

Western Washington University
Board of Trustees
Agenda
June 13, 14, 2019

THURSDAY, June 13, 2019

Location: Old Main 340
Time: 3:00 p.m.

1. **CALL TO ORDER**
3:00 – 3:05

2. **PRESIDENT’S ADVISORY COMMITTEE ON INSTITUTIONAL RESOURCE MODELING: REPORT & NEXT STEPS**
3:05 – 4:30 Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs
 Brian Burton, Associate Vice President, Academic Affairs
 Stephen Shields, Constructive Endeavors Consulting

3. **EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REAL ESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110**
4:30 – 5:00

FRIDAY, June 14, 2019

Location: OM 340
Time: 9:00 a.m.

Breakfast with the 2019 Presidential Scholars in Old Main Solarium
8:00 – 8:50

BREAK 8:50 – 9:00 (10 minutes)

4. **CALL TO ORDER, APPROVAL OF MINUTES**
9:00 – 9:05
 - a. Board of Trustees Regular Meeting, April 4 & 5, 2019
 - b. Board of Trustees Special Meeting, April 4, 2019

5. **PUBLIC COMMENT PERIOD**
9:05 – 9:10

6. **RECOGNITIONS**
9:10 – 9:20
 - Academic Fellowship and Scholarship Award Winners

7. **BOARD CHAIR REPORT**
9:20 – 9:50
 - Resolution No. 2019-02 Recognizing the Service of Board Member Citaly Ramirez

8. UNIVERSITY PRESIDENT REPORT

9:50 – 10:00

9. FACULTY SENATE REPORT

10:00 – 10:10

10. ASSOCIATED STUDENTS REPORT

10:10 – 10:20

11. BOARD FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

10:20 – 10:25 Presentation: John M. Meyer, Committee Chair

12. BOARD STUDENT SUCCESS COMMITTEE REPORT

10:25 – 10:30 Presentation: Mo West, Committee Chair

BREAK (10 min)

DISCUSSION ITEMS

13. LEGISLATIVE SESSION AND CAPITAL BUDGET REPORT

10:40 – 10:55

a. Reflections on the Session

Presentation: Becca Kenna-Schenk, Executive Director, Government Relations

b. 2019-2021 Capital Budget Report

Presentation: Rich Van Den Hul, Vice President, Business and Financial Affairs
Rick Benner, Director, Facilities Development and Capital Budget, University Architect

14. WATERFRONT UPDATE

10:55 – 11:05 Presentation: Donna Gibbs, Vice President, University Relations and Marketing

15. GUIDELINES ON INSTITUTIONAL RESERVES

11:05 – 11:20 Presentation: John M. Meyer, Chair, Finance, Audit and Enterprise Risk Management

Committee

Richard Van Den Hul, Vice President, Business and Financial Affairs

Linda Teater, Director, Budget Office

ACTION ITEMS

16. 2019 – 2020 OPERATING BUDGET AND RELATED MATTERS

11:20 – 11:55

a. Operating Budget Framework

Presentation: Brent Carbajal, Provost and Vice President, Academic Affairs

Richard Van Den Hul, Vice President, Business and Financial Affairs

- b. Approval of 2019 - 2020 Academic Year Tuition Rates and Mandatory Fees
 - 2019-2020 Academic Year Tuition
Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office
 - 2019 - 2020 Mandatory Student Fees
Presentation: Melynda Huskey, Vice President, Enrollment and Student Services
Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office
 - 2019 - 2020 Self-Sustaining Academic Year Tuition
Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
- c. Approval of 2019 - 2020 Annual State Operating Budget
Presentation: Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office

17. PUBLIC WORKS PROJECTS

11:55 – 12:05

- a. Construction Contract for Birnam Wood Roof Replacement Phase 2, PW749A
- b. Construction Contract for Biology Lab Upgrades, PW742
- c. Change Order to Phase 1 of Progressive Design-Build Contract and Total Project Budget Adjustment for New Residence Hall Project, PW746
- d. Approval to Increase the Total Project Budget for the Multicultural Center Project, PW698

18. CONSENT ITEMS

12:05 – 12:10

- a. Approval of Spring Quarter Degrees

19. INFORMATION ITEMS

12:10 – 12:15

- a. Academic Reports
- b. Annual & Quarterly Grant Report
- c. Admissions and Enrollment Summary
- d. University Advancement Report
- e. Capital Program Report
- f. University Relations and Marketing Report

20. DATE FOR NEXT REGULAR MEETING: August 22, 23, 2019

21. ADJOURNMENT

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: June 15, 2019

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, April 4 & 5, 2019
- Approval of the Minutes of the Special Board of Trustees Meeting, April 4, 2019

Supporting Information:

Minutes of April 4 & 5, 2019

Minutes of April 4, 2019

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, April 4, 2019**

1. CALL TO ORDER

Board Chair Earl Overstreet, called the regular meeting of the Board of Trustees of Western Washington University to order at 3:21 p.m. in the Viking Union 565 in Bellingham, WA.

Board of Trustees

Earl Overstreet, Chair
Chase Franklin, Vice Chair
John Meyer, Secretary
Citlaly Ramirez
Faith Pettis
Karen Lee
Mo West

Western Washington University

Sabah Randhawa, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Donna Gibbs, Vice President for University Relations and Marketing
McNeel Jantzen, Faculty Senate President
Paul Cocke, Director of University Communications
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

2. WELCOME CEREMONY FOR WWU EXECUTIVE DIRECTOR OF AMERICAN INDIAN/ALASKA NATIVE AND FIRST NATIONS RELATIONS AND TRIBAL LIAISON LAURAL BALLEW

The Board of Trustees of Western Washington University were joined by distinguished guests from the sovereign nations of Whatcom and Skagit Counties to present Laural Ballew, Executive Director of American Indian/Alaska Native and First Nations Relations and Tribal Liaison to the trustees and the campus community. Chair Overstreet highlighted that the purpose of the events were to recognize and celebrate a historic moment in the history of Western Washington University, and the beginning of a new era of partnership between Western and the Native peoples of the Salish Sea, Washington State, and the Pacific Northwest.

Board Chair Overstreet acknowledged that Western Washington University is situated on the ancestral lands of the Coast Salish Peoples, who have lived in the Salish Sea basin. Throughout the San Juan Islands and the North Cascades watershed from time immemorial.

He noted that Western has an educational presence not only in Bellingham, but throughout the Puget Sound and Central Salish Sea. He and the trustees expressed their deepest respect and gratitude for Western's indigenous neighbors, and for their enduring care and protection of our shared lands and watershed.

Bernie Thomas, Education Director for the Lummi Nation, two-time alumnus of Western, and co-founder of Western's Native American Student Union was joined by the Lummi Blackhawk Singers, tribal representatives and the American Indian/Alaska Native and First Nations Relations, students from the Native American Student Union, and the Tribal Liaison Search Committee in a welcoming ceremony for Laural Ballew and a blanketing ceremony for the trustees.

Board Chair Overstreet expressed appreciation on behalf of the trustees for the gift of the tribal blankets and the warm embrace of friendship and common mission they represent. He added that the Board of Trustees look forward to working in partnership support the success of Native students at Western, and to building stronger ties of partnership with Native communities throughout the Pacific Northwest. He thanked everyone for attending and for sharing their thoughts, experiences, and hopes for the future. Chair Overstreet asked Trustee West to read the resolution and make the motion.

RESOLUTION NO. 2019-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTERN WASHINGTON UNIVERSITY

Recognizing the Western Washington University Office of American Indian/Alaska Native and First Nation Relations

WHEREAS, Western Washington University exists on the ancestral homelands of the Coast Salish Peoples, who have lived in the Salish Sea basin, throughout the San Juan Islands and the North Cascades watershed, from time immemorial; and

WHEREAS, Western's strategic plan articulates a commitment to pursuing justice and equity in its policies, practices and impacts, and to advancing a deeper understanding of, and engagement with place; and

WHEREAS, Western is committed to building and sustaining mutually beneficial relationships with the Coast Salish Peoples, the twenty-nine federally recognized tribes and sovereign Indian nations in Washington State, and First Nations governments throughout the Salish Sea basin, applying Western's strengths to serve the current and future needs of these communities, and valuing their partnership in the sustainable stewardship of our shared home and its natural resources; and

WHEREAS, Western is committed to advancing the academic, personal, and professional success of its indigenous students, faculty, and staff, and to creating a more inclusive campus that supports the unique experiences, cultures, and ways of knowing of Native individuals and communities; and

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of Western Washington University affirms and formally recognizes the historic importance of the creation of the Office of American Indian/Alaska Native and First Nation Relations, and extends a warm welcome to

LAURAL BALLEW as the inaugural Executive Director of the Office and Tribal Relations Liaison to the President.

MOTION 04-01-2019

Trustee West moved, that the Board of Trustees of Western Washington University approve Resolution 2019-01 recognizing the Western Washington University Office of American Indian/Alaska Native and First Nations Relations

The motion passed.

**Western Washington University
Board of Trustees
Meeting Minutes
Friday, April 5, 2019**

CALL TO ORDER

Board Chair Earl Overstreet, called the Friday, April 5, 2019 meeting of the Board of Trustees of Western Washington University to order at 8:01 a.m. in the Old Main 340 Board Room in Bellingham, WA.

Earl Overstreet, Chair
Chase Franklin, Vice Chair
John Meyer, Secretary
Citlaly Ramirez
Faith Pettis
Karen Lee
Mo West

Western Washington University

Sabah Randhawa, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Donna Gibbs, Vice President for University Relations and Marketing
McNeel Jantzen, Faculty Senate President
Paul Cocke, Director of University Communications
Paul Dunn, Chief of Staff to the President, Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

3. APPROVAL OF MINUTES

MOTION 04-02-2019 Trustee Pettis moved that the Board of Trustees of Western Washington University, upon the recommendation of the president, approve the following minutes:

- Board of Trustees Meeting February 7, 2019

The motion passed.

4. 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.

5. BOARD CHAIR REPORT

Board Chair Earl Overstreet provided the following report: “The snow is gone, flowers are blooming, and your long wait to hear my February report, skipped at the February meeting to conclude early due to bad weather, is over. This report continues to look at our goals for the 2018-19 academic year, but from a different prospective. This time I will try to answer a burning question that probably keeps some of you up at night. “What is the trustee’s role in creating and executing the University’s plan each year?” I hope that this brief explanation of trustee responsibilities will be helpful refresher for the trustees and those who work with us on a regular basis and will also be useful to others who want to better understand our responsibilities in Western governance.

The Western Washington University Board of Trustees is the university’s governing body whose broad responsibilities are to supervise, coordinate, manage and regulate Western Washington University as provided by state statute.

The best source of information regarding trustee responsibilities and how we interact with the University is the Board of Trustees Rules of Operation found at trustees.wvu.edu/bylaws-documents. I think the four most important takeaways are as follows:

1. **Board Authority Established by Law.** The authority to govern Western Washington University is vested by law in the Board of Trustees of the University.
2. **Governance Development.** The Board believes that the educational interests of the University are furthered by encouraging an environment of collegiality. Therefore, it has established a system of shared governance in which the various elements of the institution are encouraged to participate. Without limiting its duties or authority, the Board directs its attention to matters of general policy relating to the institution’s mission, educational program, operation, and Strategic Plan.
3. **Policy Development.** The Board delegates responsibility for the development and administration of policies and management of the institution to the President, or his or her designees, including the appropriate unit or units of internal governance.
4. **Channel of Authority.** The channel of authority from the Board to the faculty, administrative officers, staff, and students shall be through the President.

How does this work? Our responsibility is to use our independent, external perspective in three key areas. I will borrow some language from Cathy Trower, a Board consultant to describe our top three priorities:

1. **Oversight -** Protecting the institution from actions or inactions that damage the integrity, reputation, or compliance of Western and its ability to perform its mission.
2. **Stewardship -** Ensuring that the institution is obtaining and effectively utilizing resources to fulfill its mission.

3. Foresight – Helping the institution identify obstacles and opportunities on the horizon and to mitigate or take advantage of them to advance the work of the University
We manage these three tasks by receiving and requesting information, asking questions, providing feedback, and taking action. Our revamped committees – Student Success and Finance, Audit, and Enterprise Risk Management (FARM) are already paying dividends getting timely, appropriately detailed information, providing feedback, informing and making recommendations to the Board, and ensuring that the Board fulfills its role.”

6. UNIVERSITY PRESIDENT REPORT

President Randhawa reflected and noted the historical importance of the creation of the Office of American Indian/Alaska Native and First Nations Relations and the warm welcome extended to Laural Ballew the day before, as the inaugural Executive Director of the Office and Tribal Relations Liaison was a proud moment for Western and the First Nations. Randhawa acknowledged that this is the end of a long journey, but the beginning of a new journey that will continue to require patience, persistence, and a belief in values to reach Western’s goals of student success.

President Randhawa reported that the meetings with legislators from the Olympic Peninsula have emphasized Western’s continued presence on the peninsulas at Olympic College in Poulsbo and Bremerton. He added that Senator Drew Hansen would like to see Western provide more expansive and detailed proposals on that account in the upcoming legislative session.

President Randhawa asked Vice President Melynda Huskey to provide an update on two new positions: Associate Vice President for Enrollment Management and the Executive Director of Counseling Health and Wellness. Huskey added that the search for the Director of the Counseling Center is still in progress with a hopeful new hire in the near future.

7. FACULTY SENATE REPORT

McNeel Jantzen, Faculty Senate President provided an overview of the work of the Faculty Senate. She noted the senate’s role to speak and act for the faculty with responsibility in the following areas: curriculum, academic programs, scholarly activities, the education of students, the mission of the university, and institutional and administrative effectiveness. Jantzen noted that these are not covered by the contract between Western Washington University and the United Faculty of Western Washington. She reported that an important part of the work of the Faculty Senate in the past year has been to clarify and communicate its role in shared governance at Western.

Jantzen reported that with the expansion and changes within the Graduate School, the Graduate Council has expanded into the College Governance Council which provides college shared governance for faculty. She noted the work of updating the Faculty Code of Ethics pertaining to faculty/student relationships. She added that the Faculty Senate is currently participating in a review of University Administrators and working to update the review materials to provide a more thorough feedback document that is then provided to the administrator for their review.

Jantzen stated that the Faculty Senate's Research Advisory Committee within Research and Sponsored Programs is reviewing the process in which internal grants are reviewed and funded. She noted that the Research Advisory Committee is now comprised of fifteen faculty members.

8. ASSOCIATED STUDENTS REPORT

Millka Solomon, Associated Students President, reported that the Associated Students (AS) Board of Directors recently passed three resolutions; raise wages for Graduate Students, support the movement "Shred the Contract" which is related to dining services on campus, and support students who are campaigning for the university to divest from fossil fuels. Solomon noted that there has been work towards restructuring the board positions within the Associated Students. She added that the AS is in the process of hiring for the next academic year. She acknowledged that the AS Board of Directors continues to have difficult conversations to support diversity, inclusion, and equity on campus and is working with the university president to plan for a follow up student forum, along the lines of the one held in December.

9. FINANCE, AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

Trustee John M. Meyer, Committee Member, Finance, Audit and Enterprise Risk Management (FARM) Committee reported the Enterprise Risk Management Committee continues to make progress with identifying and reviewing risks and will be preparing to present to the Executive Leadership in the upcoming month. Meyer also noted good progress in the search for the Title IX Director position.

Meyer explained that the Minority and Women's Business Enterprises (MWBE) Inclusion Plan team, met with the state's Assistant Director for the MWBE's office in Olympia. He noted that Western has made good progress with setting initiatives in this regard, and that the collaborative work will help in setting realistic goals for a more inclusive work force.

Meyer noted that the committee continues to make progress in the determination of Institutional Reserves that will be presented to the full board at the regular meeting of the Board of Trustees in June. He added the committee reviewed the FARM committee self-assessment tool and will continue its review of the charter.

10. STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West, Chair, Student Success Committee, reported that the Student Success Committee was updated on the changes within Extended Education, including a name change to Outreach and Continuing Programs as a first step in comprehensive rethinking of online courses and the future of online learning. Topics that particularly engaged the committee were the potential to expand summer quarter to help facilitate faster graduation rates and creating more opportunities for online learning for remote areas of the state that include the Olympic Peninsula.

11. APPROVAL OF 2019 SUMMER SESSION TUITION AND FEES

President Randhawa explained that approval of Summer Session Tuition rates is separate from the next academic year tuition rates so that students are able to register for upcoming summer courses.

The board was provided an overview of proposed Summer Session Tuition and Fees, after which the following motion was made by Trustee Franklin.

MOTION 04-03-2019 MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session tuition for 2019: specifically, that resident undergraduate and graduate tuition will rise to \$261 and \$323 per credit, respectively; and non-resident undergraduate and graduate tuition will increase to \$409 and \$477 per credit, respectively. Tuition rates for programs for the MBA program are estimated not to exceed the approved rates from the academic year: \$374 per credit for resident graduate and \$933 for non-resident. Student tuition will be charged on a per credit basis for Summer Session.

The motion passed.

12. APPROVAL OF HOUSING AND DINING RATES

Melynda Huskey, Vice President for Enrollment and Student Services introduced Leonard Jones, Director, University Residences, Amanda Thomas, Nash Residence Hall President and Joshua Gaylord, Residence Hall Association President. Jones provided an overview of the proposed housing and dining rates for the 2019-2020 academic year noting that the proposed 5.0% increase has been vetted by the residential student advisory group and that ongoing student leadership input will be incorporated into the proposed rate increase. He added that major influences on the proposed budget and rate planning included inflation, reallocation of current program funds to establish a student intercultural advisor program, and the capital plan, system renovation and new facility planning. Leonard explained that rate increase responsibly responds to inflationary pressures, maintains the functions of Western's quality residential program, and helps position the Housing and Dining System for forthcoming planning work. He concluded that the recommended budget meets the standards of necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning.

MOTION 04-04-2019 Trustee Meyer moved, that the Board of Trustees of Western Washington University, upon recommendation of the Residence Hall Association and the University President, approve the Housing and Dining rates as proposed. The 2018-2019 proposed rates call for a 5.0 percent increase in residence hall room and board rates and Birnam Wood apartment rental rates.

The motion passed.

13. APPROVAL OF UNIVERSITY RETIREMENT PLAN CHANGE

Chyerl Wolfe-Lee, Assistant Vice President for Human Resources provided an overview of the proposed update to the current WWU Retirement Plan. She noted that the Human Resources Department and the University Retirement Plan Advisory Committee recommended revision of the definition of retirement age, as defined in Section 2.19 of the Western Washington University Retirement Plan. She added that the proposed change will be consistent with the plans of other four year state public higher education institutions.

MOTION 04-05-2019 Trustee Ramirez moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve modifications to Section 2.19 of the Western Washington University Retirement Plan, to read as follows:

2.19. Retirement Age: normal retirement age means the last day of the calendar month in which age 65 is attained; early retirement age means the last day of the calendar month in which either (a) age 62 is attained or (b) age 55 is attained with ten or more years of service completed without a Break in Service.

The motion passed.

14. COLLEGE OF HUMANITIES SOCIAL SCIENCE STATE OF THE COLLEGE AND LINGUISTICS PLANNING UPDATE

Paqui Paredes-Mendez, Dean, College of Humanities and Social Sciences (CHSS) and Kristin Denham, Linguistics Program Director, provided an overview of the state of the College of Humanities and Social Sciences. Paredes-Mendez noted that CHSS is the key pillar in supporting the cultural and intellectual life of the university through collaborative learning environments that foster individual, social, cultural, creative, and scientific exploration. She facilitated a conversation regarding the national narrative that questions the value of the liberal arts and sciences in general and humanities in particular. She noted that nationwide there is a decrease in enrollment in Humanities programs, but that this is not the case at Western and that Humanities majors are maintaining their enrollment. Trustee Lee inquired as to how Western is maintaining strong enrollment numbers when other universities are seeing decreases in enrollment numbers. Paredes Mendez responding by noting that Western has outstanding programs where students have the ability to explore opportunities within the Humanities typically when engaged in General Undergraduate Requirement (GUR) classes and discover the value of being able to pursue their passions within the Humanities. She noted that one of the challenges of strong enrollment numbers continues to be space needs particularly programs that share space with other programs.

Kristin Denham, Linguistics Program Director, provided an update on the progress of the Linguistics Program becoming a department. She noted the benefits of having departmental status would allow for stronger advocacy from faculty and students for the study of language, for

the values of linguistic diversity on Western's campus, for the protection of linguistic minorities, for pedagogical partnership between linguistics and other disciplines at Western, and for partnership with other local institutions, including Northwest Indian College and Whatcom Community College. She also added that having department status would allow for better recruitment and retention of faculty and the potential for a graduate program.

15. LEGISLATIVE UPDATE

Becca Kenna-Schenk, Executive Director of Government Relations provided an update on the current legislative session that is scheduled to conclude on April 28, 2019. Kenna-Schenk reported that Western representatives testified twenty times before the legislature committee during the session. She added that Western also requested legislation, HB 1755, which would authorize the boards of trustees at Western Washington University, Central Washington University, and Eastern Washington University to approve applied doctorate degrees in education (Ed.Ds). She added that the bill has passed the House of Representatives and will next move through the Senate.

Kenna-Schenk explained that many of Western's 2019-21 operating and capital budget requests, as approved by the Board of Trustees, have been included in the House and Senate budget proposals. (ATTACHMENT A). She noted that (ATTACHMENT A) provides a comparison of the budget proposals from the Governor, House and Senate. She added that higher education leaders in the House of Representatives introduced the Workforce Education Investment Act (HB 2158), which would create a new dedicated state fund for higher education investments. She said the fund would be supported by a targeted tax rate increase for certain businesses. She explained that for the 2019-21 budget cycle, funding generated under the proposal would go toward financial aid, Expansion of STEM degree programs, and student support services at the state public colleges and universities, including Western.

16. INFORMATION ITEMS

a. Professional Leave Report

Provost Carbajal provided a written report with a list of faculty professional leave proposals that have been approved for the 2019/20 academic year and brief summaries of the research projects and scholarly activities.

b. Tenure and Promotion Report

Provost Carbajal provided a written report listing the faculty granted tenure and/or promotion effective September 2019.

c. University Advancement Report

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

d. Capital Program Report

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

e. University Relations and Marketing Report

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

f. Admissions and Enrollment Report

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

17. EXECUTIVE SESSION MAY BE HELD TO DISCUSS PERSONNEL, REALESTATE AND LEGAL ISSUES AS AUTHORIZED IN RCW 42.30.110

Executive session was not held.

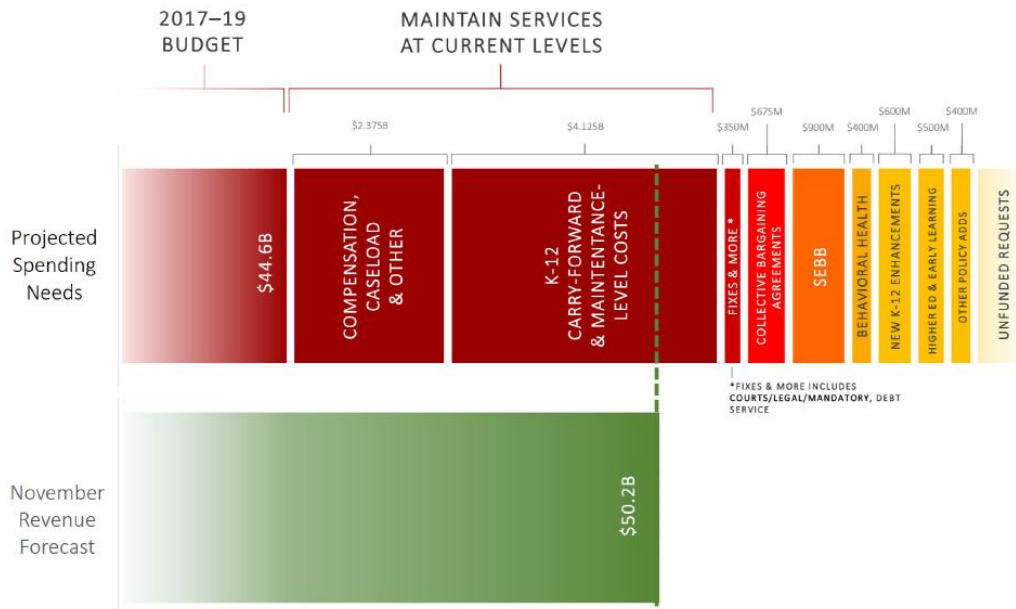
18. DATES FOR NEXT REGULAR MEETING

June 13 & 14, 2019

19. ADJOURNMENT

The meeting adjourned at 11:36 a.m.

ATTACHMENT A



Source: OFM presentation 1/15/19

**Western Washington University
Board of Trustees
Meeting Minutes
Thursday, April 4, 2019**

CALL TO ORDER

Board Chair Earl Overstreet called the Work Session of the Board of Trustees of Western Washington University to order at 8:03 am in the Hotel Bellwether Compass Room, in Bellingham, WA.

Board of Trustees

Earl Overstreet, Chair
Chase Franklin, Vice Chair
John Meyer, Secretary
Citlaly Ramirez
Faith Pettis
Karen Lee
Mo West – *by phone*
Sue Sharpe – *by phone*

Western Washington University

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

Steve Shields, Owner, Constructive Endeavors Consulting

1. CALL TO ORDER

2. WELCOME AND OPENING REMARKS

Trustee Earl Overstreet welcomed and thanked everyone for attending the work session. He noted a full agenda and called for the first agenda item.

3. INSTITUTIONAL RESOURCE MODELING

Richard Van Den Hul, Vice President for Business and Financial Affairs introduced Brain Burton, Vice Provost for Academic Affairs and Steve Shields, Owner, Constructive Endeavors Consulting who provided an overview of the charge set forward by President

Randhawa for the President's Advisory Council on Institutional Resource Modeling (PACIRM). Steve Shields explained that the process has been extremely beneficial to Western as it attempts to develop a credible resource gap analysis and determine what resources will be needed for Western to achieve its strategic objectives. He noted that unlike a budgeting process, this process will simply help identify areas where resources will be needed and through the work of the council determine an estimate of resources. He added that the next step in the process will be to identify sources and ways to support the implementation of the strategic plan over the next six years.

Chair Overstreet announced a ten minutes break 10:00am. The board reconvened at 10:16am.

4. WESTERN ON THE PENINSULAS

President Randhawa provided an update on Western's ongoing feasibility analysis of expanding its presence on the peninsulas. He noted that Western submitted a proposal for the current Legislative session that included a request of \$6.5 million per year for two years that would build administrative and student support infrastructure as well as capacity in the academic existing programs. He added that the long term growth goal for Western on the Peninsulas is to have a branch campus that delivers upper division and graduate programs, growth in student population from the current two hundred students to a thousand students enrolled, four to five new programs, and additional campus buildings.

President Randhawa noted his support of Western expansion on the peninsulas, and for Western to pursue dedicated legislative funding so that any potential expansion does not come at the expense of the Bellingham campus.

5. WATERFRONT UPDATE

President Randhawa moved on to the topic of Western's role in the redevelopment of the Bellingham Waterfront, as it is directly related to the expansion of Western outside of the main campus. He reiterated that all growth outside of the main campus requires some form of external funding, and that this limits Western's role at the waterfront at this early point in the redevelopment, particularly with respect to capital construction. He said that Western's primarily undergraduate, liberal arts mission complicates the situation in several ways. Unlike Research 1 institutions such as University of Washington and Washington State University, Western does not receive the kind of federal research grant funding that could support significant economic development on its own (e.g. in the form of basic science or translational research site). Nor is it a technical college, which might participate in the development of an advanced manufacturing facility. After lengthy discussion, it was agreed that Western's role in the near term is to be a catalyst to help attract interest and private partnerships with the Port of Bellingham. Further developing a five to ten year vision that builds upon the groundwork (and initial investment) laid by these more fundamental partnerships, and reiterating a commitment to be at the waterfront when the time is right, are appropriate longer term goals.

Trustee Overstreet noted that the greatest value that Western can bring in the short term would be to create a catalyst to help attract interest and partnerships.

