

WESTERN WASHINGTON UNIVERSITY  
BOARD OF TRUSTEES  
AGENDA  
October 12 & 13, 2017

**THURSDAY, OCTOBER 12, 2017**

Location: Old Main 340

Time: 3:00 p.m.

**1. CALL TO ORDER, APPROVAL OF MINTUES**

3:00 - 3:05

- Board of Trustees Special Meeting, July 20, 2017
- Board of Trustees Meeting, August 18, 2017

**2. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110**

3:05 – 3:35

**Transition Time:** 10 Minutes

**3. DIVERSITY, EQUITY, AND INCLUSION**

3:45 – 5:00

Presentation: Brent Carbajal, Provost & Vice President for Academic Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services

**4. INTRODUCTION OF ASSOCIATED STUDENTS BOARD OF DIRECTORS**

5:00 – 5:10

*5:15 pm - The Board will host the AS Board and other invited guests for a reception in the solarium.*

**FRIDAY, OCTOBER 13, 2017**

Location: Old Main 340

Time: 8:20 a.m.

*7:30– 8:10 am - Breakfast for the Trustees and Meeting Attendees in Old Main Solarium*

**Introductions:**

- Dr. Gautam Pillay, Vice Provost for Research and Dean of the Graduate School

**Convocation Award Recipients:**

- Gordon Chalmers, Outstanding Faculty Leadership Award Recipient
- AJ Barse, Outstanding Classified Staff Award Recipient
- Linda Norman, Professional Staff Organization Award Recipient
- Francisco Rios, Diversity Achievement Award Recipient
- Vicki Hsueh, Carl H. Simpson Bridging Award Recipient
- Emmanuel Camarillo, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Howard Hughes Medical Institute Proposal Development Team, Team Award

1. **CALL TO ORDER**  
8:20 – 8:25
  
2. **EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110**  
8:25 – 8:50
  
3. **PUBLIC COMMENT**  
8:50 – 9:00
  
4. **BOARD CHAIR**  
9:00 – 9:20
  
5. **UNIVERSITY PRESIDENT**  
9:20 – 9:30
  
6. **FACULTY SENATE**  
9:30 – 9:35
  
7. **ASSOCIATED STUDENTS**  
9:35 – 9:40

### **ACTION ITEMS**

8. **EMERGENCY RULE CHANGES**
  - a. **CHAPTER 516-36 WAC, USE OF UNIVERSITY FACILITIES – SCHEDULING**
  - b. **WAC 516-24-130, DEMONSTRATIONS**
  - c. **WAC 516-52-020, FIREARMS AND DANGEROUS WEAPONS**

9:40 – 9:50	Presentation:	Melynda Huskey, Vice President for Enrollment and Student Services Richard Van Den Hul, Vice President for Business and Financial Affairs Darin Rasmussen, Director, Public Safety/Chief of Police
9:50 – 10:00	Discussion	

**BREAK: 10 MINUTES**

9. **RESOLUTION 2017-10 DELEGATING AUTHORITY FOR COMPETITIVE SALE OF VIKING UNION MULTICULTURAL CENTER AND HOUSING RENOVATION BONDS**  
10:10 – 10:20      Presentation:      Richard Van Den Hul, Vice President for Business and Financial Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services

10:20 – 10:30 Discussion Brian Sullivan, Associate Vice President for Business and Financial Affairs

## **DISCUSSION ITEMS**

### **10. NEW PEER INSTITUTION LIST**

10:30 – 10:40 Presentation: Brent Carbajal, Provost & Vice President for Academic Affairs  
Brian Burton, Associate Vice President for Academic Affairs  
Paqui Paredes Mendez, Professor, Modern and Classical Languages

10:40 – 11:15 Discussion

### **11. INTERNATIONAL STUDENTS INITIATIVE**

11:15 – 11:25 Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs  
11:25 – 11:35 Discussion

### **12. AUDIT COMMITTEE REPORT**

11:35 – 11:40 Presentation: Trustee Earl Overstreet, Chair, Board of Trustees Audit Committee

### **13. BOARD GOVERNANCE COMMITTEE REPORT**

11:40 – 11:45 Presentation: Trustee Chase Franklin, Chair, Board Governance Committee

### **14. INFORMATION ITEMS**

11:45 – 11:50

- a. Academic Affairs Report
- b. Admissions and Enrollment Report
- c. Capital Program Report
- d. University Advancement Report
- e. University Relations and Marketing Report
- f. WWU Annual Report

**15. DATE FOR NEXT REGULAR MEETING: December 14, 15, 2017**

### **16. ADJOURNMENT**

*The Carver Dedication Luncheon will be held in the Solarium (noon – 12:45) for invited guests followed by the Ribbon Cutting Ceremony and Carver Open House and 1:00 pm.*

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

**TO:** Members of the Board of Trustees  
**FROM:** President Sabah Randhawa  
**DATE:** October 13, 2017  
**SUBJECT:** **Recognitions and Introductions**  
**PURPOSE:** Information Item

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Provost and Vice President for Academic Affairs, Brent Carbajal and Vice President for Enrollment and Student Services, Melynda Huskey will recognize the following people at lunch for their outstanding achievements and service to the University.

- Gautam Pillay, Vice Provost for Research and Sponsored Programs and Dean of the Graduate School
- Gordon Chalmers, Outstanding Faculty Leadership Award Recipient
- AJ Barse, Outstanding Classified Staff Award Recipient
- Linda Norman, Professional Staff Organization Award Recipient
- Francisco Rios, Diversity Achievement Award Recipient
- Liz Partolan-Fray, Diversity Achievement Award Recipient
- Vicki Hsueh, Carl H. Simpson Bridging Award Recipient
- Emmanuel Camarillo, Philip E. Sharpe Jr., Community Engagement Award Recipient
- Howard Hughes Medical Institute Proposal Development Team

**Gautam Pillay, PHD, Vice Provost for Research and Dean of the Graduate School.**

Gautam Pillay earned a doctorate in chemical engineering from Texas A & M University and a bachelor's degree in chemical engineering from New Mexico State University. Since 2013, Gautam served West Chester University of Pennsylvania as the chief research officer, facilitating the development and sustainability of research, scholarship and creativity in all academic colleges and schools to enhance undergraduate and graduate learning and faculty professional development. Previously, Gautam served as tenured professor of Chemical Engineering and associate provost for Research at Rowan University in New Jersey; vice president for Research and professor of Chemical Engineering at the South Dakota School of Mines and Technology; and executive director of the Inland Northwest Research Alliance, a non-profit consisting of eight western research universities. Additionally, he served for over 20 years as a U.S. Department of Energy national laboratory researcher, program manager, government relations manager, chief of staff and senior administrator, including at the Pacific Northwest National Laboratory in Richland, Washington. His research interests include environmental remediation and restoration, societal impacts of science and engineering, and the instructional methods of technical communications. In addition, Gautam has

formal training in three languages, several musical instruments, multiple theatrical and dance genres, and has performed professionally in several states

