown at 3.76%
- (9) Utility reductions due to impact of reduced on-campus occupancy.
- (10) Increase reflects slight planned budget reduction due to fiscal constraints. Recharge rate increase estimated at 5%.
- (11) Reduction in Admin. Services Assessment (ASA) due to decrease in estimated gross revenue. Assessment rate for both years is 5.775%
- (12) Support agreements for several Enrollment & Student Services and Business & Financial Affairs departments curtailed indefinitely due to System financial exigencies.
- (13) This category includes expenditures for: Student activities, audit, consultants and client services, training, travel, printing & copies, laundry, and other.
- (14) In September 2020 bonds were issued to defer the FY21 and FY22 debt service payments until FY2023 - FY2034. This provided much needed expense relief for the System.
- (15) Increased allocation due to work on deferred projects re-initiated after FY20 and FY21 curtailments from Covid revenue shortfall
- (16) The "Transfer for Capital Plan Support" is an allocation representing operating, non-operating, Building Fee, and Multicultural Center fee funds to be placed into the System's renewal & replacement reserve fund for additions to and significant renovations of University Residences and Viking Union facilities.

Differential Pricing

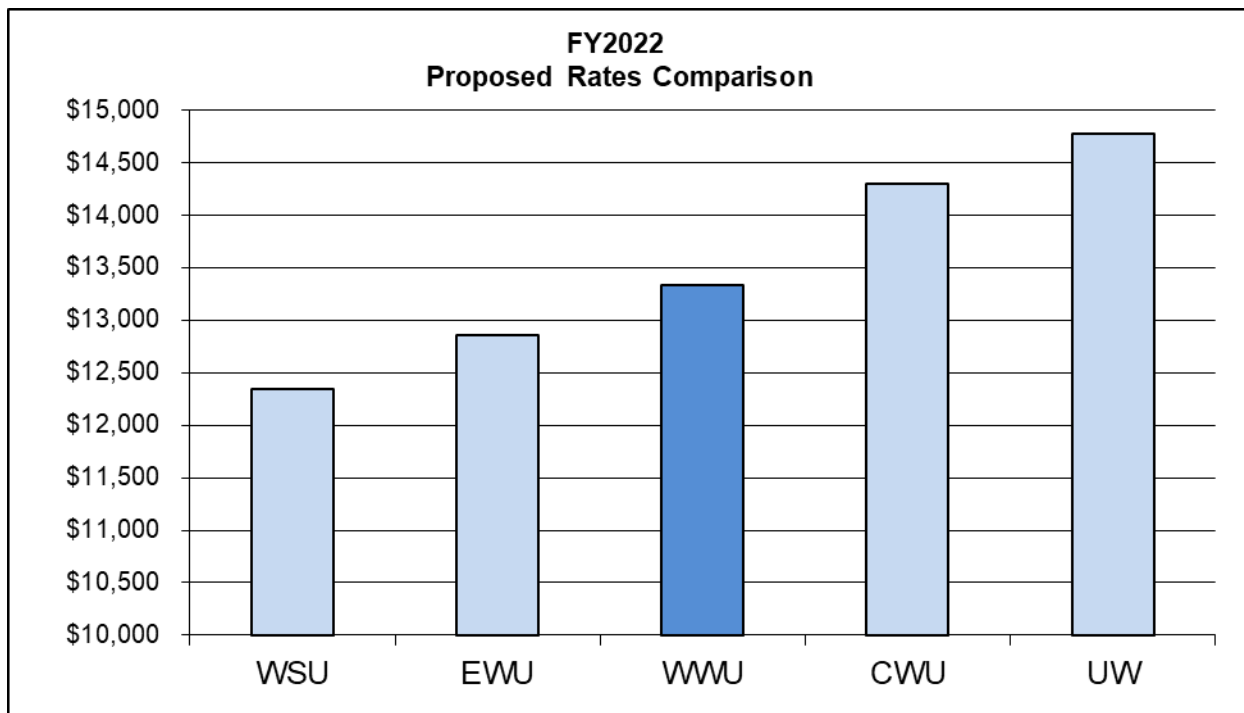
All residence hall room types in the mid-tier and top-tier pricing categories will receive a 5% plus 9% increase respectively on the room component above the proposed combined average overall 4.5% base rate increase. Most rooms in Alma Clark Glass, Edens, and Higginson halls will be at the mid-tier rate while most rooms in BT and BT-East will be at the top tier as will other rooms with in-suite kitchens. The charts below present the estimated pricing for double rooms and comparable meal plan to WWU's 125 plan at some in-state universities. Some campus prices are tentative.



**WASHINGTON PUBLIC UNIVERSITIES (with more than 1,500 on-campus beds)
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2022 (as of 2/26/21)**

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

	WSU	EWU	WWU	CWU	UW
	Level 2	Gold	125 Block	"Large"	"Level 4"
On-Campus Capacity	6,296	1,971	4,372	3,210	10,101
Residence Hall Room Pricing Model	New /Renovated rooms priced higher	New /Renovated rooms priced higher	Differential Priced by amenities	New /Renovated rooms priced higher	New /Renovated rooms priced higher
Live on Requirement?	First year students	First year students	None	First year students	None
Type of Meal Plan	Declining Balance	Meals & Points	Meals & Points	Declining Balance	Declining Balance
Elements of the Meal Plan	Equivalent to Approx. 14 meals/w k	Equivalent to 2 to 3 meals per day	Approx 12+ meals/w k + \$668 Points	Equivalent to Approx. 14 meals/w k	Equivalent to 13-15 meals/w k
Weighted Cost of a Double Room and Meals:	\$12,347	\$12,863	\$13,337	\$14,296	\$14,774
Rate of Increase Over 2020-21	per website 0.0%	Proposed -5.5%	Proposed 4.5%	Approved 5%	approved approx 4.75%



**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM**

DRAFT: For Discussion Only

RECENT HISTORY OF RESIDENCE HALL RATES

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN	% OF CHANGE
2016-17	\$10,350	4.00%
2017-18	\$10,971	6.00%
2018-19	\$11,465	4.50%
2019-20	\$12,037	5.00%
2020-21	\$12,519	4.00%
2021-22*	\$13,337 *	4.50%

* Beginning 2021-22 WWU shifts to a three-tiered pricing model based on certain room attributes. The 4.5% base increase is applied to all rooms. The room & meal plan rate shown here is the weighted average rate of all double room types, which incorporates the additional two tier increases. This makes this first year rate comparison less meaningful. The FY2022 weighted average rate is 6.5% higher than the FY2021 unweighted rate.

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2021-2022

	2020-21 Actual	2021-22 Proposed	2021-22 Rate of Change
Room & Board Plans: Academic Year (@ 4.5% base increase)			
Double Room with 125 meal plan - Level 1 or Value Rooms	\$12,518	\$13,079	4.5%
Double Room with 125 meal plan - Level 2 or Standard Rooms	\$12,518	\$13,509	7.9%
Double Room with 125 meal plan - Level 3 or Premium Rooms	\$12,518	\$14,321	14.4%
Triple Room with 125 meal plan - Level 1 or Value Rooms	\$10,892	\$11,054	1.5%
Triple Room with 125 meal plan - Level 2 or Standard Rooms	\$10,892	\$11,383	4.5%
Triple Room with 125 meal plan - Level 3 or Premium Rooms	\$10,892	\$12,004	10.2%
Birnam Wood Apartment Rents: Academic Year (4.5% increase)			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$459	\$480	4.5%

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost Brent Carbajal

DATE: April 2, 2021

SUBJECT: Tenure and Promotion Report

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Provided below are two tables that list the following:

- 1) Thirty-two tenure track assistant professors granted tenure and promoted to the rank of associate professor effective 9/16/2021.
- 2) One associate professor who was hired at Western at associate rank was granted tenure effective 9/16/21.
- 3) Fourteen tenured associate professors promoted to the rank of full professor effective 9/16/2021.

Tenure and Promotion - Effective September 16, 2021

Tenure and Promotion to Associate Professor

Shameem	Ahmed	Computer Science
Tarek	Algeddawy	Engineering and Design
Shawn	Arellano	Biology
Rita	Daniels	Communication Studies
Brianna	Delker	Psychology
Kevin	Delucio	Fairhaven College
Wesley	Deneke	Computer Science
Anna	Diedesch	Communication Sciences and Disorders
Reid	Dorsey-Palmateer	Economics
Alex	Egner	Design
Jessica	Ferreras-Stone	Elementary Education
Yanara	Friedland	Fairhaven College
Nini	Hayes	Environmental Studies
Ryan	Kelly	Art & Art History
Tasha	Laman	Elementary Education
Shuo	Li	Accounting
Bill	Lonneman	Health and Community Studies
Andrew	Lucchesi	English
Darren	McCroom	Theatre and Dance
Brady	Olson	Biology
Dan	Pollard	Biology
Anne	Riggs	Psychology
Margaret	Scheuermann	Chemistry
Tejvir	Sekhon	Finance and Marketing
Mariana	Smit Vega Garcia	Mathematics
Aaron	Smith	Psychology
Steph	Strachan	Elementary Education
Michael	Tsikerdekis	Computer Science
Meg	Warren	Management
Jane	Wong	English
Julian	Wu	Modern and Classical Languages
Yeon Jung	Yu	Anthropology
Sarah	Zarrow	History