6. CAMPUS MATTERS AND COMMUNICATIONS

President Randhawa and Melynda Huskey, Vice President Enrollment and Student Services provided an update on the progress made in addressing the concerns of diverse students during winter quarter. She noted that many of the concerns were shared by the collective of student groups and that this is a national issue and not one specific to Western. She noted that a web site with a timeline has been created that captures a list of major projects completed, currently underway, and to be addressed in response to the needs put forth by various student groups.

7. EXECUTIVE SESSION

The board went into Executive Session at 11:45am.

8. ADJOURNMENT

The board adjourned at 12:36pm

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: June 14, 2019

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.

Persons wishing to comment will sign in between 8:45 – 8:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 9:00 a.m.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: June 14, 2019

SUBJECT: **Recognitions**

PURPOSE: Information Item

President Sabah Randhawa and Provost Brent Carbajal will recognize the following students for their outstanding achievements.

Fulbright, Gillman, and NOAA Hollings

Western Washington University graduates and students have been chosen to receive a number of national awards this year including four Fulbright Fellowship awards, nine Gilman awards, two NOAA Hollings awards, one Udall awards and one Goldwater awards which is the first time awarded to a Western student.

The Fulbright Program is a prestigious international exchange program sponsored by the U.S. government. Over the years, Fulbright Scholarships have enabled nearly 300,000 participants to travel abroad to study, teach, conduct research and exchange ideas to foster understanding between Americans and people of other countries.

The Benjamin A. Gilman International Scholarship Program offers competitive selection process grants for U.S. citizen undergraduate students of limited financial means to pursue academic studies or credit-bearing, career-oriented internships abroad. This congressionally funded program is sponsored by the Bureau of Educational and Cultural Affairs at the U.S. Department of State.

NOAA Hollings Undergraduate Scholarship Program provides successful undergraduate applicants with awards that include academic assistance for two years of full-time study and a 10-week, full-time paid internship at a NOAA facility during the summer.

Udall Undergraduate Scholarship awards scholarships to change-makers working in Indian country and environmental fields, sharing innovative ideas, professional advice, and job and internship opportunities.

Goldwater Scholarship Program awards prestigious national scholarships in the natural sciences, engineering and mathematics in the United States to students who show exceptional promise of becoming the Nation's next generation of research leaders.

WWU Student Award Recipients

Fulbright	Hollings (NOAA)	Gilman	Udall	Goldwater First Ever for WWU
<ul style="list-style-type: none">• Kayla Callanan• Iris Hubbard• Samara Almonte• Natasha Hessami	<ul style="list-style-type: none">• Dexter Davis• Spencer Johnson	<ul style="list-style-type: none">• Tori Wood• Alicia Prokopenko• Angelica Sanchez• Megan Sokol• Zoe Buchli• Jasmine Medina Perez• Rahwa Hailemariam• Alexa Arminen• Amelita Brown	<ul style="list-style-type: none">• Risa Askerooth	<ul style="list-style-type: none">• Darby Finnegan

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

TO: Members of the Board of Trustees
FROM: Earl Overstreet, Chair, Board of Trustees
DATE: June 14, 2019
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

Board Chair Earl Overstreet will report to members of the Board and President Randhawa and his staff on topics related to the Board of Trustees.

- Resolution No. 2019-02 Recognition the Service of Board Member Citlaly Ramirez



RESOLUTION NO. 2019-02

**A RESOLUTION OF THE BOARD OF TRUSTEES OF
WESTERN WASHINGTON UNIVERSITY
RECOGNIZING THE SERVICE OF BOARD MEMBER
*CITLALY RAMIREZ***

WHEREAS, CITLALY RAMIREZ of SeaTac, Washington has served as a member of the Western Washington University Board of Trustees from July 1, 2018 – June 30, 2019; and

WHEREAS, CITLALY RAMIREZ has the distinction of being the twenty-first student appointed by the Governor to the Board of Trustees of Western Washington University; and

WHEREAS, CITLALY RAMIREZ brought to her appointment as a trustee dedication to her community through participation with organizations such as Ready to Rise, and the Newman Center; and as an ambassador for the Washington State Opportunity Scholarship; and

WHEREAS, CITLALY RAMIREZ has contributed her time, commitment and valuable insight to the governance of University at considerable personal sacrifice, while pursuing a degree in Management Information Systems with minors in Marketing and Theater; and

WHEREAS, CITLALY RAMIREZ contributed to the increased stature and the future potential of Western Washington University through her engagement in numerous policy discussions and decisions affecting the University; and

WHEREAS, CITLALY RAMIREZ has served with intelligence, wisdom, compassion and concern for the best interests of the entire Western community, and has been an articulate and thoughtful advocate for shared governance and communication between the Board of Trustees and the student body; and

NOW, THEREFORE BE IT RESOLVED, by the Board of Trustees of Western Washington University that **CITLALY RAMIREZ** be and is hereby honored for outstanding service and dedication to the University and is extended the gratitude and best wishes of the entire University community.

PASSED AND APPROVED by the Board of Trustees of Western Washington University at its regular meeting on June 14, 2019.

ATTEST:

A handwritten signature in black ink that reads "Earl W. Overstreet II".

Earl W. Overstreet II, Chair

A handwritten signature in black ink that reads "John M. Meyer".

John M. Meyer, Secretary

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: June 14, 2019

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: June 14, 2019
SUBJECT: Faculty Senate
PURPOSE: Information Item

McNeel Jantzen, 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: June 14, 2019

SUBJECT: **Associated Students**

PURPOSE: Associated Students Report

Purpose of Submittal:
AS President Millka Solomon 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: John M. Meyer, Chair, Board FARM Committee
DATE: June 14, 2019
SUBJECT: **Board FARM Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

Chair Meyer 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: June 14, 2019
SUBJECT: **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, and
Rich Van Den Hul, Vice President, Business and Financial Affairs

DATE: June 14, 2019

SUBJECT: **Legislative Session Report**

PURPOSE: Discussion Item

Purpose of Submittal:

For the first part of this agenda item, *Reflections on the Session*, Becca Kenna-Schenk, Executive Director of Government Relations, will provide a brief update on the 2019 Legislative Session and answer any questions the Trustees may have. In the second part of the item, *2019-2021 Capital Budget Report*, Rich Van Den Hul, Vice President Business and Financial Affairs, will provide an overview of the 2019-2021 Capital Budget.

Part 1: Reflections on the Session

Background:

The 105-day, 2019 legislative session began on January 14th and ended on April 28th. A key highlight of the session was the passage of the Workforce Education Investment Act (Engrossed Substitute House Bill 2158), sponsored by Representative Drew Hansen. This legislation creates a permanent, dedicated funding source for state higher education investments. Appropriations from the account total \$373.8 million for the 2019-2021 biennium, and new revenues are forecasted to total nearly \$1 billion over four years through a tiered and targeted increase in the state's business-and-occupation tax.

Several of Western Washington University's 2019-2021 operating and capital budget requests were funded in the final state budgets and through the Engrossed Substitute House Bill 2158. Highlights include:

Operating budget:

- *Compensation:* Funding was provided to implement the state's salary increase policy, including a 3 percent annual compensation increase for all WWU employees in both years of the 2019-21 biennium. This appropriation was based on the assumption that all revenues from a 2.4 percent annual increase in undergraduate resident and non-resident tuition would be applied to employee salaries. Compensation funding included \$1.8 million in ESHB 2158 for in recognition that institutional operating costs, including compensation and central services, exceed estimated increases in undergraduate operating fee revenue.
- *STEM degree capacity:* \$3.4 million was provided in ESHB 2158 for the expansion of STEM degree programs at WWU, which may include expanding pre-healthcare capacity, creating an energy science and technology B.S. degree, and expanding electrical engineering degrees.

- *State Need Grant (renamed Washington College Grant):* \$160 million was funded in ESHB 2158 for the newly-branded Washington College Grant program. By the 2020-2021 academic year, the current waitlist will be eliminated and all eligible students will be guaranteed to receive a grant. At the same time, students with family incomes at or below 100 percent of state Median Family Income (MFI) will qualify for the grant (current eligibility is for students with family incomes at or below 70 percent MFI).

Part 2: 2019-2021 Capital Budget Report

Executive Summary:

In September 2018, Western Washington University (Western) submitted a State capital budget request of \$123,516,000 of new appropriations. Under Substitute House Bill 1102 (SHB 1102), Western received \$76,460,000 in new appropriations, of which the State Building Construction Account (general obligation bonds) provides \$64,500,000 and Local Funds provide \$11,960,000. Local funds are through the University from the Normal School Fund (timber sales) and the portion of tuition and fees dedicated to construction. SHB 1102 was passed by the House and Senate in April 2019 and signed by the Governor in May 2019.

Of the new appropriations, \$60,000,000 of general obligation bond funding is for the construction of the Interdisciplinary Sciences Building project and \$2,000,000 is for predesign and partial design funding of the Electrical Engineering/Computer Science Building project. *Note: This funding includes a proviso that at least 10 percent of the total cost of the project must be paid from private funds.* The remaining funding, consisting of \$2,500,000 in general obligation bonds and \$11,960,000 in local funds, is for upgrading, preserving, modernizing, and maintaining facilities and infrastructure throughout campus. Western also received authority to finance up to \$9,950,000 in a State-issued certificate of participation sale for the Consolidated Academic Support Services Facility (this project is currently on pause due to insufficient operating budget revenues). SHB 1102 also included reappropriations of funding allotted in the 2017-2019 Capital Budget.

The attached chart compares Western's 2019-2021 capital budget request, Governor Inslee's proposed budget, and the final budget.

Attachment: 2019-2021 Capital Budget Request Comparison Sheet

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President for Donna Gibbs, Vice President for University Relations and Marketing

DATE: June 14, 2019

SUBJECT: **Waterfront Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Donna Gibbs will give an update on the Waterfront Project.

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 Finance, Audit and Enterprise Risk Management (FARM) Committee and Richard Van Den Hul, Vice President, Business and Financial Affairs

DATE: June 14, 2019

SUBJECT: **Guidelines on Institutional Reserves**

PURPOSE: Discussion Item

Purpose of Submittal:

As Western explores the resources needed to achieve the new strategic plan, it is critical to set an acceptable risk tolerance level and approach on the amount of savings (reserves). The attached Institutional Reserves Guideline (Attachment 1) is a mechanism for defining the level, the components, and the authorities and accountabilities with regards to the institutional reserves.

Background:

Commonly, reserves are held to mitigate risks due to items such as recessions, downturns in enrollment, or major unplanned issues. These unplanned situations may include cost overruns on capital projects (such as the Carver Academic Facility), emergent needs without a timely revenue source (such as the Multicultural Center and the Disability Access Center), or a natural disaster (such as a volcanic eruption). Early in his presidency and during the recession, after discussions with other university presidents, former President Bruce Shepard stated in a letter to campus that “[o]ne general rule of thumb...is that one-time reserves for the state operating budget should be able to cover us in the event that we lose all tuition revenue for a quarter.”

President Randhawa, coming from Oregon State University where the board-approved reserve range was more clearly defined as 10-20%, asked Business and Financial Affairs to review institutions for best practices on reserve levels. This discussion provides a historical review of the relationship between Western’s Institutional Reserve and Contingency Fund and the rationale supporting the recommended reserve guidelines.

Strategic Questions:

What is an appropriate reserve level for Western?
What role can reserves play in advancing strategic priorities?

Supporting Information:

Attachment 1: Draft Institutional Reserve Guidelines
Attachment 2: Supporting Information Memo on Institutional Reserves Guidelines
Attachment 3: Institutional Reserves and Contingency Fund History Presentation

INSTITUTIONAL RESERVES GUIDELINE

Purpose:

The purpose of the Institutional Reserves Guideline is to ensure the financial sustainability of the mission, programs, and ongoing operations of Western Washington University.

Definitions:

Institutional Operating Funds: State and state tuition funds supporting the operations of the campus.

Institutional Reserves: Accumulated state tuition revenues above expenditures from institutional operating funds. This does not include divisional, self-sustaining, or auxiliary reserves.

Un-expendable Reserves: An amount of institutional reserves approved by the Board of Trustees sufficient to provide financial flexibility, enhance long-term financial sustainability, and preserve ample debt service coverage and appropriate bond ratings.

Expendable Reserves: Institutional reserve amount in excess of the un-expendable reserves that can be deployed for mission fulfillment.

Committed Expendable Reserves: The amount of expendable institutional reserves committed to approved initiatives or projects.

Uncommitted Expendable Reserves: The amount of institutional expendable reserves in excess of the committed expendable reserves.

1. **It is the goal of the University to maintain un-expendable reserves between 10% and an amount equivalent to one quarter's worth of tuition calculated on the current year's state/tuition funded budget.**

Un-expendable reserves will be calculated each year after the approval of the annual operating budget, the issuance of the audited financial statements, and included in the regular financial reports to the Board of Trustees.

2. **Expendable reserves will be maintained at two levels – committed and uncommitted reserves.**

Expendable reserves are intended to provide a source of funding for situations such as significant non-recurring expenses, asset renewal and replacement, and investment in start-up strategic initiatives that will build long-term financial capacity. The Vice President for Business and Financial Affairs (VPBFA) is responsible for assuring the reserves are used only as described in this Guideline.

The President must notify the Board of Trustees when planning to use reserves in excess of the current amount designated as Expendable Reserves (i.e. intentional spending any of the Un-expendable Reserves). The VPBFA will provide regular reports to the Finance, Audit, and Enterprise Risk Management (FARM) Committee of the Board of Trustees explaining progress to restore the Un-expendable Reserves to the target minimum amount, if required.

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees FARM Committee

FROM: Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office

DATE: April 4, 2019

SUBJECT: Supporting Information on Establishing an Institutional Reserves Guideline

At the February 2019 FARM meeting, there was a request for additional narrative on the rationale for the recommendation for establishing an institutional reserves guideline. Commonly, reserves are held to mitigate risks due to items such as recessions, downturns in enrollment, or major unplanned issues. These unplanned situations may include cost overruns on capital projects (such as the Carver Academic Facility), emergent needs without a timely revenue source (such as the Multicultural Center and the Disability Access Center), or a natural disaster (such as a volcanic eruption).

Early in his presidency and during the recession, after discussions with other university presidents, former President Bruce Shepard stated in a letter to campus that “[o]ne general rule of thumb...is that one-time reserves for the state operating budget should be able to cover us in the event that we lose all tuition revenue for a quarter.” As can be seen in Attachment 1, Western’s reserves were woefully short of that target until the start of fiscal year 2015, as we used reserves to fund reductions during the recession. Reserves allowed Western to weather the cuts during the recession without hurting mission attainment.

Through careful planning of using the recurring contingency fund whereby we rolled half of the unspent budget to reserves each year, and conservatively allocating undergraduate tuition increases as nonresident enrollments grew, Western was able to get close to former President Shepard’s reserve target.

Fiscal years 2017 and 2018 brought different challenges. While the state legislature bought back the resident undergraduate tuition reductions in 2016 and 2017, they also capped future resident undergraduate tuition increases. New state appropriations were limited due to the McCleary Supreme Court decision. Additionally, the legislature failed to pass a capital budget during the final phases of the Carver Academic Building reconstruction. To meet the needs of the campus, we budgeted more of the nonresident student enrollment growth and reduced the recurring contingency fund from \$5.5M to \$1.3M. Both of these actions greatly reduced annual additions to the reserves.

Facing these challenges and coming from Oregon State University where the board-approved reserve range was 10-20%, President Randhawa asked Business and Financial Affairs to review institutions for best practices on reserve levels. The Budget Office reached out to Western’s peer institutions and the other higher education institutions in the state of Washington but received limited responses. The received responses listed desired reserve amounts ranging

from 0-20%, with most acknowledging that reserves are monitored on an ongoing basis in relation to the overall financial plan of the institution.

Regardless of the size of the organization, there is always a dilemma between how much money to put into savings (reserves) and how much money to utilize to further the strategic mission. Much of that dilemma stems from the individual risk tolerance level of the leadership of the organization. Furthermore the level of leadership, (i.e., Board Member, President, Vice Presidents, etc.) may influence the risk tolerance level depending on the assumed risk. As Western explores the resources needed to achieve the new strategic plan, it is critical to obtain an acceptable risk tolerance level on the amount of savings (reserves) the Board is comfortable with. We view the attached Institutional Reserves Guideline (Attachment 2) as the mechanism for clearly defining the level, the components, and the authorities and accountabilities with regards to the institutional reserves.



Institutional Reserve and Contingency Fund

What's the Difference?

Institutional Reserve

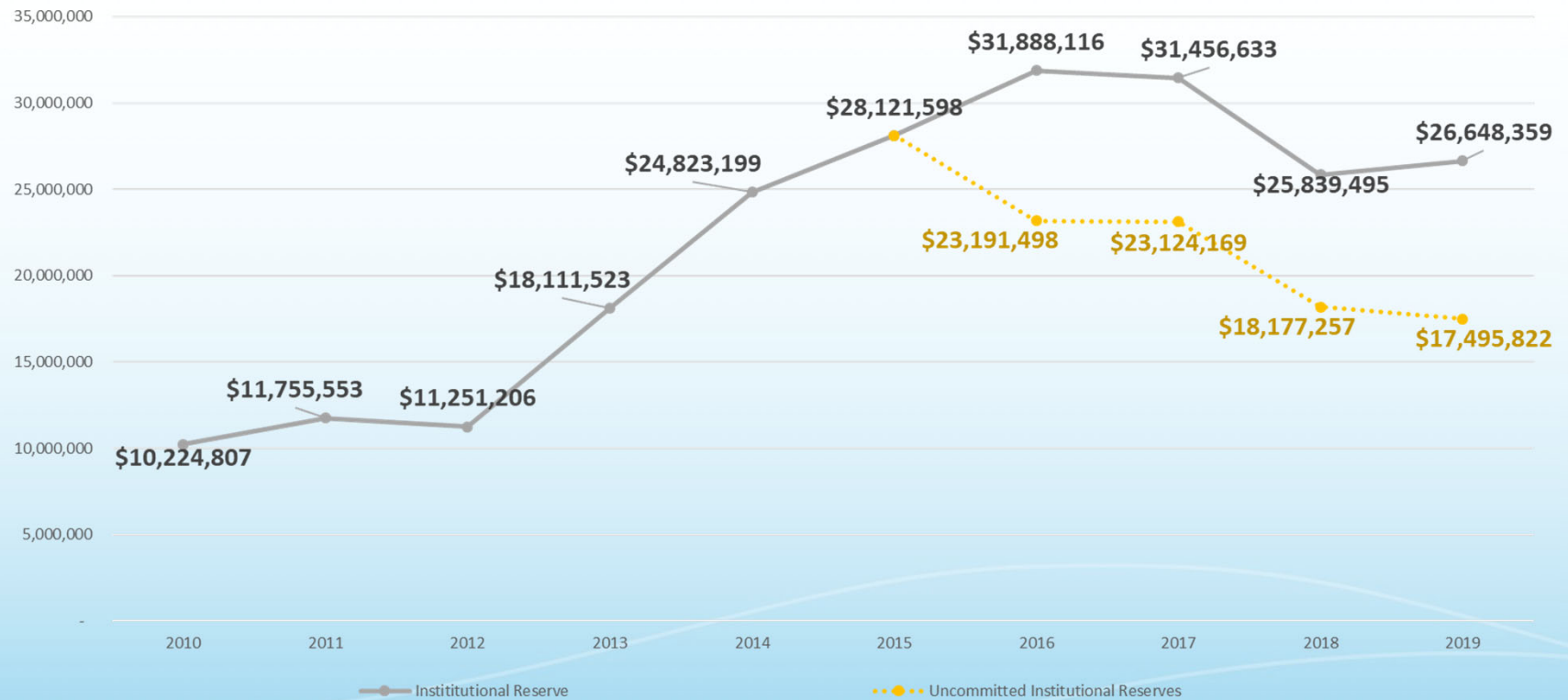
- Cash
- One-time
- Savings account

Contingency Fund

- Budgeted
- Recurring
- Checking account



Institutional Reserve Commitments





Institutional Reserve - Growth

	2013	2014	2015	2016
Academic Year Tuition Revenue Exceeding Budgeted				
• 2% Buffer	\$ 4,852,613	\$ 3,432,032	\$ 3,437,180	\$ 5,532,736
• Enrollment Growth				
Unspent/(Overspent) Institutional Funds	\$ 576,866	\$ (525,895)	\$ 370,832	\$ 238,169
Unspent/(Overspent) Contingency Fund	\$ 1,430,758	\$ 2,836,997	\$ 908,886	\$ (29,408)
1/2 Contingency Carryforward to Divisions		\$ (2,025,018)	\$ (1,418,499)	
Unallocated Funds reserved for next fiscal year (positive bow wave)		\$ 2,993,560		
Additional State Appropriations				\$ 69,000
Moore v. HCA				\$ (1,078,000)
Approved One-Time Expenditures				\$ (965,979)
Annual Increase in Institutional Reserve	\$ 6,860,237	\$ 6,711,676	\$ 3,298,399	\$ 3,766,518

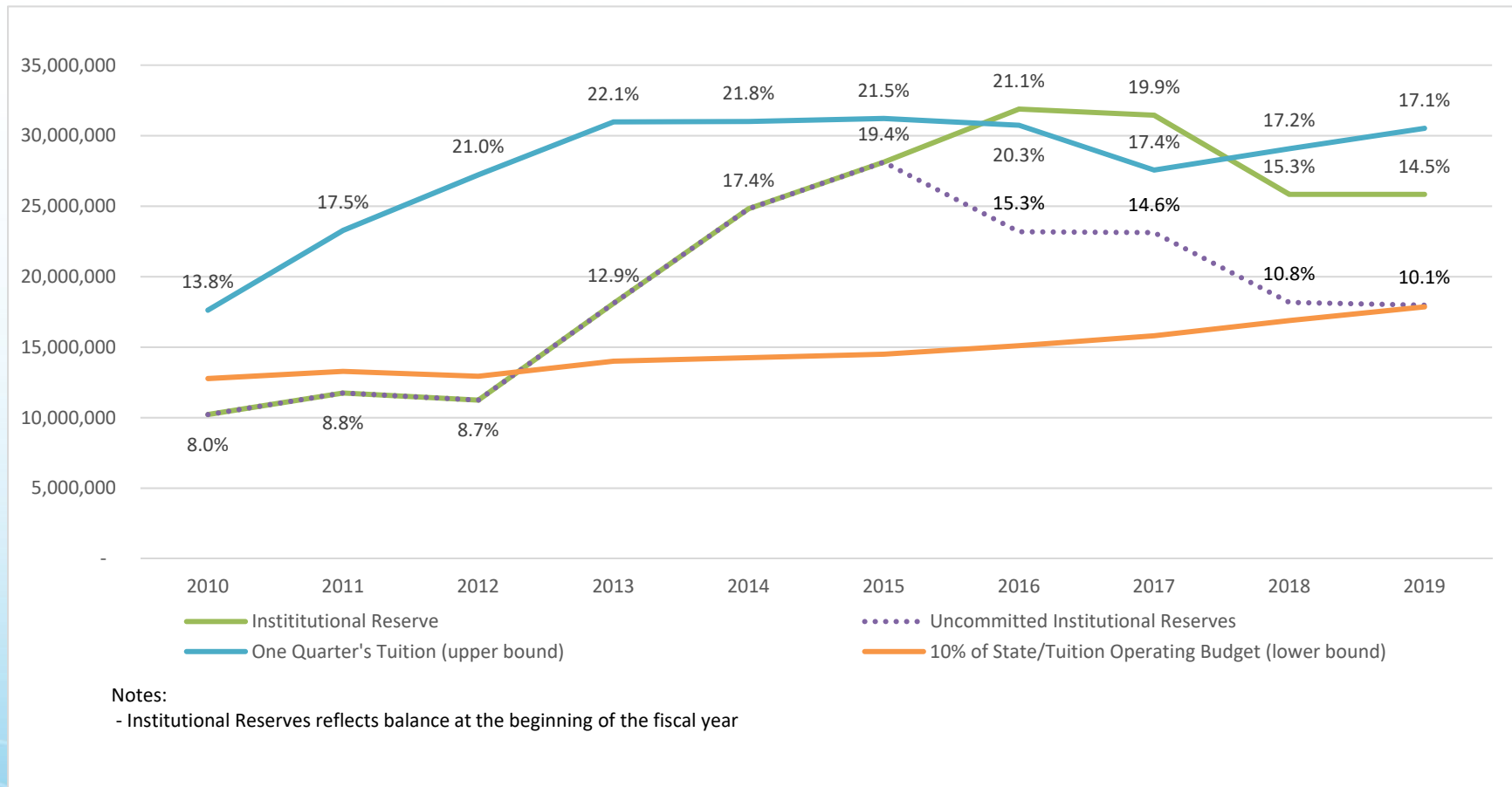


Major Commitments on Reserve Include

- Carver Construction
(and pre/post construction items)
 - \$8,490,008
- Disability Access Center
 - \$2,287,686
- Multicultural Center
 - \$1,990,000
- Banner 9 Implementation
 - \$1,236,138

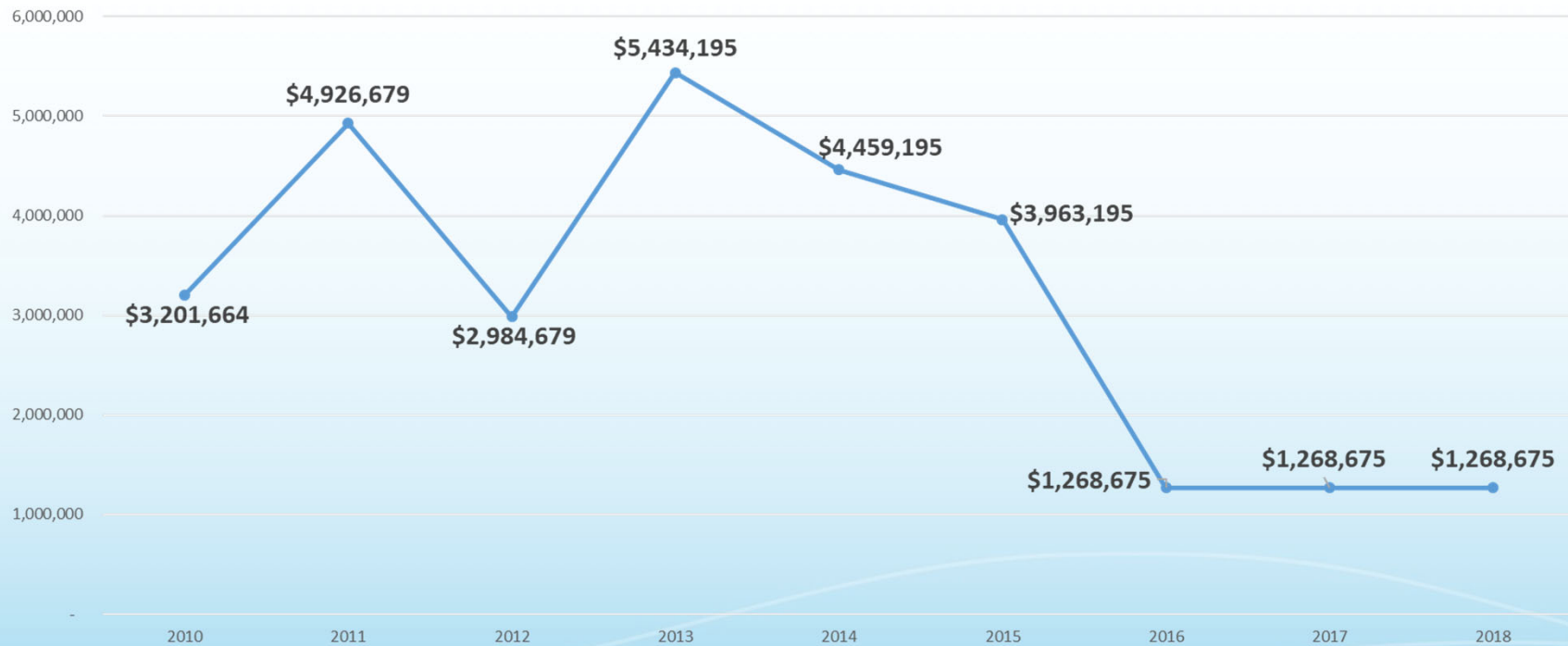


How Healthy is Our Institutional Reserve?





