WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: December 11, 2020
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 Work Session September 14, 15, & 22, 2020
- Approval of the Minutes of the Board of Trustees Meeting, October 9, 2020
- Approval of the Minutes of the Special Board of Trustees Meeting, November 9, 2020

Supporting Information:
Minutes of September 14, 15, & 22, 2020
Minutes of October 9, 2020
Minutes November 9, 2020
CALL TO ORDER

Board Chair John Meyer called the first of three work session meetings of the Board of Trustees of Western Washington University to order on Monday, September 14, 2020, at 1:04 p.m. via Zoom. A quorum was established by roll call.

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

Western Washington University
Sabah Randhawa, President
Brent Carbajal, Provost and Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Melynda Huskey, Vice President for Enrollment and Student Services
Stephanie Bowers, Vice President for University Advancement
Donna Gibbs, Vice President for University Relations and Marketing
Faye Gallant, Executive Director for Budget and Financial Planning
Melissa Nelson, Assistant Attorney General
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees
Rayne Rambo, Assistant Secretary to the Board of Trustees

1. EXECUTIVE SESSION

At 1:06 p.m. Chair Meyer announced that the Board would convene in Executive Session for approximately one hour to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g).

The board returned to open session at 2:23 p.m.

Chair Meyer announced a ten-minute break at 2:23 p.m. The board reconvened at 2:30 p.m.
2. STRATEGIC ISSUES, TRENDS, AND CHALLENGES IN HIGHER EDUCATION AND FOR WESTERN

Chair Meyer introduced the topic of challenges and opportunities that Western is facing during unprecedented times and suggested that the Board’s summer reading of “How to be an Antiracist” by Ibram X. Kendi would be a helpful lens through which to view the discussion.

The trustees and Western leadership engaged in conversation that centered around the future landscape of higher education and how to best apply what has been learned in recent months due to the coronavirus global pandemic and the current social unrest, and how to be more responsive to emerging student and campus community needs.

Trustee Stuehm expressed his gratitude for the opportunity to have the conversation and noted that the commitments to proactive antiracism and racial equity are mutually reinforcing, and the need for self-criticism and self-evaluation are critical as Western evaluates its policies, structures and governance model. He emphasized that Western has the opportunity within Whatcom County and beyond to continue to be a leader as Western learns from these conversations on how to take action and create policies that support inclusive success and racial equity.

President Randhawa acknowledged the importance of the social justice and equity lens in contextualizing the entire conversation. He went on to note how the impacts of the global pandemic have brought attention to inequities and underutilized resources in the past, and the importance of forging partnerships to take advantage of new opportunities that have now presented themselves.

Board Chair John Meyer adjourned the meeting for the day at 3:49 p.m. on Monday, September 14, 2020 and noted that the board will reconvene at 2:00 p.m. the following day.

Tuesday, September 15, 2020

Board Chair John Meyer called the second of three work session meetings of the Board of Trustees of Western Washington University to order at 2:04 p.m. on Tuesday, September 15, 2020 via Zoom. A quorum was established by roll call.

Board of Trustees
John Meyer, Chair – via Zoom
Chase Franklin, Vice Chair – via Zoom
Sue Sharpe, Secretary – via Zoom
Earl Overstreet – via Zoom
Faith Pettis – via Zoom
Hunter Stuehm – via Zoom
Karen Lee – via Zoom
Mo West – via Zoom
4. BUDGET AND OPERATIONAL OUTLOOK FOR WESTERN DUE TO THE CORONAVIRUS PANDEMIC

Richard Van Den Hul, Vice President for Business and Financial Affairs, and Faye Gallant, Executive Director for Financial Management provided an update on the development of the fiscal year 2021 operating budget that the board approved in continuation form at the regular June meeting, scheduled for final approval at the regular October meeting pending more complete information about fall enrollment and state funding. Included were scenario comparisons and recommendations due to the impacts of the coronavirus pandemic. The board received an update and engaged in conversation that included how to best position Western for potential state funding challenges in future legislative sessions. The presentation included operating assumptions on enrollment and tuition revenue changes due to COVID-19, new investments, and mitigation strategies that could potentially offset the structural deficit that will remain in future years without an increase in revenues and/or more permanent reductions. It was noted that the planning process for the 2021-2023 budget will begin in January 2021 to help to identify the more permanent adjustments, investment or reductions needed for decisions before board approval in spring 2021 which is the customary process and the structural deficit will be addressed in the FY2021-2023 budget process. The board also received an update and a summary of impacts on Western’s self-sustaining and auxiliary units that included an update on the board’s approval in August of the issuance and sale of bonds to refinance and restructure all or a portion of debt service (principal and interest) for university housing and dining that will be due and payable in June 2023.