### **Gordon Chalmers, Professor, Kinesiology and Physical Education - College of Humanities and Social Sciences**

Gordon Chalmers joined the kinesiology program in Western's Health and Human Development Department in 1996. Gordon has been the program coordinator for the Kinesiology and Physical Education Program for eleven years, including during recent years of rapid growth and 70% faculty turnover. For a two year period, he was the major advisor for more than 200 kinesiology students at a time. His teaching and research focuses on human motor control, and his classes he emphasizes the use of research studies to prepare students for lifelong learning in their professions. Beyond his department, Gordon has chaired the Human Subjects Review Committee of the WWU Institutional Review Board for fourteen years and has been a grant reviewer for the National Association for Sport and Physical Education for five years. Gordon received his B.S. from Simon Fraser University and his M.S. and Ph.D. from UCLA. He carried out post-doctoral research at the UCLA Brain Research Institute, the Neurosciences Department of the School of Medicine at the University of California Dan Diego, and as a Medical Research Council of Canada Post-Doctoral Fellow at Simon Fraser University

### **AJ Barse, Instructional Technology Specialists, - Student Technology Center – Academic Technology & User Services (ATUS)**

Described by his colleagues as a “thoughtful, knowledgeable teacher,” a “generous and attentive collaborator” and “my #techhero” for his just-in-time technology rescues, AJ Barse has worked as an Instructional Technology Specialist at the ATUS Student Technology Center since 2012. He specializes in the digital arts, and audio and visual production using related software tools. Last year, he helped expand the STC's workshop offerings with an introductory workshop series on 3D Printing and Making for students of all majors. He is passionately committed to teaching students technology skills that will help them in their professional lives.

### **Linda Norman, Senior Systems Analyst – Enterprise Application Services – Academic Affairs**

Linda Norman has worked as a Senior Systems Analyst at Western since 2000, developing and enhancing IT systems that support student success. She serves as a bridge between the institution's complex technical systems and the departments interfacing directly with the students, faculty, and staff. Currently, she is the lead analyst assigned to the Degree Works Implementation Team, which is responsible for replacing Western's current degree audit software with a new system designed to increase achievement by improving retention and graduation rates.

According to one of her colleagues, “If you can't figure out how something works or the history of how it was developed, Linda either knows or she delves into the data until she finds out.” Another stated that Linda “has an encyclopedic understanding of the Banner Student Information System.”

When asked what she values most about her work at Western, Linda's response makes it clear that for her, it's all about the students. “The most important thing I'd like to say is how grateful I am for all the amazing people I have worked with at Western. I've supported a lot of users in a lot of departments over the years and have always considered it my job to make their jobs easier. Together we have been able to accomplish wonderful things for the students.”

### **Francisco Rios, Professor, Woodring College of Education**

Francisco Rios came to Western in 2011 to serve as the Dean of the Woodring College of Education, a six year tenure that he completed this past summer when he returned to the faculty. As Dean of the College, he led numerous initiatives, including: recruitment of a Diversity Recruitment and Retention Specialist; the hiring of a more diverse faculty; the partnership program “Maestros Para el Pueblo”; the Fairhaven-Woodring Education and Social Justice minor; three alternate route to teaching programs with the Bellingham School District; and new international partnerships for Woodring College, most notably in Chile, China, Taiwan and Mongolia.

### **Liz Partolan-Fry 1948-2016, Director of International Programs & Exchange, Psychology Professor, Institute for Global Engagement**

Liz Parton-Fray began her career at Western in 1980 at the Multicultural Services Center where she advised international students, students with disabilities, veterans, and mature returning students. From 1997 to 2016, Liz served as Director of International Programs & Exchanges (now Education Abroad). During her tenure, the number of Western students studying abroad annually more than doubled, and the number of international students at Western increased significantly as well. She was an outstanding advocate for increasing diversity on university campuses, receiving the Women of Color Empowerment Award in 2010, and being appointed to the NAFSA: Association on International Educators 2016-2017 Diversity Network Task Force.

Liz was a Fulbright grantee for International Education Administrators to both India and Japan. At Western she served on the Affirmative Action Advisory Committee, the Strategic Planning Committee on Ethnic and Cultural Pluralism, and on the Diversity Achievement Award Committee, among other similarly-focused groups. Her roles as a trainer and committee chair in NAFSA and with the Northwest Council of Study Abroad gave her a national reputation as a leader who cared about her students. Her work with colleagues on campus earned respect and admiration as a mentor who cared about them as people.

Liz spent a lifetime advocating for those who were underrepresented at the university. From developing policies to satisfy immigration regulations, to teaching a course designed for students preparing to study abroad, Liz brought leadership and dedication to Western's services for international students and those leaving from Western to study abroad.

Liz passed away in the summer of 2016 and dearly missed by her family, friends, and former colleagues at Western and in the international field.

### **Vicki Hsueh, Professor, Department of Political Science, College of Humanities and Social Sciences – Director, Women, Gender, and Sexuality Studies**

Vicki Hsueh has been a professor in the Department of Political Science since 2003 and has served as the Director of Women, Gender, and Sexuality Studies (WGSS) since 2013. She has been active to both the university and the Bellingham community, with a particular emphasis on projects that tackle issues of equality, justice, and violence prevention care.

Over the past couple of years, Dr. Hsueh has collaborated with a deeply engaged, wide-ranging group of students, staff, and faculty from across the university to make the WGSS program more inclusive, more comprehensive, and more visible. This growth, she believes, would not be possible without the heartfelt efforts and love of a passionate and committed community. They have truly built a program of vitality and vibrancy.

As an interdisciplinary program, WGSS emphasizes the theories and practices shaped by feminist, queer, postcolonial, multiracial, and multicultural context as it critically seeks to revise, re-envision,

and reimagine social change. Creating connections and building alliances across difference empowers us to more powerfully pursue the work of examining and challenging systems of oppression, inequality, and privilege from a variety of perspectives.

Vicki received her Ph.D. from Johns Hopkins University and her B.A. from Williams College. She is the author of *Hybrid Constitutions: Making and Unmaking Power and Privilege in Colonial America* and numerous articles and other publications.

### **Emmanuel Camarillo, General Student Advisor and Undocumented Student Advisor – Academic Support Coordinator, Student Outreach Services – Enrollment & Student Services**

Emmanuel was born and raised in El Paso, Texas. He graduated from Truman State University in 2011 with a B.S. in Agriculture Science. In 2013 he graduated from Western Washington University with a M.Ed. in Environmental Education and earned a certificate in Leadership and Nonprofit Administration from the North Cascade Institute.

Emmanuel Camarillo has been a staff member at Western Washington University in Student Outreach Services since 2015. Emmanuel's passion at Western is to help undocumented students succeed at Western, both as an academic advisor and as a volunteer club advisor for the WWU Blue Group, the student club for undocumented students and their allies. Emmanuel has given generously of his time and resources to support undocumented students by taking them to conferences and helping with DACA, WASFA and Know Your Rights workshops in Bellingham and Mt. Vernon. He is also former member of the Skagit Immigrant Rights Council. A colleague describes Emmanuel as having "a kind of dedication and determination that is admirable and inspiring"

### **Howard Hughes Medical Institute Proposal Development Team – College of Science and Engineering**

The Howard Hughes Medical Institute (HHMI) Proposal Development Team originated as a group of faculty members from Biology, Chemistry and Geology concerned about climate, access and retention for underrepresented students in STEM majors. The group began to meet on a biweekly basis to identify barriers for these students, including enrollment limits on STEM courses, under-preparation for the Math Placement test, and the lack of faculty and graduate student awareness concerning equity and inclusion. When the HHMI, the world's foremost biomedical research foundation, announced that it would be accepting proposals for \$1 million in grants to increase minority inclusion and representation in STEM disciplines, the team's conversations and shared understanding made it possible to prepare a proposal to address these issues at Western. From a field of 1500 eligible colleges and universities, and a 91 submitted proposals. Western was one of 24 to receive a \$1M grant. Because of HHMI's national prominence and resources, with this grant Western is positioned to become a national leader in STEM inclusion, which can in turn increase Western's ability to recruit more diverse faculty and students.