Tenure

Jared	Moore	Accounting
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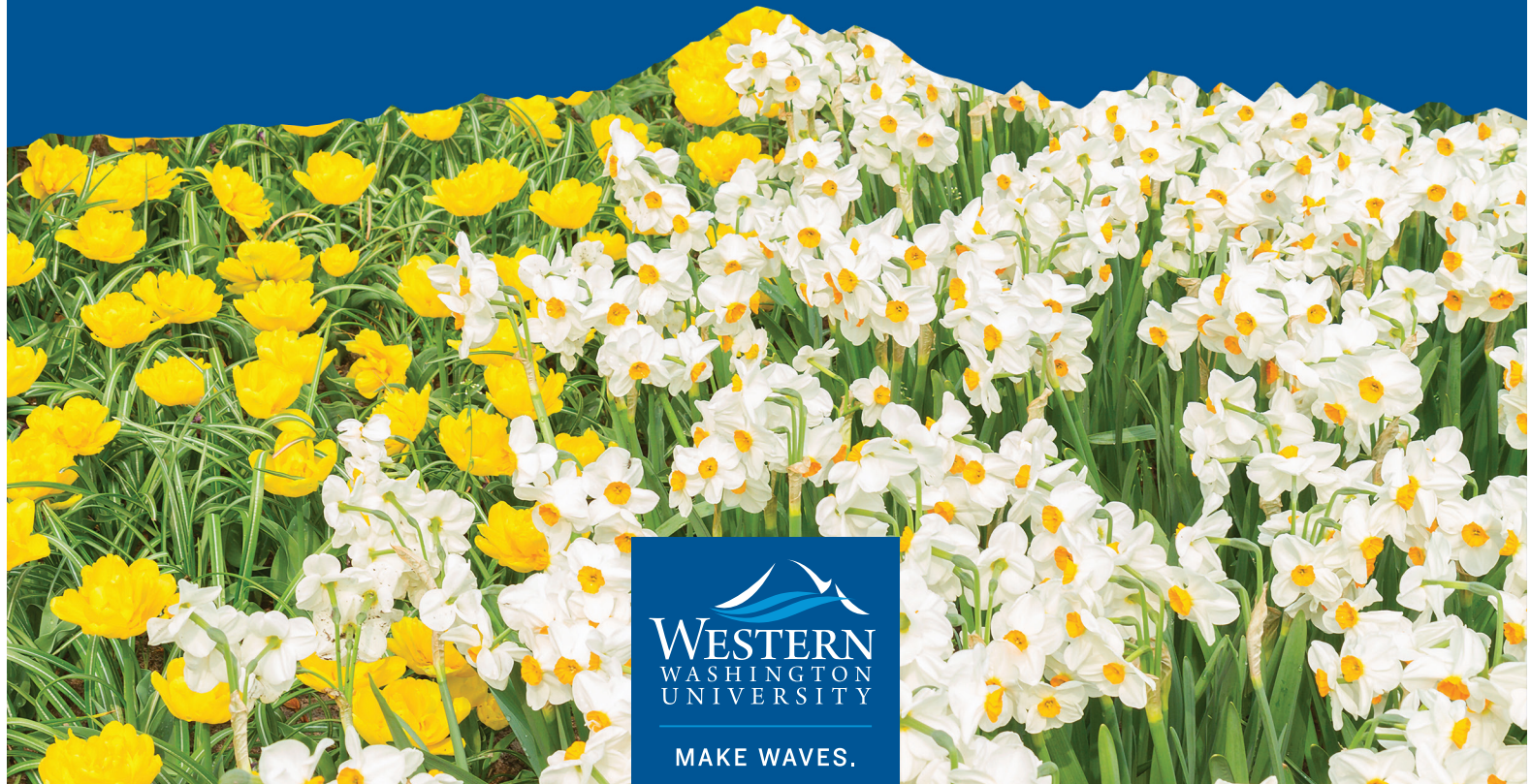
Promotion to Full Professor

Jessyca	Arthur-Cameselle	Health & Human Development
Harsh	Buddhadev	Health & Human Development
Jessica	Cohen	Mathematics
Josh	Fisher	Anthropology
Jennifer	Green	Elementary Education
McNeel	Jantzen	Linguistics
Nabil	Kamel	Environmental Studies
Sophie	Kong	Finance and Marketing
Baozhen	Luo	Sociology
Amanda	Murphy	Chemistry
Aaron	Perzigian	Special Education
Skylar	Powell	Management

UNIVERSITY ADVANCEMENT REPORT

APRIL 2021

The mission of University Advancement is to build relationships through meaningful engagements that foster pride, encourage advocacy, and promote private support for Western Washington University.



MAKE WAVES.

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION



New Vikingfunder Opportunity Exceeds Initial Goal

The new Marine and Coastal Science (MACS) program is an interdisciplinary, experiential degree program that draws together experience, expertise, faculty, and other resources from Western's Departments of Biology, Chemistry, Environmental Sciences, and Geology, and the Shannon Point Marine Center. The program's mission is to help students become confident, thoughtful, ethical scientists who are ready to address the growing challenges affecting our marine and coastal environments. In March, a Vikingfunder opportunity designed to raise support for MACS exceeded \$5,000 on the first day. The MACS Vikingfunder is expected to reach its \$8k goal by the end of March. Learn more about this exciting new program: www.vikingfunder.com/project/24918

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION



Major Gifts to Salish Sea Institute Help Shape Change for Sea Health

The Western Washington University Foundation worked with the Salish Sea Institute to secure several major gifts and philanthropic grants to support the Institute’s critical work. Among the activities funded through private philanthropy are: curriculum development and instruction for the new Salish Sea minor, support for convening “Critical Conversations” on Salish Sea-related topics of international significance, sponsorships for the biennial Salish Sea Ecosystem Conference, support for the Salish Sea Speaker Series, and the production of the forthcoming “State of the Salish Sea Report.”

The “State of the Salish Sea Report” will be released in late April 2021 and will be the first comprehensive report since the 1994 “Shared Waters Report,” which was triggered by a formal agreement between Governor Booth Gardner and Premier Mike Harcourt. The new report is a product of Western’s Salish Sea Institute, which used a major gift from a local philanthropist to contract with a WWU scientist and a

team of writers to produce the report. The document provides an overall assessment of the health of the Salish Sea by summarizing stressors—primarily climate change and human development—which are contributing to ecosystem decline. The report illustrates examples of ecosystem response to those impacts and identifies science-based needs and opportunities for stronger collaboration across the entire ecosystem, including the need and opportunity to collaborate across cultural and political boundaries.

The role of private philanthropy in the production of this report cannot be overstated. A comprehensive report on the status of the Salish Sea ecosystem was long overdue and has been a goal of U.S. and Canadian governments, agencies, organizations, and communities for over a decade. Despite the diverse demand for such a report, funding could not be compiled from public sources. The WWU Foundation’s role in securing a gift to support this complex endeavor is an example of the powerful role philanthropy can play in achieving ambitious and challenging goals.

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION



Geology Alumni Establish the Leslie Lathrop Lingley Memorial Student Research and Travel Fund

In March, Jimmy Diehl '72 and Suzanne Beske-Diehl '72 established a fund to support the College of Science and Engineering's Department of Geology in honor of their friend and fellow geology graduate Leslie Lathrop Lingley '74, following her recent passing. The fund will support a student research stipend in geology as well as additional travel and supplies.

"It is our greatest wish to remember and celebrate Leslie and all of her accomplishments through this scholarship, which will also serve as a meaningful source of inspiration and support for the next generation of geologists," according to Jimmy and Suzanne Beske-Diehl.

Leslie Lathrop Lingley passed on January 31, 2021 following a 17-year battle with breast cancer. After spending many years as a stay-at-home mom, Leslie worked as the Quinault Indian Nation geologist and as a geologist with the United States Forestry Service before rising to science team lead for Washington's DNR Forest Practices Division.

She resided in four countries and Puerto Rico and enjoyed extended visits to 45 additional countries. She mastered Spanish and Indonesian, and gave

birth to two of her three sons in a small Jakarta clinic. An accomplished spinner, seamstress, cook, and adventuress, Leslie loved skiing and sports. She floated the Grand Canyon twice, bicycled, and led all-woman climbs. Later in life, she enjoyed knitting on high ledges and taking in the views while her sons summited. She performed arduous fieldwork well into her 60s.

Leslie's charitable venues included the Wyoming Children's Home, South Bay School, and North Thurston High School, where she received the Outstanding Volunteer award. Young women frequently asked her to be their second mother, and her life adventures continue to be a beacon for many.

Her namesake fund will pay a summer research stipend of \$6,000 for an undergraduate student with financial need. Additionally, up to \$4,000 will be made available to support undergraduate travel to scientific meetings, department-sponsored field trips, and other endeavors. In addition to their initial support, the Diehl's will provide \$10,000 for the next two years for a total of \$61,622, which will provide six years of support.

We are most grateful to Leslie for setting a fine example of a life well-lived and to the Diehl's for keeping her legacy alive for future Western graduates.

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION

Karen Rockwell's Ode to the Past Improves the Present for Woodring Scholars

By Frances Badgett

When Karen Rockwell considered a gift to Western that would benefit students, she thought of her parents, Benita and Larry Offutt '54. Larry graduated from Western with a degree from Woodring before launching a long and successful career in education. After the deaths of both Benita and Larry, Karen wanted to share their bequest with deserving students.

Benita and Larry struggled as young parents and students at Western. Benita was a sophomore and Larry a junior when they met. They married between their respective junior and senior years, and gave birth to their daughter Karen when Larry entered his senior year. As young parents, the strain of school, a night job, and parenting took a toll, and Benita suspended her education. Money was exceptionally tight, and Larry's education was in jeopardy. Through the generosity of an anonymous donor, he received the support that allowed him to complete his degree.

"My parents' story is one of persistence, fortitude, and sacrifice," said Karen.

The Offutts had four children in five years. While Larry supported the family on his income as a teacher, Benita worked as a stay-at-home mom until the couple's youngest child was four years old.

In the 1960s, the family moved to Wenatchee, a small city at the confluence of the Columbia and Wenatchee rivers, known as the "Apple Capital of the World." The local school system needed teachers, and Benita was offered a position. She went back to school, earned a degree and teaching certificate, and began her career as an educator. As they were able, the Offutts gave many times to Western over the years.