Contingency Fund Budgeted Amount by Fiscal Year





Contingency Fund Changes to Budgeted Amount

	2011	2012	2013	2014	2015	2016	2017	2018
Beginning Balance	\$3,201,664	\$4,926,679	\$2,984,679	\$5,434,195	\$4,459,195	\$3,963,195	\$1,268,675	\$1,268,675
Budgeted Increase	\$1,725,015	\$575,000	\$575,000					
Classified Furloughs		(\$2,517,000)	\$2,517,000					
Allocated to Divisions			(\$642,484)	(\$975,000)	(\$496,000)	(\$2,694,520)		
<i>Annual Change in Contingency Fund via Sources and Uses</i>	\$1,725,015	(\$1,942,000)	\$2,449,516	(\$975,000)	(\$496,000)	(\$2,694,520)	\$0	\$0
Ending Balance	\$4,926,679	\$2,984,679	\$5,434,195	\$4,459,195	\$3,963,195	\$1,268,675	\$1,268,675	\$1,268,675

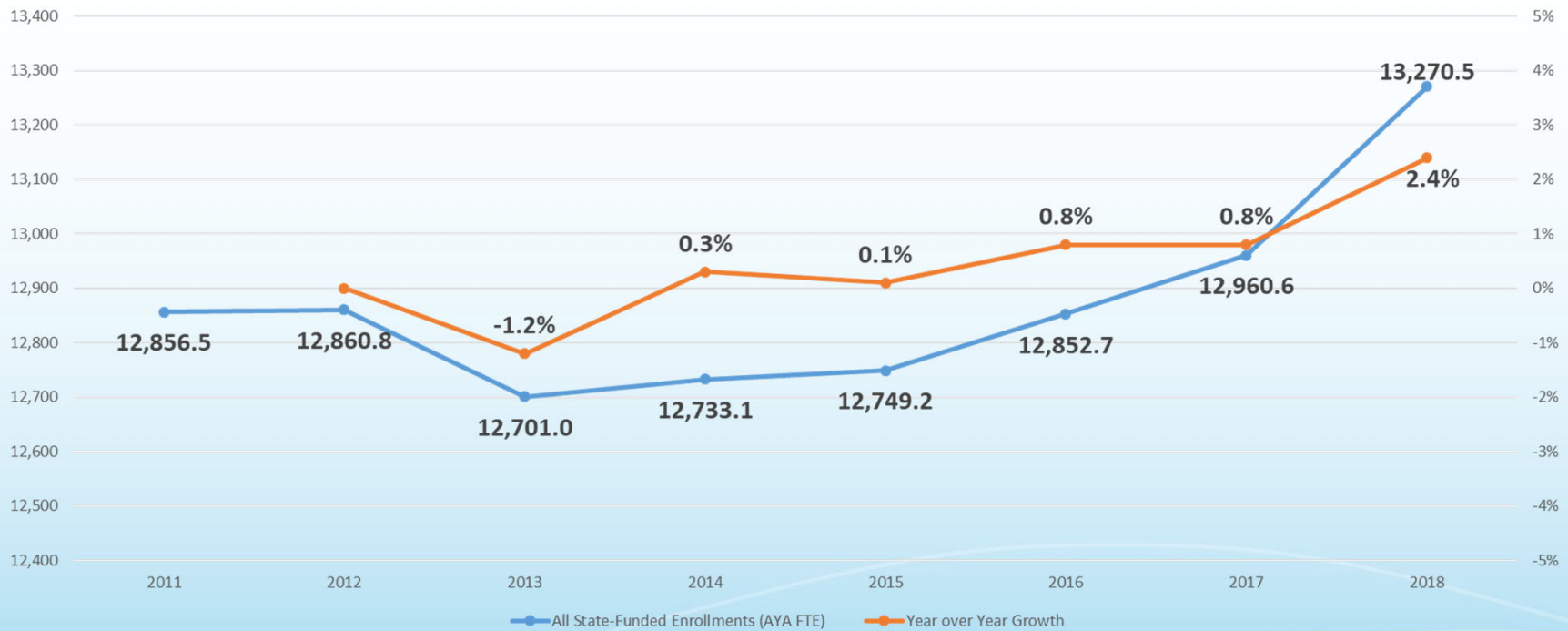


Contingency Fund – Uses

- Previously served two purposes
 - Unused dollars added to institutional reserves (cash) each year
 - Add to operational budgets – Divisional Budget Requests
- Years of budget allocations to divisional operating budgets have decreased % of recurring budget to current level.
- No changes since FY16

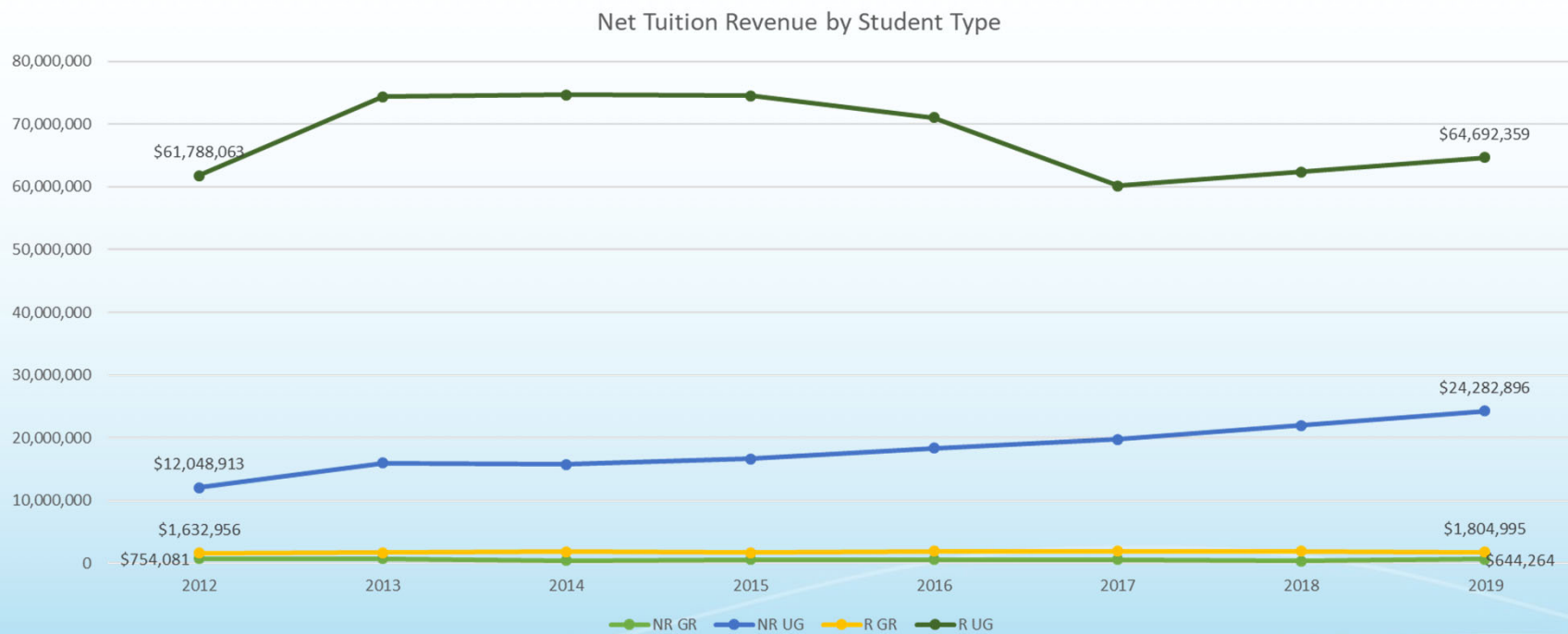


Enrollment Growth - FTE





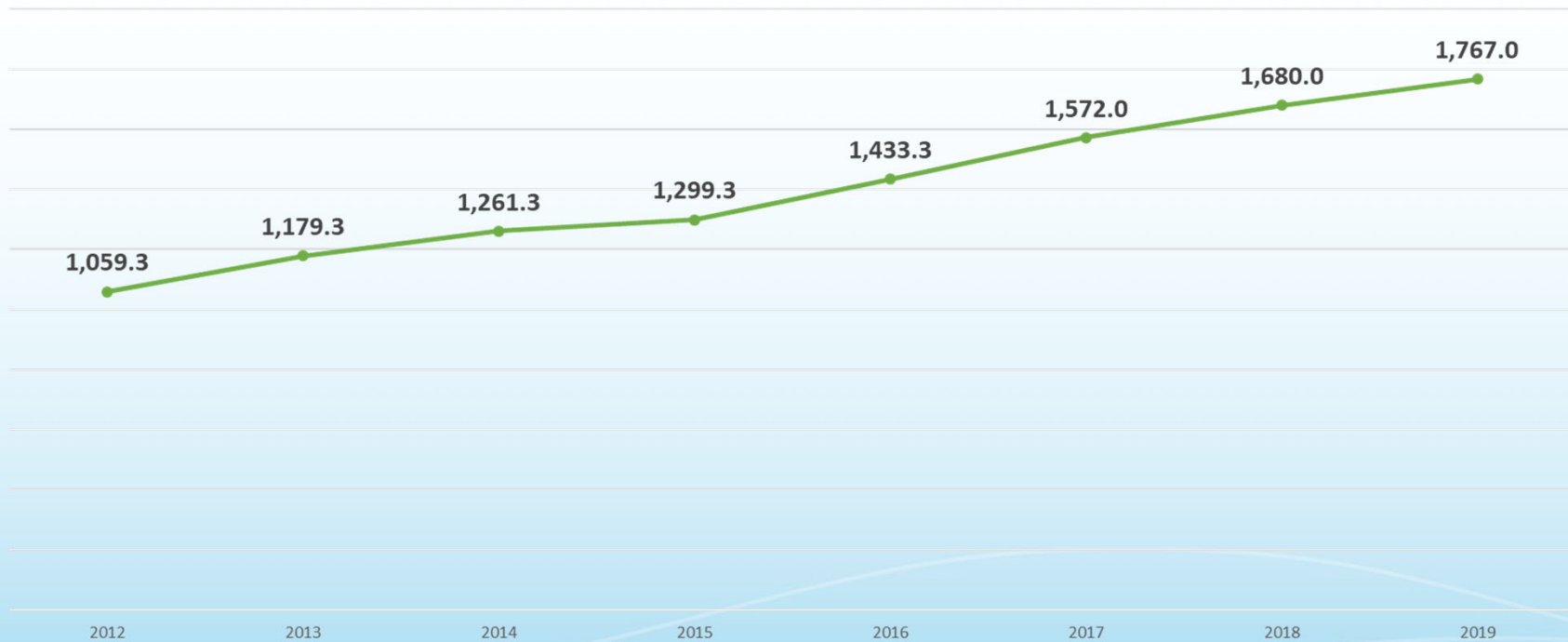
Growth in Net Tuition Revenue



Net tuition revenue from non-resident undergraduate students doubled.



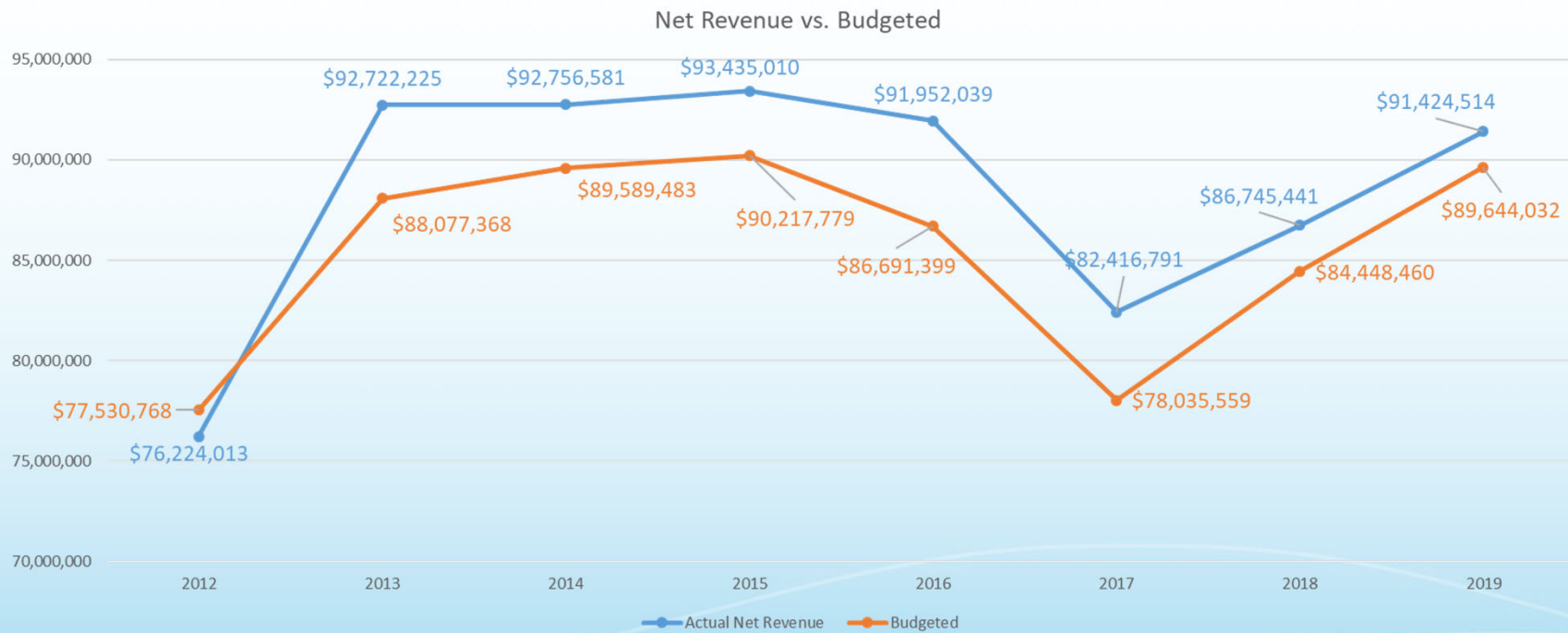
Growth in Non-Resident Undergraduates



All data is academic year average (AYA) headcount.



Net Tuition Revenue Exceeds Budgeted





Tuition Revenue Higher Than Expected

	2012	2013	2014	2015	2016	2017	2018	2019
Revenue Over Budget	-\$1,306,755	\$3,851,916	\$3,167,098	\$3,217,231	\$5,260,640	\$4,381,232	\$2,296,981	\$1,780,482
% Over/Under Budget	-1.7%	4.4%	3.5%	3.6%	6.1%	5.6%	2.7%	2.0%

Current Status

- Enrollments (including Non-resident) budgeted each year with a 2% buffer
- Contingency fund will no longer have large unspent amounts at year end to replenish institutional reserves
- Bottom line: without new enrollments we project institutional (cash) reserves to be at the bottom of the draft guidelines with little movement up

Discussion

What is an appropriate reserve level for Western?

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

TO: Members of the Board of Trustees
FROM: Sabah Randhawa, President
DATE: June 14, 2019
SUBJECT **Operating Budget Framework**
PURPOSE: Action Item

Purpose of Submittal:

Brent Carbajal, Provost and Vice President for Academic Affairs and Richard Van Den Hul, Vice President for Business and Financial Affairs, will provide an overview of the 2019-2020 Operating Budget Framework.

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

DATE: June 14, 2019

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office

**SUBJECT: Action Item
Approval of 2019-2020 Academic Year Tuition Rates and Mandatory Fees**

Purpose of Submittal:

The Legislature and Governor have passed and signed an appropriations bill. Based on this approved bill and the FY 2020 Western Washington University recommended budget, the Board is requested to approve 2019-2020 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student. Additionally, the Board is asked to approve the recommended mandatory fee increases and revenue distributions of the Services & Activities (general S&A) Fee for academic year 2019-2020 and summer 2019.

Proposed Motion:

***MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President and various constituent review committees, approve the 2019-2020 annual tuition operating fee and capital building fee rates for state-funded students be raised as follows:**

- Resident undergraduate students be raised by 2.4%; and
- 2019-2020 annual tuition operating fee and capital building fee rates for non-resident undergraduate students be raised by 5.0%; and
- 2019-2020 annual tuition operating fee and capital building fee rates for resident and non-resident graduate, resident and non-resident MBA, and the resident and non-resident Speech Pathology program be raised by 4.5%; and
- 2019-2020 annual tuition operating fee and capital building fee rates for resident and non-resident Clinical Doctorate of Audiology program be lowered by 17.2% and 20.3% respectively.

***FURTHER MOVED*, that the 2019-2020 mandatory student fee levels and distribution for the S&A Fee be approved as proposed in the attached documents for the following fees:**

- Services & Activities Fee (*Proposed increase \$7.38 per quarter; 4.0% on the portion of the fee not pledged to bonds per RCW 28B.15.069*)
- Student Recreation Fee (*Proposed increase \$4.21 per quarter; 4.0%*)

- Student Health Services Fee (*Proposed increase \$4.00 per quarter; 3.5%*)
- Student Technology Fee (*No increase*)
- Non-Academic Building Fee (*Proposed increase \$2.00 per quarter; 4.4%*)
- Sustainable Action Fee (*No increase*)
- Student Transportation Fee (*Proposed increase \$1.25 per quarter; 4.8%*)
- Legislative Action Fee (*No increase*)
- Multicultural Services Fee (*No increase*)

***FURTHER MOVED*, that the 2019-2020 Self-Sustaining Academic Year Tuition Rates be raised to the following rates:**

- Undergraduate Course/Workshop \$265 per credit; and
- Graduate Course/Workshop \$338 per credit; and
- Undergraduate Degree Program Courses \$307 per credit; and
- Graduate Degree Program Courses \$366 per credit; and
- Weekend MBA \$757 per credit; and
- Global Pathway Undergraduate Program \$7630 per quarter; and
- Global Pathway MBA Program tuition \$9,800 per quarter

Additional Information:

The fiscal 2019-2020 operating budget plan which relies on tuition operating fee revenue generated by the tuition changes proposed under this submittal, will also be presented at the June 14, 2019 Board meeting.

Supporting Information:

Attachment A: Supporting Information on Setting 2019-2020 Academic Year Tuition

- A1: Proposed 2019-2020 Tuition Rates (Operating Fee and Capital Building Fee)
- A2: Washington State Higher Education Sector Tuition Comparison – FY 2020
- A3: Historical Resident Undergraduate Total Cost of Attendance

Attachment B: Supporting Information on Setting 2019-2020 Mandatory Student Fees

- B1: Summary of Current and Proposed Mandatory Student Fee Levels
- B2: WWU Mandatory Student Fees 5-year Summary
- B3: Services and Activities Fee Proposal and Report
- B4: Student Recreation Fee Proposal and Report
- B5: Student Health Services Fee Proposal
- B6: Student Technology Fee Program Report
- B7: Non-Academic Building Fee Proposal and Report
- B8: Sustainability, Equity & Justice Fund Report
- B9: Student Alternative Transportation Fee Proposal and Report
- B10: Legislative Action Fee Program Report
- B11: Multicultural Services Fee Report

Attachment C: Supporting Information on Setting 2019-2020 Self-Sustaining Academic Year Tuition

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office

DATE: June 14, 2019

SUBJECT: Supporting Information on Setting 2019-2020 Academic Year Tuition

In accordance with the College Affordability Act of 2015, Western has the authority to raise *resident undergraduate (RUG) tuition operating fees* by the average annual percentage growth rate in the median hourly wage for Washington for the previous 14 years as determined by the federal bureau of labor statistics. For fiscal year 2019-20, this average rate is 2.4%.

Tuition rates for *nonresident undergraduate (NRUG), resident graduate (RG), and nonresident graduate (NRG)* students are set by the Board of Trustees after analyses of market constraints of supply and demand, and comparison costing with our peers.

Proposed 2019-20 Tuition Rates for WWU

Upon the recommendation of the vice presidents in consultation with the deans, and after review by the campus, it is recommended that Western increase the state-funded resident undergraduate tuition rate by 2.4% as authorized by the College Affordability Act of 2015. The recommendation is to increase non-resident undergraduate rates by 5.0%. It is further recommended to increase resident and non-resident graduate rates, resident and non-resident MBA rates, and resident and non-resident Speech Language Pathology program rates by 4.5%. Finally, it is recommended to decrease the rates in the Clinical Doctorate of Audiology program by 17.2% and 20.3% respectively.

As required by law, proposed capital building fee percentage increases are equivalent to the tuition operating fee percentage increases for each student category. Please see Attachment A1 detailing percentage and dollar increases for all the above student categories.

The Washington state higher education institutional data analysis we provide here has been collected through phone calls and emails, and some are still awaiting approvals by the institutions Board of Trustees or Board of Regents.

Resident Undergraduate Tuition: The majority of Western's students are resident undergraduates, making up approximately 84.0% of the headcount for the 2019 academic year. An increase of 2.4% in the operating fee component of the tuition fees as recommended for this student group, equates to an annual increase of \$146.

- Tuition increased for this classification by 2.2% in both 2018-19 and 2017-18.
- UW resident undergraduate tuition is 58.5% higher than Western (see Attachment A2).
- Please see Attachment A3 for historical cost of attendance for this student classification.

Non-Resident Undergraduate Tuition: Non-resident undergraduate students represented approximately 11.7% of Western's 2019 academic year headcount. The proposed operating fee increase for non-resident undergraduate students is 5.0% equating to an annual increase of \$1,047.

- Tuition increased for this classification by 5.0% in 2018-19 and 3.5% in 2017-18.
- UW non-resident undergraduate tuition is 62.0% higher than Western (see Attachment A2).
- Market and comparison costing analyses indicate that Western's non-resident tuition was extremely low in comparison to the other Washington public four-year institutions. As discussed at the April 2018 Board meeting, based on the quality of our programs, it has been determined that we would like to position our non-resident tuition rate between Washington State University (WSU) and Eastern Washington University (EWU) rates, but that it will take us several years of 5.0% increases to meet that objective. Currently, WSU rates are 7.2% and EWU rates are 2.1% higher than WWU rates in this student category.

Resident Graduate Tuition: Resident graduate students represented 3.5% of Western's 2019 academic year student headcount. The proposed operating fee increase for resident graduate students is 4.5% equating to an annual increase of \$425.

- Tuition increased for this classification by 4.5% in 2018-19 and 3.5% in 2017-18.
- UW resident graduate tuition is 56.7% higher than Western (see Attachment A2).
- Market and comparison costing analyses indicate raising resident graduate tuition would not discourage enrollments.

Non-Resident Graduate Tuition: Non-resident graduate students represented less than 1% of Western's 2018 academic year student headcount. The proposed operating fee increase for non-resident graduate students is 4.5% representing an annual increase of \$909.

- Tuition increased for this classification by 4.5% in 2018-19 and 3.5% in 2017-18.
- UW non-resident graduate tuition is 30.8% higher than Western (see Attachment A2).
- Market and comparison costing analyses indicate raising non-resident graduate tuition would not discourage out-of-state enrollments.

Differential Tuition:

Masters in Business Administration (MBA): The MBA tuition rate had historically been the only differentiated tuition Western charged until academic year 2017-18. This differential tuition was approved by the Board of Trustees during the 2011-2013 biennial tuition setting process as part of a long-term strategy to price the MBA program appropriately in the marketplace.

In 2018-19, during the Study Group discussions, the tuition rates for Western's MBA program were adjusted based on market analysis to comparable universities, after determining our non-resident tuition rates were very low. MBA resident tuition rates increased by 4.5 % in 2018-19 and 3.5% in 2017-18, while MBA non-resident tuition rates increased by 30.6% in 2018-19 and 3.5% in 2017-18. It is recommended that the resident and non-resident MBA rates be increased by 4.5% representing an annual increase of \$493 and \$1,222 respectively.

Speech Language Pathology: In 2017-18, the Board approved charging a differential tuition rate for this academic program, to enable patients to be seen at the clinic free of charge, eliminating the need to bill insurance companies including Medicare. This then restored the lifespan approach supported by our national accreditation organization, providing students with clinical experiences from infants to older adults.

Tuition increased for this student classification by 4.5% in 2018-19. The proposed tuition increase for Speech Language Pathology students is 4.5%, representing an annual increase of \$646 for resident students and \$1,193 for non-resident students.

Clinical Doctorate in Audiology (Au.D): After obtaining the necessary legislative approval in the 2013-15 biennium, Western submitted a proposal to the state in the 2015-17 biennial budget for funding to establish a clinical doctorate program in audiology. Unfortunately, the decision package was not funded. As a high priority for the campus, plans were then initiated to internally fund this academic program through a differential graduate tuition rate approved by the Board in 2017-18.

Tuition increased for this student classification by 4.5% in 2018-19. However, due to a lack in enrollment and a concern over the cost compared to peer programs, the recommendation is to decrease tuition rates for the Au.D. program by \$3,330 (17.2%) for resident students and \$5,842 (20.3%) for non-resident students.