#### **Individual Team Members:**

Spencer Anthony Cahill, Chemistry; Regina Barber-DeGraaff, Physics and Astronomy; Emily Borda, Chemistry; Jessica Cohen, Mathematics; Lina Dahlberg, Biology; Edward Geary, SMATE; Daniel Hanley, SMATE; Bernie Housen, Geology; Robin Kodner, Biology; Davis Leaf, Biology; Suzanne Lee, Biology; Joann Otto, Biology; Daniel Pollard, Biology; Jackie Rose, Biology; José Serrano-Moreno, Biology; Shannon Warren, SMATE.





## **1. CALL TO ORDER**

**Western Washington University  
Board of Trustees  
Meeting Minutes  
Thursday, July 20, 2017**

**1. CALL TO ORDER**

Board Chair Sue Sharpe called the special meeting of the Board of Trustees of Western Washington University to order at 1:03 p.m., in the Board Room, Old Main 340, in Bellingham, WA.

**Board of Trustees**

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

**Western Washington University**

Sabah Randhawa, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services  
Steve Swan, Vice President for University Relations and Community Development  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Allison Giffin, President of Faculty Senate  
Rob Olsen, Assistant Attorney General  
Paul Cocke, Director of University Communications  
Paul Dunn, Senior Executive Assistant to the President  
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**2. 2017-2018 OPERATING BUDGET AND RELATED MATTERS**

President Randhawa provided an overview of the process that led to the budget request to the legislature reminding the board that the process began two years ago with input from the campus community, the colleges and the University Planning and Resource Council (UPRC). He noted that the budget proposal came before the board for review and approval before it was submitted to the Legislature. Randhawa outlined Western's 2017-19 priorities which included compensation to attract and retain faculty and staff, four decision packages focused on student success, equity and inclusion, and Science, Technology, Engineering and Math (STEM) capacities. He added that these priorities were approved by then President Shepard and submitted to the Legislature in summer 2016. Randhawa added that when he joined Western he had the opportunity to review the priorities and agreed that they were the right priorities for the university.

Randhawa reported that the budgets that were proposed by the Senate, House and Governor were closely appropriated to what Western put forward to the Legislature.

**a. 2017-2018 TUITION RATES**

Linda Teater, Director, Budget Office presented the board with the 2017-18 Academic Year Tuition Fees. Teater reported that with this being President Randhawa's first budget cycle as president, the Budget Office purposefully followed the same process as in the past so that President Randhawa could see the current process and decide what changes he may wish to make moving forward. Teater explained that the operating budget is contingent on the approval of the tuition fees.

Teater explained that the legislature made no changes to the tuition setting authority for resident undergraduate students, which means that all state universities are all limited to a 2.2% tuition increase. She said that the tuition increase recommendation for non-resident students and graduate students is 3.5% with the exception of two graduate programs. In an effort to make the services free of charge for clients at the Speech, Language and Hearing Clinic, a differential tuition rate is recommended to cover the current clinic services and expenses. Teater added that a differential tuition rate for the Audiology program.

Teater provided an overview of the Proposed 2017-2018 Tuition Rates (ATTACHMENT A) which provides a percentage changes in dollar amounts. She also added that (ATTACHMENT B) provides a comparison of other regional institutions tuition rates. Teater also noted that (ATTACHMENT C) shows how the recommended tuition increases when added to the previously approved rates for mandatory fees and room and board affect the total cost of attendance to the typical resident undergraduate students.

Trustees thanked Teater for her presentation and thanked the staff for the clear and concise materials. Trustee Sharpe said that the board was pleased to see that affordability and accessibility has been a priority when preparing the budget.

**MOTION 07-01-2017**

Trustee Overstreet MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2017-18 annual tuition operating fee and capital building fee rates for state-funded resident undergraduate students be raised by 2.2%; and

FURTHER MOVED, that the 2017-18 annual tuition operating fee and capital building fee rates for non-resident undergraduate, resident graduate, non-resident graduate and Masters in Business Administration (MBA) rates for resident and non-resident students be raised by 3.5%; and

FURTHER MOVED, that the 2017-18 annual tuition operating fee rates for resident students in the Speech Language Pathology program be set at \$13,734 and for non-resident students be set at \$25,380, the annual capital building fee rates for resident and non-residents students in this program be set at \$425 and \$785, respectively; and

FURTHER MOVED, that the 2017-18 annual tuition operating fee rates for resident students in the Clinical Doctorate in Audiology program be set at \$18,498 and for non-resident students be set at \$27,600, the annual capital building fee rates

for resident and non-residents students in this program be set at \$572 and \$854, respectively.

The motion passed.

**b. APPROVAL 2017-18 ANNUAL OPERATING BUDGET**

Linda Teater, Director, Budget Office, reported that higher education is a nationally competitive industry and thanked the Legislature for appropriating funds to provide raises to faculty and staff for three 2% increases effective July 1, 2017, July 1, 2018 and January 1, 2019.

Teater also thanked the Legislature for biennially funding a million dollars to improve student academic success and increase degree completion, two million dollars for the maintenance operations and debt service funding for the newly renovated Carver Academic Facility, and for the previously mention \$1.4 million which represents the inflation on the tuition back fill. Teater noted that these new resources allow for meeting the compensation commitments that Western has made as well as the many other priority requests that were voiced at the University, Planning, and Resource Council (UPRC) meetings.

Trustee Sharpe requested clarification on the funding received pertaining to student academic success. President Randhawa explained that there has been discussion with Provost and Vice President for Academic Affairs Brent Carbajal and Vice President for Enrollment and Student Services, Melynda Huskey on selection of appropriate initiatives that will move the needle on a more sustained basis when it comes to student persistence and student success. Randhawa also noted that related to student success, Western will be allocating approximately \$800,000 on hiring new faculty in targeted areas where there are bottlenecks in enrollment.

MOTION 07-02-2017                      Trustee West MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a 2017-18 Annual State Operating Budget of \$168,863,755 consisting of a State Appropriations in the amount of \$79,953,000; WWU net tuition operating fee revenue of \$84,448,460; and administrative services assessment revenue of \$4,462,295.

The motion passed.

**3. EXECUTIVE SESSION**

At 1:25 pm Chair Sharpe announced the Board would go into Executive Session for approximately 10 minutes to discuss matters as authorized by RCW 42.30.110 (1) (g). The board reconvened at 1:35 pm with no action taken.

**4. DATE FOR NEXT REGULAR MEETING**

August 17 & 18, 2017

**5. ADJOURNMENT**

The meeting adjourned at 1:36 p.m.