Now living in Snohomish, Karen is grateful for her own successful career in the healthcare industry. She ties her success all the way back to the one anonymous donor who got her dad through his senior year at Western.



Benita and Larry Offutt '54

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION

After her parents died, Larry in 2016 and Benita in 2020, Karen realized how consistently and generously the couple had supported Western over the years, and everything clicked—she wanted to continue their legacy of giving.

“My gift to Western is an ode to the past,” she said.

Sensitive to the needs of struggling students, having endured struggles of her own as a young person, Karen also wanted to help students just like her parents.

“I want to do anything I can to help people get on their feet and teach in their communities.”

“There are young people who potentially might not complete their education at Western who would be the next generation of great teachers. My vision is to help young people who are close and need a little extra to push them until they’re done,” said Karen.

Karen’s interest in the Maestros Para el Pueblo program, which encourages Latinx teachers to return to their communities and teach, comes from her mother’s Mexican heritage. She sees this gift in particular as a tribute to her mother. Benita was the only member of her family to graduate from college and the eldest of many siblings.

“My story and my mom’s story are very similar,” said Karen.

Karen went back to school in her forties. Credits from her community college transferred, but essentially, she had to start over. Although she had no computer skills and very little classroom experience, she did have an intense drive. She was working as a grocery checker when she applied for a job in healthcare and beat out 200 candidates for the position. With determination,

Karen spent a career in healthcare before her retirement. She worked in the pharmaceutical industry in drug treatment, and is currently a guardian ad litem, advocating for people who need a voice in the court system to help them succeed.

Karen’s gifts to Western don’t stop with her. She plans to encourage friends and members of her community to donate as well.

“As a donor, I’m taking baby steps right now. I want to inspire my friends to give too,” she said. “I want to do anything I can to help people get on their feet and teach in their communities. I see people come up from the bottom and become teachers and leaders in their communities.”

Just as her parents did.

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION



MARCH MEMBERSHIP MONTH

March Membership Month

Each year, March Membership Month offers new and current Western Alumni Association members opportunities to connect with each other and with the university in meaningful ways. Membership also supports student scholarships and provides a variety of perks and discounts at area businesses.

The WWU Alumni Association awarded nearly \$75,000 in scholarships this year alone thanks to our members. Just one week into March, more than 60 new members have joined the Alumni Association. Learn more about the benefits of membership: alumni.wvu.edu/join

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION

FUTURE EVENTS



Jo Ann Bowman with her Distinguished Scholarship recipients at the 2020 scholarship dinner

Western's Annual Scholarship Banquet: April 22

The annual scholarship event will take place this year in a virtual setting on April 22. Scholarship donors and the recipients of their generosity will join together via Zoom to celebrate philanthropy and student success.

Four scholarship recipients will share their Western stories, describing how scholarships have influenced their academic pursuits and their future plans. President Randhawa and Foundation Board Chair Sydney Hunsdale will also share their perspectives. Even though we won't be together in-person, the event will offer an evening of gratitude and accomplishment.

UNIVERSITY ADVANCEMENT

WESTERN FOUNDATION AND ALUMNI ASSOCIATION

FUTURE EVENTS



Western's 2021 Alumni Awards Celebration: May 14

Each year, we are privileged to celebrate remarkable Western Alumni who have set themselves apart. On May 14, the Western Alumni Association will host its annual 2021 Virtual Alumni Awards Celebration online to recognize, congratulate, and thank four alumni whose accomplishments bring honor and pride to our community. Alumni, friends, and family are invited to join us for this special one-hour ceremony, which will include a welcome from Sabah, followed by a live event featuring each recipient.

This year's theme is connection. The awardees, through their connection to Western, serve as an inspiration to students and their fellow alumni. In gathering to honor them and their successes, we are reminded that when we connect as a Western community, we uplift one another, and we show everyone what is possible.

This year, we are proud to present awards to:

- **Deborah Dull '07**, Young Alumnus of the Year
- **Don Hardwick '84**, Larry "Go Vikings!" Taylor Alumni Service Award
- **Tyler Malek '10**, Entrepreneur of the Year
- **Julie Larson-Green '86**, Lifetime Achievement Award

Please join us from 5:30-6:30 pm on May 14 to learn more about these most deserving recipients.



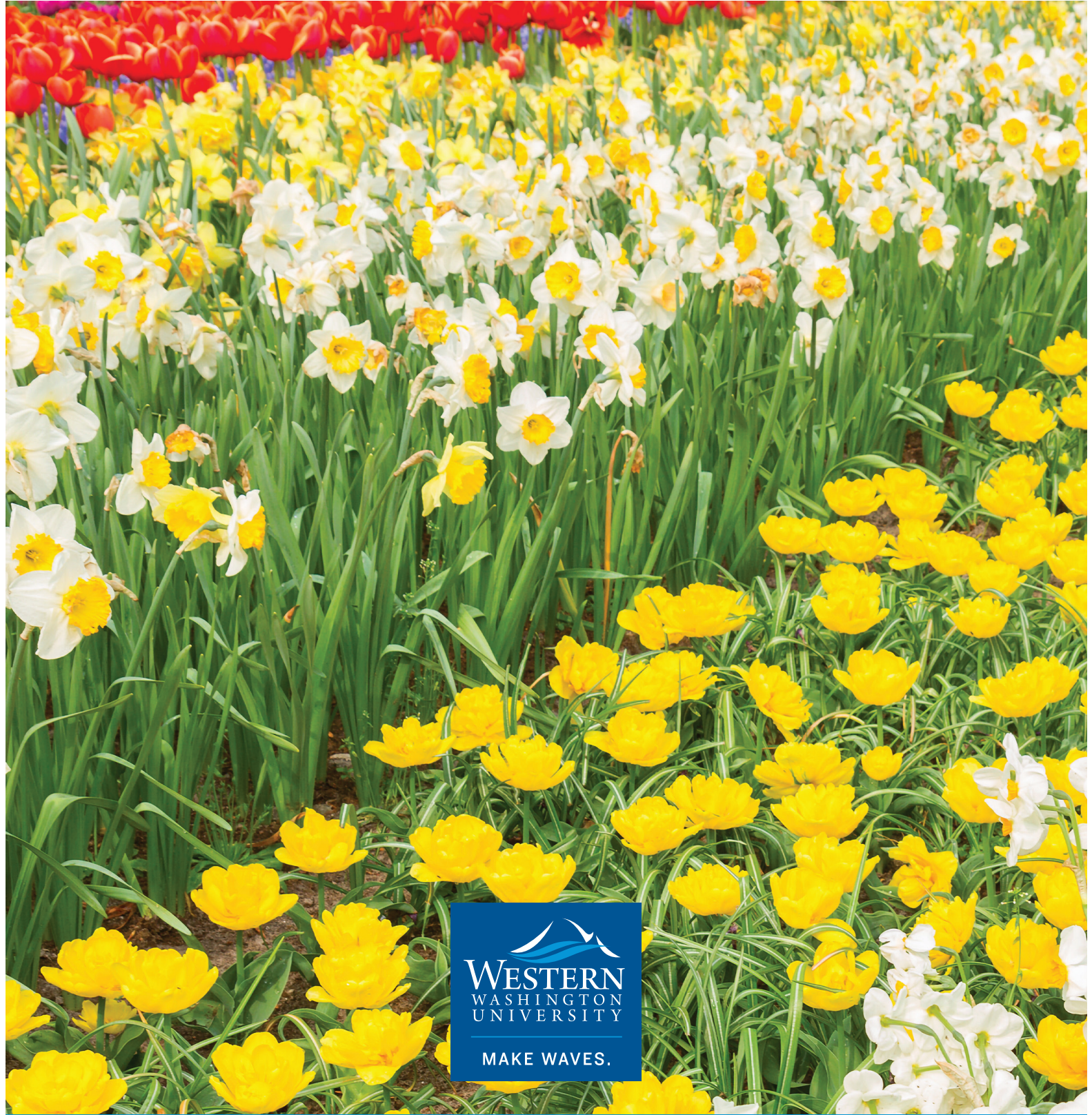
Western's Sixth Annual Give Day: May 27

All are invited to join us on Thursday, May 27 for WWU Give Day 2021. This year's goals are focused on participation, including the goal to secure 2,520 donors (a 5% increase). We also aim to increase alumni giving by 5%.

This 24-hour online giving event, fittingly themed Promise, has taken on a significant level of importance. Many students who struggled to afford college before the pandemic are among the most at risk. This WWU Give Day, we will come together as a community to safeguard their dreams, secure their futures, and help them realize their promise.

Members of the WWU Foundation Board and staff been busy securing sponsors to support the WWU Give Day Challenge Pool. We are grateful for the generous outpouring of support from our community partners so far. This includes commitments from: Cowden Gravel and Ready Mix, Exxel Pacific, First Federal, Heritage Bank, Kitsap Bank, The Barkley Company, TRANE, and WECU. These sponsorships, combined with personal commitments from board members and the Western Fund, bring our total WWU Give Day Matching & Challenge Fund commitments to \$145,750 at present.

We also invite you to encourage others to support our students by becoming a Give Day ambassador or sponsor. Learn more: www.giveday.wvu.edu



Western Washington University does not discriminate on the basis of race, color, creed, religion, national origin, sex (including pregnancy and parenting status), disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Title IX and ADA Coordinator, Equal Opportunity Office, WWU, Old Main 345, MS 9021, 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (Washington Relay); eoo@wwu.edu.

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.



Capital Program Report

Board of Trustees

April 2, 2021

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Interdisciplinary Science Building (formerly known as Sciences Building Addition - STEM I)

WWU is working with Perkins+Will (design consultant) and BNBuilders, General Contractor/Construction Manager (GC/CM). The project is scheduled for Spring Quarter 2022 occupancy. Live video feed is available at: <https://cpd.wwu.edu/interdisciplinary-science-building-webcams>. Below is a screen capture of the webcam from March 10, 2021, and an aerial photo from March 1, 2021 follows.