Attachments:

A1 – Proposed Western Tuition Dollar and Percentage Increases 2019-20

A2 – Tuition Comparisons for Washington State

A3 – Historical Total Cost of Attendance for Resident Undergraduates

Western Washington University
Proposed 2019-2020 Tuition Rates (Operating Fee and Capital Building Fee)

TUITION FEES				
Operating Fee	2018-19	2019-20	\$ Change	% Change
Resident Undergraduate	\$6,081	\$6,227	\$146	2.4%
Non-Resident Undergraduate	\$20,936	\$21,983	\$1,047	5.0%
Resident Graduate	\$9,448	\$9,873	\$425	4.5%
Non-Resident Graduate	\$20,189	\$21,098	\$909	4.5%
Resident MBA	\$10,953	\$11,446	\$493	4.5%
Non-Resident MBA	\$27,163	\$28,385	\$1,222	4.5%
Resident Speech Language Pathology	\$14,352	\$14,998	\$646	4.5%
Non-Resident Speech Language Pathology	\$26,522	\$27,715	\$1,193	4.5%
Resident Audiology - Au.D.	\$19,330	\$16,000	-\$3,330	-17.2%
Non-Resident Audiology - Au.D.	\$28,842	\$23,000	-\$5,842	-20.3%
Capital Building Fee	2018-19	2019-20	\$ Change	% Change
Resident Undergraduate	\$307	\$314	\$7	2.4%
Non-Resident Undergraduate	\$864	\$907	\$43	5.0%
Resident Graduate	\$251	\$262	\$11	4.5%
Non-Resident Graduate	\$632	\$660	\$28	4.5%
Resident MBA	\$269	\$281	\$12	4.5%
Non-Resident MBA	\$837	\$875	\$38	4.5%
Resident Speech Language Pathology	\$444	\$464	\$20	4.5%
Non-Resident Speech Lanuguage Pathology	\$820	\$857	\$37	4.5%
Resident Audiology - Au.D.	\$598	\$495	-\$103	-17.2%
Non-Resident Audiology - Au.D.	\$892	\$711	-\$181	-20.3%
TOTAL TUITION (Operating Fee and Capital Building Fee)	2018-19	2019-20	\$ Change	% Change
Resident Undergraduate	\$6,388	\$6,541	\$153	2.4%
Non-Resident Undergraduate	\$21,800	\$22,890	\$1,090	5.0%
Resident Graduate	\$9,699	\$10,135	\$436	4.5%
Non-Resident Graduate	\$20,821	\$21,758	\$937	4.5%
Resident MBA	\$11,222	\$11,727	\$505	4.5%
Non-Resident MBA	\$28,000	\$29,260	\$1,260	4.5%
Resident Speech Language Pathology	\$14,796	\$15,462	\$666	4.5%
Non-Resident Speech Language Pathology	\$27,342	\$28,572	\$1,230	4.5%
Resident Audiology - Au.D.	\$19,928	\$16,495	-\$3,433	-17.2%
Non-Resident Audiology - Au.D.	\$29,734	\$23,711	-\$6,023	-20.3%

Note: Academic year tuition for full-time students (banded tuition 10-18 credit hours per quarter)

Western Washington University

Washington State Higher Education Sector Tuition Comparison - FY 2020

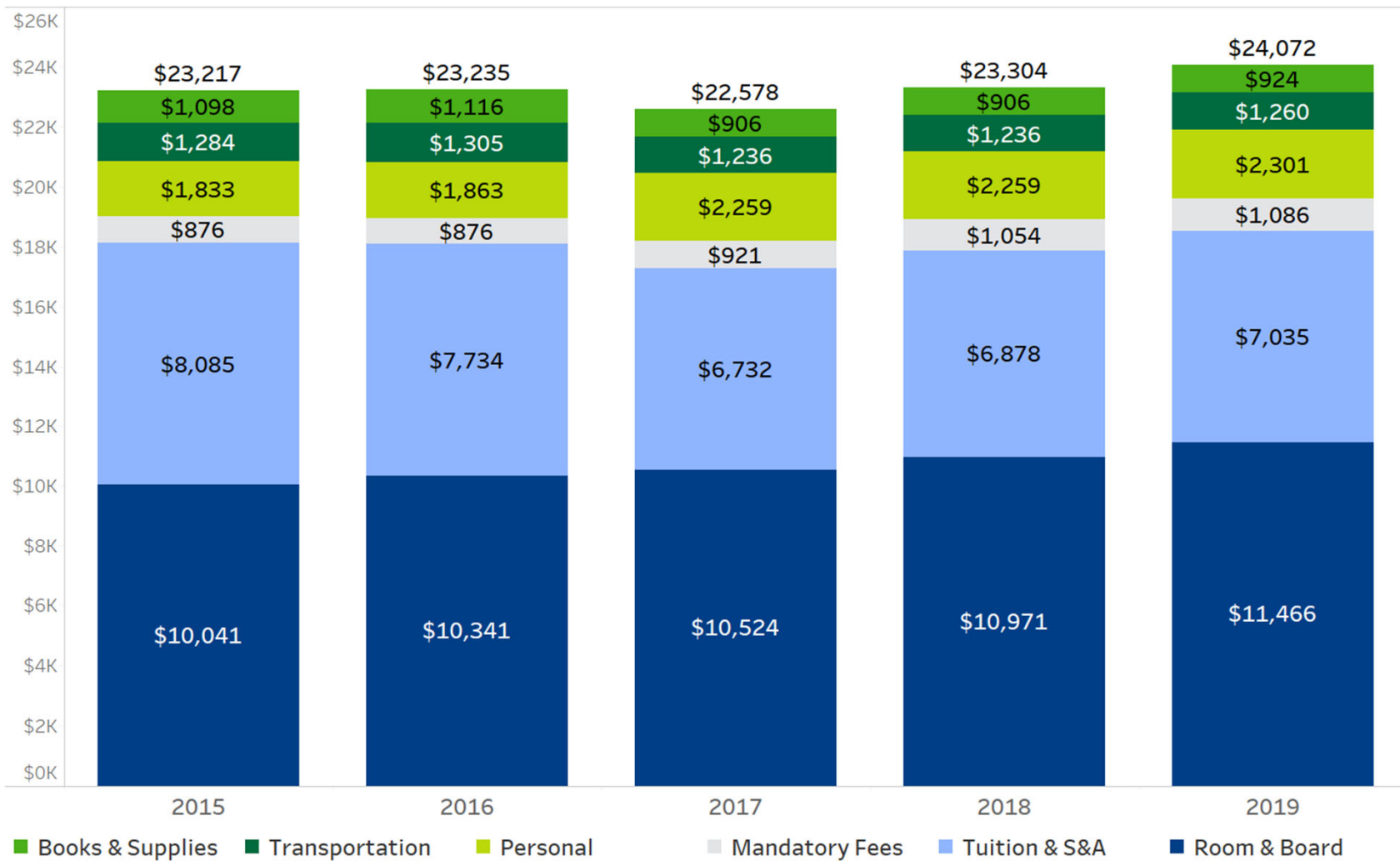
Resident Undergraduate		Resident Graduate		Non-Resident Undergraduate		Non Resident Graduate	
UW	\$ 10,370	UW	\$ 15,882.00	UW	\$ 37,071.00	UW	\$ 28,467.00
WSU	\$ 9,953	WSU	\$ 11,493.00	TESC	\$ 25,665.00	EWU	\$ 26,553.00
WWU	\$ 6,541	EWU	\$ 11,054.00	WSU	\$ 24,531.00	WSU	\$ 25,248.00
TESC	\$ 6,327	TESC	\$ 10,274.00	EWU	\$ 23,382.00	TESC	\$ 24,307.00
CWU	\$ 6,071	WWU	\$ 10,135.00	WWU	\$ 22,890.00	WWU	\$ 21,758.00
EWU	\$ 5,836	CWU	\$ 9,220.00	CWU	\$ 21,200.00	CWU	\$ 21,633.00

* Operating and capital building fee only



Historical Resident Undergraduate Total Cost of Attendance

Active Minds Changing Lives



WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office

DATE: June 14, 2019

SUBJECT: **Supporting Information on Setting 2019-2020 Mandatory Student Fees**

Background:

Attached is background information for 2019-2020 mandatory student fee levels.

Supporting Information:

Attachments

- B1 Summary of Current and Proposed Mandatory Student Fee Levels
- B2 WWU Mandatory Student Fees – 5-Year Summary
- B3 Services & Activities Fee (*Proposed increase \$7.38 per quarter; 4.0% on the portion of the fee not pledged to bonds per RCW 28B.15.069*)
- B4 Student Recreation Fee (*Proposed increase \$4.21 per quarter; 4.0%*)
- B5 Student Health Services Fee (*Proposed increase \$4.00 per quarter; 3.5%*)
- B6 Student Technology Fee (*No increase*)
- B7 Non-Academic Building Fee (*Proposed increase \$2.00 per quarter; 4.4%*)
- B8 Sustainability, Justice & Equity Fund Fee (*No increase*)
- B9 Student Alternative Transportation Fee (*Proposed increase \$1.25 per quarter; 4.8%*)
- B10 Legislative Action Fee (*No increase*)
- B11 Multicultural Services Fee (*No increase*)

Summary of Current and Proposed Mandatory Student Fee Levels

Average Increase of 3.2% for existing fees										
It is proposed to increase five (5) of the nine (9) existing mandatory student fees for 2019-20. This proposal constitutes a net average increase of 3.2% for all existing mandatory student fees (\$18.84 per quarter).										
Proposed Fee Increases - Effective Fall Quarter for 2019-20										
Note: Per legislative action, beginning with Fiscal 2018-19 all S&A Fee increases are limited to 4% per year rather than the percentage increase of resident undergraduate tuition.										
Proposed to the WWU Board of Trustees on June 14, 2019										
Mandatory Fee	Notes	Proposed Change	Quarterly Fees				Academic Year Fees			
			Current 2018-19	Proposed 2019-20	\$\$ Change	% Change	Current 2018-19	Proposed 2019-20	\$\$ Change	% Change
Existing Fees										
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of \$7.38 per quarter (4.0%). RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds, which effectively reduces the 4.0% proposed fee to 3.4%. Fee is prorated per credit with 10+ credits paying the full fee.	\$216.60	\$223.98	\$7.38	3.4%	\$649.80	\$671.94	\$22.14	3.4%
Student Recreation Fee (S&A)	(1)	Proposed increase of \$4.21 per quarter (4.0% increase). RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$105.25	\$109.46	\$4.21	4.0%	\$315.75	\$328.38	\$12.63	4.0%
Student Health Services Fee		Proposed increase of \$4.00 per quarter (3.5% increase). Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$113.00	\$117.00	\$4.00	3.5%	\$339.00	\$351.00	\$12.00	3.5%
Student Technology Fee		The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2018, students voted 71% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$0.00	0.0%	\$105.00	\$105.00	\$0.00	0.0%
Non-Academic Building Fee		Proposed increase of \$2.00 per quarter (4.4% increase). Fee is charged to students taking 6+ credits.	\$45.00	\$47.00	\$2.00	4.4%	\$135.00	\$141.00	\$6.00	4.4%
Sustainable Action Fund Fee (renamed from "Green Energy Fee")		No proposed change. This fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects. No increase recommended for 2019.	\$9.00	\$9.00	\$0.00	0.0%	\$27.00	\$27.00	\$0.00	0.0%
Student Alternative Transportation Fee		In a Spring 2017 student referendum, students voted 93.6% in favor of re-authorizing the fee for 5 years beginning Fall 2017 and ending by Fall 2022, unless renewed by student vote. The re-authorization allows the Associated Students Board to recommend fee increases of a maximum 5% per year during that period; increases of more than 5% per year would need student voter approval. The Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate covers just the bus pass and will increase by \$1 to \$22.	\$26.25	\$27.50	\$1.25	4.8%	\$78.75	\$82.50	\$3.75	4.8%
Legislative Action Fee	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$0.00	0.0%	\$3.00	\$3.00	\$0.00	0.0%
Multicultural Services Fee	(4)	No proposed change. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	\$30.00	\$30.00	\$0.00	0.0%	\$90.00	\$90.00	\$0.00	0.0%
Total Mandatory Fees			\$581.10	\$599.94	\$18.84	3.2%	\$1,743.30	\$1,799.82	\$56.52	3.2%

Notes:

- (1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.
- (2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.
- (3) Mandatory \$1 per quarter billed but with the ability to "opt-out."
- (4) The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.

WWU Mandatory Student Fees - 5-Year Summary

Average Increase of 3.2% for existing fees

It is proposed to increase five (5) of the nine (9) existing mandatory student fees for 2019-20. This proposal constitutes a net average increase of 3.2% for all existing mandatory student fees (\$18.84 per quarter).

Proposed Fee Increases - Effective Fall Quarter for 2019-20

Mandatory Fee	Notes	Proposed Change for 2019-20	Quarterly Fees					Academic Year Fees				
			Actual				Proposed	Actual				Proposed
			2015-16	2016-17	2017-18	2018-19	2019-20	2015-16	2016-17	2017-18	2018-19	2019-20
Existing Fees												
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of \$7.38 per quarter (4.0%). RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds, which effectively reduces the 4.0% proposed fee to 3.4%. Fee is prorated per credit with 10+ credits paying the full fee.	\$197.00	\$205.00	\$209.50	\$216.60	\$223.98	\$591.00	\$615.00	\$628.50	\$649.80	\$671.94
Student Recreation Fee (S&A)	(1)	Proposed increase of \$4.21 per quarter (4.0% increase). RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$99.00	\$99.00	\$101.20	\$105.25	\$109.46	\$297.00	\$297.00	\$303.60	\$315.75	\$328.38
Student Health Services Fee		Proposed increase of \$4.00 per quarter (3.5% increase). Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$85.00	\$96.00	\$106.00	\$113.00	\$117.00	\$255.00	\$288.00	\$318.00	\$339.00	\$351.00
Student Technology Fee		The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2018, students voted 71% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Non-Academic Building Fee		Proposed increase of \$2.00 per quarter (4.4% increase). Fee is charged to students taking 6+ credits.	\$39.00	\$43.00	\$45.00	\$45.00	\$47.00	\$117.00	\$129.00	\$135.00	\$135.00	\$141.00
Sustainable Action Fund Fee (renamed from "Green Energy Fee")		No proposed change. This fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects. No Increase recommended for 2019.	\$7.00	\$7.00	\$7.00	\$9.00	\$9.00	\$21.00	\$21.00	\$21.00	\$27.00	\$27.00
Student Alternative Transportation Fee		In a Spring 2017 student referendum, students voted 93.6% in favor of re-authorizing the fee for 5 years beginning Fall 2017 and ending by Fall 2022, unless renewed by student vote. The re-authorization allows the Associated Students Board to recommend fee increases of a maximum 5% per year during that period; increases of more than 5% per year would need student voter approval. The Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate covers just the bus pass and will increase by \$1 to \$22.	\$26.25	\$26.25	\$26.25	\$26.25	\$27.50	\$78.75	\$78.75	\$78.75	\$78.75	\$82.50
Legislative Action Fee	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Multicultural Services Fee	(1) (4)	No proposed change. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	N/A (4)	N/A (4)	\$30.00	\$30.00	\$30.00	N/A (4)	N/A (4)	N/A (4)	\$90.00	\$90.00
Total Mandatory Fees			\$489.25	\$512.25	\$560.95	\$581.10	\$599.94	\$1,467.75	\$1,536.75	\$1,592.85	\$1,743.30	\$1,799.82
\$ Amount Increase				\$23.00	\$48.70	\$20.15	\$18.84		\$69.00	\$56.10	\$150.45	\$56.52
Annual % Increase				4.7%	9.5%	3.6%	3.2%		4.7%	3.7%	9.4%	3.2%
Cumulative Increase							22.6%					22.6%
Average Annual Increase (non compounded)							5.7%					5.7%

Notes:

(1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.

(2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.

(3) Mandatory \$1 per quarter billed but with the ability to "opt-out."

(4) The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.

2019-20 Mandatory Student Fees **Services & Activities Fee**

Proposed Distributions and 4.00% Increase in Fee

Proposed Fee and Distribution: The Services and Activities (S&A) Fee Committee recommends a 4% increase (maximum allowed by law) to the Services & Activities Fee for the 2019-20 academic year, maintaining the Summer 2019 rate at 65.15% of the academic year rate, and recommends approval of the distribution of fees for the 2019-20 academic year and summer 2019 as outlined.

Per RCW 28B.15.069 S&A fees increases are capped at 4% on the non-funded portion of the fee. The committee proposes a 4% increase to the S&A Fee for the 2019-20 year (from \$649.80 to \$671.94 per academic year, or from \$216.60 to \$223.98 per quarter). This fee is prorated per credit (\$22.40 per credit per quarter) with students enrolling in ten or more credits paying the full, maximum fee.

The following constituents receive funds from the Services & Activities Fee:

- Housing & Dining (per bond covenants)
- Associated Students (AS)
- Athletics
- Campus Recreation
- Department Related Activities Committee (DRAC)

It should be noted that even with a 4% increase, constituent areas cannot fully fund their needs. Budgets in the respective areas have been impacted by mandated increases in minimum wage, staff salary increases.

Background

The Services and Activities (S&A) Fee Committee operates under the authority of [RCW 28B.15.045](#) and makes recommendations on the distribution of S&A Fees for the following constituents groups: Housing & Dining, Associated Students, Athletics, Campus Recreation, and Department-Related Activities Committee (DRAC). Per the RCW, students have a strong voice in recommending budgets for services and activities fees. The Committee is comprised of both voting and non-voting members. The voting members include a faculty member and six students representing Associated Students (2), Athletics (1), Campus Recreation (1), and DRAC (2). The non-voting members include staff advisors from Associated Students, Athletics, Campus Recreation, and Department Related Activities Committee (DRAC), and a designee of the Vice President for Enrollment and Student Services. A staff member from the Vice President's office also attends to record minutes. A student was selected from among the voting members to serve as this year's chairperson.

The S&A Fee Committee follows an established annual process to prepare its recommendations on the level of distribution of S&A Fees. This process includes review of budget requests for each constituent group and an open hearing process to provide an opportunity for input from members of the campus community. Open hearings were held on April 25, 2019 and May 2, 2019 in regards to budget requests and the committee's

recommendations. Notice of these hearings was posted on the S&A Fee Committee website and published in Western Today.

The vote on S&A fee scenarios for FY 20 academic year was 5-0 (two members were absent) in favor of the allocation recommendations. For S&A fee Summer 2019 allocations the vote was 5-0 in favor of the recommendations (two members were absent)

CONSTITUENT BUDGET REQUESTS

In presenting, discussing, and reviewing expenditures for next fiscal year, the constituent groups took these responsibilities seriously and worked diligently to ensure that fees charged to students were used responsibly. Committee meeting minutes and documents can be found at <http://www.wvu.edu/vpress/activitesmeetings.shtml>. Detailed budgets, one for summer and one for academic year 2019-20, were presented on April 2nd and 11th of 2019, with further discussion taking place at the meetings that followed.

The main theme of the discussions this year centered around the impact of the minimum wage increases that came into effect January 2019, and the continued increases that will take place in January of 2020. It is important to note that even though the budgets presented were simply for maintenance of current programming, or mandated expenditures, constituent groups are still facing shortfalls in addressing these necessary expenditures, and will continue to in the following years. This will prevent non-mandated programmatic expansion, with requests focusing on maintaining base level of programs and services that are funded by this fee.

CONSTITUENT BUDGET REQUESTS FOR ACADEMIC YEAR 2019-20

Associated Students

The Associated Students presented a budget responding to mandatory expenses and program maintenance. These costs can be divided into three categories: minimum wage increases, mandated salary increases, and the creation of the AS Senate (an unfunded student mandate), which will be funded primarily out of the reserves for FY 2020. The Associated Students requested an increase of \$155,931. If the S&A fee is allowed to increase by 4%, the Associated Students is projected to receive 99.2% of their request.

Athletics

Like other constituencies, Athletics presented a budget based off of simply maintenance and mandated expenses. Increases in this budget come from minimum wage increases and the mandated increases in benefits and for pro staff. It is also important to note that Athletics is operating a trainer and a half short of the recommended number given by the National organization. Athletics has requested an increase of \$65,124. If the S&A Fee is allowed to increase by 4%, Athletics is projected to receive 99.2% of their request.

Campus Recreation

Over the past five (5) years, Campus Recreation has not requested an increase in their S&A Fee allocation, instead offsetting expenses by hiring a part-time Intramural Coordinator instead of a full-time position. Over the past year, they found that the duties required of the position cannot be fulfilled with only a part-time role. In addition to moving from a part to full-time role, minimum wage increase pose an issue for funding programs. Campus Recreation has requested an increase of \$30,000. If the S&A fee is allowed to increase by 4%, Campus Recreation is projected to receive 99.2% of their request.

DRAC

DRAC is composed of five (5) separate constituencies, three (3) (Student Publications, Music, and Dance) of which are affected by the minimum wage increases, with the other two (2) (International Affairs Association and Forensics) being affected by rising travel costs. Expenses were cut where possible, with Student Publications deciding to not renew equipment for their smaller publications, and other constituencies presenting maintenance budgets. DRAC has requested an increase of \$37,512. If the S&A fee is allowed to increase by 4%, DRAC is projected to receive 99.2% of their request.

2019-20 Academic Year
Proposed Fee Distribution

- 3.5% to Student Financial Aid Fund as required by law.
- Music Copyright Fee to be allocated in the amount of \$19,301.
- Housing & Dining to receive minimums as required by bond covenants for debt service. This amounts to \$32 per quarter per full-time student and \$6.40 per quarter per part-time student.
- Recommendation is based on projected revenue. Revenue in excess of projection to be allocated to constituents on a percentage basis.

4% Fee Increase (\$7.38/quarter)

	<u>2018-19 (Actual)</u>		<u>2019-20 (Projected)</u>		<u>Variance</u>
Total Revenue	\$8,171,627		\$8,323,592		\$151,965
To Loan Fund (3.5%)	286,007		291,326		5,319
To Music Copyright	17,877		19,301		1,424
To Housing & Dining	1,287,209		1,280,000		(7,209)
Subtotal for Distribution	\$6,580,534		\$6,732,965		\$152,431
Distribution:	\$	%	\$	%	
Associated Students	\$2,888,197	43.9%	\$2,984,050	44.3%	\$95,853
Athletics	2,141,964	32.6%	2,163,302	32.1%	21,338
Campus Recreation	447,476	6.8%	467,941	7.0%	20,465
DRAC	1,102,897	16.8%	1,117,672	16.6%	14,775
Total Distributed	\$6,580,534	100.0%	\$6,732,965	100.0%	\$152,431

Next page: Summer 2019

S&A Summer 2019

CONSTITUENT BUDGET REQUESTS for Summer 2019 (FY2020)

The 2018 S&A Fee Committee recommended the Summer 2019 fee in May 2018 when it approved the 2018-19 academic year increase. That decision increased the Summer 2019 rate from \$13.65 to \$14.11 per credit. The 2019 S&A Fee Committee then addressed the Summer 2019 distribution of the projected summer fee revenue:

Associated Students

The Associated Students requested \$167,862 to apply to summer operation expenses. Typical overall summer operation costs exceed Summer S&A fee collections. The primary impact to those operations is the increase to the minimum wage. The AS is projected to receive \$170,639, which is 101.7% of their request.

Campus Recreation

Campus Recreation requested \$12,610 to support summer staffing. Campus Recreation is projected to receive \$12,819, which is 101.7% of their request.

DRAC

DRAC requested \$95,570 to cover increases in student wages and increased Klipsun publishing costs. DRAC is projected to receive \$95,570, which is 101.7% of their request.

Proposed Fee Distribution: Summer 2019 (FY2020)

In June 2018, the Board of Trustees approved the Summer 2019 rate, of \$14.11 per credit. It is proposed that Summer 2019 S&A Fee revenue be split on the following percentages after Housing & Dining receives \$32.00 per full-time student and \$6.40 per part-time student.

	<u>Summer 2018 Actual</u>		<u>Summer 2019 Proposed</u>		<u>Variance</u>
Total S&A Fee Revenue	\$349,520		\$341,998		(\$7,522)
To Loan Fund (3.5%)	12,233		11,970		(263)
To Housing & Dining	52,717		51,000		(1,717)
Subtotal for Distribution	\$284,570		\$279,028		(\$5,542)
Distribution:	\$	%	\$	%	
Associated Students	\$179,336	63.0%	\$170,640	61.2%	(\$8,696)
Campus Recreation	11,895	4.2%	12,819	4.6%	924
DRAC	93,339	32.8%	95,570	34.3%	2,231
Total Distributed	\$284,570	100.0%	\$279,028	100.0%	(\$5,542)

Next page: Summer 2020

S&A Summer 2020 (FY2021)

Proposed Fee Level

As approved by the Board of Trustees in June 2002, the summer rate is set at 65.15% of the academic year rate. With an increase to the rate for the 2019-20 academic year S&A Fee, the rate for Summer 2020 would increase from \$14.11 to \$14.59 per credit. The distribution of the proposed fee revenues will be addressed by the 2019-20 S&A Fee Committee.



Vice President for Enrollment and Student Services

Old Main 445, MS 9001
516 High Street, Bellingham, Washington 98225
(360) 650-3839 • Fax (360) 650-6504

To: Jordan King, Chair, S&A Fee Committee
Kurt Willis, Co-chair, S&A

From: Melynda Huskey, VP for Enrollment and Student Services

A handwritten signature in blue ink that reads "Melynda Huskey".

Date: 29 May 2019

Re: S&A Fee Committee recommendations

Thank you for your memo of 9 May outlining the Services and Activities Fee rates and distribution proposal for AY 2019-2020. I very much appreciate the committee's hard work in crafting a proposal that addresses crucial student needs in a complex budgetary environment. Please share my thanks with the committee at large. I support the proposal and will be pleased to advance it to the WWU Board of Trustees for consideration at the 13-14 June meeting; I hope that members of the committee will attend the meeting so that I can recognize their important contribution.

2019-20 Mandatory Student Fees

Student Recreation Fee

Proposed 4.0% Increase in Fee

Proposed Fee Increase: The proposed increase is \$4.21 per quarter for students taking 6 or more credits effective Fall Quarter 2019 (a 4.0% increase from \$105.25 to \$109.46 per quarter.) This is the maximum annual percentage increase allowed by law.

The Western Washington University Wade King Student Recreation Center (the Recreation Center) is a self-supporting, auxiliary enterprise of Western Washington University (WWU). The Recreation Center is an open recreation fitness and wellness facility for the benefit of eligible students and associated members of WWU. The facility includes a lap/leisure pool and a whirlpool, a three-court gym with elevated running track, a multi-activity court, a rock climbing wall, weight and cardio areas, two group exercise/aerobic rooms, locker rooms, an injury rehabilitation room, a retail food service and lounge area, a conference room, and administrative offices for Campus Recreation Services. The Recreation Center is located on WWU campus and is supported by a service and activity fee assessed to students quarterly. In addition, memberships are available for purchase by faculty/staff, alumni, and others closely associated with WWU.

Western Washington University's Wade King Student Recreation Center is a state of the art facility that has been created and shaped by the vision and support of Western Washington University students. The Recreation Center was one of the nation's first recreation centers designed to meet Leadership in Energy and Environmental Design (LEED).

The Student Recreation Fee recommendation is developed through an inclusive process of the Recreation Center Advisory Committee (RCAC) and follows the Washington State RCW prescribed process for Services & Activities Fees. The RCAC is made up of (9) University representatives from the following areas:

- Associated Students (AS) President or designee
- At large student representative appointed by the AS Board
- Residential Hall student representative
- student Athletics representative
- Sport Club Council President or designee
- student representative at large appointed by Campus Recreation Services
- three faculty/staff representatives

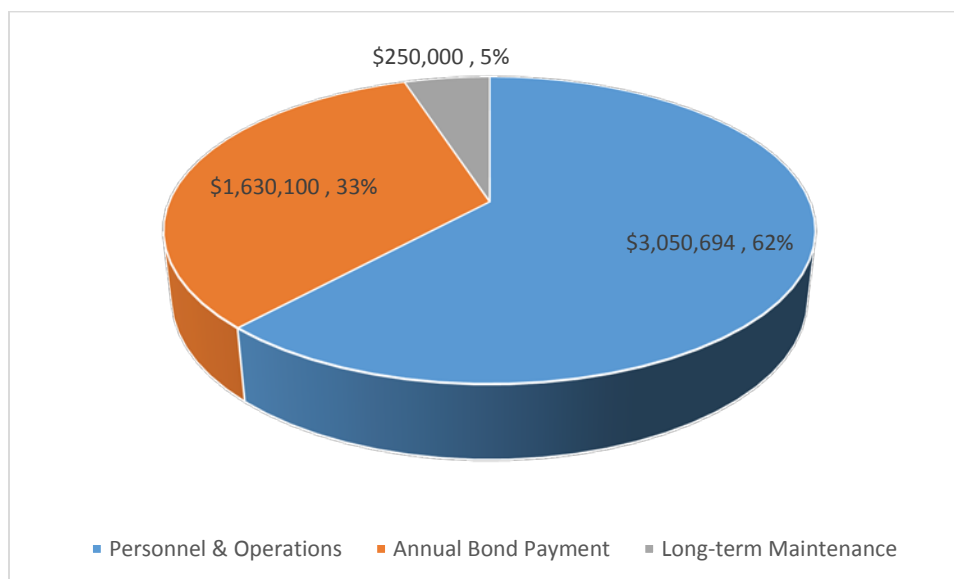
This committee meets throughout the spring to discuss matters relating to the Recreation Center and its operations. As spring progresses the committee discusses the Recreation Center budget and any fee proposals. Representatives from the committee take the information back to their respective areas for further discussion. Information is then brought back to the committee where further discussion is exchanged and formal motions for fee recommendations are made. This particular meeting is an open forum where guests are also encouraged to attend and offer discussion on Recreation Center matters. For this particular meeting, the various student representatives brought back great discussion points from their groups citing a need to increase the Student Recreation Fee by 4.0% in order to combat the rising cost of minimum wage. The constituents were delighted to know that the majority of their proposed fee increase was to be targeted for increased student employment expenses. The RCAC ultimately decided on a proposed rate increase of \$4.21 per quarter, the maximum percentage allowed.

Wade King Student Recreation Center FY19:

- The Student Recreation Fee generated approximately \$4.4 million in 2018-19.
- The fee funds annual bond payments, operations and long-term maintenance of the Wade King Student Recreation Center.

- Additional revenues of approximately \$560,000 (e.g. voluntary memberships, rentals, course fees) assist in funding operations (included below).

2018-19 Expenses



FY20 Fee: The proposal is to increase the Student Recreation Fee 4.0%, or \$4.21 per quarter starting in the fall of 2019. This fee increase is proposed primarily to offset the additional costs of student employee wages as well as other personnel expenses. Student employee wages have increased a minimum of 16% due to new minimum wage standards that started in January 2017. Minimum wage increased again in January 2018, January 2019 and is set to increase the following January (2020) during the next fiscal year. With over \$720,000 targeted just for student employment the impact of the minimum wage increase exceeds \$100,000, when taking wage compression adjustments into consideration. We rely on these cost-effective, para-professional student work opportunities in order to facilitate our programs and services to our campus community. Furthermore, the 3% salary raise for professional and classified staff will result in an increase of \$54,000 in staff salaries coupled with an increase of \$47,000 in health care costs.

The \$4.21 (4.0%) per quarter increase in the Student Recreation Fee will generate approximately \$160,000 in new student fee revenue. This increase will assist in offsetting the Student Recreation Center's need of accommodating in additional \$200,000 in personnel expenses.