ATTACHMENT A

Western Washington University Proposed 2016-2017 Tuition Rates (Operating Fee and Capital Building Fee)				
TUITION FEES				
	2015-16	2016-17	\$ Change	% Change
<b>Operating Fee</b>				
Resident Undergraduate*	\$6,849	\$5,822	-\$1,027	-15.0%
Non-Resident Undergraduate	\$18,722	\$19,265	\$543	2.9%
Resident Graduate	\$8,489	\$8,735	\$246	2.9%
Non-Resident Graduate	\$18,141	\$18,667	\$526	2.9%
Resident MBA	\$9,841	\$10,126	\$285	2.9%
Non-Resident MBA	\$19,527	\$20,093	\$566	2.9%
<b>Capital Building Fee</b>				
Resident Undergraduate	\$294	\$294	\$0	0.0%
Non-Resident Undergraduate	\$773	\$795	\$22	2.9%
Resident Graduate	\$225	\$232	\$7	2.9%
Non-Resident Graduate	\$568	\$584	\$16	2.9%
Resident MBA	\$241	\$248	\$7	2.9%
Non-Resident MBA	\$602	\$619	\$17	2.9%
<b>TOTAL TUITION (Operating Fee and Capital Building Fee)</b>				
Resident Undergraduate*	\$7,143	\$6,116	-\$1,027	-14.4%
Non-Resident Undergraduate	\$19,495	\$20,060	\$565	2.9%
Resident Graduate	\$8,714	\$8,967	\$253	2.9%
Non-Resident Graduate	\$18,709	\$19,252	\$543	2.9%
Resident MBA	\$10,082	\$10,374	\$292	2.9%
Non-Resident MBA	\$20,129	\$20,713	\$584	2.9%

\*Tuition reduction is applied to operating fee only; therefore total tuition is reduced slightly less than 15%.

## ATTACHMENT B

**Western Washington University**  
 Washington State Higher Education Sector Tuition Comparison - FY 2018

Resident Undergraduate		Resident Graduate		Non-Resident Undergraduate		Non Resident Graduate	
UW	\$ 9,909.00	UW	\$ 15,207.00	UW	\$ 34,473.00	UW	\$ 27,255.00
WSU	\$ 9,530.00	WSU	\$ 11,224.00	TESC	\$ 24,138.00	EWU	\$ 25,323.00
TESC	\$ 6,677.00	EWU	\$ 10,543.00	WSU	\$ 23,956.00	WSU	\$ 24,656.00
<b>WWU</b>	<b>\$ 6,250.00</b>	TESC	\$ 10,039.00	EWU	\$ 22,299.00	TESC	\$ 23,230.00
CWU	\$ 6,037.00	<b>WWU</b>	<b>\$ 9,281.00</b>	<b>WWU</b>	<b>\$ 20,762.00</b>	CWU	\$ 20,555.00
EWU	\$ 5,577.00	CWU	\$ 8,775.00	CWU	\$ 20,144.00	<b>WWU</b>	<b>\$ 19,925.00</b>

ATTACHMENT C



ATTACHMENT C

Active Minds Changing Lives

### Historical Resident Undergraduate Total Cost of Attendance





**Western Washington University  
Board of Trustees  
Meeting Minutes  
Friday, August 18, 2017**

**1. CALL TO ORDER**

Board Chair Sue Sharpe called the regular meeting of the Board of Trustees of Western Washington University to order at 8:07 am in the Board Room, Old Main 340, in Bellingham, WA.

**Board of Trustees**

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

**Western Washington University**

Sabah Randhawa, President  
Brent Carbajal, Provost and Vice President for Academic Affairs  
Melynda Huskey, Vice President for Enrollment and Student Services  
Richard Van Den Hul, Vice President for Business and Financial Affairs  
Stephanie Bowers, Vice President for University Advancement  
Allison Giffin, Faculty Senate President  
Kerena Higgins, Assistant Attorney General  
Paul Cocke, Director of University Communications  
Paul Dunn, Senior Executive Assistant to the President  
Barbara Sandoval, Assistant to the President and Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

**1. APPROVAL OF MINUTES**

There were no changes to the draft minutes as distributed.

MOTION 07-01-2017: Trustee Franklin moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following Minutes:

- Board of Trustees Meeting June 8, 2017
- Board of Trustees Meeting June 9, 2017

The motion passed.

## **2. PUBLIC COMMENT**

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

## **3. RECOGNITIONS AND INTRODUCTIONS**

President Randhawa introduced Melynda Huskey, Vice President for Enrollment and Student Services who will be leading the team that supports the co-curricular and out-of-the classroom success of all Western Washington University students. Huskey has spent her career serving students in a variety of higher education positions: and is committed to access, inclusion, and student success. She holds a Ph.D. in English from The Ohio State University.

Brent Carbajal, Provost, Academic Affairs introduced Horacio Walker, Dean Woodring College of Education. Walker joined Western from Universidad Diego Portales in Chile where he served as the founding Dean of the College of Education. He holds a Ph.D. from Ontario Institute for Studies in Education (OISE), University of Toronto.

Brent Carbajal, Provost, Academic Affairs introduced Chuck Lanham, Chief Information Officer. Prior to joining Western, Lanham served in various positions at different Northwest Academic Computing Consortium (NWACC) institutions; he holds a MBA from the University of Idaho and an undergraduate degree in Financial and Management from Augustana University, Sioux Falls, South Dakota

## **4. BOARD CHAIR REPORT**

Chair Sharpe welcomed new student Trustee Trista Truemper and asked her to introduce herself. Trustee Truemper said a few words and thanked the trustees for the opportunity to work with everyone and added that she is excited for the upcoming year.

### **RESOLUTION NO. 2017-09**

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

**WELCOMING TRUSTEE  
TRISTA TRUEMPER**

**WHEREAS**, on July 1, 2017, Governor Jay Inslee appointed **TRISTA TRUEMPER** of Bellingham, Washington to serve a one-year term ending on June 30, 2018 on the Western Washington University Board of Trustees; and

**WHEREAS, TRISTA TRUEMPER** is a graduate student in good standing at Western Washington University pursuing a Master of Business Administration degree, after having already earned a bachelor's degree from Western in Sociology; and

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

**WHEREAS, TRISTA TRUEMPER** brings to her appointment as a trustee dedication to her community through participation with organizations such as Brigid Collins House, Birchwood Christian School, and the Whatcom Dispute Resolution Center; and

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

**WHEREAS, TRISTA TRUEMPER** has declared her 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 **TRISTA TRUEMPER** as she begins her term on the Board.

**PASSED AND APPROVED** by the Board of Trustees of Western Washington University at its meeting on August 18, 2017.

MOTION 08-01-2017: Trustee Sharpe moved that the Board of Trustees approve Resolution 2017-09 Welcoming the Service of Board Member Trista Truemper.

The motion passed.

## **5. UNIVERSITY PRESIDENT**

President Randhawa thanked the board for his first year of service at Western and said that it has been an honor working with the board and the university community. He expressed excitement about the future of Western. Randhawa noted that a statement was provided to the campus community regarding the campus shooting in Charlottesville, Virginia. Randhawa expressed concerns regarding racism and hatred and how they work against the values of Western, our nation and civilized society. He added that as we think about the future of Western, that it is imperative to define the fine line of freedom of speech. He also highlighted the importance of preparedness for thinking through these types of situations and the policies Western has in place to be proactive in supporting of students and each other in difficult situations.

Chair Sharpe thanked President Randhawa for his moral leadership in difficult situations.

## **6. ASSOCIATED STUDENTS**

Simrun Chhabra, Associated Students President, provided a written report on the recent work and activities of the Associated Student Board of Directors.

## **7. FACULTY SENATE**

Allison Giffen, Faculty Senate President, thanked President Randhawa for his comments and the campus statement regarding the tragic events that occurred in Charlottesville, VA. Giffen added that events in Virginia highlight how urgent and important our educational mission is for the future and future generations. Giffen reported that the Faculty Senate is looking forward to working closely with the Associated Student Board of Directors as they move towards a new senate model and working towards shared governance across campus with faculty. Giffen noted her excitement regarding the additional legislative funding to increase tenure line faculty at Western and is looking forward to working with the administration to grow Westerns faculty.