Electrical Engineering and Computer Science

Perkins+Will, the selected design consultant, has completed the Schematic Design phase. Capital Planning and Development will present the GC/CM Contract to the Board of Trustees on April 2nd for review and approval. Pending approval of state funding in the 2021-2023 capital budget, construction is scheduled to begin in Summer 2022. The project is scheduled for occupancy in Spring Quarter 2024.

Elevator Preservation and ADA Upgrades

Construction on the Morse Hall, Environmental Studies, Biology Building and Bond Hall elevators is substantially complete, and the elevators are now operable. Work on the Arntzen Hall elevators will be complete by April 2021.

Multiple Building Access Control

DECO/Dutton Electric and their subcontractor Convergent Technologies have successfully completed the access control system conversion for the majority of campus buildings. The project is expected to be complete by Spring 2021.

Alma Clark Glass Hall (formerly known as New Residence Hall)

The progressive design team consists of Lydig Construction from Spokane and Mahlum Architects from Seattle. Occupancy is scheduled for Fall 2021. The team is also working in Ridgeway Commons to improve ADA accessibility from the south entrance of Alma Clark Glass Hall (CG) to the second-floor dining facility. Ridgeway Commons is the closest eatery to the new residence hall. The Ridgeway Commons scope includes adding an elevator and two gender neutral and ADA accessible restrooms, as well as upgrading the fire alarm system. Work in Ridgeway Commons will be complete by Summer 2021.

The following webpage shows live video feed from webcams installed for the Alma Clark Glass Hall portion of the project: <https://cpd.wvu.edu/new-residence-hall-webcams>. The following are ground and aerial photos from March 2021.



New siding and windows being installed, March 8, 2021



Aerial photograph by Dan Bigelow, SkyShots Aerial Photography, March 1, 2021



Second floor in elevator lobby, middle of the building, March 8, 2021



Aerial photograph by Dan Bigelow, SkyShots Aerial Photography, March 1, 2021

Parks Hall and Science Lecture Electronic Safety and Security Upgrade

This project has reached substantial completion and is in the close-out phase.

Fairhaven Academic Replace Main Electrical Switch Gear

This project was awarded to DECO/Dutton Electric. Construction is underway and is scheduled for completion by September 2021.

2021-2031 Capital Plan

The Governor's Proposed Capital Budget (Budget) was released in December 2020. The Budget included \$84.589 million in funding for Western and consisted of the following:

- **Electrical Engineering and Computer Science** - \$51 million
- **Minor Works Preservation** - \$9.8 million
- **2021-2023 Classroom & Labs** - \$8.5 million
- **Student Development & Success (pre-design)** - \$225,000
- **Coast Salish Longhouse** - \$4.95 million
- **Minor Works Program** - \$1 million
- **Environmental Studies Center Renovation (pre-design)** - \$500,000
- **Critical Safety, Access Control, and Fiber Optic Upgrades** - \$4 million
- **Elevator Preservation and ADA Upgrades** - \$1 million
- **Preventative Facility Maintenance and Building System Repairs** - \$3.614 million

The Legislature is currently in session, and we are anticipating the Senate and House to release their proposed capital budgets by early April, with the reconciled budget being released in late April.

For more information about the major projects, the Capital Program, and the Capital Planning Process, please visit the Office of Capital Planning and Development website: <https://cpd.wvu.edu/2021-23-capital-budget-request>.

**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 & Marketing

DATE: April 1, 2021

SUBJECT: **University Relations and Marketing Report**

PURPOSE: Information Item

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**

Following is a summary of activities undertaken across the University Relations & Marketing division since the last Board of Trustees update. A couple of items of note:

We have just wrapped up the general awareness phase of our in-state and out-of-state digital recruitment marketing campaign and we are encouraged by double digit, year-over-year application increases in key out-of-state targeted geographies, including a 35% increase in Colorado (326 students applied in Fall20 vs. 442 students for Fall21); a 13% increase in California applications (673 vs. 762); and a 22% increase in Oregon.

In new territories, we are also seeing encouraging growth including a 24% increase in Texas (58 in Fall20 vs. 72 in Fall21) and in Illinois where we concentrated our efforts in metro Chicago we saw a 40.5% increase (42 vs. 59). This is the second year of a three-year effort to increase OOS applications, and while the numbers are still relatively small outside of Washington, we believe our digital marketing outreach is having a cumulative effect of increasing awareness and consideration of WWU particularly as we focus our efforts on high school sophomores and juniors. This is critically important as we face a continuing decline in Washington state applications (down about 3% year-over-year) and as we continue to support the university's strategic goal of diversifying our student body.

Beginning in March, we have moved into yield season on our in-state and out-of-state recruitment marketing efforts. Yield refers to the percentage of students who enroll to attend Western out of all of those who are accepted. In the past, Western has relied largely on email, direct mail and organic social media efforts to communicate with students once they are accepted, with typical interactions focused on inviting accepted students to Admitted Student Day orientation events.

Our digital marketing plans shift at this time of year from general awareness of Western to more targeted efforts focused on improving our yield rate by creating additional points of contact with accepted students. So, in addition to traditional email, we are extending the scope to interactions with specific students on various platforms including Facebook/Instagram and via IP targeting and creating specific marketing landing pages tailor- built for new students:

<https://admissions.wvu.edu/admitted/first-year>
<https://admissions.wvu.edu/visit/admitted-virtual-tours>

One thing we carefully consider is the "match rate," or the percentage of correct matches between our accepted student email addresses and Facebook/Instagram and Google accounts reachable via digital messaging on those platforms. A typical digital platform match rate will be about 50% of the people on our list, while a typical email sent to our accepted students has an open rate of 20-25%, so our most effective strategy to reach students is a mix of digital marketing tactics as well as email and direct mail.

Here's what this strategy looks like in action: Mike has been accepted to Western. After receiving his acceptance letter, he visits the admitted first-year website and is added to a remarketing audience as a result. While on the web, a remarketing ad appears from Western with a call-to-action (CTA) inviting him to sign up for one of Western's Virtual Admitted Student Day events. He clicks on the ad, and it brings him to the admitted virtual tour website containing lots of information on what he can

expect from the event, as well as an online sign-up form. Mike completes the form and attends the event.

Performance of the campaign is easily measured by how many accepted students have signed up to attend the accepted student day events through the remarketing campaign. In addition, Mike will continue to see an ongoing mix of videos on his social media feeds showing students at Western, including even those in his chosen major. This helps him visualize what life at Western would be like for him.

Our yield efforts typically end on May 1, National College Decision Day, but last year we extended our efforts into June and July due to the pandemic causing many families to delay their decisions based on campus opening plans. For this year, we are pushing toward the May 1 date, but reserving the option to extend our deadlines if necessary.

Office of University Communications

Our skilled professionals worked on a wide range of online, media relations, social media, and graphic design projects, which included:

Our office continued to provide broad, rapid and intensive communications support for Western's response to the COVID-19 pandemic. These efforts included:

- Constant support for Western's Incident Management Structure (IMS), Student Health Center, Admissions, University Residences, and other campus offices for messaging, response to inquiries, media response and other communications requests.
- Assisted with important messages to campus on issues such as surveys to both employees and students on their views on fall campus reopening. See: <https://westerntoday.wvu.edu/news/new-survey-about-students-fall-preferences-now-online-results-from-employee-survey-posted-as>.
- Assistant Director and Western Today Editor John Thompson helped to educate the campus on current COVID information with Vax Facts in Western Today. See: <https://westerntoday.wvu.edu/news/the-vax-facts-answering-your-questions-on-the-covid-vaccines>.
- Social media coordinator Zoe Fraley continues to work with the Whatcom Health Department, along with Western's Prevention and Wellness and Associated Students, to share COVID-19 prevention and mental health information on Western's social media platforms, with a new focus on vaccine education as access expands.

Western also continued to receive notable media coverage, including:

- Melissa Rice, associate professor of planetary science at Western and member of NASA's Curiosity rover and Perseverance rover science teams, wrote an op-ed for the Seattle Times on the recent Mars rover. See: <https://www.seattletimes.com/opinion/a-wright-brothers-moment-on-mars-will-expand-our-cosmic-perspective/>

- Professor Rice also was interviewed in other media, including by KING 5 TV. See: <https://www.seattletimes.com/opinion/a-wright-brothers-moment-on-mars-will-expand-our-cosmic-perspective/>.
- The death of Western alum Bill Wright, who broke a color barrier in golf, was noted in many media, including the New York Times. See: <https://www.nytimes.com/2021/02/25/sports/golf/bill-wright-dead.html>.
- In publications, as Editor Mary Gallagher geared up production on the spring edition of Window magazine, we're also celebrating our success in this year's Best of CASE Awards. Window magazine won two gold awards, one for overall excellence in our circulation size and another for our resourcefulness (the category is "Magazines on a Shoestring"). Awards for good work are always gratifying, but we're particularly proud to be honored for both magazine quality and frugality. The magazine's content was also honored – John Thompson's story, "The Great Goatlift," and Rhys Logan's photo, "Mongolian Eagle Hunter," also won silver awards. John Thompson's digital magazine, "Gaia: The Online Journal of Research, Discovery and Scholarship at Western Washington University" also won a silver award for digital magazines.
- In February, social media coordinator Zoe Fraley worked with John Thompson, Assistant Professor of Anthropology Tesla Monson and Western's Graduate School to launch a new WWU Research Twitter account to highlight grants, research news and opportunities on campus, as well as longform research articles published on Gaia. Zoe continues to explore ways to show who Western is on Instagram and connect current and prospective students with important resources in a peer-to-peer format, with IG Stories takeovers by Off Campus Living peer educators during H.O.M.E. Month, a Resident Assistant takeover during a week-long campus-wide scavenger hunt, as well as Western Libraries takeovers during dead week and finals week, and a peer health educator takeover to promote safe activities for students during spring break.
- University Communications graphic designer Chris Baker also provided a range of support, including developing graphics to show results of the IMS survey of Western employees on fall reopening of campus. Baker also worked on a Woodring College media poster and card; data graphics for Western's Transportation office; Spring Career fair poster; and upcoming work including Window magazine; Academic Advising "Viking Advisors;" and the "Stories Deployed" book of Western military veterans' writings.