Peer Institution Fee Comparisons

	<u>Academic Year 2017-18</u>	<u>Academic Year 2018-19</u>
Central Washington University	\$306	\$306
Washington State University	\$314	\$314
Western Washington University	\$303.60	\$315.75
Eastern Washington University ⁽¹⁾	\$195	\$195

Notes:

- (1) Eastern Washington University's recreation center is highly limited in their facility space and does not have the same operational space or capabilities as the other state educational recreation centers.

2019-2020 Mandatory Student Fees

Student Health Services Fee

Proposed 3.5% Increase in Fee

The proposed increase is \$4 per quarter for students taking 6 or more credits effective Fall Quarter 2019 (a 3.5% increase from \$113 to \$117 per quarter)

The Counseling, Health & Wellness Services Committee and the A.S. Board of Directors have unanimously approved a proposal to increase the Health Services Fee by \$4 per quarter (\$12 per academic year) to provide ongoing funding for current services. The fee for the academic year would increase from \$339 to \$351.

Purpose of the Health Services Fee

The Health Services Fee is used to maintain a standard of health care for Western's campus and as a contingency for emergency services. This fee provides a stable funding base for WWU's health related services by providing easily accessible medical, mental health and wellness services to students.

It is a mandatory student fee for students enrolled for 6 or more credits. It is also available as an opt-in fee for other students enrolled for 3-5 credits that desire access to Counseling, Health & Wellness services. An average of 150-200 students/year, that are not required to pay the fee, opt in and utilize services.

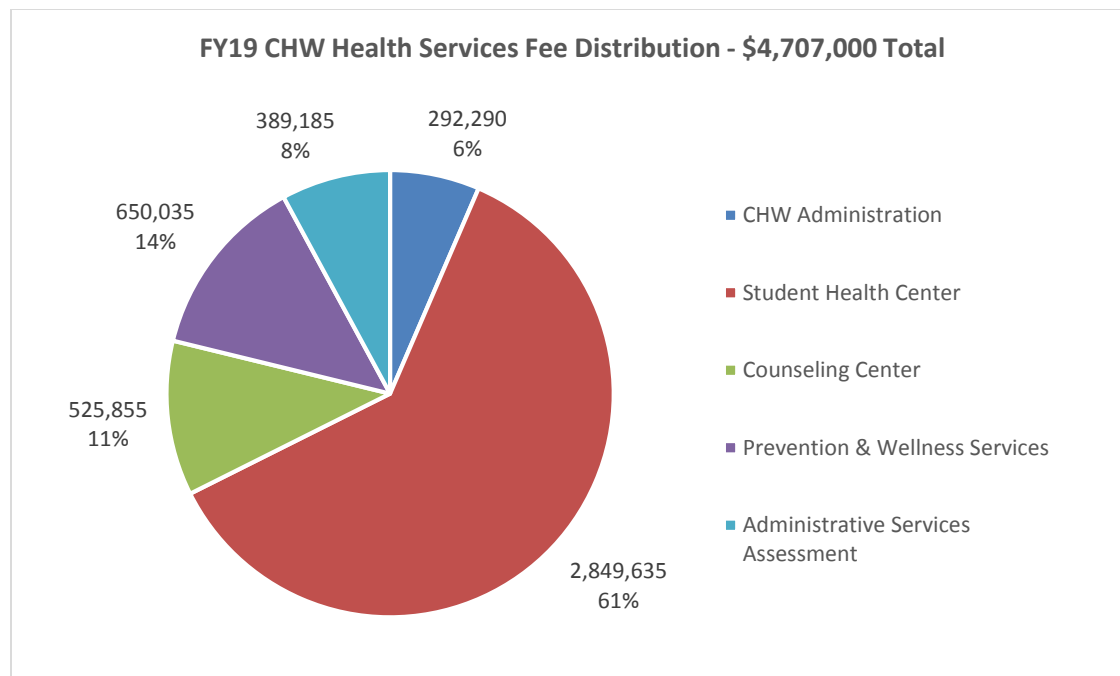
The fee is the primary source of revenue that supports the staffing and operations of the **Student Health Center, Prevention & Wellness Services** and a portion of the **Counseling Center** (33%). Each of the departments provides a variety of clinical and educational services to Western's students. For comprehensive list of services for each CHW department: <http://www.wwu.edu/chw/>

All students receive the educational benefits of the health outreach programs and the benefit of preventive and public health services within a close-knit living community.

Fee Comparison to other WA State Public Universities (fee / student / academic year)

	FY19	FY20
The Evergreen State College	\$420	Not Available
Washington State University	\$408	\$408
Central Washington University	\$363	Not Available
Western Washington University	\$339	\$351 (proposed)
Eastern Washington University	\$312	Not Available

FY19 Counseling, Health & Wellness (CHW) Self-Sustaining Fund



FY19 Fee and Proposed Fee Increase for FY20 with Anticipated Annual Revenue

FY19 - Current Fee	\$113 / Qtr.	\$339 / Academic Year
Proposed Fee Increase	\$4 / Qtr.	\$12 / Academic Year
Proposed FY20 Fee	\$117 / Qtr.	\$351 / Academic Year

FY19 Health Services Fee Revenue Budget	\$4,707,000
FY20 Additional Fee Revenue Requested	\$168,000
FY20 Health Services Fee Revenue Budget	\$4,875,000

*Each \$1 / qtr. fee increase generates approx. \$42,000 / yr. in Health Services Fee revenue
 $\$168,000 / 42,000 = \$4 / \text{qtr. fee increase}$

The proposed **\$4/qtr.** fee increase is expected to generate an additional **\$168,000** in revenue for FY20 and would be used to fund increased expenses across all Counseling, Health & Wellness departments.

Proposed increases to salaries and benefits at rates determined by the legislature will have a significant impact on a current budget that primarily consists of personnel expenses (83%). Goods & services (9%) and the Administrative Services Assessment (8%) make up the rest of the current budget.

The FY20 budget includes 3% salary increases for classified and professional staff, classified step and salary survey adjustments and associated increased benefit costs. The increased expense for benefits also includes a significant increase to the employer portion of health care related costs that will increase from \$916/mo. to \$939/mo. in FY20 and from \$939/mo. to \$976/mo. in FY21.

Permanent salary and benefit savings due to staffing changes have been accounted for. The FY20 salary and benefits increases for all staff will require \$135,125 which is 80% of the requested \$168,000.

Salary Increases - \$98,280

\$55,260 – 3% Professional staff

\$15,055 – 3% Classified staff

\$16,960 - Classified staff salary survey range adjustments

\$10,265 - Classified staff step increases

\$740 - Minimum wage increase for dept. paid student workers

Benefit Increases - \$36,845

\$30,705 - Employer cost of health care from \$916/mo. to \$976/m. (2 year increase)

\$6,140 - Other increases to employer cost for benefits

Goods & Services – \$19,650

4% inflationary increase to goods and services for Counseling, Health & Wellness departments for expenses related to day to day operations such as custodial services, telecom, copy services, supplies, etc.

Administrative Services Assessment - \$13,225

Calculated as a percentage of gross revenue. The university's FY20 assessment rate for Health Services remains 7.875%

The mandatory Health Services Fee is a cost for students that maintains campus-based access to counseling, health and wellness services. When compared to the cost of obtaining the services in the community, it is still the most affordable option for students. This fee proposal would maintain a service model that has no financial impediment to accessing the services.

2019-2020 Mandatory Student Fees **Student Technology Fee**

No Increase in Fee

Fee & Effective Dates: The Associated Students enacted a Student Technology Fee of:

- **\$35.00 per quarter for students taking 6 credits or above, and**
- **\$17.50 per quarter for students taking 1-5 credits.**

The fee is effective starting fall quarter 2018 and for a period of four years, through summer quarter 2022 (and not for a period of five years as reported in May 2018).

The Student Technology Fee, initially implemented in 1995, is an effective means of meeting the direct needs of students in accessing technology on campus at a time when state- allocated equipment funds are inadequate to support the ongoing technological needs of students.

Since the initial implementation, students have continuously renewed the fee. In spring of 2018, the fee was renewed during the student elections, with 71% approval. Students continue to recommend that efforts to procure state-allocated funding support continue and remain a priority.

The Student Technology Fee has the following mission:

The Student Technology Fee provides Western students with adequate and innovative technology experiences by:

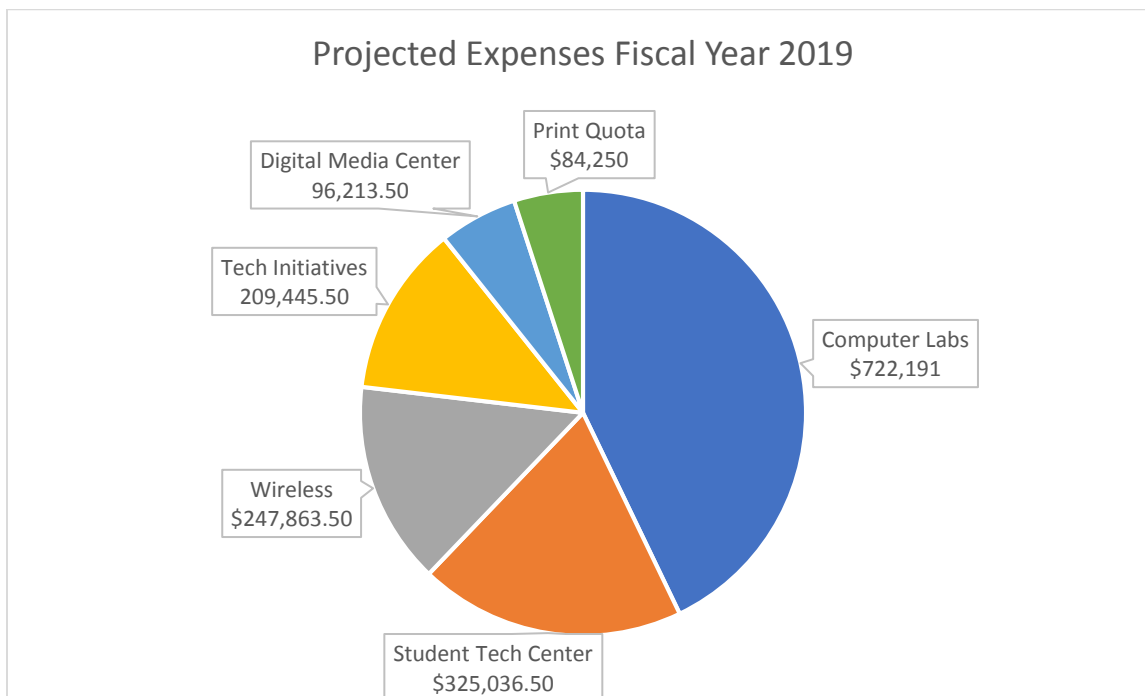
- Broadening/enhancing the quality of the academic experience,
- Providing additional student access to technology, and
- Increasing integration of technology into the curriculum.

The current Student Technology Fee (STF) is allocated to the following key areas:

- \$15.00 to computer lab renewal and replacement (42.86%)
- \$ 6.75 to the Student Technology Center (19.29%)
- \$ 5.15 to wireless network renewal and replacement (14.71%)
- \$ 4.35 to the STF Tech Initiatives (project proposals) (12.43%)
- \$ 2.00 for the Digital Media Center (5.71%)
- \$ 1.75 for Print Quota (5%)

The approved allocations for the current year are on track to be mostly spent by the end of

summer quarter 2019, based on approximately \$1,685,000 in projected fee revenue for STF 2019. (Unspent portions of the fee are reallocated by agreement of the AS Executive Board and the university.)



Student Technology Fee Tech Initiatives (Project Proposal) Funding Allocation

For the Tech Initiatives portion of the Student Technology Fee, students, faculty and staff are solicited for proposals that meet the STF mission. The Associated Students appoint a Student Technology Fee Committee to review the proposals. The STF Committee is comprised of four students, two faculty and the Vice Provost for Information Technology. The committee reviews each proposal, receives input from the colleges with the Deans' proposal ranking within their colleges, receives advice from the Faculty Senate's Academic Technology Committee, and solicits comments from the campus population. The STF Committee then recommends proposals to be funded as projects to the President and AS Executive Board, who approve or modify the recommendation.

The approved funding for Tech Initiatives proposals for 2018-19 is detailed below. Purchases will be made, as much as possible, during summer session 2019.

Project Title	Funded Amount	Funding Description
Graphing Calculators for Student Checkout	19,467	full funding
DSLR Camera Upgrade	39,448	full funding
Making and Prototyping Equipment	10,500	partial funding: GloForge laser cutter, air filter, and Carvey carving machine
Music Library Listening Station Upgrade	5,475	full funding
Mechanical Testing Equipment/ Universal Test Stand	23,486	full funding
Increasing Student Access to Advanced Molecular Spectroscopy	34,708	full funding
Digital Microscopes for Engineering Courses and Applications	9,858	full funding
Incorporating High-Resolution Survey-Grade Global Navigation Satellite System and Drone Surveys at WWU	37,585	full funding
Huxley College Analytical and Precision Balance Upgrade/Replacement	8,955	full funding
WWU Racing Data Acquisition	2,968	full funding

Approved Tech Initiatives Total*: \$192,450

** Total may change slightly after the projects' technical review phase.*

2019-20 Mandatory Student Fees
Non-Academic Building Fee

Proposed 4.4% (\$2 per quarter) Increase in Fee

Proposed Fee Increase: The proposed increase is \$2.00 per quarter for students taking 6 or more credits effective Fall Quarter 2019 (a 4.4% increase from \$45.00 to \$47.00 per quarter.)

2018-19 Budget & Program Report

Program Overview

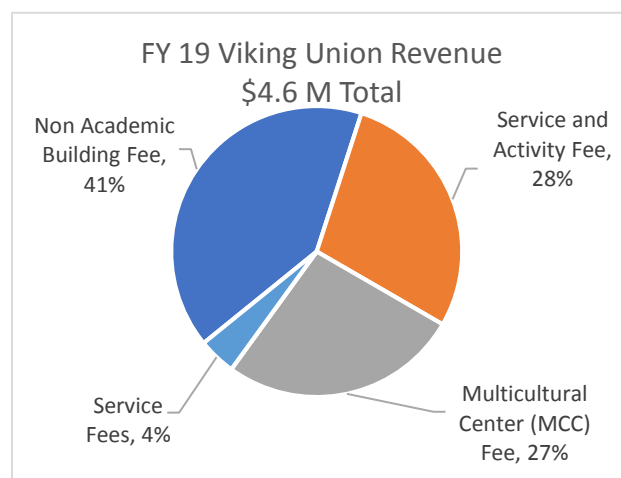
Viking Union Facilities is an auxiliary function of Western Washington University that provides student activity focused facilities and services to campus. These facilities include the Viking Union, Lakewood Water Sports Facility, and Viqueen Lodge on Sinclair Island. Viking Union Facilities also provides support services to Associated Student programs housed in these facilities as well as campus wide support for Event Services and activities. As part of the University's Housing and Dining System, funding for Viking Union Facilities comes from a blend of sources including the Non-Academic Building Fee, User Service Fees, and a fixed portion the Service and Activity (S&A) Fee. New for FY 20, the Viking Union adds facilities management for the completed Multicultural Center addition to its operation.

The Non-Academic Building Fee funds bond payments for the prior renovation of the Viking Union as well as ongoing maintenance, repair and renewal and some facility operations. For fiscal year 2020, we are requesting an increase to the Non-Academic Building Fee from \$45/quarter to \$47/quarter for students taking 6 or more credits. Reasons for seeking this request are to offset rising personnel and inflationary increases, including minimum wage increases and mandated staff salary and benefits increases, and not the additional operating costs associated with the completion of the Multicultural Center, which are covered with other revenue sources.

FY 19 Revenues and Expenses

Revenue

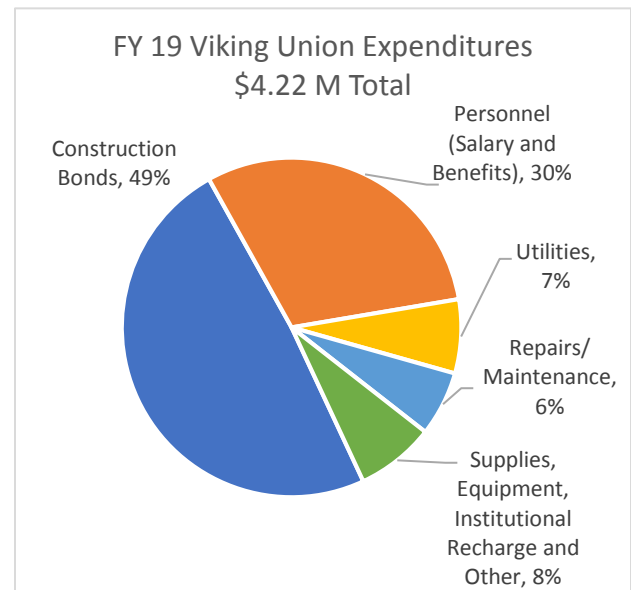
- For FY19, total anticipated revenue across all sources is \$4.6 million.
- Viking Union revenues from the Non-Academic Building Fee total approximately \$1.9 Million to cover the expenses for bond payments, operations and non-operating/capital renewal projects. The requested \$2/quarter increase to the Non-Academic Building Fee proposed for FY 20 will add approximately \$80K of revenue to the Viking Union
- Mandatory Student Fees make up 96% of the revenue with 4 % coming from user service fees. To diversify revenue sources, the Viking Union is proposing for FY 21 a series of small fees to campus departments and non-student campus groups for use of conference rooms
- Collections of the Multicultural Center Fee began in Fall 2017 to fund construction and in



FY19 have been added to the Viking Union facility portfolio for management. This fee covers not only the construction bonds, but helps fund the facility operating costs and estimated non-operating expenses.

Expenditures

- In FY 19 the most notable expense is the \$2.063 million combined bond payment for the 2000 renovation bonds for the Viking Union and the incorporation of the bonds for the Multicultural Center. This is followed by projected personnel expenses of \$1.28 million including salaries and benefits. Total combined expenses for the Viking Union are \$4.22 million.
- Projected increases for FY 20 include added operational expenses for the additional space for the Multicultural center coming online at the end of FY 19 and an increase to personnel costs due to minimum wage and other salary increases.



Capital Reserve and Non-Operating Projects

- Net Revenue in the Viking Union budgets contribute to a Capital Reserve fund and to non-operating projects that enhance, repair or replace facility and program elements of Viking Union Facilities.
- As required by bond covenants, the VU Capital Reserve also maintains a minimum balance of 5% of the outstanding debt pledged to the 2000 renovation bonds and now the outstanding debt associated with construction of the Multicultural Center.
- The estimated available cash reserves as of the end of FY 19 are projected to be \$1.35 million

Upcoming Projects:

- The Viking Union is planning approximately \$260 K of renewal and enhancement projects to align the rest of the facility with more modern systems and architecture that is more relevant for students today. Among these projects include interior finishes on levels five and six, electronic access control at facility entry doors, and LEED plumbing fixture upgrades.
- Planning and construction for adding an ADA parking space at Lakewood continues as Western navigates the complex permitting process for working within the Lake Whatcom Watershed. We are hoping to get permitted for the summer 2019 construction window.
- The Viking Union Reserves contributed \$166 K for alternates to the Multicultural Center project. These alternates enhance overall building functions for our Information Desk and at the Multipurpose Room entry.

**2019-20 Mandatory Student Fees
Sustainability, Justice, & Equity Fund**

No Proposed Increase in Fee

2018-19 Program Report

Current Fee Level:

\$0.90/credit; maximum \$9.00/quarter

Maximum Fee Level allowed:

\$1.20/credit; maximum \$12.00/quarter

About the Sustainability, Justice, & Equity Fund

The Sustainability, Equity and Justice Fee is a student-initiated, quarterly fee paid by all Western Washington University students to reduce the campus' environmental impact and engage the campus community in issues affecting campus and community sustainability.

The SEJF Grant Program provides funding to innovative, student-driven projects promotes experiential learning opportunities and sustainable practices at Western Washington University. The SEJF Grant Program is managed by the Office of Sustainability and supported by the Associated Students. Students, staff, and faculty are all eligible to apply for grant funding.

Projects funded through the SEJF Grant Program aim to:

- Increase student involvement and education
- Reduce the university's environmental impact
- Create an aware and engaged campus community

Projects completed in FY19:

- AASHE Diversity, Equity, and Inclusion Conference
- AfroTech Conference
- Creative Change Conference
- Dionysus Renewable Energy System
- Dr. Larry Nielsen visit
- Elin Kelsey Events of Hope
- Equity in Transportation Planning
- FASA Night
- Food Insecurity Interviews
- Global Health Conference in Vancouver
- Latinx Conference in NYC
- Leadership Conference in Atlanta
- MEChA Conference in Seattle
- Real Food Challenge 2018
- Recompose Alternative Body Disposal Presentation
- SACNAS Conference
- Salish Sea Film Series
- Spanish Speaker Series
- Tool Lending Library Two
- WOHESC Scholarships 2019

- Womxn of Color Club

Projects proposed in FY19

- Anaerobic Digester Installation
- Bee Conscious for Change
- CSE Department Ambassadors
- Science Positions for Change
- Smart Water System

2019-2020 Mandatory Student Fees

Student Alternative Transportation Fee

Proposed 5% Increase

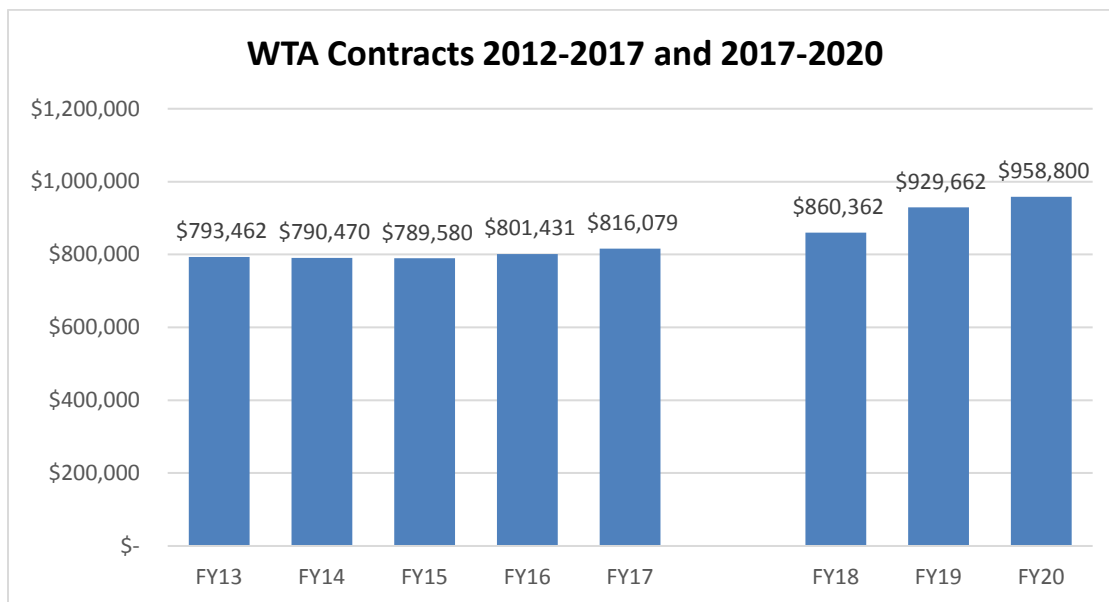
The Associated Students Board recommends a 5% increase in the Alternative Transportation Fee effective Fall Quarter 2019. The increase raises the Fee from \$26.25 to \$27.50 for Fall, Winter, Spring, and from \$21.00 to \$22.00 for Summer quarter.

This is the second 5% fee increase implemented since the beginning of the program in 2007, the first fee increase was in Fall Quarter 2013.

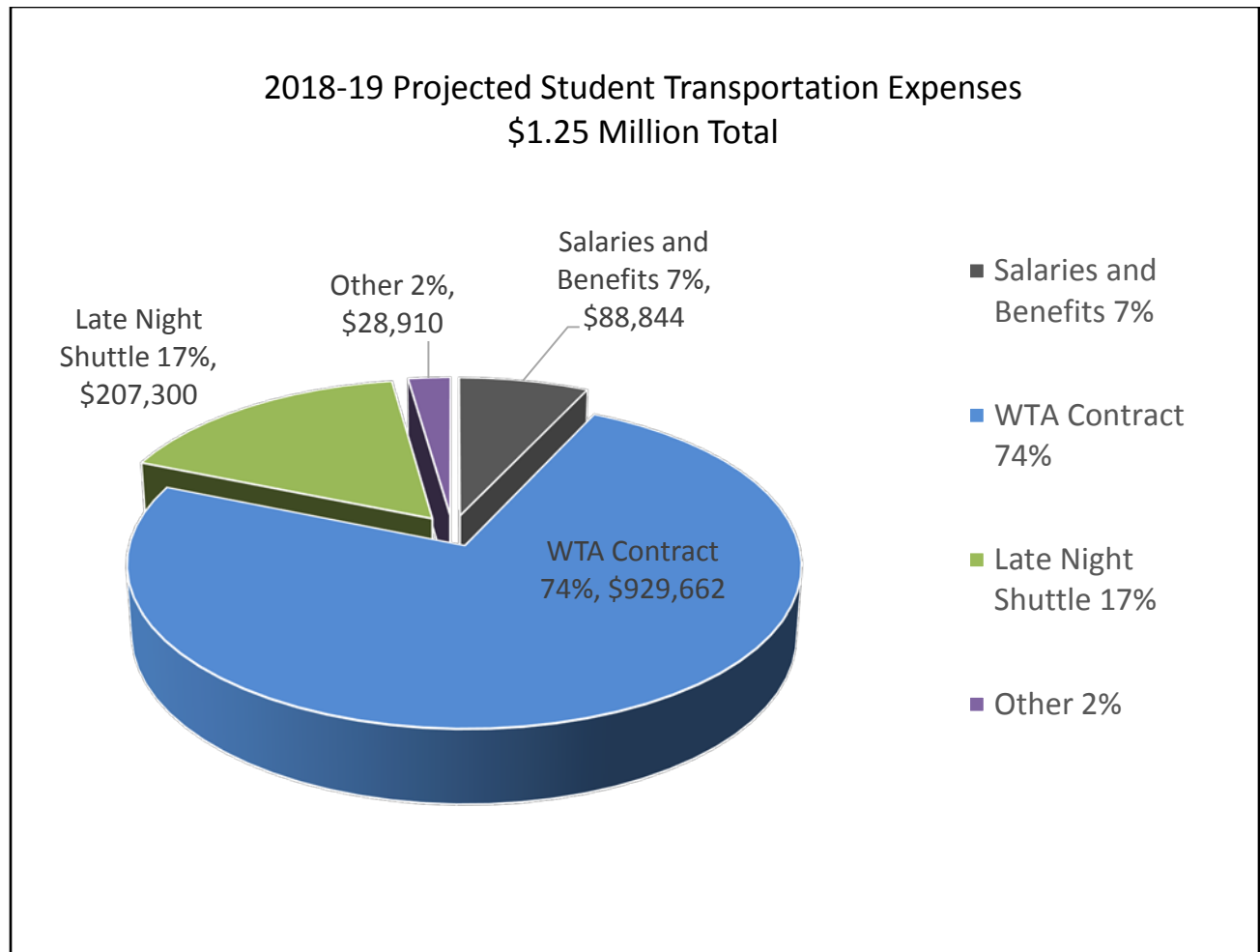
The Student Alternative Transportation Fee has a maximum five-year term. In April 2012 and again in April 2017, 80-90% of the student body voters voted to renew the mandatory fee for an additional five-year term. In accordance with the fee initiative, the fee may be increased up to 5% per year, with approval by the Associated Students Board of Directors.

The following issues supported the decision to increase the fee:

- Payments to WTA have increased.



- Late Night Shuttle Expense is expected to increase with a new service contract in 2020. The Ride Systems Shuttle Tracker app was added Spring 2018 to provide students with “real time” location and arrival information.
- Student Transportation pays 25% of operating costs of the Western Card Office, with Housing and Dining, Student Recreation Center, and Academic Affairs supporting the remainder. This Expense has risen from \$10,000 in FY15, to \$18,000 in FY19, and continued increases are expected.