## **8. OVERVIEW OF PROPOSED FINANCING PLAN FOR VIKING UNION EXPANSION AND HOUSING**

Richard Van Den Hul, Vice President for Business and Financial Affairs introduced Brian Sullivan, Associate Vice President for Business and Financial Affairs, Linda Beckman, Director, Budget & Administration, and Susan Musselman, Director, PFM Financial Advisors LLC/Public Financial Management Inc. who presented to the board the proposed financing plan for the Viking Union expansion.

Van Den Hul explained that the plan includes issuing a bond in early 2018 to fund the addition to the Viking Union for the Ethnic Student Center Expansion and Multicultural Space, as well as the first two years of identified renovation projects within University Residences as identified in the recent Facilities Condition Assessment. Van Den Hul added that future bond issues are planned to be requested approximately every two years to fund continued renovations to the Housing System.

Brian Sullivan, Associate Vice President for Business and Financial Affairs explained that today's presentation will focus on FY-2018 and FY-2019, of the renovation and the bonding capital expenditure that will be needed for the project. Susan Musselman, explained the financing of the first two years of the funding process. Musselman explained the first step is to work with the university in vetting projections and cash flows, because ultimately the university's ability to borrow depends on the availability of revenue to repay. Musselman also explained that a bond rating is requested from a national ranking agency and Western currently has an A-1 rating which is consistent with other regional institutions in the state of Washington. She also added that a disclosure document or an official statement, is requested, that allows investors to see when they can expect repayment, but also examines enrollment trends, financial trends and university debt capacity.

Linda Beckman provided a financial plan timeline overview for the Viking Union Expansion Project. Beckman stated that they would present to the board again in October with a bond resolution asking for authority to select bonds based on when the projects are far enough along in their design to have accurate costs of the projects. Beckman added that the expansion of the Viking Union Ethnic Student Center and Multicultural Center project and the Buchanan Towers housing renovation project are coinciding in January. This allows for potentially one bond to be issued and helps reduce costs. Beckman stated that in late December, 90% of the construction drawings for the Viking Union expansion project will be completed. This will allow for presentation to sub-contractors for bids at which point the university will confirm guaranteed maximum pricing on projects.

Dawson Construction has joined the process early to work with architects to ensure it is a buildable project and the estimates are presolved. Beckman also reported that the contract for the projects would be presented to the Board of Trustees in February 2018. Demolition and construction for the Viking Union project will begin in mid-February and the expected completion is scheduled for fall 2019. Beckman also added that students have been involved in the planning of the Viking Union project and they are playing a leadership role when working with architects over the past year. Students have identified the end goal of a safe resource center for all cultural identities and a place of freedom to be one's self for all students. Beckman explained that there will be 11,000 sq. feet of additional space on the main level which will combine the book store, the Viking Union and Multi-Purpose Room together creating more cohesion. The newly constructed upper floor will be dedicated to the Ethnic Student Center which will add approximately 8000 sq. feet and include faculty and staff offices and resource spaces.

Trustee Sharpe thanked the presenters adding that the explanation on public financing and how Western works to fund projects was very helpful. She also said that from a trustee perspective, she is proud of the fact that Western takes pride in the process as well as the outcome. Sharpe also thanked Beckman for the Ethnic Student Center and Multicultural Center update and said the trustees are looking forward to a comprehensive presentation in October.

## **9. CONSENT ITEMS**

Chair Sharpe introduced the consent item of Approval of Summer Quarter degrees. Chair Sharpe inquired about the lesser number of master's degree students from 2016 to 2017. Provost Carbajal responded by informing the board that during the course of 2016 graduate students who had been dormant in the master's program were encouraged to finish their courses and complete the program, this created the largest cohort of students graduating for the Master's program.

MOTION 08-02-2017: Trustee Truemper moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following consent items:

- Approval of Summer Quarter Degrees

The motion passed.

## **10. APPROVAL OF 2018 SUPPLEMENT OPERATING BUDGET REQUEST**

President Randhawa introduced the request for approval of the 2018 Supplemental Operating Budget. Randhawa added that the 2017-2019 budget requests are items that were previously reviewed and approved by the board, however, were not approved in that particular legislative cycle, but continue to be a priority for Western.

Richard Van Den Hul, Vice President for Business and Financial Affairs, stated that this is another opportunity for Western to request that these requests be funded by the legislature. Van Den Hul added that there is legislative interest in these budget requests.

MOTION 07-04-2017: Trustee Franklin MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a \$1,472,615 decision package to Increase STEM Capacity, a \$1,443,405 decision package to create an Undergraduate Program in Marine, Coastal, and Watershed Sciences, and a maintenance level decision package for the Poulsbo Marine Science Center in the amount of \$164,182.

The motion passed.

## **11. APPROVAL OF 2018 SUPPLEMENTAL CAPITAL BUDGET**

President Randhawa reported that the legislature has not yet passed the 2017-2019 Capital Budget and it is unclear at the moment when the budget will be passed. Randhawa added that the Washington State Office of Financial Management recommended that all state agencies re-submit their request for the biennium. Western is proposing to submit the same set of projects that the board has previously reviewed and approved in the last academic year. He also requested that the board delegate approval authority to modify the supplemental capital budget request to the president or the president designee, to make minor changes to the supplemental capital budget. He added that if there were major changes to be made it would come before the board again for approval.

Richard Van Den Hul, Vice President for Business and Financial Affairs reported that it is uncertain when the budget will be approved, and this can cause problems in the operating budget. He stated that the legislature uses \$3.6 million of capital funds to fund maintenance

activities in the operating budget. The maintenance operations are critical to keeping the campus open and operational. Van Den Hul said that the revenue will continue to generate and be held in a local building account but cannot be accessed without a final capital budget. He reported that while nothing is completely certain until the Legislature acts, the Legislature has always funded this item and there is confidence the funds will be available once the capital budget is approved. Van Den Hul stated that until then University reserves will serve as a back-up until the capital budget is passed.

Trustee Meyer requested clarity on the delegation of approval authority and what would be considered a minor and/or major change criteria regarding supplemental budget request. President Randhawa stated that it would come before board as a major change if there were additions to the budget rather than dollar amounts or revisions to the current requests.

MOTION -8-03-2017                      Trustee Fujikado MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approves a 2018 Supplemental Capital Budget Request for \$130,830,000 from State-appropriated funding sources (\$127,216,000 in capital projects and \$3,614,000 in preventative facility maintenance and repairs). The Board of Trustees of Western Washington University shall also delegate authority to the President, or President's designee, to modify the 2018 Supplemental Capital Budget Request.

The motion passed.

## **12. APPROVAL OF THE FY-2018 INTERNAL AUDIT PLAN**

Trustee Overstreet provided an update regarding the revisions to the FY-2018 Internal Audit Plan. Overstreet reported that changes have been made to the format and the content of the plan and the reasoning behind the changes. The Audit Committee agreed that more engagement with the Director of Internal Audit in the preparation of the plan and that the plan be a stand-alone document

Antonia Allen, Director, Office of the Internal Auditor who provided the board with an overview of the FY-2018 Internal Audit Plan which included the service areas in which the Office of Internal Audit would report to the Audit Committee throughout the academic year. (ATTACHMENT A)

MOTION 08-04-2017:                      Trustee Overstreet MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the Board of Trustees Audit Committee and President Randhawa, approve the FY2018 Annual Internal Audit Plan for the Office of the Internal Auditor.