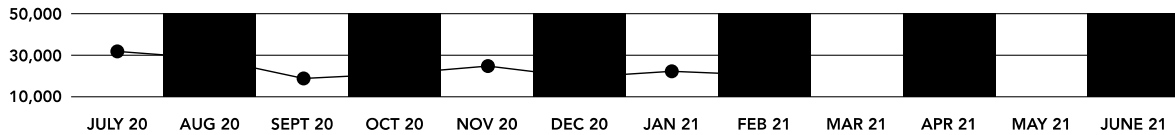
WESTERN TODAY

Total Sessions

42,358

Top Stories

- DDT Detective – [Link](#)
- Vax Facts: Answering your questions on the COVID vaccines – [Link](#)
- What does Phase 2 mean for social distancing and safe habits? – [Link](#)



SOCIAL MEDIA

Twitter

Facebook

Instagram

STATISTICS AT A GLANCE

22,487
Total followers

-26
New followers

-.1%
% gained

177
Engagements

50,490
Total followers

-4
New followers

0%
% gained

3,525
Engagements

23,766
Total followers

292
New followers

1.2%
% gained

30,307
Engagements

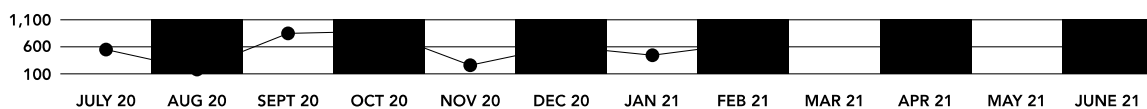
External Media

Total Stories

1,249

Top Stories

- How the pandemic is changing the protocol for NASA's Mars landing – and how to watch it happen. – [Yahoo News](#)
- Mars doesn't look so dead after all – [The Atlantic](#)
- From Alberta's oil sands to tariffs, how Biden's presidency could change Canada – [CTV News](#)
- Republican women are becoming key party messengers. Here's how it happened. – [Washington Post](#)



FAMILY CONNECTION NEWSLETTER

January

Emails sent: 11,149

Opened: 37.4%

Top clicks: Career Fairs, Financial Aid, Counseling Center, Coronavirus information.

February

Emails sent: 11,360

Opened: 38.7%

Top Stories: Off-Campus Living events, Career Fairs, Academic Advising, Study Abroad.

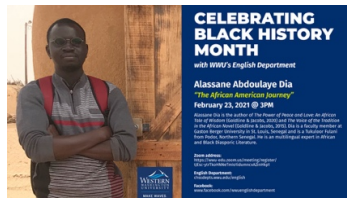
GRAPHIC DESIGN

Total Projects

26

Featuring

- Victor E. Viking illustrations for Transportation Services
- Black History Month poster (Woodring Education)
- Munro Institute Newsletter



University Marketing

University Marketing is engaged in a range of work which includes digital marketing, collateral creation, video and photography, brand management, and marketing planning & project management.

Digital Marketing

UM breaks down digital marketing into two main sections, campaign work that is coordinated with a third-party service provider, Carnegie Dartlet, and in-house placement of ads. In both cases, the UM team is responsible for strategy, creative development, asset coordination and budget reconciliation. The difference is based on the placement/routing of the advertising on the various platforms as well as tracking, in which in-house placement means that a member of the UM team works directly on the platforms to launch and track ad performance.

Our digital strategy includes monitoring how people are engaging with the ads and landing pages. The UM team, in collaboration with WebTech, has successfully set up Key Metrics in the SiteImprove software, generating a real-time dashboard report which is reviewed monthly at the External Recruitment and Marketing committee meetings.

Campaign Digital Marketing

Beginning September 2020, URM launched an undergraduate digital advertising campaign in partnership with Admissions. This is year two of a three-year commitment of funding for both in-state and out-of-state digital recruitment marketing provided by institutional reserves and the WWU Foundation. This includes online display advertising, display retargeting, Snapchat, YouTube, Pay-per-click Google keyword advertising, Audience Select (list targeting), and Facebook/Instagram advertising which runs for a six to nine-month cycle, depending on the platform.

In January 2021, in-state advertising messaging focused on Financial Aid, whereas, out-of-state messaging continued promoting general awareness branding. Both campaigns ran simultaneously and highlighted the January 31 application deadline.

Percentages in parenthesis indicate the change from the last report.

At-a-Glance (Jan 1 – Feb 28, 2021)

- Total Impressions = 6,456,864 (↑27%)
- Total Ad Clicks = 11,507 (↑32%)
- Total Conversions (Application or RFI button clicks) = 646 (↓40%)

Carnegie Dartlet attributed the uptick in impressions and clicks to the January 31 application date messaging which gave prospective students a sense of urgency.

Looking ahead, a Yield campaign began March 1, 2021, which includes IP targeting and Facebook list tactics for students who have applied but have not yet confirmed enrollment.

At-a-Glance (Jan 1 – Feb 28, 2021): Regional Undergraduate Campaign

- Total Impressions = 2,223,182 (↑16%)
- Total Ad Clicks = 2,217 (↑10%)
- Total Conversions (Application or RFI button clicks) = 74 (↑174%)

Outreach and Continuing Education added pay-per-click, a keyword search tactic, to the regional undergraduate campaign which showed positive initial results. This tactic launched in early January and helped to increase ad engagement. Funds for LinkedIn ads were also shifted to boost display and social advertising which included A/B testing (randomized experiment of two variants) of slideshow and animated ads on these platforms.

At-a-Glance (Jan 1 – Feb 28, 2021): Regional Graduate Campaign

- Total Impressions = 1,772,370 (↑15%)
- Total Ad Clicks = 3,076 (↑34%)
- Total Conversions (Application or RFI button clicks) = 12 (↑71%)

In-House Digital Marketing

Currently, in-house placement and tracking of ads is a service provided only to Outreach and Continuing Education for specific certificate and professional education programs.

At-a-Glance (Jan 1 – Feb 28, 2021)

- Total Impressions = 11,216,939 (↑1,878%)
- Total Ad Clicks = 16,724 (↑1,488%)
- Total Conversions (Currently only tracking RFIs and lead form entries for PCE programs) = 414 (↑85%)

The boost in impressions and ad clicks are a result of the Intensive English Program launching advertising about their online offering in early February. These ads generated 15,697 clicks in the first month, contributing to the majority of engagement since the last report. Other programs, such as Professional and Continuing Education, decreased their monthly spend to reserve funds for spring program recruitment, beginning mid-March.

Collateral Creation (Graphic Design)

In January and February, the designers collectively worked on **98 projects** and produced **263 individual assets**.

Notable projects include:

- Digital Ad Campaigns (Carnegie Dartlet)
- MLK Day of Service
- State of the University event creative
- Marine and Coastal Science logo
- Institutions Projects (Border Barometer, Salish Sea)
- International Website

Video and Photography

The team's concentration for January and February was on a mix of spot-news coverage, live event creation, and recruitment campaign video creation. Our main recruitment campaign video focused on preparation for health careers at WWU launched on March 1, and we also produced an opening video for our virtual MLK Celebration event. Our most recent work has been a series of college profiles and an Honors program video to showcase during virtual Admitted Student orientation events throughout April.

Videography

- [Health Careers at WWU](#)
- [MLK Celebration](#)
- [Honors Program](#)
- Morse Leadership Institute Video [INCLUDE LINK]
- Mars Rover update (new shoot to create a second ad for late-stage recruitment in California in May/June)
- Edits on Energy Institute and Business College videos
- B-roll video footage for the "Welcome Back" anthem video to kick off the 2021-22 recruitment campaign.

Photography

- Spot news coverage of tree fall damage at Fairhaven College residences during windstorm and construction activity on campus for Western Today.
- New Interdisciplinary Science Building final beam placement ceremony photo coverage, along with periodic photo and video of construction updates.
- New Alma Clark Glass university residence hall construction update photos/video tour.

- Promotional video ad for upcoming spring virtual commencement.

Brand Management

The creative team works with partners across campus to manage Western Washington University's brand. This includes the development of design elements and assuring adherence to Western's brand standards.

In January and February, the creative team initiated a process for cohesive brand graphics between paid and organic digital efforts including:

- developing a standardized graphical representation across digital properties with an emphasis on the social channels of Facebook, LinkedIn, Twitter and YouTube.
- Finalized branded templates to be used for social banners and homepage hero image.
- Crafted a YouTube enhancement strategy that attempts to bring all of Western's disparate YouTube channels under one umbrella and includes key performance indicators, recommendations on content to enhance the university's SEO strategy and interdepartmental collaboration, utilizing a "one Western" approach.

Community Relations

Notable projects and connections that enhance WWU visibility, improve community access, and increase community-to-university partnerships.

Black History Month

Multiple departments throughout campus offered virtual programs, lectures, and performances in honor of February's Black History Month. Those departments included Music, Art and Art History, Dance, University Residences, Associated Students, KUGS Radio, English, Fairhaven College, Western Libraries, LGBTQ+ Western and others. Community Relations collaborated with those departments and other campus partners to consolidate more than 40 offerings onto the Black History Month website. Hundreds of students, faculty, staff, parents, alumni and community members participated in these virtual offerings. <https://www.wvu.edu/black-history-month>.

State of the University Address

Western hosted its second State of the University event for Whatcom County on March 18. The first occurred in 2019 and last year's event was cancelled due to the distractions of the early response to the COVID-19 pandemic. This year's event was held virtually and also included guests from Skagit County. Invited guests included elected officials and leaders from local tribes, cities, businesses and nonprofit organizations. In total, more than 60 community leaders participated including mayors, council members, Port commissioners, and other civic and community groups who partner with Western.