Below are the Operating Fund balances for FY18 – 20 (projected) which include carry forward balances from prior years. The program’s targeted minimal Operating Fund Balance is approximately \$300,000 (equivalent to 3 months expenses).

	FY18	FY19	FY20
No Fee Increase	\$ 533,067	\$ 417,868	\$ 271,857
5% Fee Increase FY20	\$ 533,067	\$ 417,868	\$ 315,710

Note: The program also maintains a Capital Reserve Fund for vehicle replacement expenses. The current balance is \$100,000 to which 1% of revenue is budgeted to be added annually.

2019 – 2020 Mandatory Student Fees Legislative Action Fee

No increase in fee

2018-19 Program Report

The Legislative Action Fee is a mandatory fee of \$1 per quarter charged to all registered students on any WWU campus. It was approved by the Board of Trustees in June 2014.

This fee funds student representation and advocacy efforts at the campus, local, state, and federal levels. Fee revenue collected in 2018 – 2019 totaled \$53,073 as of May 29, 2019, and was used to support the following:

- Annual dues for AS membership in the Washington Student Association (WSA). **(\$13,140)**
- Travel, lodging, and food costs for students to attend Western Intersectional Lobby Day, February 18, 2019. **(\$14,000)**
- Attendance by 3 students at the WSA Board of Directors Meeting and Retreat in Ellensburg, August 2017. **(\$550)**
- Cost of hosting the bi-annual WSA General Assembly. Around 65 students from all public 4-year universities in the state of Washington attended WWU for a full day meeting. **(\$1,100)**
- Food and interpreter cost for hosting two WWU candidate forums – state and local. **(\$1,400)**
- Pay for the position of AS Board Assistant for Lobby Days to support the planning of: **(\$1,300)**
 - Western Lobby Day, which took place on Jan. 21, 2019 and was attended by 100 students who participated in meetings with a hundred state legislators
 - Western Intersectional Lobby Day which focused on agenda items brought forth by the Environmental and Sustainability Program, Ethnic Student Center, Disability Outreach Center, and Student Advocacy and Identity Resource Center on Feb. 18, 2019, attended by 65 students.
- Travel costs to send 4 students to a WWU celebration at the Governor’s mansion in Olympia. **(\$240)**
- Supplementary travel costs for our student legislative liaison to travel between Bellingham and Olympia for pre and post-session meetings. **(\$600)**
- Outreach funding (banners, food, etc) to promote civic engagement during legislative session. **(\$500)**

- Costs for Local Lobby Day (Bellingham), attended by 30 students who participated in meetings with several City and County Council members and the Mayor. **(\$1,100)**
- Costs to support Jesse Moore's visit to campus. **(\$500)**
- Travel to the spring WSA General Assembly meeting in Seattle, with 14 students attending. **(\$700)**
- Three catered meetings/working groups to compensate unpaid Legislative Affairs Council members for working late (and during dinner time) on legislative agenda. **(\$450)**

2019-20 Mandatory Student Fees
Multicultural Services Fee

No Increase

2018-19 Program Report

Current Fee Level: \$30 per quarter for students taking 6 or more credits.

Program Overview

The Multicultural Services Fee was approved by the Board of Trustees in June 2016 following a referendum by the AS Board that spring which 62.7% of students voted in favor. The fee is pledged to bonds, and funds portions of the construction, maintenance, and facility operations.

The newly constructed addition to the Viking Union will include space for an expanded Ethnic Student Center, Associated Students' Advocacy and Identity programs and a suite of Multicultural Services offices with a shared meeting room and resource library. Substantial completion for the construction of the new Multicultural Center is early June 2019.

For FY 19, the Multicultural Service Fee revenues totaled approximately \$1.26 million. These funds as well as funds from the Viking Union and the University are being used to pay for bonds and construction costs as we reach the completion of construction. Beginning in FY 20, a combination of the Multicultural Service Fee, Institutional funds, and Viking Union funds will be used to pay for the construction bonds, annual maintenance, and facility operations costs for the new center and its occupants.

For updated information on the project and construction please follow the link below:

<http://www.wvu.edu/wwuarchitect/construction/pw698.shtml>

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
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
 Earl Gibbons, Vice Provost for Extended Education

DATE: June 14, 2019

SUBJECT: Supporting Information on Setting 2019-2020 Self-Sustaining Academic Year Tuition

Supporting Information:

Undergraduate Course/Workshop and Graduate Course/Workshop:

The proposed increase to undergraduate course/workshop is 4% and graduate course/workshop is 4.5%. Students elect to enroll in these courses for a variety of reasons including faculty-led travel opportunities, schedule flexibility, reduced time to degree, etc. This proposed change will help offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement. "Individual Course/Workshop" and the "Undergraduate Course/Workshop" were merged into the "Undergraduate Course/Workshop" category.

Title	2018-19 Per Credit	2019-20 <i>Proposed</i> Per Credit	2019-20 Percentage Increase
Undergraduate Course/Workshop	255	265	4%
Graduate Course/Workshop	323	338	4.5%

Undergraduate Degree Program Courses:

The proposed increase to undergraduate degree program courses is 4%. These courses are part of self-sustaining degree programs in Bellingham, and our satellite locations in Burien, Everett, Mount Vernon, Poulsbo, Bremerton, Port Angeles, and Seattle. This proposed change will help offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement.

Title	2018-19 Per Credit	2019-20 <i>Proposed</i> Per Credit	2019-20 Percentage Increase
Undergraduate Degree Program Courses	295	307	4%

Graduate Degree Program Courses:

The proposed increase to graduate degree program courses is 4.5%. These courses are part of self-sustaining degree programs at our satellite locations including Burien, Everett, Bremerton, North Cascades, Seattle, and Tacoma. This proposed change will help offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement.

Title	2018-19 Per Credit	2019-20 <i>Proposed</i> Per Credit	2019-20 Percentage Increase
Graduate Degree Program Courses	350	366	4.5%

Weekend MBA:

No proposed change to the Weekend MBA program.

Title	2018-19 Per Credit	2019-20 <i>Proposed</i> Per Credit	2019-20 Percentage Increase
Weekend MBA	757	757	--

Global Pathway Program:

The Global Pathway Program prepares students for full-matriculation at both the Undergraduate and Graduate level. The proposed increase to Global Pathway Undergraduate and Global Pathway MBA program is 5%. The proposed increases match the respective non-resident rates.

Title	2018-19 Per Quarter	2019-20 <i>Proposed</i> Per Quarter	2019-20 Percentage Increase
Global Pathway Undergraduate	7,267	7,630	5%
Global Pathway MBA	9,333	9,800	5%

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Linda Teater, Director, Budget Office

DATE: June 14, 2019

SUBJECT: Approval of 2019-2020 Annual State Operating Budget

PURPOSE: Action Item

Purpose of Submittal:

Based on the conference committee budget passed by the Legislature on April 27, 2019 and signed by the Governor on May 21, 2019 the Board is now asked to approve the 2019-2020 annual state operating budget for WWU.

In addition, the Board will be asked to approve 2019-2020 tuition rate increases at its June 14, 2019 meeting, providing revenue necessary to support the 2019-2020 annual state operating budget.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2019-2020 annual state operating budget of \$190,289,004 consisting of State Appropriations in the amount of \$90,534,000; WWU net tuition operating fee revenue of \$92,354,362; administrative services assessment revenue of \$4,995,217; and one-time funds of \$2,405,425.

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2019-2020 intercollegiate athletics operating budget of \$6,419,544 consisting of tuition and fees in the amount of \$3,591,135 and self-sustaining and other revenues of \$2,828,409, and with the intention to fund the operating deficit for intercollegiate athletics, as defined by Substitute Senate Bill 6493, by continued use of tuition and fee revenues as it has in the past.

Supporting Information:

Attachment A: *Memo of Supporting Information on the Fiscal 2019-20 Annual Operating Budget*

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
 Richard Van Den Hul, Vice President, Business and Financial Affairs
 Linda Teater, Director, Budget Office

DATE: June 14, 2019

SUBJECT: **Supporting Information for Board Approval of the
 2019-2020 Annual State Operating Budget**

Schedule of Approvals Supporting the 2019-2020 Annual State Operating Budget

On June 14, 2019, the Board will be requested to approve tuition rates for all student categories for the 2020 academic year. At this same meeting, the Board will be asked to approve the 2019-2020 Annual State Operating Budget, which relies on the projected tuition operating fee revenues generated from these tuition rate proposals.

Introduction

In order to fund the basic instructional and academic support missions of the institution, we are proposing, for Board approval, a 2019-2020 budget for state funded operations which reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees, the administrative services assessment and one-time funds.

Proposed 2019-2020 Annual State Operating Budget

Western's state operating expenditures have been historically supported by a combination of state appropriations, tuition operating fees, the administrative services assessment, and occasionally one-time funds. A summary of the revenue sources is included in the table below. Please note that tuition operating fee revenue is presented net of tuition waivers and Western's student loan/grant fund contribution at 4.0%, as required by state law.

2019-2020 Annual State Operating Budget by Funding Source		
Funding Source	Proposed for Board Approval	% of Budget
<i>State Appropriations</i>	\$90,534,000	48%
<i>Net Tuition Operating Fees</i>	92,354,362	49%
<i>Administrative Services Assessment</i>	4,995,217	3%
<i>One-time Funding</i>	2,405,425	1%
State Operating Budget	\$190,289,004	100%

Western's Student Loan/Grant Fund

The State definition of tuition fees comprises two components: *operating* fees and *building* fees. Tuition *operating* fees collected are currently subject to a 4.0% minimum set-aside for the WWU student loan and grant fund. The *building* fees and student activities fee are assessed at 3.5%. For the 2019-2020 fiscal year, Western will allocate close to \$4.0M for this form of financial aid.

Western's Budget Process

Preparing Western's fiscal year operating budget is an iterative, multi-year process. In 2017, campus planning units began the process by submitting proposals for possible inclusion in the 2019-21 budget request to the state. After an open review process, involving the broadly representative University Planning and Resources Council (UPRC), the 2019-21 budget request was approved by the Board of Trustees in August 2018 and submitted to the state in September. Governor Inslee then considered the proposal in his state budget proposal last December. The legislature started the session on January 14, 2019, and both the House and the Senate put forward their own state budget proposals. On April 27, the legislature released a compromise budget before concluding the regular session on April 28, 2019.

Additionally, throughout this past fall and winter, campus planning units also developed internal budget proposals that, while they may not have met the state decision package criteria, are important to the departments and divisions within Western. These proposals were submitted and discussed by UPRC, audiocast for those not able to attend, and a comment forum was provided to the University for feedback on the proposals.

Budget Recommendation Detail

The legislative compromise budget provided the following new funding for Western:

- \$3.0M (\$8.8M for the biennium) in salary and benefit increases for all employees;
- \$1.7M (\$3.4M for the biennium) was included in the compromise budget solely to increase access to science, technology, engineering, and mathematic degrees, which may include expanding prehealth care capacity, creating an energy science and technology Bachelor of Science degree, and expanding electrical engineering degrees;
- \$490K (\$1.3M for the biennium) representing inflation on the previous years' tuition backfill; and
- \$133K (\$266K for the biennium) for maintenance and operations for new capital projects.

The vice presidents, in consultation with the deans and the president, are recommending these additional items:

- \$715K (\$4.6M for the biennium) as a beginning step toward addressing operating budget gaps in the overall Academic Affairs budget;
- \$250k (\$500K for the biennium) targeted to build awareness and support for a pipeline of qualified enrollments in two key out-of-state markets: Colorado and Northern California;
- \$500K for the biennium to address IT networking infrastructure needs; and
- \$100K (\$300K for the biennium) representing the beginning of a multi-year incremental approach to bringing the teaching assistants stipend rate in strategic alignment with our peers.

Additional details for all these recommendations may be found at:
https://budgetoffice.wvu.edu/files/MASTER%20VP%20Deans%20Recommendation%20for%202019-21%20Budget_0.pdf

Intercollegiate Athletics

Substitute Senate Bill 6493 passed by the Legislature and signed by the Governor on March 27, 2018 requires "...the board of trustees... must specifically approve in an open public meeting, the annual budget for its programs for intercollegiate athletic competition in advance of any expenditure for that fiscal year." It further requires the Board to approve a plan for reducing operating deficits in future fiscal years, with operating deficit defined as "the amount by which the aggregate operating costs of the programs exceeds the aggregated receipts and revenue directly generated by the programs in the fiscal year, plus any transfers of reserves that were originally generated directly by the athletic department account." Finally, SSB 6492 requires that any funding exceeding \$250,000 that is transferred into the programs, that was not generated by the programs, must be approved in advance.

Western has, for many years, used tuition to fund the intercollegiate athletics programs, to help recruit quality students that also want to participate in NCAA Division II Athletics.

For fiscal year 2019-2020, the amount of the intercollegiate budget is comprised as follows:

2019-2020 Fiscal Year		
WWU Intercollegiate Athletics Budget		
by Funding Source		
Funding Source	Proposed for Board Approval	% of Budget
Institutional Tuition Allocation	1,427,833	22%
S&A Fee Allocation	2,163,302	34%
Foundation Funds	279,685	4%
Estimated Tuition Waivers	1,398,125	22%
Endowments	163,570	3%
Other*	987,029	15%
TOTAL REVENUE	\$6,419,544	100%

*Comprised of entry fees, licensing, royalties, ads, sponsorships, ticket sales, athletic health fee, merchandise revenue and camps.

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Richard Van Den Hul, Vice President,
Business and Financial Affairs

DATE: June 14, 2019

SUBJECT: **Construction Contract for Birnam Wood Roof Replacement Phase 2, PW749A**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Birnam Wood Roof Replacement Phase 2, PW749A. Contract award following Board action. Construction to start June 2019.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to HB Hansen, Lynden, WA, for the amount of \$1,849,000 (base bid, plus alternate #2) for the construction contract to construct the Birnam Wood Roof Replacement Phase 2.

Supporting Information:

Work includes the removal of all existing shingles and underlayment to expose the existing sheathing. Provide repairs and replacement to the sheathing; install new underlayment and shingles. Replace existing attic insulation; reroute vent ducts to exhaust above the roof plane; and provide new insulation and seal demising walls. Provide gutters and downspouts and connect to storm sewer system.

This project was advertised for competitive bidding on February 20, 2019 with no bids received. The project was revised and readvertised for competitive bidding on March 21, 2019 with (2) bids received, both of which exceeded the project budget by approximately \$750,000. The project was modified and readvertised for competitive bidding on May 6, 2019, with the bid opening held at 11:00 AM on May 28, 2019. Two (2) bids were received by the University (see attached bid summary). Bid alternate #3 on the bid summary was anticipated to be a deductive alternate for a more cost effective roofing material. The base bid manufacturer appears to have competitively priced their material making the base bid product more cost effective.

Cornerstone Architectural Group, Kenmore, WA, prepared the plans and specifications for this project. Project award of the contract is also contingent on the approval of the contractor's Responsibility Criteria submittal.

Facilities Development and Capital Budget (FDCB) included MWBE reporting requirements into the project specifications requiring the contractor to submit utilization percentages, based on payments to subcontractors, and suppliers with every invoice. The apparent responsible low bidder did not indicate MWBE participation on their bid. FDCB will continue to work with the contractor to enhance MWBE participation during the selection of sub-contractors and suppliers.

The total budget for the project is \$3,250,000.

Source of Funding: WWU Housing & Dining Funds

BID SUMMARY

Job: BW Roof Replacement Phase 2
Date: May 28, 2019
MACC: _____

Alternate		HB Hansen	Cadence
No.	Description & Bid Item		
	Base Bid	\$ 1,799,000.00	\$ 2,187,488.00
1	Stack 5 Building Envelope Upgrade	\$ 680,000.00	\$ 776,193.00
2	Community Building Roof & Mailbox roofs	\$ 50,000.00	\$ 133,000.00
3	Shingle Roofing System	\$ 1.00	\$ 50,000.00
4			
5			
6			
	sub total		
	8.70% sales tax		
	Grand Total		
	Trench & Safety Provisions (inc. in bid)	\$ 1.00	\$ 1.00
	Base Bid + Alt 2		
	sub total	\$ 1,849,000.00	\$ 2,320,488.00
8.70%	sales tax	\$ 160,863.00	\$ 201,882.46
	Grand Total	\$ 2,009,863.00	\$ 2,522,370.46

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Richard Van Den Hul, Vice President,
Business and Financial Affairs

DATE: June 14, 2019

SUBJECT: **Construction Contract for Biology Lab Upgrades, PW742**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Biology Lab Upgrades, PW742. Contract award following Board action. Construction to start July, 2019.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to Regency Northwest, Bellevue, WA, for the amount of \$546,900 (base bid) for the construction contract to construct the lab upgrades at Biology.

Supporting Information:

This project involves renovating rooms BI139, BI354, and BI365 in the Biology Building to include classroom modifications for accessibility and function, and the division of an existing classroom for lab and office spaces. The scope for BI139 & BI354 includes modifications to casework, addition of ADA adjustable height desks, emergency shower / eyewash upgrades for code compliance, and re-lamping all ceiling fixtures to LED. BI365 scope includes division of the existing classroom into a Shared Office (365), Instructors Office (367), and Research Lab (369), as well as additions / modifications of all related infrastructure.

This project was advertised for competitive bidding on May 5, 2019, with the bid opening held at 3:00 PM on May 29, 2019. Two (2) bids were received by the University (see attached bid summary).

Henry Klein Partnership Architects (HKP) of Burlington, WA, prepared the plans and specifications for this project. HKP Architects is a certified WBE firm. Project award of the contract is also contingent on the approval of the contractor's Responsibility Criteria submittal.

Facilities Development and Capital Budget (FDCB) included aspirational goals of 10% MBE and 6% WBE participation in the advertisement for bid. Additionally, FDCB included MWBE reporting requirements into the project specifications requiring the contractor to submit utilization percentages, based on payments to subcontractors, and suppliers with every invoice. The apparent responsible low bidder did not indicate MWBE participation on their bid. Facilities Development will continue to work with the contractor to enhance MWBE participation during the selection of sub-contractors and suppliers.

The total budget for the project is \$1,000,000.

Source of Funding: State Appropriations – Bonds

BID SUMMARY

Job: PW742 - BI Lab Upgrades

Date: May 29, 2019

Alternate		Regency NW		Roosendaal-Honcoop			
No.	Description & Bid Item						
	Base Bid	\$	546,900.00	\$	593,997.00		
1	Resiliant Flooring	\$	35,000.00	\$	24,132.00		
2	Accoustic Ceilings	\$	37,000.00	\$	17,745.00		
3	Lighting	\$	47,000.00	\$	41,300.00		
4	Casework	\$	(2,500.00)	\$	(2,203.00)		
5							
6							
Compare to MACC: sub total		\$	663,400.00	\$	674,971.00	\$	-
8.70% sales tax		\$	57,715.80	\$	58,722.48	\$	-
Grand Total		\$	721,115.80	\$	733,693.48	\$	-
Trench & Safety Provisions (inc. in bid)		\$	-	\$	-		
Base Bid							
	sub total	\$	546,900.00	\$	593,997.00	\$	-
8.70%	sales tax	\$	47,580.30	\$	51,677.74	\$	-
	Grand Total	\$	594,480.30	\$	645,674.74	\$	-

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Richard Van Den Hul, Vice President,
Business and Financial Affairs

DATE: June 14, 2019

SUBJECT: **Change Order to Progressive Design-Build Contract and Total Project Budget
Adjustment for New Residence Hall Project, PW746**

PURPOSE: Action Item

Purpose of Submittal:

Approve a change order to the progressive design-build contract and total project budget adjustment for the University Residences New Residence Hall Project, PW746.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a change order for the demolition of Highland Hall and build the new displacement parking area in the field south of SMATE, to the contract with Lydig Construction, Spokane, WA, for the amount of \$1,742,000 (and associated sales tax), bringing the contract to a total of \$3,812,000 (excluding associated sales tax).

Supporting Information:

To minimize disruption to the campus community, Facilities Development and Capital Budget is requesting authorization to change order the Lydig contract for the demolition of Highland Hall and build the new displacement parking area in the field south of SMATE. This will allow work to occur in late July through early September when much of the campus community is on break.

Design and construction of the displacement parking lot is a 50/50 split funding between Parking Services and Housing and Dining funds. An additional \$750,000 will be added to the total project budget, reflecting the funding contribution from Parking Services.

The contract amendment for the remaining construction phase is scheduled to be submitted to the Board at the August 2019 Board meeting.

The total budget for the project is \$65,750,000.

Source of Funding:

WWU Housing & Dining Funds
WWU Parking Services Funds

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Richard Van Den Hul, Vice President,
Business and Financial Affairs

DATE: June 14, 2019

SUBJECT: **Approval to Increase the Total Project Budget for the Multicultural Center
Project, PW698**

PURPOSE: Action item

Purpose of Submittal:

Approval to increase the total project budget from \$21,950,000 to \$22,377,462.

Executive Summary:

At the February 2018 Board meeting, the Board approved a total project budget of \$21,950,000 for the Multicultural Center Project. During the course of the project, the Steering Committee requested the following additional scope to the project that is directly adjacent to the Multicultural Center area: welcome desk, nana wall, main lobby stairs skylight, wood ceilings, and a bookstore glass partition in lieu of a grille. The cost of these additional/replacement items total \$427,462.

With the additional scope and associated costs, the project budget will likely exceed the \$21,950,000 that was approved by the Board. Therefore, we are proposing to increase the total project budget from \$21,950,000 to \$22,377,462 in order to ensure we can finish the project within the budget approved by the Board.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon recommendation of the President, approve a revised total project budget of \$22,377,462 for the Multicultural Center Project.

Source of Funding (Total Project Budget):

WWU Housing and Dining Funds

Bond Financing – The repayment source of the financing is a combination of institutional and Housing and Dining funds

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: June 14, 2019

SUBJECT: **Consent Items**

PURPOSE: Action Items

Purpose of Submittal:

Approval of the university recommendations provided on the consent item agenda.

Proposed Motion(s):

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

- Approval of Spring Quarter Degrees

Supporting Information:

Materials supporting the consent item agenda are attached.

**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: June 14, 2019
SUBJECT: **Approval of Degrees**
PURPOSE: Action Item

Purpose of Submittal:

Board of Trustees responsibility to approve awarding of degrees

Proposed Motion:

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 Spring Quarter 2019, effective June 15, 2019.

Supporting Information:

Lists on file with the Registrar and Graduate Dean.

<i>Students</i>	<i>June 2019</i>	<i>Comparison: June 2018</i>
<i>Undergraduates</i>	1915	1914
<i>Masters</i>	164	188

**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: June 14, 2019

SUBJECT: **Academic Report: Tenure Track Faculty Hiring Update**

PURPOSE: Information Item

Purpose of Submittal:

This is an opportunity to provide members of the Board of Trustees with an update on the status of the tenure-track faculty searches undertaken during the 2018-19 academic year.

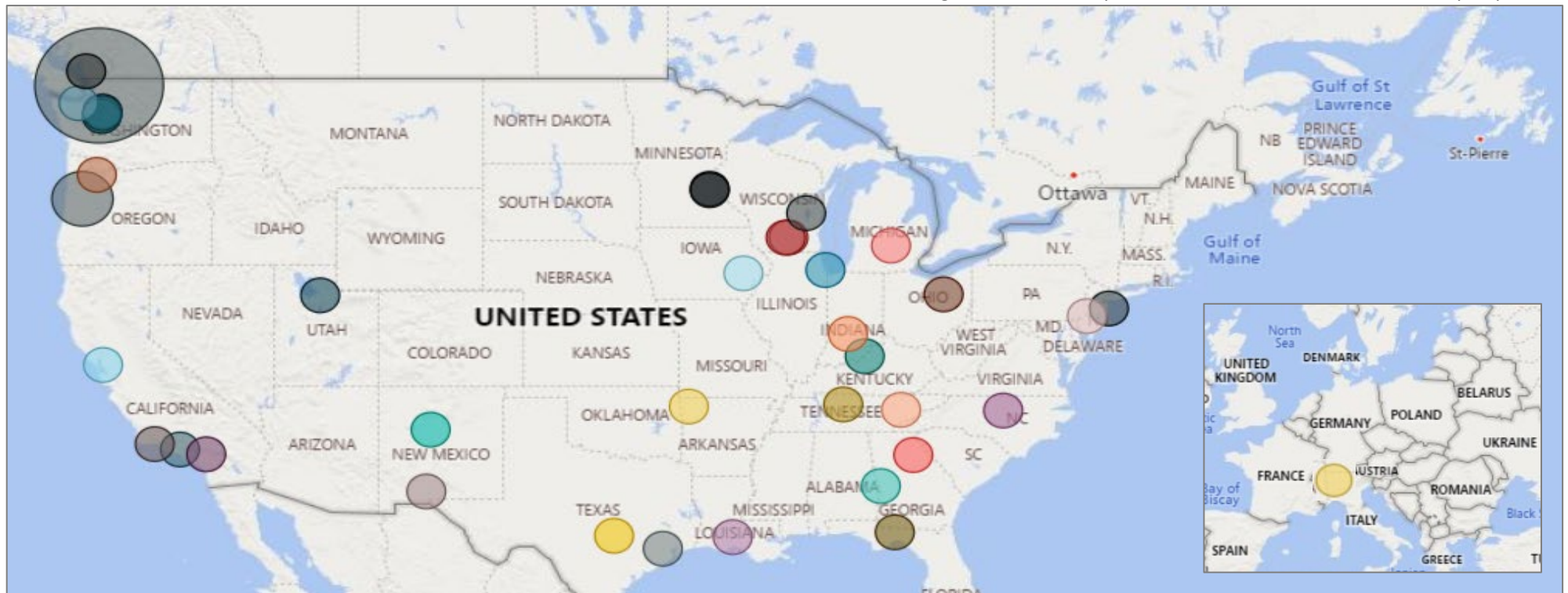
The following spreadsheets show the status of the TT faculty searches per college and other interesting information about Western's new faculty members.

SUMMARY OF TENURE TRACK HIRING FOR AY 2019-20

Includes data for finalized offers as of 5/31/2019

COLLEGE	ACCEPTED OFFERS	AVERAGE SALARY	AVERAGE BENEFITS	AVERAGE TOTAL COMP.*	AVERAGE STARTUP	TOTAL SALARY	TOTAL BENEFITS	TOTAL COMP.*	TOTAL STARTUP
College of Humanities and Social Sciences	18	\$64K	\$20K	\$84K	\$22K	\$1.1M	\$366K	\$1.5M	\$397K
Woodring College of Education	8	\$73K	\$22K	\$96K	\$25K	\$585K	\$180K	\$765K	\$202K
College of Science and Engineering	6	\$75K	\$22K	\$96K	\$65K	\$447K	\$131K	\$578K	\$391K
College of Fine and Performing Arts	4	\$73K	\$22K	\$95K	\$27K	\$291K	\$89K	\$380K	\$108K
College of Business and Economics	2	\$130K	\$31K	\$161K	\$28K	\$261K	\$62K	\$323K	\$56K
Huxley College of the Environment	2	\$50K	\$19K	\$70K	\$99K	\$101K	\$38K	\$139K	\$199K
Academic Affairs	1	\$81K	\$22K	\$103K	\$55K	\$81K	\$22K	\$103K	\$55K
Fairhaven College of Interdisciplinary Studies	1	\$70K	\$20K	\$90K	\$24K	\$70K	\$20K	\$90K	\$24K
Total	42	\$71K	\$22K	\$93K	\$34K	\$3.0M	\$909K	\$3.9M	\$1.4M

*Average and Total Compensation do not include initial Startup expenses



**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: June 14, 2019
SUBJECT: **Year-to-Date Report on Grants and Contracts**
PURPOSE: Informational Item

Purpose of Submittal:

Information from the Office of Research and Sponsored Programs concerning grant awards for Fiscal Year 2019, the period July 1, 2018 – May 9, 2019.