The motion passed.

### **13. AUDIT COMMITTEE REPORT**

Trustee Overstreet reported that the Audit Committee received an Internal Audit update report from Antonia Allen, Director, Office of the Internal Auditor. The Audit Committee also reviewed and approved to recommend the FY-2018 Internal Audit Plan to the full Board of Trustees for approval. Trustee Overstreet thanked the board for their approval of the FY18 Internal Audit Plan. Trustee Overstreet reported that the Audit Committee also discussed the Audit Committee Charter, Work Plan and Assessment Tool. The Audit Committee agreed that next steps would be to keep information related to the Audit Committee Charter concise, that meeting the state requirements is a mandatory, and that there would be a continued conversation on how best to incorporate Finance and Risk Management to Audit Committee responsibilities. He also said that Director Allen will use the discussion points from the meeting to collect charter samples for the Audit Committee to consider. Trustee Overstreet will coordinate with the Governance Committee Chair and the Board of Trustee Chair for the best way forward. The Enterprise Risk Management Committee Charter and plans were also discussed with Rich Van Den Hul, Vice President for Business and Financial Affairs and Paul Mueller, Director, Risk, Compliance and Policy Services provided information on best practices regarding trustee engagement, responsibilities and communication with the Audit Committee. Overstreet explained that the Audit Committee discussed the External Auditor Request for Information (RFI) results and the Audit Committee agreed with Business and Financial Affairs recommendation that the FY 18 should look strictly the Financial Statement Audit and that the State Auditor's Office makes the most sense for that Audit. The external audit results will be brought forward at a future Board Meeting.

### **14. GOVERNANCE COMMITTEE REPORT**

Trustee Franklin reported the Governance Committee continued to review the Rules of Operations for necessary updates to align with the contemporary state of the Revised Code of Washington (RCW). Franklin reported that the Governance Committee hopes to bring the revised Rules of Operation to the full board at the October meeting. Trustee Franklin said that the agenda for the September Board Work Session would focus on the Strategic Planning process for Western, the board governance structure and President Randhawa's annual mini review with his full review to take place in 2018.

### **15. INFORMATION ITEMS**

- a. **Academic Reports**  
Provost Carbajal provided a written report with to provide a general enrollment management update.
- b. **Admissions and Enrollment Report**  
Vice President Huskey provided a written report regarding the university's general enrollment and admissions.
- c. **University Advancement Report**  
Vice President Bowers provided a written report on the University's Alumni Relations and Western Foundation activities.
- d. **Capital Program Report**



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

e. **University Relations and Community Development Report**

Vice President Swan provided a written report documenting recent activities of University Relations and Community Development.

Chair Sharpe announced a break at 9:46 a.m. The board returned and reconvened the meeting at 9:55 a.m.

## **16. EXECUTIVE SESSION**

At 9:55 a.m. Chair Sharpe announced that the Board would convene in Executive Session for approximately 10 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g)&(i).

## **17. SCIENCE AND ENGINEERING AT WESTERN**

Provost Carbajal introduced Brad Johnson, Dean, College of Science and Engineering to provide the board with an update on the Engineering Accreditation process. Johnson reported that following the FY 13-14 biennium, when Western received the funding from the Legislature for the conversion of the Engineering program the first order of business was to create the curriculum. Johnson explained that the accreditation process began after the first cohort graduated from the program which includes; Electrical Engineering, Manufacturing Engineering and Plastics and Composites Engineering. Johnson noted that there has been a rapid increase in enrollment for the Electrical Engineering Program, with two concentrations that include Electronics and the Energy Concentration which a program that collaborates with The Institute for Energy Studies. Manufacturing Engineering and Plastics and Composites Engineering have seen slower growth due to the accreditation process. Johnson stated they expect to see those programs grow after the accreditation process is completed.

Dean Johnson reported that the accreditation process is near completed noting that the final meeting with the Accreditation Board for Engineering and Technology (ABET) occurred on campus in July, was a success and all of the preliminary reporting material was positive. He said that the letter of accreditation should be received in the near future.

Dean Johnson discussed the future growth of the Engineering programs, explaining that a six year planning process has been established to diversify the programs and begin resourcing the partnerships that will help build the engineering programs. Johnson added that the Electrical Engineering & Energy concentrations provide fertile ground for corporate partners that will help build research and development partnerships which encourages investment into the programs. Johnson noted that the Engineering Department will be hiring an Electrical Engineering faculty member that will allow the cohort to increase to thirty-six students and permit the Electrical Engineering and Computer Engineering programs to expand to their fullest potential. This is also leading to a partnership with Paccar Technical Center, Inc. This partnership will encourage a Master's program that will place graduates in the work place at Paccar Technical Center immediately after graduation. Johnson indicated that the Plastics and Composites Engineering

program is currently building a partnership with Zodiac Aerospace which includes research and development on new type of composite material. Moving forward the goal is to establish a new focus on sustainable plastics and composites. Johnson explained that these programs can help establish new corporate partnerships with companies like Boeing who are interested in reducing their waste and becoming more sustainable.

Trustee Sharpe inquired about the relationship with Bellingham Technical College (BTC) and Western's Engineering program. Johnson explained BTC currently has a Plastics Technology program which is housed at the Technology Development Center (TDC) and allows for Western students to use the labs and equipment. Johnson explained that the TDC is a collaboration between Western, The Port of Bellingham, and BTC. Western's Engineering Department is currently seeking additional outside partners, like Zodiac Aerospace, to further collaboration and allow for real life industrial experience for both Western students and students from BTC.

Trustee Sharpe inquired if capacity was the largest barrier to expansion. Dean Johnson responded by confirming it is a one of the larger issues. The College of Science and Engineering has seen rapid growth and interest from students over the course of the past five years and the main barriers include the number of faculty available for courses and available space.

#### **18. DATE FOR NEXT REGULAR MEETING**

October 12 & 13, 2017

#### **19. ADJOURNMENT**

Attachment A

<b>Western Washington University Office of the Internal Auditor (OIA)</b>		
<b>FY18 Annual Internal Audit Plan</b>		
<b>Service Area</b>	<b>Topic</b>	<b>Primary Selection Criteria</b>
Assurance	Registrar's Audit – FY17	Carryover from FY17. Time spent on unscheduled Residency and Financial Aid Investigation delayed completion of scheduled Registrars Audit.
	Clery Act	Industry trends for audit topics, management input on desired audit topic/risk area.
	Research-related topic to be determined (TBD) with new Vice Provost Research	Opportunity to assist new Vice Provost, management input on desired audit topic/risk area, industry trends for audit topics.
	Enrollment and Student Services (ESS) topic TBD with new Vice President for ESS	Opportunity to assist new Vice President, management input desired audit topic/risk area, industry trends for audit topics.
	Information Technology Risk Assessment collaboration with new Vice Provost for Information Technology and Chief Information Officer	Opportunity to assist new Vice Provost, management input desired audit topic/risk area, industry trends for audit topics.
	Quarterly Review of President's Expenses	Requested by Board of Trustees Audit Committee
Consulting	Consulting projects as requested	Required by Internal Audit Charter
Investigations	Investigation projects as requested	Required by Internal Audit Charter
Follow Up	Follow up on management's response to past OIA recommendations. OIA will review and summarize management's self-assessment of response status.	Required by Internal Audit Charter and Internal Audit Standards
Office of Internal Auditor Management	Risk Assessment and FY19 Annual Plan	Required by Internal Audit Charter and Internal Audit Standards.
	Quality Assurance and Improvement Program (QAIP) OIA Governance	QAIP required by State Administrative & Accounting Manual (SAAM) Chapter 22 and Internal Audit Standards
	Quality Assurance and Improvement Program (QAIP) OIA Management & Staff	
	Quality Assurance and Improvement Program (QAIP) Audit Process	