President Randhawa was joined by two colleagues: Dr. Sislena Ledbetter, Western's executive director for Counseling, Health and Wellness, and Dr. Hart Hodges, associate professor and director of Western's Center for Economic and Business Research. President Randhawa reflected on the challenges of this past year and shared Western's vision and hope for the future while recognizing the important partnerships the university has with the community. Additionally, President Randhawa engaged his colleagues in a discussion of what we've learned through the crisis of the past year and what we think might await us on the near-term horizon.

The Zoom event was recorded and will be made available to those unable to attend [LINK?].

Community Connections and Engagement

Community Relations engaged with the following organizations to develop mutually beneficial partnerships and support for the university [CAN WE BE MORE SPECIFIC HERE...STUDENT INTERNSHIPS, FACULTY RESEARCH, ETC]: Whatcom Transit Authority, First Federal Bank, Allied Arts, Aslan Brewing, City of Bellingham, Edward Jones, Country Financial, Walgreens, Stateside, Salish Wealth Management and Chinook Enterprises.

Tribal Liaison

Planning

The Tribal Liaison worked with the Affiliated Tribes of Northwest Indians (ATNI) on a resolution to Governor Inslee demonstrating their support of Western's proposal for a Coast Salish longhouse, as we await the outcome of funding for the capital project in the FY21-23 biennial budget.

A grant proposal on behalf of the Office Tribal Relations was submitted to the Washington Women's Foundation. The award for \$100,000 to be used over a period of three years is anticipated to increase capacity of the Office of Tribal Relations to support academic, personal, and professional success of Indigenous students, faculty and staff of WWU.

Events

Huxley College of the Environment Speaker Series for February and March brought guest lectures Kurt Grinnell, Loni Greninger (Suquamish) and Dr. Marco Hatch (Samish). The Tribal Liaison had the privilege of welcoming and introducing these Indigenous speakers to WWU.

Advisory Functions

The Tribal Liaison has joined the Legacy Review Taskforce which has held several meetings in February and March. The [intent of the task force](#) is to review the names associated with some of the buildings and colleges on Western's campus to determine if Western should consider making any name changes in order to maintain a welcoming and inclusive campus environment for all members of the Western community.

The Tribal Liaison continues to work with Western's Salish Sea Institute on development of the Salish Sea Studies curriculum to include more place-based knowledge by building relationships with Northwest Indian College and the Swinomish tribe.

The Tribal Liaison continues to serve as the administrative advisor of the Native American Student Union (NASU), including overseeing their budget, working with them on activities, and providing other support, and continues to advise WWU administrators, faculty, staff, and students on protocol and other knowledge as they are seeking to increase pathways and working relationships with local tribes. The Tribal Liaison also continues to support faculty throughout the University who have research questions, seek Indigenous resources, and advice on how to redesign curricula with a racial justice lens, and continues to correspond and meet with WWU students who are working on research for their classes or on writing projects for campus publications.

Relationship Building

The Tribal Liaison has been speaking in classes at WWU, as well as other colleges and universities including University of Washington at Tacoma and The Evergreen State College on Native students in education.

The Tribal Liaison continues building relationships with the region's tribes by meeting with tribal officials individually and at conferences in order to advocate for the longhouse project, report on how WWU is doing with regard to Native American students, increase student enrollment and retention, ask for support from the tribes, and build long-term sustainable relationships.

Finally, the Tribal Liaison has joined the Northwest Indian College planning committee for the 16th Annual Vine Deloria, Jr. Indigenous Studies Symposium to be held May 13-14, 2021.

Small Business Development Center

Pandemic Response

The SBDC continues to provide education and advising on best use of CARES Act and American Rescue Act grants.

- The second round of Paycheck Protection Plan (PPP) funding is currently in progress
- Working Washington Grant, round 4 opens March 29
- Shuttered Venue Grant opens April 8
- Many companies are applying for PPP forgiveness

WWU SBDC Bellingham Highlights

Professional Development – General

- ASBDC Webinar - Getting your clients started with WordPress
- ASBDC Webinar - Omnichannel Marketing - Doing Business as Big Business
- Bellingham Technical College / Bellingham Chamber Webinar - Desert Island Team Tools
- Chair of the Federal Reserve Jerome Powell speaks at New York Economic Club
- WWU Webinar – The Emerging Workplace

Professional Development – Equity and Cultural Awareness

- Black Owned Business Excellence Symposium
- Martin Luther King event - Awakening the Legacy

Professional Development – Pandemic Relief

- National Federation of Independent Businesses (NFIB) Webinar Series
 - ERTC, PPP2, and PPP1 Forgiveness
 - PPP, ERTC & COVID Relief Updates
 - ERTC Step by Step
- SBDC Webinar - L&I Overtime Rules
- Society for HR Management (SHRMA) Webinar
 - Utilizing Equity Plans to Drive Employee Engagement in a Post-Pandemic World
- Shuttered Venue Operator Grant Webinar

Outreach

- Campus Compact - Ethnic Business Outreach
- Center for Inclusive Entrepreneurship
- Congressional Outreach hosted by EDASC - Congresswoman Suzan DelBene and Congressman Rick Larsen
- Congressional Outreach with WSU - Congresswoman Suzan DelBene
- Congressional Outreach with WSU and local clients - Congressman Rick Larsen
- Continued discussions with the Skagit Latino Leadership program
- Community Reinvestment Act - planning with Habitat for Humanity and Whatcom Community Foundation
- Ferndale Annual General Meeting of the Chamber
- Ferndale Chamber Networking Meeting
- Meeting with Mount Vernon Chamber of Commerce - Latino Business Leaders, Sylvia Reed
- Meeting with Northwest Innovation Resource Center (NWIRC) - Executive Director Diane Kamianka
- Meeting with WWU Sislena Ledbetter - Ethnic Business Outreach
- Northwest Workforce Council - Full Board Meeting
- Participated in a conference with Skagit Latino Representative
- Small Cities Mayor Meeting
- Team Whatcom - COVID 19 Economic Resilience Meetings
- Whatcom Community Foundation - Advice on Philanthropy Investing
- Whatcom Community Foundation - Impact investing committee
- Whatcom Community Foundation - Impact Investing Meeting
- Whatcom County - Safer Stroger Together Campaign Steering Committee
- Whatcom County Advisory Committee - Business and Commerce

Training Events Hosted in February/March 2021

Date	Event Title	Attendees
3/11/2021	Recruit & Hire at WWU!	14
2/9/2021	Working Group for the Shuttered Venue Operator Grant	8
Total		22

WWU SBDC Kitsap Highlights

Professional Development

- National Federation of Independent Businesses (NFIB) Webinar Series - ARP Act

Outreach

- Facebook Live with US Congressman Derek Kilmer
- Kitsap Economic Development Alliance (KEDA) Annual Economic Development Forum
- Kitsap Digital Hour – Focus on black-owned businesses

- Meeting with new Bainbridge Island Chamber Director
- Poulsbo Economic Recovery Task Force
- Stimulus Funding Presentations to the following organizations
 - Kitsap Economic Development Alliance (KEDA)
 - South Kitsap Chamber of Commerce
 - Silverdale Chamber of Commerce
 - Port Orchard Bay Saint Association

Washington Campus Compact

Statewide Winter Service Symposium for Student Civic Fellows

Washington Campus Compact held a virtual **Winter Service Symposium** for student civic fellows from across Washington state on February 13, 2021 titled “*Dialogue Across Differences.*” Over 100 student civic fellows working on service projects in the areas of food/housing insecurity, mental health support, breaking the prison pipeline, addressing the opioid epidemic, and civic education participated.

Statewide Spring Service Symposium for Student Civic Fellows

Washington Campus Compact will hold a virtual **Spring Service Symposium** for student civic fellows from across Washington state in April 2021. Student fellows will present their projects to a variety of audiences including elected officials, campus leaders, family members and other fellows. These projects will serve as models for future fellowship initiatives.

Presidents’ Dialogue

Washington Campus Compact will be inviting all presidents/chancellors from higher education institutions in WA and ID to participate in a virtual Presidents’ Dialogue in May 2021. The topic for the dialogue will focus on equity and inclusion in democracy and the role higher education serves in preparing students for democratic engagement. issues on their campuses and in their communities. Focus areas will include K-16 educational success, housing and food insecurity, medical/mental health, civic education, and environmental stew

Web Communication Technologies (WebTech)

Summary

Typically, December and early January are a chance to catch up. 2020 through threw that out the window! We released updated sites for Western’s [Attorney General](#), [Graduate School](#), [Fairhaven College](#), [Disability Access Center](#) (DAC), [Advising Office](#), Western’s [Summer Session](#), and the [Social Justice Equity Committee](#).