Supporting Information:

- Year-to-date grant awards/totals for Quarters 1, 2, 3, 4 (as of 5/9/19)

Department/Unit			
Fiscal Year 2019	New Award	Addition	Grand Total

Quarter 1	\$1,598,987	\$1,649,788	\$3,248,775
Anthropology Department	\$15,000		\$15,000
Biology Department	\$69,796	\$160,908	\$230,704
Border Policy Research Institute	\$19,034		\$19,034
Chemistry Department	\$569,864		\$569,864
Dept of Environmental Sciences	\$96,857		\$96,857
Elementary Education	\$120,000		\$120,000
Engineering and Design Department	\$172,269	\$16,000	\$188,269
Geology Department	\$213,123	\$90,628	\$303,751
Health and Community Studies		\$319,304	\$319,304
Institute of Watershed Studies	\$6,435		\$6,435
Liberal Studies Department	\$4,000		\$4,000
Mathematics Department		\$212,721	\$212,721
Physics - Astronomy Department	\$172,559	\$100,294	\$272,853
Psychology Department	\$140,050	\$549,461	\$689,511
Shannon Point Marine Center		\$200,472	\$200,472

Quarter 2	\$2,237,258	\$562,370	\$2,799,627
Adv Materials Sci & Engineering Ctr	\$92,874		\$92,874
Biology Department		\$210,000	\$210,000
Chemistry Department	\$104,537		\$104,537
Computer Science Department	\$26,426		\$26,426
Department of Environmental Studies	\$3,067		\$3,067
Dept of Environmental Sciences	\$66,303		\$66,303
Engineering and Design Department	\$957,538		\$957,538
Geology Department		\$33,500	\$33,500
Health and Community Studies		\$200,000	\$200,000
History Department	\$183,969		\$183,969
Institute of Watershed Studies	\$340,676		\$340,676
Liberal Studies Department	\$4,970		\$4,970
Physics - Astronomy Department		\$9,378	\$9,378
Psychology Department	\$68,049	\$106,092	\$174,141
Science Math and Technology Ed	\$25,000		\$25,000
Small Business Development Center	\$173,504		\$173,504
Western Gallery	\$132,000		\$132,000
Woodring College of Education Gen	\$58,345	\$3,400	\$61,745

Quarter 3	\$1,357,812	\$150,435	\$1,508,247
Academic Technology	\$36,000		\$36,000
Campus Compact	\$8,006		\$8,006
Canadian American Studies	\$106,593		\$106,593
Chemistry Department		\$44,392	\$44,392
Computer Science Department	\$61,254	\$97,893	\$159,147
Department of Environmental Studies	\$41,875		\$41,875
Dept of Environmental Sciences	\$108,422		\$108,422
Elementary Education	\$4,448		\$4,448
Journalism Department	\$100,000		\$100,000
Office of Sustainability	\$8,150	\$8,150	\$16,300
Physics - Astronomy Department	\$38,509		\$38,509
Psychology Department	\$476,878		\$476,878
Sociology Department	\$360,677		\$360,677
Student Outreach Services	\$7,000		\$7,000

Quarter 4 as of 5/9/19	\$430,333	\$46,776	\$477,109
Adv Materials Sci & Engineering Ctr	\$172,408		\$172,408
Dept of Environmental Sciences	\$44,370		\$44,370
Elementary Education	\$174,375		\$174,375
Psychology Department		\$42,027	\$42,027
Salish Sea Institute	\$29,081		\$29,081
Secondary Education	\$10,099		\$10,099
Student Outreach Services		\$4,750	\$4,750

Grand Total	\$5,624,390	\$2,409,369	\$8,033,758
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**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: June 14, 2019

SUBJECT: Admissions and Enrollment Report

PURPOSE: Information Item

Purpose of Submittal:

To provide a general update on enrollment management.

Spring Quarter 2019 Enrollment

The number of new enrolled students for spring of 2019 was similar to last year. There are 13 first year and 157 transfer students this spring compared to 13 first year and 162 transfer students at the same time last year.

Fall Quarter 2019

First Year Students

Despite the fact that first year admission applications are down by 617 (5.6%) at 10,475 for the fall of 2019 compared to 11,092 at the same time last year, we are pleased to report that confirmations are very close to last year at 3,302 for fall 2019 vs. 3310. In addition, confirmations among first-year students of color are up by 72 (7.6%) at 1,023 vs. 951 at the same time last year.

Reports from the Office of the Superintendent for Public Instruction (OSPI) highlighted a drop of 9% in the number of high school seniors compared with 2018. In addition, the unveiling of the Seattle Promise program—to offer free community college for graduates of Seattle Public School high schools—may have prompted students to reconsider their plans. Internal reports indicate that applications from King County were down nearly 5 percentage points, while confirmations from King County students are down nearly 3.0% (31 fewer) than last year on this date. This was the single-greatest numerical decline among all recruitment territories that we monitor.

The fact that we have managed to preserve a comparable number of first-year confirmations despite the reduction in student supply is a testament to all of the individuals who worked to effectively recruit students to our campus. Admissions performed additional outreach to students, parents and others to encourage applications, followed by expedited admission of qualified students. Financial Aid expedited the aid offers to approximately two-thirds of our first-year applicants via scholarships, grants, work study and loans. The Western Foundation provided \$90,000 in new scholarships that were used to recruit high-achieving students. Faculty and staff members across campus joined Enrollment and Student Services on behalf of their respective departments to bring in the first-year class.

We are hearing that some schools, including the University of Washington, will be going to their wait lists for resident undergraduate students, which will reduce our yield of confirmed students. However, Admissions will continue to accept applications and admit qualified students on a space-available basis over the summer.

First year students are increasingly confirming at multiple universities and participating in orientations at various institutions as their final visit before they ultimately decide where to attend. Therefore it imperative that students and families are happy with their overall orientation experience and that first-year students get the classes they need to feel good about attending Western this fall.

Transfer Students

Transfer applications are down by 166 (7.8%) at 1,965 compared to 2,131 at the same time last year. Confirmations are down by 61 (5.4%) at 1,073 vs. 1,134 despite the fact that 100 \$2,000 scholarships were offered to high-achieving transfer students from existing scholarship resources. The decrease in confirmations is attributed to a reduction in community college enrollments. As with first-year students, Admissions will continue to accept applications from transfer students and admit qualified students on a space-available basis over the summer.

Overall Anticipated Enrollment

Of course, total enrollment includes not only incoming students, but continuing students, graduate students, postbaccalaureate students and others. Last fall, Western's total headcount was 16,121. Despite reductions in first-year and transfer applications and the potential impact of other schools going to their first-year wait lists, we are optimistic that we will exceed a student headcount of 16,000 for the fall of 2019. In part this is attributable to an anticipated increase in the retention of continuing students from the spring of 2019 to the fall of 2019.

New Student Orientation, Advising and Registration

Campus-wide preparation is gearing up to provide orientation, academic advising and class registration for the estimated 3,100 first-year and 1000 transfer students we expect will join us this fall.

Summerstart Program for First-Year Students Rebranded to Fall Advising & Orientation

Through campus-wide collaboration, New Student Services/Family Outreach rebranded the series of nine sessions held from August through September to orient, advise and register first-year students from "Summerstart" to "Fall Advising & Orientation". We believe the new, differentiated identity will reduce student and parent confusion about the purpose of the program (some thought that Summerstart pertained to summer as opposed to fall), as well as help convey the importance of signing up in a timely manner in preparation for fall quarter.

Transitions Program for Transfer and Postbaccalaureate Students

Transitions program for new transfer and postbaccalaureate students entering fall quarter will take place in July and consist of three sessions.

During Fall Advising & Orientation and Transitions, students will work directly with academic advising staff to create course schedules and register for fall classes. Both programs provide workshops on student financial matters, orientation to campus resources and services, information fairs, opportunities to eat in the dining commons, optional overnight experiences in the residence halls, campus and library tours, and more. Over the course of the summer and fall season, we expect over 6,000 students and family members to attend these programs.

New Student Services/Family Outreach also continues a fantastic partnership with the University Communications office in the design, development, and delivery of critical communications to family members. These include our new student and family handbooks, the WWU family calendar, and a monthly online newsletter called the “WWU Family Connection” distributed to parents and family members affiliated with Western.

ADVANCING THE UNIVERSITY

JUNE 2019



ADVANCEMENT UPDATE

MARCH-APRIL 2019

WWU ADVANCEMENT ENGAGEMENT

Total attendees **779** at **10** events

March Art Walk

Total attendees: **47**

April Art Walk

Total attendees: **81**

Chateau Montelena Winery tour

Total attendees: **60**

Seattle Scholarship Lunch

Total attendees: **145**

Western Engaged International Business Alumni Event

Total attendees: **66**

Western Engaged Western IS Connected Event

Total attendees: **20**

Western Engaged Design Alumni Event

Total attendees: **260**

Western Engaged Computer Science Alumni Happy Hour

Total attendees: **54**

Western Engaged Toxicology Happy Hour PNW-SEATAC

Total attendees: **15**

Western Engaged Huxley All-Alumni Happy Hour

Total attendees: **28**

WWU ANNUAL GIVING

March Membership Month Concludes

From March 1-April 30 we welcomed 1,111 new and renewing Alumni Association members, including 34 life members and 71 Sapphire Life Members. Our total member count now exceeds 5,000 Alumni Association Members!

Phonathon Exceeds Goals

The Phonathon Callers wrapped up the Phonathon for FY19 on April 13, 2019 and exceeded their goal of \$200,000. They secured 2,989 pledges totaling \$200,135 (vs. 2,474 pledges totaling \$156,268 in FY18).

Total Gifts to WWU

Bequests

6 bequests from 4 donors totaling \$7,949 were realized

Cash donations

2,914 gifts from 18,700 donors totaling \$931,282

Gifts in Kind

55 gifts-in-kind from 51 donors totaling \$10,293

MARKETING METRICS

March 1 to April 30

Twitter WWU Alumni Association

3,288 followers
0.5% increase
130 engagements

Twitter WWU Foundation

355 followers
2.6% increase
43 engagements

Facebook WWU Alumni Association

6,952 followers
1% increase
8,199 engagements

Facebook WWU Foundation

729 followers
0% increase
229 engagements

Website WWU Alumni Association

58,443 visitors
189% increase*

Website WWU Foundation

33,709 visitors
992% increase*

*WWU Alumni Weekend launch and the Double Major: Death Cab for Cutie and ODESZA benefit concert brought us some expected increases.

ENGAGEMENT

Art Walk Brightens the Western City Center

April 5, 2019

Western City Center, Bellingham

Nancy Canyon's paintings of bright florals and lush ferns brought a needed touch of spring to downtown Bellingham for Art Walk.

WWU Foundation Board Gathers for Winery Tour

April 6, 2019

Calistoga, California

WWU Foundation Board members and alumni gathered for lunch at Indian Springs Resort and enjoyed a presentation by WWU Assistant Professor of Geology and Mars expert Melissa Rice. After lunch, they traveled to Chateau Montelena Winery for a tour and tasting. Western was given a vineyard that supplies Chateau Montelena with grapes for their cabernet sauvignon. The event was hosted by WWU Foundation Board Member Dr. Carol Francisco ('78), WWU Alumni Association Board Member Mark Brewer ('87), and his wife, Susan.



One of the donors with their scholars on April 23.

Seattle Scholarship Lunch Brings Together Donors and Students

April 23, 2019

Seattle, Washington

Scholarship recipients, donors, and Western leadership gathered at the Renaissance Hotel in Seattle to all celebrate the scholarship recipient-donor relationship. Student Jasmine Medina-Perez spoke. A fourth-year student at Western, Jasmine is a researcher and analyst for Artemis Connection, which



ODESZA wowed the audience of 12,000 concert-goers.



Death Cab for Cutie played old favorites from their Bellingham days and new hits.



is owned by 2019 Distinguished Alumna Christy Johnson.

WWU Alumni Weekend

May 17-19, 2019

Bellingham, Washington

WWU Alumni returned for departmental reunions, KUGS 45th Anniversary and the AS Outdoor Center's 50th Anniversary. Biology,



Academic Technology and User Services, Behavioral Neuroscience, and many more groups gathered at local breweries and restaurants to catch up and share memories.

This was followed by a concert for 12,000 of our "closest friends." Double Major: Death Cab for Cutie and ODESZA made manifest a major goal of the WWU Alumni Association to bring together older alumni with young alumni and students for meaningful engagement. It was a clear, beautiful night in Bellingham for Double Major, which raised money for the WWU Alumni Association Scholarship fund. The biggest live event ever held in Bellingham took place at Civic Field, and brought together the City of Bellingham, the WWU Alumni Association, AEG/Showbox Productions, a huge cast of supporting departments on campus, and our rock star alumni bands in a collaboration that sets the stage for great things to come.

IMPACT STORIES



Andrea Sturm

Western's College of Business and Economics signs MOU with Reutlingen University

Transformational—this is how Foundation Board member Andrea Sturm describes the time she spent at the School of Business at Reutlingen University in Germany. She participated in a two-year exchange program, earning degrees from both the Ecole Supérieure de Commerce de Reims (France) and Reutlingen University while gaining valuable internship experience throughout Europe. Thanks to Andrea's vast network of connections and an official introduction, WWU and Reutlingen have signed an MOU establishing an exchange program between the two universities, providing Western students with international experience and internships and reciprocal experiences for the European students at our Bellingham campus.

The Association of American Colleges and Universities (AACU) has identified global and diverse learning experiences as one of eleven high-impact practices for students. This partnership will provide students with valuable business skills as well as cross-cultural experience and understanding.

Students will apply and be selected to the program by their respective institutions. They spend two years on each campus, and at the conclusion of their studies, receive two degrees: a BS in International Management from Reutlingen and a BS in Business

Administration and minor in German from WWU. Students will also participate in internships in both Germany and the US.

Ruetlingen Professor of Corporate Finance and Risk Management Julia Bruggemann spent two days on Western's campus in February meeting with Provost Brent Carbajal, Deans Scott Young (CBE) and Paqui Paredes (CHSS), faculty from both colleges, and students. With the MOU officially signed in March, WWU becomes only the fifth college in the United States to participate in the exchange program.

Institute for Energy Studies Hosts Carbon Hackathon

On April 23 the Institute for Energy Studies hosted the 4th Annual Carbon Hackathon in the Wilson Library Reading Room. The WWU Carbon Hackathon is a collaborative event in which students, energy industry leaders (including members of the Institute for Energy Studies advisory board) engaged in intense brainstorming sessions to develop creative solutions to an assigned challenge. This year's challenge was an investor seeking to fund something that has never been done that will result in significant carbon reduction in one of six areas: personal mobility, goods movement, information technology, buildings, the electricity grid, and food & forest. Mentored throughout the day, students navigate challenges and offer solutions for the challenge. The event was free and open to the public. Sponsors contributed \$10,000 to underwrite the costs of the event.

Fairhaven Scholarships Provide Opportunities

Fairhaven College's Opportunity Fund provides access to study abroad, financial support for undocumented students, and

support for students who couldn't otherwise afford higher education. A group of students dependent on financial aid received \$2,000 each for travel to Cuba. The Opportunity Fund also helps students in the living-learning community of sustainable food systems. These scholarships level the playing field for Fairhaven students and empower them to engage with the world in meaningful ways.

Endowment Fund Supports Geology Field Trips

Field work is an essential component to studying geology and is often done in remote locations that are expensive to reach. The Ross Ellis Field Trip Endowment supports students in Geology courses 409 and 410, both field courses. Professors Liz Schermer and Colin Amos led a group of students to Central California and Nevada. Bernie House, Doug Clark, Brady Foreman and Pete Stelling will lead a group of students in a field course this summer.



UPCOMING EVENTS

Graduation Celebration

June 12 & 13, 2019
WWU Campus, Bellingham

Spring Commencement

June 14 & 15, 2019
WWU Campus, Bellingham

WWU Night at the Bellingham Bells

June 25, 2019
Civic Field, Bellingham

Paint B'ham Blue for WWU

September 25, 2019
Bellingham

Bellingham President's Salmon BBQ

TBD

Seattle President's Salmon BBQ

TBD



**Capital Program Report
Board of Trustees
June 14, 2019**

MAJOR / INTERMEDIATE CAPITAL PROJECTS

Multicultural Center (MCC)

Exterior finishes and systems are complete and interior construction and final finishes are complete with final cleaning occurring. Move-in is occurring in the MCC and AS Bookstore and the contractor will be moving into the multi-purpose room to restore it back to the previous configuration.

Buchanan Towers Renovation

Construction of Phase 2 started March 25, 2019, and is scheduled to be complete in September 2019, prior to fall quarter move-in. Phase 1 completed the northwest wing of Buchanan Towers. Phase 2 scope of work will complete the south and east wings. Construction is progressing and is on schedule.

Disability Access Center (DAC) (formerly known as disAbility Resources for Students) and Veterans Services

The DAC project is complete and the occupants have moved into their new space.

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

The General Contractor / Construction Manager, B N Builders, is under contract for Pre-Construction services. Programming/Schematic Design for the project is nearly complete. Interviews for the Electrical Contractor / Construction Manager and Mechanical Contractor / Construction Manager are progressing with anticipation of having these two team members on board before July 2019. The project is completing schematic design and will transition into design development and construction document phases. It is anticipated that construction contract approval will be brought to the December board for January construction start.

Elevator Preservation and ADA Upgrades

The project is on schedule and the long lead items have been ordered. Facilities Development and Capital Budget (FDCB) is coordinating with the affected building occupants of Morse Hall and Environmental Studies to determine if any access accommodations are needed while the elevators are off-line. Onsite construction will begin in Morse Hall starting in July 2019.

Carver Anatomy and Physiology Labs

The anatomy and physiology labs are complete and the occupants are moving in.

Multiple Building Access Control

DECO/Dutton Electric began physical construction of access control system cutover in 26 buildings across campus at the beginning of the year with a current focus on the installation of the access control infrastructure. Subcontractor Convergent Technologies completed their survey of existing door functions and began work programming the new system. Door cutovers to the new system are occurring. Construction meetings are being held weekly between WWU, DECO, and Convergent. The project is currently on budget.

New Residence Hall

WWU is working with the progressive design team of Lydig Construction from Spokane, and Mahlum Architects from Seattle. The team has started design of the new residence hall. The remaining design and construction contract, and bond financing is scheduled for approval at the August 2019 Board meeting. Occupancy is scheduled for fall quarter 2021. The construction of displacement parking and the demolition of Highland Hall is being change ordered into their Phase 1 contract as a separate action item for the June Board Meeting.

Multiple Building Replacement of Switchgear, Panels and Motor Controls

DECO/Dutton Electric has begun construction and has replaced nearly all of the antiquated electrical infrastructure in Old Main. Old Main is anticipated to be complete in early July. Once the work in Old Main is complete the contractor will be mobilizing to Fine Arts. New walls will be created to modify the main electrical room allowing for the new electrical equipment to be installed for a quick and efficient cutover from the antiquated old equipment to the new. Fine Arts building shutdown and formal cutover has been scheduled for early September 2019.

2017-2019 Classroom and Lab Upgrades

This program is composed of multiple public works projects and in-house work. We have completed renovations in Old Main, Morse Hall, and (as cited above) Carver. We are currently in construction and design of lab and classroom space in Environmental Studies and Biology Building.

FY 2019-2021 CAPITAL BUDGET

In May 2019, the Governor signed the 2019-2021 Capital Budget. The Capital Budget includes State funding for the following projects for a total of \$76,460,000:

- Interdisciplinary Sciences Building (Construction) - **\$60,000,000**
- Electrical Engineering/Computer Science Building (Predesign/Partial Design) - **\$2,000,000**
- 2019-2021 Classroom and Lab Upgrades (Design/Construction) - **\$3,000,000**
- Minor Works – Program (Design/Construction) - **\$1,000,000**
- Minor Works – Preservation (Design/Construction) - **\$6,846,000**
- Preventive Facility Maintenance and Building System Repairs - **\$3,614,000**

Western also received authority to finance up to \$9,950,000 in a State-issued certificate of participation sale for the Consolidated Academic Support Services Facility. State funding was initially requested for this project in the 2019-2021 Capital Budget but was changed to debt financing due to other priorities being funded. The signed Capital Budget included provisions for debt financing, but the project has been paused due to operating budget constraints.

The Capital Planning Working Group and the Vice Presidents will discuss the possibility of submitting a supplemental capital request to the Office of Financial Management (OFM). If we proceed with a supplemental capital request, we will seek Board approval at the August 2019, as the request is due to OFM in mid-September 2019.

For more information about the major projects, the Capital Program, and the Capital Planning Process, please visit the Office of Facilities Development and Capital Budget website: <http://www.wvu.edu/wwuarchitect/>.

**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 and Marketing

DATE: June 14, 2019

SUBJECT: **University Relations and Marketing Report**

PURPOSE:

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**

The following is a briefing on a wide range of marketing, community development, media relations, content production, web development and graphic design initiatives produced since the last Trustees report. In addition, following are a few updates on new projects.

WESTERN ON THE WATERFRONT

The Port of Bellingham-WWU Working Group has had four productive meetings over the past two months, and we have made good headway in shifting our collaborative planning efforts in the Waterfront District to an industry partnership model envisioned to be financed and operated by private partners.

Our meetings have set the groundwork for greater understanding among Port personnel and commissioners of the challenges and constraints that WWU faces in taking on development or lease risk given all of the current competing priorities on the main campus and planned growth on the Peninsulas. The Port has also taken steps to gain a greater understanding of the ingredients for successful “satellite campuses,” including existing business eco-systems and strong investment networks that surround the campus. Typically, universities do not build these eco-systems, but rather take advantage of, and contribute to, existing infrastructure. That infrastructure does not exist today in Bellingham, but it could in the future with the right business recruitment strategy.

To that end, College of Science & Engineering Dean Brad Johnson has been instrumental in introducing Port personnel to the senior leadership of [Golsten](#), a Seattle-based naval architecture and marine engineering services firm, which has collaborative research, internship and hiring pipelines into WWU’s Electrical Engineering program. Golsten is interested in exploring the possibility of locating a fabrication and R&D center on the Bellingham Waterfront.

It’s worth noting that Kolstrand, another major marine fabricator, just announced that it is moving its operations out of Ballard to Marysville. Paul Glycer, COO of Kolstrand, said, “over the next 10 years, the maritime industry will move out of Ballard and most will be either moving to Marysville/Arlington or Bellingham due to the increased cost of doing business in the City of Seattle.”

A move like this benefits both the Port’s long-term economic development aspirations and the University’s need for hands-on applied learning, integrated research in undergraduate and graduate programs and highly desirable jobs for graduates. Initial conversations between the Port and Golsten have been good and continue. Meanwhile, we are pursuing other possible introductions within our Plastics & Composites Manufacturing, Manufacturing Supply Chain Management, Energy Science & Technology, Cybersecurity and other academic programs that tend to engage industry partners.

The Port of Bellingham has recently joined Gov. Inslee’s [Washington Maritime Blue](#) initiative, along with the Port of Seattle, Golsten and several other public and private entities involved in the state’s maritime industry. The initiative is committed to

developing a comprehensive plan to accelerate decarbonization and clean technology innovation and best practices throughout Washington's maritime industry.

Finally, the Working Group is drafting a framework to guide our collaborative work, including a vision statement, guiding principles and initial strategies. Our goal is to present this framework to the Board of Trustees and the Port Commission before the September 30, 2019 deadline (established in our second MOU amendment dated March 25, 2019) for completion of the university development plan.

Hannegan Road Property Update

The Western Crossing Development board of directors met for a teleconference on May 16 to approve an offer on the Hannegan Road property. The buyer accepted our counter offer of \$1,800,000 with a 90-day feasibility contingency. We remain confident that the sale will be completed this summer.

"MAKE WAVES" CAMPAIGN UPDATE

We are nearing the end of our one-time institutional funding to support a media buy for the "Make Waves" campaign targeted at alumni, donors and prospective students and their families in the Seattle metro market. The campaign has appeared on a dozen billboards concentrated in the downtown core from January through the end of June; it has appeared in two-pg and full page placements in four issues of Seattle Magazine, five issues of 425 Magazine, four issues of Alaska Beyond and five issues of Puget Sound Business Journal. In addition we have created six companion college impact videos that have been activated through digital campaigns on Facebook, Instagram, YouTube and Google Adwords. We expect to produce 2-3 more videos this summer and fall. Here's a quick summary of digital campaign stats to date:

Facebook:

- 1,250,000 impressions
- 1,053,000 video plays
- 2,500 unique link clicks from landing page

Adwords:

- 2,550 clicks with CTR of 9.53% (compared to higher ed industry average of 4%)

YouTube:

- 117,000 impressions
- 30,000 full video views with 25% interaction rate (sharing, liking, commenting)

Though there are many factors that contribute to a student's decision to attend one college over another, we believe that greater awareness from a differentiated ad campaign contributed to a slight year-over-year uptick in first-year confirmations on May 1, the traditional national college confirmation day. Of course, much can change between now and Fall start, and the impact of the UW releasing 200 students from its waitlist is likely to have an impact.

Every college and university is experiencing a reduction in applications this year due to a temporary structural decline in the college-age population, plus we are experiencing impact from the "Seattle Promise," which guarantees two years of free community

college to all Seattle Public High School graduates regardless of family income. Creating greater awareness with a distinctive campaign has helped mitigate some of these recruitment challenges.

We have also integrated the Make Waves campaign into our annual Give Day fundraising drive on May 30 and we look forward to evaluating year-over-year results.

SBDC OPENING IN POULSBO

As previously reported, University Relations & Marketing teamed up with University Advancement to kick-off a fundraising drive to establish a Western-sponsored Small Business Development Center in Poulsbo. We're happy to report that the fundraising effort is largely completed, including a three-year commitment of funds from the City of Poulsbo, Kitsap Credit Union, Kitsap Bank, First Federal and the Kitsap Regional Library, where the Center will be housed. This has allowed us to leverage federal Small Business Administration funds and open the Center on June 3.

Kevin Hoult, who started his SBDC career with WWU in 2006, is returning to get the SBDC at Kitsap County up and running. Not only has Kevin opened or re-opened centers in Renton, Mount Vernon and Port Angeles, he also understands the unique challenges and opportunities of the small business community on the North Peninsula and Kitsap County. Kevin's position is a temporary, six-month appointment, with a search for a permanent appointment scheduled to start this summer.

Western has hosted the largest [SBDC](#) program in the state since 1983. Last year, the Whatcom County SBDC helped create or save more than 300 jobs and helped small businesses access nearly \$13 million in capital to expand and launch new ventures.

COMMUNICATIONS AND MARKETING

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

- The Seattle Times ran an extensive story about the prominent bands Death Cab for Cutie and ODESZA – groups formed while their members attended Western – and their concert put on by the Alumni Association May 18 at Civic Field in Bellingham. See: <https://www.seattletimes.com/entertainment/music/how-local-stars-death-cab-for-cutie-and-odesza-got-their-starts-bellingham/>. Other media also covered the event, such as this Bellingham Herald story: <https://www.bellinghamherald.com/entertainment/article230518584.html>
- Media and newspapers throughout the world and nation ran stories about a team of Western scientists and students who traveled to Mount Everest to study how pollution has impacted the Himalayan Mountains and glaciers that are melting due to global warming. Members of the team also planned to summit Mount Everest. See this international AP story, which also ran in major media outlets across the U.S.: <https://www.apnews.com/a9a1fd6d11d84782874b191f486a3917>
- Media also covered Western's plans to build a new residence hall and Interdisciplinary Science Building, such as this Bellingham Herald story: <https://www.bellinghamherald.com/news/business/article229138609.html>
- Crosscut.com ran a story on Marco Hatch, a Coast Salish scholar who discussed the importance of bringing indigenous knowledge to Western research. See: <https://crosscut.com/2019/03/digging-indigenous-science-3000-year-old-clam-beds>
- And our office also assisted with response to media coverage of the burning of a poster, on the outside wall of a campus building, which advertised an anti-abortion speaker on campus. University Police investigated the fire as an arson. See this Bellingham Herald story at: <https://www.bellinghamherald.com/news/local/article230180669.html>. Nearly 200 students later attended the talk by the speaker, including many protesters.
- **In marketing and social media**, Kessa Volland worked with a group from Extended Education, Admissions and Advancement to create a Make Waves style guide, loaded templates into Design Conductor and created the new Design System brand site. She also worked on communications for the Housing/Dining Assessment, helped Admissions host an Ask Me Anything livestream on Facebook, with more than 75 active participants, for confirmed incoming students and finished the review period for the first-ever university social media policy, which is now finalized.
- **In video and photography**, our staff led by Suzanne Blais provided video support for the University's new "Make Waves" brand campaign. Photo and video staff also provided images of many Western stories, including this photo gallery of the Double Major concert by Western photographer Rhys Logan: <https://www.flickr.com/photos/wvu/albums/72157708684887364/page2>
- **In publications**, the spring edition of Window magazine has been mailed and is online at window.wvu.edu. Publications editor Mary Gallagher already is working on the summer edition – this will be our first year publishing three editions of the award-winning

publication.