## **2. EXECUTIVE SESSION**

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

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

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

**FROM:** President Sabah Randhawa on behalf of  
Brent Carbajal, Provost and Vice President for Academic Affairs and  
Melynda Huskey, Vice President for Enrollment and Student Services

**DATE:** October 12, 2017

**SUBJECT:** **Diversity, Equity and Inclusion**

**PURPOSE:** Discussion Item

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**Purpose of Submittal:**

To provide a brief overview of key initiatives and services supporting Western's diversity, equity and inclusion efforts. Brent Carbajal, Regina Barber DeGraaff, Spencer Anthony-Cahill, Trula Nicholas, Ted Pratt, Sue Guenter-Schlesinger, and Simrun Chhabra will cover topics to include:

- Faculty Diversity Hiring Initiative
- Howard Hughes Medical Institute, Advancing Excellence and Equity in Science
- Inclusion initiatives in the College of Science and Engineering
- Diversity initiatives of Faculty Senate
- Student support services for underrepresented students
- Equal Opportunity and Employment Diversity Initiatives

Attachment:

A: Howard Hughes Medical Institute, Advancing Excellence and Equity in Science abstract.

## Advancing Excellence and Equity in Science (AEES)

Funded by the Howard Hughes Medical Institute's  
Inclusive Excellence Program (\$1M, 5 Years)



### CONTACTS

- Joann Otto, Project Director [joann.otto@wwu.edu](mailto:joann.otto@wwu.edu)

*Core Leadership Team:*

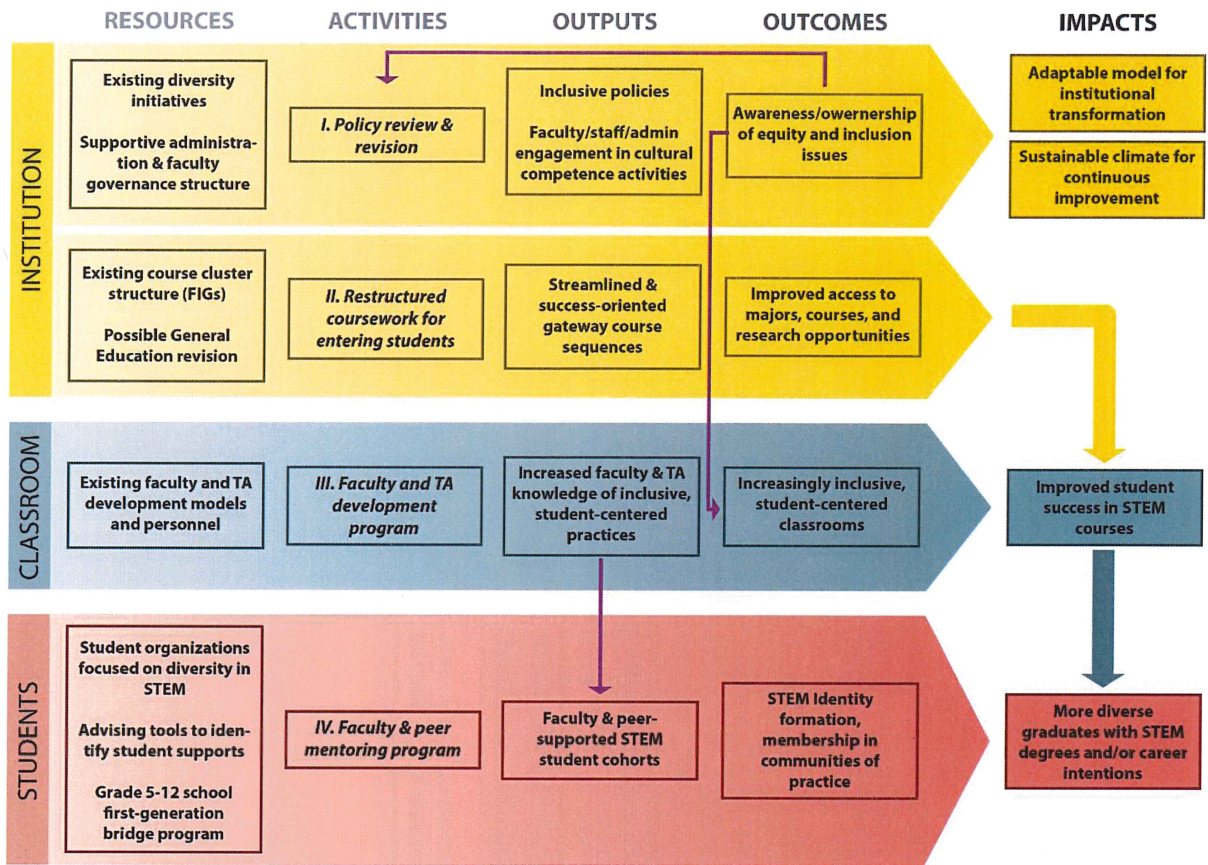
- Spencer Anthony-Cahill, Chair, Chemistry [Spencer.Anthony-Cahill@wwu.edu](mailto:Spencer.Anthony-Cahill@wwu.edu)
- Emily Borda, Chemistry and SMATE [emily.borda@wwu.edu](mailto:emily.borda@wwu.edu)
- Jessica Cohen, Math [jessica.cohen@wwu.edu](mailto:jessica.cohen@wwu.edu)
- Edward Geary, SMATE Director [edward.geary@wwu.edu](mailto:edward.geary@wwu.edu)