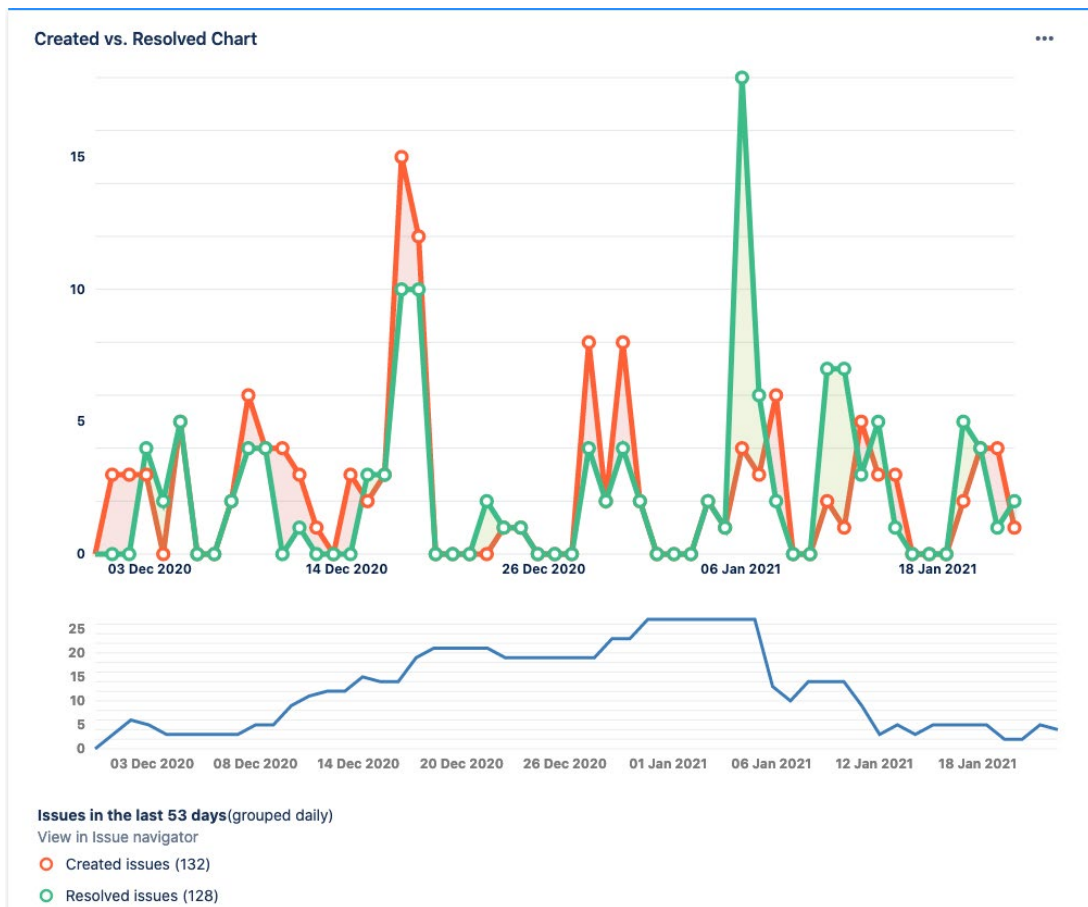
Environmental Health and Safety (EHS) asked WebTech to assist in updating a hazardous waste pick-up web application which was previously developed by an EHS staff member no longer with Western. It has been updated to run on modern code, support single sign on, hardened against security vulnerabilities, and migrated to a supported server.

Site launches and upgrades always have a significant focus on improving the digital accessibility and we are pleased that the Disability Access Center is now markedly improved and consistent with other popular pages across the Western domain. We worked with the DAC as well to create an interactive video caption decision tree, to help staff and faculty at Western determine the best way to get their video or live event captioned.

A new version of our content editor accessibility training was released in early January. It provides more in-depth exercises, shares the why behind the how of making content accessible, and uses Western examples rather than generic ones. Initial response to the training has been positive.

In collaboration with the marketing team WebTech built a real-time dashboard for analyzing the impact of changes to Make Waves campaign marketing landing pages. This dashboard is allowing data driven changes to the layouts and text of landing pages to increase the conversion goals of the campaign.

WebTech Workload



There was a small decrease in the number of tickets filed, which is consistent with much of the university being on break and holiday. Holidays for WebTech staff contributed to a large increase in tickets being created but not resolved between December 14th and January 6th, with that trend reversing as all staff resumed normal hours.

**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
DATE: April 2, 2021
SUBJECT: Enrollment Management Summary
PURPOSE: Information Item

I. Enrollment

As we move into spring quarter, all are wearying of the pandemic. Enrollments have suffered, and we are not yet through the challenges. We have high hopes that Fall 2021 will bring a return to some sense of normalcy, and we have some optimism for enrollment.

Spring 2021 Enrollment Outlook

Registration for spring continues as of the writing of this report. As of March 17, 2021 (two weeks prior to the start of spring quarter), 12,541 students were registered for classes. Taking into account the starting point for this academic year (fall enrollment) and factoring in continuing pandemic struggles into winter and now spring, we anticipate that enrollment for Spring 2021 will surpass 13,000, down about 8.5% from Spring 2020.

Students of color currently make up about the same proportion of the registered student population for spring that they did in Winter 2021 (a record high). Unfortunately, as we saw in fall and winter of this academic year, the pandemic continues to impact the enrollment of nonresidents, first generation, and Pell eligible students in negative ways.

We are on track to enroll new first-year students and new transfer students at similar levels this spring as we have in past spring quarters, with a slight increase due to deferrals from 2020—especially as to new first-year students. As of mid-March, the tables below reflect our applications, offers, and confirmations for spring within the three new student categories.

Tables as of March 17, 2021

New transfers—Bellingham

	Applied	Admitted	Confirmed
2021	323	261	186
2020	313	248	180
2019	332	248	180

New transfers—other locations

	Applied	Admitted	Confirmed
2021	24	8	8
2020	13	5	4
2019	13	3	3

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2021	68	59	35
2020	47	28	20
2019	40	24	17

Fall 2021 Applications and Recruitment

As of the March 17th admissions and recruitment report, we have officially passed last year's end-of-process totals for first-year applications and offers of admission.

First-Year Applications: 10,251 (Fall 2020 end-of-cycle: 10,205)

First-Year Admits: 9,669 (Fall 2020 end-of-cycle: 9,544)

Application numbers continue to reflect a little over a 2% increase from last year at this time, and we will continue to work with interested prospective students and accept applications into the summer. Deferrals from Fall 2020 account for the majority of the rise in applications this cycle, but without them we are still up. As was mentioned in the last report, we are working with 212 deferrals to Fall 2021 as compared to 86 deferrals that came into Fall 2020 from prior terms.

At this point (and despite the pandemic), nonresident applications, offers, and confirmations are all up, further marking the value of the digital marketing efforts targeted to nonresidents that we launched last year. First generation numbers (applications, offers, and confirmations) continue to lag. The year over year comparison shows that offers to and confirmations from students of color are up significantly, despite a slight decrease in the number of applications.

The Admissions team has sustained the push to get offers out quickly. Deferrals are included in the total number of offers and confirmations for Fall 2021. With the May 1, priority enrollment confirmation date approaching quickly, we are working with our admitted students to answer their questions, address their concerns, and win their hearts. You will recall that we extended the confirmation date last year. At this point, we have no plans to extend the confirmation date for Fall 2021.

Tables as of March 17, 2021

New first-year students—Bellingham

	Applied	Admitted	Confirmed
2021	10,251 (↑2.3%)	9,669 (↑16.5%)	1,231 (↑8.2%)
2020	10,018	8,297	1,138
2019	10,334	9,098	1,267

New transfers—Bellingham

	Applied	Admitted	Confirmed
2021	1,438 (↓13.6%)	649 (↑49.5%)	160 (↑63.3%)
2020	1,664	434	98
2019	1,725	570	147

New transfers—other locations

	Applied	Admitted	Confirmed
2021	177 (↓2.2%)	12 (↑200%)	12 (↑200%)
2020	181	4	4
2019	174	15	15

The Office of Admissions is moving full-steam-ahead with yield season events, programs, and activities. The entire campus community is gearing up for April 5-17—Virtual Admitted Student Days—when we will host pre-recorded and live events across a number of platforms, including Zoom, YouTube, Snapchat, and Instagram. The program will include

- Academic webinars with faculty and department representatives
 - e.g. All Undergraduate Colleges, Honors, Education Abroad, Pre-Health Advising
- Virtual receptions for students from similar geographic regions
 - e.g. California, Colorado, Alaska, Hawaii, Northeastern U.S., King County, Eastern WA
- Online tours of Housing and Dining facilities
- Question & Answer sessions with select student services
 - Financial Aid, NSSFO, and Academic Advising
- Open Virtual Forum with current Western students
 - Including fun online games with prizes and giveaways!

We continue to see promising results from application and FAFSA completion events and programs in partnership with Community-Based Organizations (CBOs), including College Success Foundation, Futures Northwest, Ready to Rise, GearUp, Rainier Scholars, TRIO (Upward Bound, Talent Search), Y-Scholars, and College Possible.

Graduate programs at Western are getting many more applications for admission than in recent years, and we continue to work with them on enrollment strategies. Across our Graduate College, the number of applications submitted is up by more than 40%.

Fall 2021 Insights

Industry experts and headlines continue to tell the tale of two different admissions experiences across higher education institutions this year. Elite and flagship institutions are reporting significant gains in their applicant pools, while less selective institutions struggle. The consensus is that the adoption of test-optional policies has changed the way applicants are approaching their submission choices. Less selective regional institutions are experiencing drops in application numbers. <https://www.highereddive.com/news/common-app-interest-in-selective-schools-soars-from-international-and-firs/595993/>

In a recent meeting of the Admission Directors of Washington's six public baccalaureate institutions, the University of Washington noted an overall increase in first-year applications of 11%. Western was the only other university that reported an increase in first-year applications. All the other institutions reported being flat or down, some with significant declines (down 34% in one instance). As mentioned above, Western's slight increase is buoyed by a number of deferrals from the Fall 2020 cohort.

In that same meeting, UW also disclosed that they will be utilizing a sizeable waitlist this year, as they aim for an entering new student class of the same size as last year. Waitlists are a big topic nationally right now, as many elite and flagship universities maintain much larger waitlists to assist in seating their classes. UW's management of a large waitlist will impact activity among the admitted student population for Western and for every institution in the state.

When compared with last year's cohort, we are witnessing an increase in the number of admitted students who submitted a FAFSA, generally accepted as a measure of interest by student and family. We credit these increases to much work being done to influence FAFSA completion through education and outreach efforts. Of particular importance to those efforts is the digital advertising

campaign that ran in January and February in partnership with Financial Aid and University Marketing.