- John Thompson, Western's chief science writer, is beginning preparations for his summer **fieldwork research series**; this year's theme will be stories designed to support the new Coastal and Marine Sciences major and related work that can be used both to tell the stories of the work being done at Shannon Point Marine Center and as a recruitment tool by the Office of Admissions.
- **Graphic designers** Chris Baker and Derek Bryson worked on a wide range of design projects with offices across campus, including fliers, posters, banners and online and social media design work. Some notable examples included: the Admission Viewbook; Moving In publications for University Residences; materials for the Employee Recognition event; materials for the Women of Empowerment Dinner; Spring Safety campaign messages for University Residences; Pride Celebration branding and event promotion materials for LGBTQ+ Western; Make Waves campaign print ads for various publications, and Courageous Conversations event promo package for the Karen W. Morse Institute for Leadership.

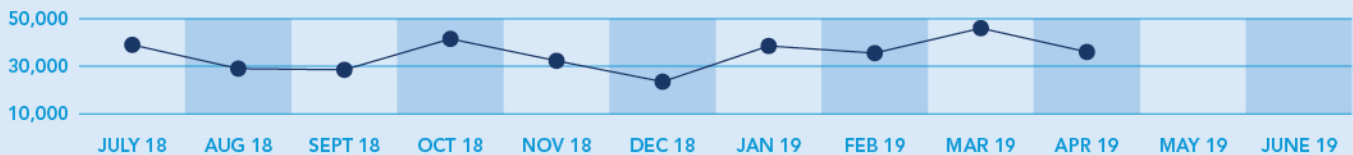
WESTERN TODAY

TOTAL SESSIONS

81,923

TOP STORIES

- ODESZA and Death Cab for Cutie concert to highlight Alumni Weekend
- WWU Receives \$1 million NSF grant to support the success of low-income students in engineering
- New residence hall to open by fall 2021



SOCIAL MEDIA



TWITTER



FACEBOOK



INSTAGRAM

STATISTICS AT A GLANCE

22,212
Total followers
203
New followers
0.46%
% gained
1,428
Engagements

48,900
Total followers
393
New followers
0.40%
% gained
10,786
Engagements

19,052
Total followers
694
New followers
1.87%
% gained
41,912
Engagements

FAMILY CONNECTION NEWSLETTER

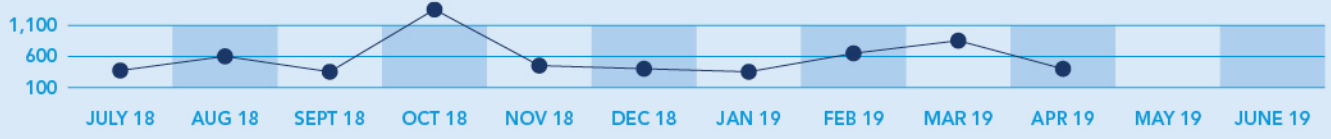
- March Family Connection Newsletter:
Sent to **11,671** people
31.6 percent open rate
- April Family Connection Newsletter:
Sent to **11,981** people
31.0 percent opened
- Top clicks include:
Link to AS job openings
Double Major concert
Off-Campus Living events
Career Center events

MEDIA STORIES

1,232
Total Stories

TOP STORIES

- A prolific vent in a Hawaii volcano blew for 35 years. It has just stopped. (Washington Post)
- Death Cab for Cutie, ODESZA announce 'Double Major' scholarship concert in Bellingham (Seattle Times)
- American scientists to climb Mount Everest to study pollution (Washington Post)



CREATIVE SERVICES

GRAPHIC DESIGN

133
Total Projects



FEATURING

- Window Magazine - Spring 2019
- University Residences - Spring Safety Messaging campaign
- Admissions - Postcards
- LGBTQ+ Western - Pride Celebration branding/promotion

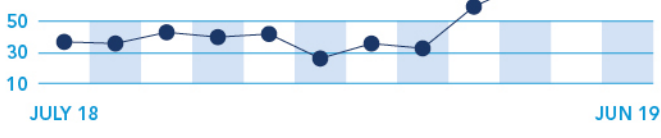
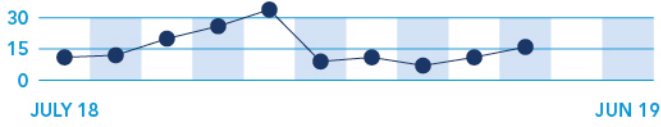


PHOTO & VIDEO

27
Total Projects

FEATURING

- Photo coverage of U.S. Senator Patty Murray visiting the WWU Behavioral Neuroscience Program
- Photo event coverage of Spring Faculty Senate Awards
- Photos and editorial coverage for additional edition of Window Magazine



VIMEO STATISTICS

- 20,855 Plays (16,331 on desktop, 4,099 on phone, 425 on tablet)
- Most plays by source: admissions.wvu.edu (8,933 plays)

MAKE WAVES VIDEO CAMPAIGN

	PAGE LIKES	LINK CLICKS	POST REACTIONS	IMPRESSIONS	VIEWS TO 100%	AVG. COST PER CLICK	SHARES
4/11-4/17	48,766	388	99	74,541	2,501	\$1.04	15
4/18-4/24	48,865	507	143	90,272	2,738	\$0.97	16
4/25-5/01	48,927	522	152	89,363	2,237	\$0.96	15

COMMUNITY RELATIONS

CONNECTIONS REPORT	Mar-19	Apr-19	May-19	AY 18-19
Community-to-University Connections Made	40	38	25	475
Community Outreach Events Attended	12	10	7	97
New WWU & Community Programs and Projects	0	0	2	22

Notable Projects and Connections

Memorial Day Parade

Since 1920, the Memorial Day Parade has been Bellingham's largest and most cherished parade. Historically, only a handful of WWU organizations have ever joined in parade festivities and it has been more than a decade since Western last participated. In our continued effort to boost Western's visibility in the community, Western is making a splash in the parade by entering a diverse, university-wide group of participants. Campus Police, Student Clubs, Viking Athletics, Veterans Services, Music, Residence Life and others are all participating in the May 25th parade. Approximately 200 WWU students and staff will drive, walk, march, and perform in the parade to celebrate Western's 125 years in the Bellingham community. Western's presence back in the parade has been welcomed and we look forward to expanding our presence for years to come.

Community Supported Agriculture (CSAs) at Western

Whatcom County has a strong agricultural presence, and a growing number of area businesses and organizations support local farmers by participating in CSAs. CSAs allow consumers to subscribe directly to the harvest of local farmers, which is good for the community, the local economy, and the environment. As one of Whatcom County's largest employers, Western can make a large impact in supporting local small farms. Community Relations connected local CSA's with WWU's Office of Sustainability who hosted a campus event introducing a new opportunity for WWU staff, faculty and students to subscribe to local CSAs benefitting our community.

Additional Community Support

Community Relations is always glad to help businesses, community members and nonprofits connect with WWU's exceptional students and faculty who can help find solutions to their challenges. Recent examples include:

- Connecting Whatcom County Tourism with Western's photographer who provided photos for Bellingham Whatcom County Tourism's bus wrap.
- Informing campus leaders of a Domestic Violence Commission event on Restorative Justice
- Connecting Psychology Professor Todd Haskell with the Bellingham Whatcom County Chamber Breakfast where local businesses signed up to partner with Western's growing User Experience (UX) Design Minor.
- Introducing the Mayor of Arlington, to WWU's Sustainable Communities Partnership as they seek Western's assistance in helping with their growth management.

- Providing Silver Reef Casino and Best Western Airport Inn with WWU marketing materials and discounted rooms for WWU guests.
- Coordinated WWU's presence at the Mayor's Neighborhood Advisory Council informing the surrounding neighborhoods of Western's development plans.

SMALL BUSINESS DEVELOPMENT CENTER

WWU Small Business Development Center: Q1 – 2019 CONTRACT DELIVERABLES

ADVISING	Q1 2019	YTD 2019	YTD 2018
Businesses Advised	133	133	166
Advising & Support Hours	669	669	928

TRAINING	Q1 2019	YTD 2019	YTD 2018
Trainings	3	3	5
Trainees	64	64	139

RESEARCH	Q1 2019	YTD 2019	YTD 2018
Research Projects	24	24	31
Support Hours	128	128	335

ADD'L SERVICES	Q1 2019	YTD 2019	YTD 2018
Non-Clients Supported	94	94	75

ECONOMIC IMPACTS	Q1 2019	YTD 2019	YTD 2018
Capital Formation	\$72,000	\$72,000	\$351K
Businesses Starts	0	0	1
Business Buy/ Sells	0	0	1

WWU Small Business Development Center: CURRENT DEMOGRAPHICS

- **Top Industries:** Health Care, Service Establishment, Accommodation/Food Svc., Construction Concern
- **Top Areas of Counseling:** Financing/Capital, Managing a Business, Buy/Sell Business, Start-up Assistance
- **Q1 2019 Client's Annualized Sales:** \$54.9M
- **Q1 2019 Jobs Supported:** 645
- **Rolling 12-Month Client's Annualized Sales:** \$242.1M
- **Rolling 12-Month Jobs Supported:** 2,749

- SBDC Client Profiles/Stories captured on video to raise program awareness
- Presented 2018 annual economic impacts and program outcomes to local funders:
 - City of Bellingham Council
 - Whatcom County Council
 - Port of Bellingham Commissioners
- (2) SBDC clients were finalists for Whatcom Business Alliance Start-Up Business of the Year

TRIBAL LIAISON

EVENTS:

April was a historic month as the Western Board of Trustees officially recognized the creation of the university's first-ever Office of American Indian/Alaska Native and First Nation Relations and Tribal Liaison to the President.

Another significant event was the return of the Annual Native American Student Union (NASU) Powwow held at Carver gym on April 12-13. This was one of five items listed by NASU in their "letter of urgent needs" sent to the President in 2016. It was inspiring to witness this historic event, and the students were proud and excited to have the opportunity to host the "Revival Powwow 2019." The Friday evening event was a coastal jam and Saturday's event was the traditional powwow which was attended by several hundred people from throughout the Pacific Northwest and Canada. The NASU students worked very hard to organize and plan this event, and they will be working with this office, their faculty advisors, and tribal communities to make this an annual event.

TRAINING:

The Tribal Liaison has been planning and organizing government-to-government training conducted by the Washington State Governor's Office of Indian Affairs. This effort is intended to improve cultural awareness, explore a variety of legal issues impacting modern relationship building, increase understanding of tribal sovereignty, and examine numerous approaches to working more effectively with tribal governments. This was another item requested by NASU in its letter of urgent needs.

This training will be offered initially to all VP's and deans this summer, with plans to extend to faculty department chairs and other personnel in key student services positions.

ADVISORY FUNCTIONS:

The Tribal Liaison has established an internal advisory committee to guide programming and support for Native students, faculty and staff at Western. This will be an ongoing process with monthly meetings. The Tribal liaison is also working on the formation of an external advisory committee, which will include tribal members and administrators along with elected officials

including Rep. Debra Lekanoff of Washington's 40th district and Port of Bellingham Commissioner Michael Shepard. Among the longer-term key initiatives for the external advisory committee will be the development of a Coast Salish longhouse on or near the main campus.

The Tribal Liaison regularly attends NASU meetings and serves on the Dean of Students' cultural competency committee. The Tribal Liaison also is advising on tribal sovereignty curriculum and offering consulting on a wide range of issues related to awareness, support and cultural sensitivity for American Indian/Alaska Native and First Nations people.

RELATIONSHIP-BUILDING:

In April, a meeting was held with the Port Gamble Tribal Education staff; Marlene Harlan, senior director at Western on the Peninsulas; and Huxley College Dean Steve Hollenhorst regarding the potential for science degree options for tribal members.

The Tribal Liaison and President Randhawa will meet with Northwest Indian College President Justin Guillory for the purpose of renewing a MOU, which recognizes the working relationship in expanding cooperative educational programs and transfer agreements for students, faculty and staff of both institutions.

The Tribal Liaison will be hosting Dr. Wiremu Doherty, chief executive officer of Te Whare Wananga o Awanuiarangi (Maori University). The Maori University is located in Whakatane, New Zealand and Dr. Doherty is attracted to the potential of a future partnership for Indigenous learning opportunities for Western students.

Finally, the Tribal Liaison attended the Washington State Indian Education Association Annual Conference and in the next several months plans to visit tribal nations and attend additional conferences throughout the Pacific Northwest to connect and build relationships with tribal governments in order to improve recruitment and support for Native students.

WASHINGTON CAMPUS COMPACT

- 1) **Legislative Session**. The Student Civic Leaders Initiative was included in the 2019-2021 biennial operating budget for \$500,000. Funding will support student paid internships to address the following critical issues on campuses and in communities: food/housing insecurity, opioid epidemic, mental health, breaking the prison pipeline, and strengthening civic education. Students will learn about local, state, and national policies that impact these issues and seek out diverse perspectives on how to solve these and other critical issues. This new program will demonstrate how higher education is serving a public good while preparing students for civic leadership in our communities.
- 2) **Students Serving Washington Awards Ceremony**. Over fifty outstanding college student leaders from across the state were recognized for their civic leadership at the Students Serving Washington Awards Ceremony on April 19, 2019. Western students, Kellen Lynch and Jessica Alvaro-Glantz, were awarded the Presidents' Civic Leadership Award by President Sabah Randhawa.

WEB COMMUNICATION TECHNOLOGIES (WebTech)

In March we hired a temporary employee to focus on fixing PDF files to satisfy the compliance requirements for accessibility pursuant to the voluntary resolution agreement with the Office of Civil Rights. Unfortunately, as it was a temporary job, that employee is moving onto another job. In the employee's two months with the team, 521 PDFs were fixed, 518 were revised but still need minor work, and many emails were sent to address a further 1,231 PDFs. Having a position dedicated to this activity drove down the number of inaccessible PDFs from 9,016 to 8,443. We will continue to do our best to address this through targeted education of the stakeholders who have numerous inaccessible PDFs on their websites.

The WebTech team, in collaboration with University Communications and embedded graphic designers across campus, is pleased to present a unified design system for Western's creative work. <https://designsystem.wvu.edu/> replaces wvu.edu/brand as it encompasses more of the entire aspect of the design process. Everything on the prior page now resides within this site and more material is being migrated from other sources on campus to make this site the one stop needed to understand how to build beautiful, accessible, brand-focused collateral.

We collaborated with Extended Education to launch a new digital presence for Western's Peninsulas locations. <https://ee.wvu.edu/peninsulas> unifies several areas of the Extended Education website and makes signing up for programming and community events a seamless experience.

Search Engine Optimization (SEO) has continued apace. This table shows the growth year over year. When work began with the pilot project, we only had 18 keywords (search terms) generating a rank on page 1 of Google. We now have 535 with more keywords moving up each month.

Number of Keywords Ranked	May-18	Mar-19	Growth
Page 1	18	535	2872%
Pages 2-3	73	488	568%
Pages 4-10	449	1,142	154%
All Pages	540	2,165	301%

This growth in keyword rank translated to a dramatic increase in visits to targeted Admissions and academic pages.

Visits	May-18	Mar-19	Growth
All Visits	25,836	85,775	232%
Visits for Pages Targeted	835	13,226	1,484%

We are also increasing our presence in other ways on Google. Recent work done on <https://calendar.wvu.edu> now allows Google to showcase events in a variety of formats as seen in these screenshots.

Western Washington University > Events

Wed, May 8 6:00 PM	GBRC Weekly Track W...	Sun, May 12 7:30 PM	Dance in Concert 2019	Thu, May 23 5:30 PM	CRP - Olympic Penins...	Mon, Jun 24 12:00 AM	Western Kids Camp	Sat, Aug 3 8:00 AM	The 29th Annu...
Thu, May 9 11:30 AM	CLA	Thu, May 16 5:30 PM	CRP - Olympic Penins...	Fri, May 31 1:00 AM	Octavia's Cinema Part ...	Sat, Jun 29 11:00 AM	Kanna Ryu Weekend I...	Fri, Aug 23 6:00 PM	Women's Socce...
Fri, May 10 7:30 PM	Dance in Concert 2019...	Sun, May 19 10:00 AM	Lake Padden Try-athlon	Sat, Jun 1 8:00 PM	Silent Auction & Dinner	Mon, Jul 8 12:00 AM	Odyssey of Science & ...	Wed, Aug 28 7:00 PM	Men's Soccer
Sat, May 11 8:00 AM	Sea Kayak to Lummi Is...	Wed, May 22 12:00 PM	TLA: What is our respo...	Thu, Jun 6 7:30 PM	An American Daughter	Wed, Jul 24 7:00 PM	Moon Palace	Wed, Sep 4 7:00 PM	GBRC Weekly

2018-2019 Dates | Registrar's Office | Western Washington University

www.wvu.edu/registrar/calendars/index.shtml
Registration Schedule. Dates are subject to change. Phase I - registration for continuing students (Register for up to 18 credits max), Feb 26 - Mar 11. Phase II ...

University Academic Year and ...

The University Academic Year and Religious Observance Calendar ...

2019-20 Important Dates

Important Dates & Deadlines: Next Year. As a student, it is your ...

More results from wvu.edu

Term Dates

Term Dates. 2016 - 2017. Fall, 09/21/2016 - 12/09/2016. Winter ...

Finals Schedule

You are currently viewing the Finals Schedule from the 2018 ...

WWU Events Calendar |

https://calendar.wvu.edu/
View Monthly Calendar. May6, Summer Session Info Table in Red Square. Monday, May 6, 2019. 12:00 pm to 2:00 pm. May6, Summer Session Info Table in ...



Western Washington University

Website Directions Save
Public university in Bellingham, Washington

Western Washington University is a public university in Bellingham, Washington. It is the northernmost university in the contiguous United States and was founded as the state-funded New Whatcom Normal School in 1893, succeeding a private school of teaching for women.

WWU Events Calendar |

<https://calendar.wwu.edu/> ▼

Featured Events. 26th Annual PSA Conference and Gordon Sandison Memorial Lecture. Tuesday, May 7, 2019. Rainbow heart with workshop title and details: ...

View Monthly Calendar

05/31/2019. Add to My Calendar. On Campus & Local Events.

Events

TLA: How has colonial capitalism impacted your experience at ...

Page 15

The dates for the term in the new year can be found on the ...

[More results from wwu.edu »](#)

Academic Calendar

Wednesday, May 8, 2019 to Thursday, May 9, 2019. 12:00 ...

Page 5

The dates for the term in the new year can be found on the ...

Important Dates and Deadlines

Finals Schedule - Term Dates - Commencement - ...

Events

8

MAY

TLA: How has colonial capitalism impacted your...

Today, 12:00 – 12:50 PM

Western Washington University, 516 High St
Bellingham, WA



9

MAY

Dance in Concert 2019

Tomorrow, 7:30 PM

516 High St
Bellingham, WA



30

MAY

Men's Golf

Thu, 12:00 AM – 11:59 PM

Western Washington University, 516 High St
Bellingham, WA



[→ Search more events](#)

- 📅 All events
- ➕ For you
- 📁 Saved
- 🎵 Concerts
- 🏆 Festivals
- ⚡ Free events
- 🎪 Shows
- 🍸 Nightlife
- 🗨️ Feedback
- ❓ Learn more

8 MAY **TLA: How has colonial capitalism impacted your...**

Today, 12:00 – 12:50 PM
Western Washington Universit...
Bellingham, WA

9 MAY **Dance in Concert 2019**

Tomorrow, 7:30 PM
516 High St
Bellingham, WA

30 MAY **Men's Golf**

Thu, 12:00 AM – 11:59 PM
Western Washington Universit...
Bellingham, WA

30 MAY **WWU Club Golf Team**

Thu, 12:00 AM – 11:59 PM
Western Washington Universit...
Bellingham, WA

17 MAY **WWU ALUMNI WEEKEND**

Fri, 3 PM
516 High St
Bellingham, WA



30 MAY **Ice Hockey**

Thu, 12:00 AM – 11:59 PM
Western Washington Universit...
Bellingham, WA

9 MAY **TLA: How has colonial capitalism impacted your...**

Tomorrow, 12:00 – 12:50 PM

9 MAY **Dance in Concert 2019**

More Info Directions Share

Details


🕒 Thu, May 9, 7:30 PM
Tomorrow


📍 516 High St, Bellingham, WA


From **Wwu.edu**: Anya Cloud is a Lecturer in Dance Studies at California State University San Marcos. She regularly teaches master classes and workshops for different communities in contact improvisation...

[View more](#)

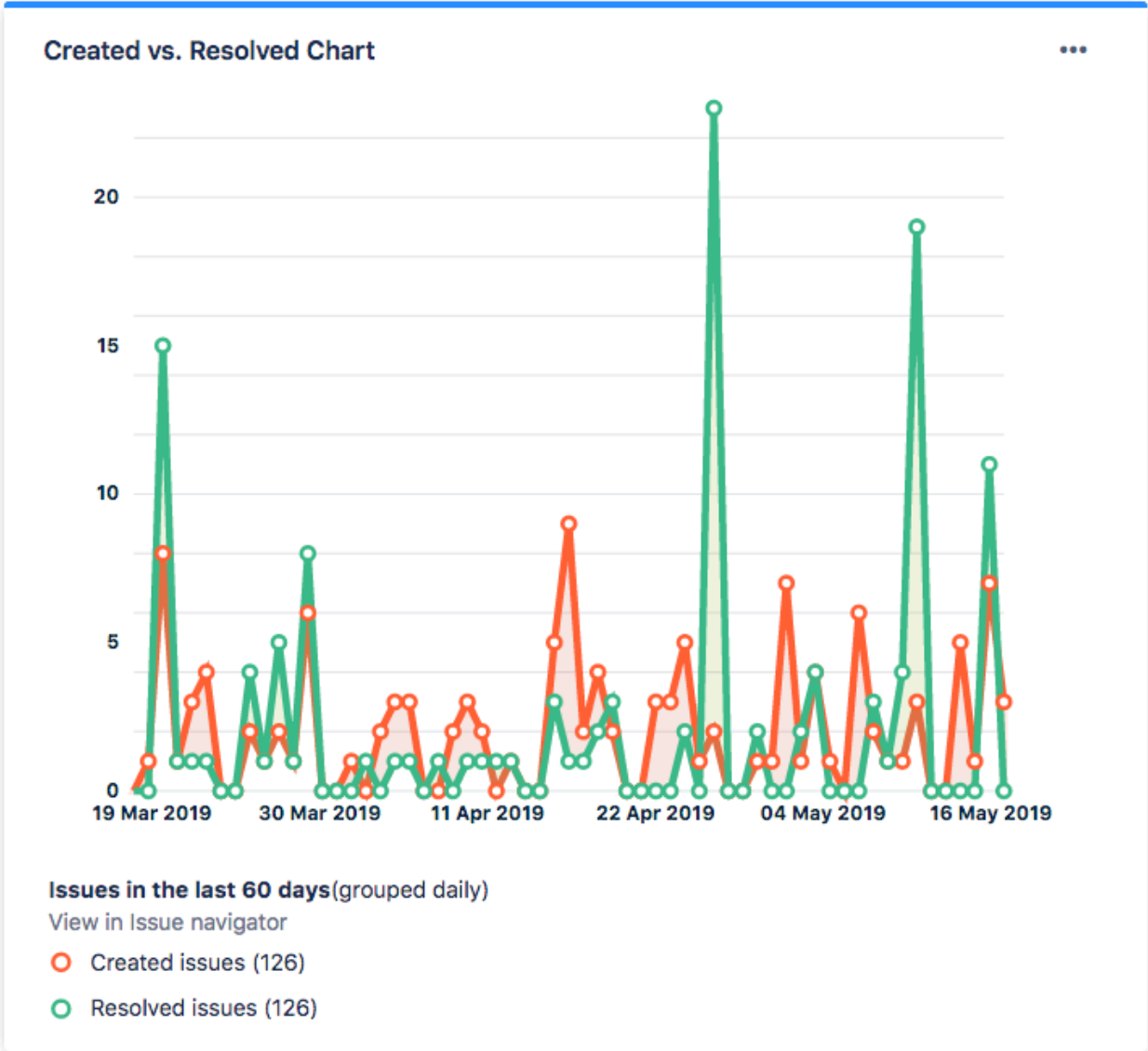
Information and Tickets

 College of Fine & Performing Arts - Western ... [MORE INFO](#)

 The Bellingham Herald [MORE INFO](#)

 Facebook [MORE INFO](#)

Support of the “Make Waves” campaign has been rewarding. Compared to the last two months, sessions on <https://wwu.edu/makewaves-apply> are up 167% and unique users up 162%. Nearly 100 visitors a day engage with the content on the webpage. Facebook and Google are the primary drivers of traffic to the page. The campaign continues to gather strength as we continue to launch new video content tied to the campaign each month.



Work has been extremely steady. The overall number of new requests is below our average. Our backlog is still approximately ninety tickets many of which relate to accessibility and foundational work for migrating websites from Drupal 7 to Drupal 8.

WWU Web Accessibility Progress Report

5-01-2019

Western's public facing digital footprint is made primarily up of three systems: CampusWeb, Drupal, and WordPress. This report summarizes progress with each of those three platforms as well as PDF and Video accessibility compliance.

CampusWeb Cleanup

Since our last progress report on CampusWeb sites:

- Out of 225 websites, 15 more sites have been deleted for a total of 129 overall deleted, and another 6 will be deleted
- One more site has been migrated to an accessible theme, for a total of 51 on the platform
- Nine sites are currently migrating
- Six sites are approved for migration
- Nine are still under research and only one remains to be dealt with

Faculty Sites (3,068 pages)

There are about 100 faculty websites, comprising 3,917 pages, that are built and hosted on systems outside of the main WWU domain, but which have inbound links to our institutional website and therefore fall within the OCR voluntary resolution. Based on page crawl data, we have about 900 to 1,000 fewer pages on these legacy systems since our last update. Specifically:

- 9 have been migrated
- 17 are either already archived or scheduled to be archived
- 18 are migrating to another system
- 2 have been deleted
- 28 faculty site owners have yet to respond to any communication

54 sites, which includes the 28 faculty that have yet to reply to outreach efforts, will need to be resolved prior to the OCR voluntary resolution deadline in September.

PDFs

WWU has over 15,000 PDFs on the public facing web. In our last update on March 13th, we had over 4,000 PDFs that needed to be addressed, which are currently being addressed. Since that report, the number of inaccessible PDFs we are addressing has decreased from 4,000 to 3,617 across all web platforms. This decrease comes from site owners deleting inaccessible PDF content they no longer needed, fixing them with the help of our document accessibility employee, or fixing them on their own.

Video Captioning (1,934 videos on YouTube)

There has been significant improvement on video caption compliance over the past year. For example, the Center for Instructional Innovation and Assessment is at 98.87%, We Are WWU is

at 97.5%, and the main WWU channel at 89.52%. In these channels, the videos not captioned are the ones posted prior to 2014 yet are still online for various purposes.

The Athletics department video channel is still concerning, but there has been marginal improvement. They have 446 videos and constantly add to their channel, but now 9 are captioned instead of 2. They are mainly full-length sports games, so the cost to caption all 408 at this time would be roughly \$50,000. Figuring out how to sustain the cost and effort of captioning athletic media content requires further discussion.

Most site owners have been in contact with our department, or have reached out with site credentials so we can add them to our list of accounts with our captioning vendor. Our Disability Access Center has also begun an in-house captioning program with their pool of transcribers that reduces the cost of captioning and turnaround time, as well as provides captioning opportunities to actively employed transcribers.

20. DATE FOR NEXT REGULAR MEETING

- **August 22 & 23, 2019**

21. ADJOURNMENT