### ABSTRACT

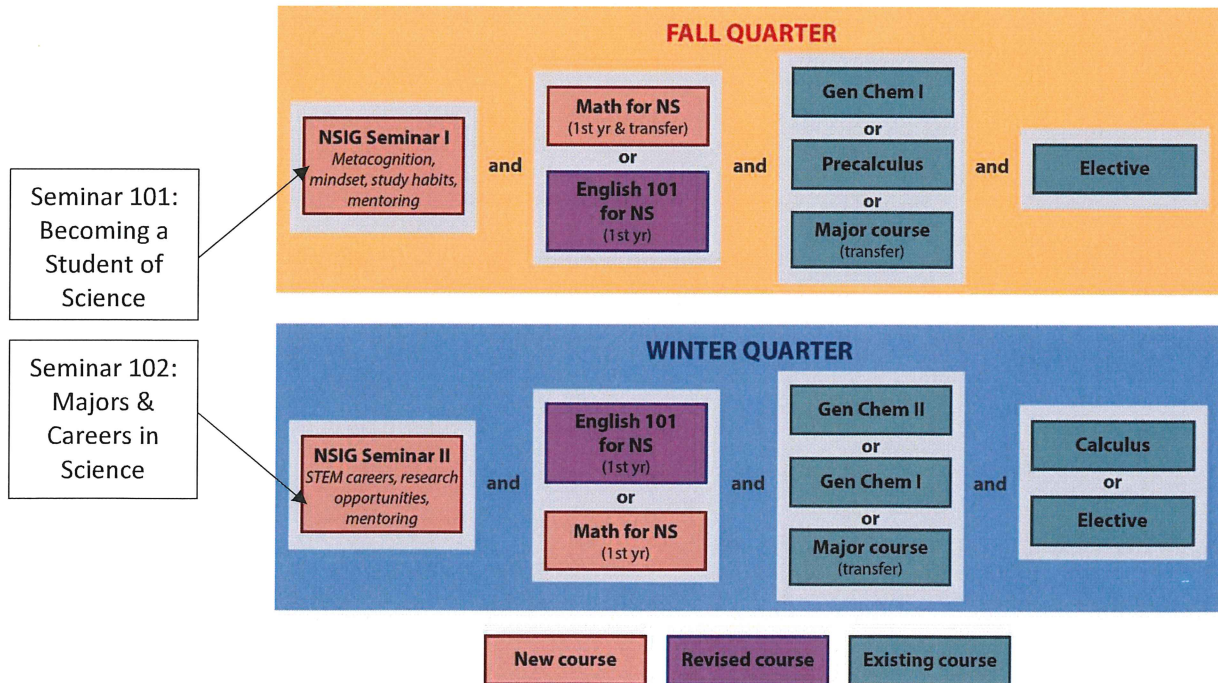
Western Washington University (WWU) presents a comprehensive enterprise to achieve the long-term goals of the HHMI Inclusive Excellence Initiative. This project will enhance recruitment, retention, and success in the Natural Sciences for first-generation, underrepresented racial and ethnic minority, female, and transfer students at WWU. Four goals guide this project: 1) increase the representation of students from these groups who graduate with Natural Science degrees and/or enter careers related to the Natural Sciences, 2) improve the success of historically underrepresented students in our Natural Science programs by changing classroom and advising practices and in doing so, 3) create a sustainable model for long-lasting change at WWU that 4) could be adapted for implementation at other institutions. We will enact systemic change to affect the individual, the classroom, and the institution, in part by leveraging existing resources so that new activities will become the norm, and therefore sustainable, at WWU. Specifically, our plan consists of four major efforts to reach our goals. First, we will identify and transform policies and practices that disadvantage underrepresented groups. Second, we will establish cohorts of students interested in the Natural Sciences who will undertake coursework designed to provide a strong foundation in STEM coursework and successful navigation through college. We will recruit first-year and transfer students from historically underrepresented backgrounds to enter a new program of linked courses called Natural Science Interest Groups (NSIGs). NSIG courses will include two new seminar classes that address navigating college, understanding and using scientific practices, and building quantitative reasoning skills specific to the natural sciences. NSIG cohorts will also enroll in a new Math class geared to the Natural Sciences and be invited to enroll in a revised English 101 section that includes STEM-related reading and writing skills. Third, we will provide professional development to faculty and teaching assistants on equitable, inclusive, student-centered teaching and learning. This initiative will draw on existing frameworks that are already initiating changes in faculty's teaching philosophies and practices. Fourth, we will create a mentoring program to support students throughout their time at Western by strengthening support networks and opening the door to early research opportunities. Together, these initiatives will encourage students with diverse backgrounds, experiences, and perspectives to build and strengthen their STEM identities. We anticipate that the number of faculty members engaged in actions to build and support a diverse student body will at least double with HHMI funding. Ultimately, our project will result in enhanced faculty awareness, understanding, and ownership of issues of equity and inclusion that will be assessed through baseline and annual follow-up surveys of students and faculty. We expect that by providing supportive learning environments, along with targeted mentoring, WWU will increase retention and promote the success of women, first-generation students, and underrepresented racial and ethnic minorities in the Natural Sciences. This will be assessed through student surveys and analysis of retention and graduation rates of participating students. These efforts will lead us to achieve institutional change that will be both sustainable at WWU and serve as a model for other institutions.



## LOGIC MODEL



## COURSE STRUCTURE





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

**TO:** Members of the Board of Trustees  
**FROM:** President Randhawa  
**DATE:** October 12, 2017  
**SUBJECT:** Introduction of Associated Students Board of Directors  
**PURPOSE:** Information Item

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**Purpose of Submittal:**

The 2017-2018 Associated Students Board of Directors will be introduced to the Board of Trustees.

**Supporting Information:**

2017-2018 Associated Students Board of Directors Membership Summary

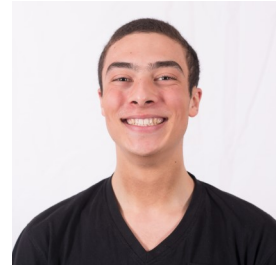
# 2017-2018 Associated Students Board of Directors



**Simrun Chhabra President** x3265 [AS.President@wwu.edu](mailto:AS.President@wwu.edu)

**Year: Senior**

- Represent individuals with intersectional identities in marginalized communities (such as students of color, queer students, students experiences homelessness) .
- Represent communities who embody resilience and passion.
- Wishes to inspire more people with histories of oppression to become involved in their communities.
- Campaign is about collaboration, a need for change, and encompassing the passion of the community.



**Hunter Eider, VP Academics** x2941 [ASVP.Academics@wwu.edu](mailto:ASVP.Academics@wwu.edu)

**Year: Junior**

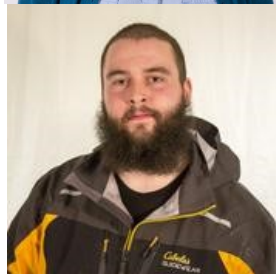
- To help further develop existing committees for student input
- Has been involved in the ESC as a officer for the Filipino American Student Association.
- Also involved in Reslife and NRHH



**Julia Rutledge, VP Activities** x3463 [ASVP.Activities@wwu.edu](mailto:ASVP.Activities@wwu.edu)

**Year: Senior**

- Help inform students of all that the AS has to offer.
- To strive to represent the diverse and intersectional student body.
- Make sure that student activities get the funding that they need.



**Alex LaVallee, VP BusOps** x2941 [ASVP.BusOps@wwu.edu](mailto:ASVP.BusOps@wwu.edu)

**Year Senior**

- Making AS grants/funding resources more transparent and accessible to students.
- Assisting the VP for Diversity with the Multicultural Center.
- Finishing the last year of the AS Restructure.
- Setting up a system of communication between students and student leadership.



**Erick Ynzon, VP Diversity** x3463 [ASVP.Diversity@wwu.edu](mailto:ASVP.Diversity@wwu.edu)

**Year: Senior**

- Continue to work on the Multicultural Center, making sure that space continues to be inclusive and accessible for students of color and underrepresented marginalized communities.
- Creating conversations surrounding intersectionality and working together in solidarity.
- Raising awareness, transparency, and advocacy for student autonomy.



**Ana Ramirez, VP Gov't Affairs** x3736 [ASVP.Gov@wwu.edu](mailto:ASVP.Gov@wwu.edu)

**Year: Sophomore**

- Prioritize the need for students of color in governmental affairs.
- To have important conversations around students of color and politics.
- Sat on the Legislative Affairs Council, attended 3 lobby days, is part of MEChA and the Blue Group.



**Annie Gordon, VP Student Life** x3736 [ASVP.Life@wwu.edu](mailto:ASVP.Life@wwu.edu)

**Year: Junior**

- Has been an RA and will utilize those relationships to ensure that University Housing is held accountable to equitable work.
- Increase gender inclusive housing and accessibility campus wide.
- Address systemic barriers preventing food, health and sustainability justice across campus.