FAFSA completion by new First-Year Students

Resident: 4927 v. 4671 (increase of 256 (5.5%))

Non-Resident: 2097 v. 1681 (increase of 416 (24.7%))

FAFSA completion by new Transfer Students

Resident: 232 v. 192 (increase of 40 (20.8%))

Non-Resident: 85 v. 49 (increase of 36 (73.5%))

It should be noted that, on the other hand, the number of admitted students who did not submit a FAFSA is also significantly greater than last year, resulting in a larger proportion of this year's admitted pool without a submitted FAFSA to Western.

There is significant concern about FAFSA completion across the country. According to the FAFSA tracker on *FormYourFuture.Org*, through March 5, there have been 10.4% fewer FAFSA submissions in Washington. (Nationally, FAFSA submissions are down 9.4%.) Of concern, 33.1% of Washington's high school class of 2021 has submitted a FAFSA, compared with 43.1% nationwide. Lower FAFSA completion rates are a further indicator of disengagement.

Unfortunately, it is evident that the disconnect is more pronounced for students and families from underserved communities. The themes are diverse and complex: personal safety, financial instability, housing insecurity, food insecurity, access to technological resources, access to human resources (teachers/mentors/coaches/school counselors), access to mental health resources, access to public health (i.e. COVID19 testing and vaccination), social justice—all of which, when magnified and compounded, can have a direct and profound effect on achievement, preparation, and engagement in the college-going process.

We continue our positive engagement to identify solutions to these issues, while devoting equal care and attention to the execution of our recruitment and admission plan for the Fall 2021 cohort and future cohorts.

II. Student Aid

Financial Aid Award Letters—Fall 2021 New Undergraduates

The first batch of 2021-22 first-year and transfer student aid offers were transmitted electronically (and paper copies were mailed) during the week of March 15-18, 2021. Federal, state, and institutional funds totaling more than \$50 million were awarded to a total of 5,741 students: 4,162 first-year students, 1,414 Running Start students, and 165 transfer students.

Western is among the first of the four-year public institutions in Washington to begin sending aid offers to new undergraduate students.

The decision to send paper aid offers in addition to electronic notifications was a strategic decision to ensure that our most important communications arrive in a manner most likely to be noticed by parents/families. Financial Aid staff members reported to their offices to review the aid offers for quality control purposes. A few issues were found and resolved. They folded and stuffed them into envelopes for mailing, while adhering to social distancing requirements.

Subsequent financial aid awards for the 2021-22 year will be made in batches on a recurring basis from this point forward. At the same time, awarding, aid disbursement, and related processing will continue for the current year. March marks the beginning of managing 2020-21 and 2021-22 simultaneously.

HEERF—Higher Education Emergency Relief Funds

HEERF I (Student Aid of \$5.8 Million): Western’s first \$5.8 million allocation, which was received last spring, has been fully disbursed to Western students to assist them with expenses incurred from campus disruption due to coronavirus. A total of 3,956 Western students received \$5,820,847 in HEERF I funds, with an average award of \$1,471.

Awards were made via flat grants based on common expenses, individual grants based on electronic applications, and through grants to new first year and transfer students who indicated that they needed financial assistance with technology expenses associated with remote instruction.

Of the 3,956 students, 46% were Pell-eligible and among the highest need students who filed a FAFSA; 83% had calculated financial need from the FAFSA, and at least 37% were students of color (see chart below). We say “at least” because students whose race or ethnicity were unknown were not included in the calculations as students of color.

	Count of Students (Unduplicated)	Total \$ Awarded	Average Award
HEERF I	3,956	\$5,820,847.00	\$1,471.40
Grand Total	3,956	\$5,820,847.00	\$1,471.40

Count by Need Status		
Need Status	Count of Students	% of Students
Pell Eligible	1844	46.61%
Gross Need	1429	36.12%
No Need	683	17.26%
Grand Total	3956	100.00%

Count by Ethnicity		
Ethnicity	Count of Students	% of Students
American Indian or Alaska Native	133	3.36%
Asian	539	13.62%
Black or African American	246	6.22%
Hispanic or Latino	534	13.50%
White	2429	61.40%
Two or More Races	10	0.25%
Race or Ethnicity Unknown	65	1.64%
Grand Total	3956	100.00%

HEERF II (Student Aid of \$5.8 Million): Western received a second student portion of Federal HEERF allocation, commonly referred to nationwide as HEERF II, in the amount of \$5.8 million during Winter Quarter 2021. Student eligibility for the second allocation differs from the first. The second allocation was created by the CRRSA (Coronavirus Response and Relief Supplemental

Appropriations Act) of 2021. Rather than requiring recipients to have incurred expenses from campus disruption due to coronavirus as was the case with HEERF I, HEERF II grants must be made on the basis of “exceptional financial need”. It should be noted that the federal regulations allow neither HEERF I nor HEERF II to be awarded to students who are not U.S. citizens. In addition and on a separate note, Federal regulations prohibit institutions from withholding payment for a future term and requiring enrollment to receive funds, so HEERF II cannot be used as a recruitment tool.

As of the end of Winter Quarter 2021, Financial Aid has awarded 3,379 Western students \$1,000 each based on exceptional financial need as evidenced by falling within the EFC (expected family contribution, calculated from the 2020-21 FAFSA) range of \$0-\$5,711 for Federal Pell eligibility. Of the 3,379 total students awarded thus far, 3,170 are undergraduates and 209 are graduate students.

The process for distributing Spring 2021 HEERF II will begin in April 2021. Students enrolled this spring who did not already receive a HEERF II grant during Winter 2021 but who meet the qualifications stated above, will be awarded HEERF II flat grants of \$1,000 each in early April.

The Financial Aid Department recognizes that exceptional financial need can be represented not just by EFC but by other factors, including situational financial need brought about by economic hardship. Therefore, Financial Aid will provide the opportunity for students to apply for funding through a CRRSA HEERF II application, which will be posted on the Financial Aid website on April 12, 2021. The application will be brief and allow students with exceptional financial need to provide basic information, including a short description of the relevant expenses. Awarding priority for students who file CRRSA HEERF II applications will be given to students who did not previously receive a CRRSA HEERF II grant.

HEERF III: Western anticipates receipt of a third allocation from the American Rescue Plan Act of 2021. The student aid portion of that is expected to be about \$16 million. It is to be spent over the next two years, beginning with 2021-22. Financial Aid is awaiting notice of updated awarding criteria.

State Emergency Relief Funding for Undocumented and DACA Students

Engrossed Substitute House Bill 1368, signed into law by Governor Inslee in February 2021, provided \$5 million statewide to serve undocumented students who need emergency funding and are enrolled during the 2020-21 academic year. On March 12, 2021, Western received its share—a total of \$120,950.

Financial Aid has notified students who appear to be eligible for these funds that they will need to apply for this funding, and Financial Aid has sent them an electronic application. Student eligibility requirements include being a resident of the state of Washington, having incurred expenses from coronavirus, completing a WASFA (Washington Application for State Financial Aid), demonstrating financial need, meeting satisfactory academic progress, and being ineligible for federally-funded student financial aid (including HEERF I and II, as well as regular financial aid) due to lack of U.S. citizenship. The requirement that a WASFA be completed may be waived, if not needed for other purposes and if the university has determined the student needs emergency funding.

III. New Student Services/Family Outreach

Orientation, Advising, and Registration (OAR) Programs for New Students

The Spring 2021 orientation, advising, and registration program is well underway for new spring transfer and first-year students. Three of four advising and registration sessions have been completed, with one more scheduled to run the day before the start of spring classes. With students continuing to take advantage of virtual OAR programming and adding in student deferrals from

2020, our reservation numbers for the program are well-exceeding those of previous years. As with the Winter 2021 program, the Academic Advising staff scheduled a new, additional session to accommodate increased demand. In support of new summer quarter transfer students, one advising and registration session is scheduled for early May as well.

In turning toward fall quarter preparations, NSSFO is currently working with campus partners to begin generating Orientation offerings for the 2021-22 academic year. Dates for the advising and registration sessions will be announced shortly. Similar to 2020, orientation offerings will be provided in a virtual format, including both asynchronous offerings such as pre-recorded informational videos by academic and service departments, and synchronous offerings such as live webinar presentations and peer-to-peer connection hours. Essential components of this year's website (a new "anthem" video produced by University Marketing and "save-the-date" information, for example) will be updated well in time for the Office of Admissions' spring Admitted Student Days programming.

CASE Regional Gold Award

We are excited to share that last year's New Student and Family Orientation website earned a regional Gold Award in the Communications category in the National CASE (Council for Advancement and Support of Education) competition. The design and production of the website was a significant collaboration between University Communications/Marketing, WebTech, and NSSFO.

University Communications shared with NSSFO the judges' comments regarding the submission and website:

"This well-designed, new orientation website filled with engaging videos and vital information for new students and their families featured content from more than 60 academic and campus services departments. The WWU 2020 Anthem video is phenomenal, and the message of inclusion felt authentic and from the heart. The sample of remote classes was a brilliant way to reassure students and show them that they could do it. Western Washington University raised the bar for virtual student orientations during COVID-19 and could continue using this website to supplement their in-person orientations in the future. All of this in two weeks, with zero additional budget...wow!"

This is the second CASE award our partnership with University Communications/Marketing has garnered for our co-created communications, with a Bronze Award in 2018 for the creation of the Western Family Calendar being the first.

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

TO: Members of the Board of Trustees
FROM: John M. Meyer, Chair, Board Committee on Trustees
DATE: April 2, 2021
SUBJECT: **Board Trustees Remarks**
PURPOSE: Information Item

Purpose of Submittal:

Chair Meyer will provide time to members of the Board of Trustees and the University President for any final remarks, questions, or observations.

21. EXECUTIVE SESSION

Executive Session may be held to discuss personnel, real estate, and legal issues as authorized in RCW 42.30.110.

22. DATE FOR NEXT REGULAR MEETING

- **June 10 & 11, 2021**

23. ADJOURNMENT