The board and executive leadership engaged in long and frank discussion on the future of higher education and the importance of understanding and realizing Western’s role in its own recovery process and the recovery process of the state and nation. President Randhawa noted the importance of the board’s leadership during these unprecedented times and the value of having external expertise and insight on how to best adapt as an institution to meet of the needs of the state and Washingtonians.

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

5. BOARD COMMITTEES

The Board of Trustees engaged in a conversation to evaluate the purpose, charge, and desired outcomes of the work of the Student Success Committee (SSC) and the Finance, Audit and Enterprise Risk Management (FARM) Committee, respectively. The board discussed potential changes to the committee charters that included a review of the committee meeting calendar, committee structure, including committees of the whole board, how information about the work of the committees is communicated to the public and the full board, and potential adjustments to committee names to best reflect their work.
Board Chair John Meyer adjourned the meeting for the day at 4:45 p.m. on Tuesday, September 15, 2020 and noted that the board will reconvene at 3:00 p.m. the following day.

Monday, September 22, 2020

Board Chair John Meyer called the third and final work session meeting of the Board of Trustees of Western Washington University to order at 3:02 p.m. on Monday, September 22, 2020 via Zoom. A quorum was established by roll call.

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

6. DISCUSSION OF BOARD OF TRUSTEES RULES OF OPERATION

Board Chair Meyer introduced the topic with a brief update on the work of the board Ad-Hoc Governance Committee whose work has been to evaluate the current Rules of Operation and By-Laws that govern the Board of Trustees. He added that the work included a review and comparison of the Western Washington University Rules of Operation with the bylaws and other governing documents of the University of Washington (UW) and Washington State University (WSU) Boards of Regents and identified options for consideration and discussion. Chief among the differences noted by the Ad-Hoc Governance Committee was that the UW and WSU Boards’ governing documents are divided into three categories: a broad set of bylaws describing the primary characteristics, composition, and functions of the board; a selection of state statutes from which the boards derive their authority; and a body of board policy describing delegations of authority, board practices and procedures, and other more detailed matters. By contrast, the WWU Trustees Rules of Operation are a single governance document in which these three functions (and levels of detail) are combined. This monolithic format not only makes it more difficult to access information about the board, it requires the amendment of the entire document to accommodate changes in procedure. Therefore, the Governance committee recommended working toward replacing the board’s Rules of Operation with a similar independent three-part structure, separating bylaws and references to board authority in state statute from a body of more detailed board policies and supporting documents.

The board engaged in discussion and reviewed the Ad-Hoc Governance Committee’s recommendations for potential revisions to the Board’s governance documents and structure.
7. EXECUTIVE SESSION

At 3:14 p.m. Chair Meyer announced that the Board would convene in Executive Session for approximately thirty minutes to discuss a personnel matters related to potential litigation as authorized in RCW 42.30.110 (1)(i) and (i) (iii).

The board returned to open session at 3:52 p.m.

Chair Meyer announced a ten-minute break at 3:52 p.m. The board reconvened at 4:01 p.m.

Board Chair Meyer called the meeting back to order for the board to formally accept the recommendation of the Ad-Hoc Governance Committee to work toward the three part governance document structure, and endorse the continuing work of developing draft bylaws and reviewing Board policies with the goal of revising, replacing, adding, and/or eliminating policies, including material from the current Rules of Operation, as necessary.

MOTION 09-01-2020 Trustee Stuehm moved that the Board of Trustees of Western Washington University appoint board staff and Assistant Attorney General Melissa Nelson, in consultation with Trustee Sharpe and Trustee Franklin, to review and present revised bylaws for Board approval; following Board approval, review current Board policies with the goal of revising, replacing, adding or eliminating policies as necessary; and finally, review and recommend select state statutes relevant to the Board's authority for presentation on the Board's website and other materials available to the public.”

The motions were voted on by roll call.

Roll Call for the Vote:

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

The motion passed.

8. BOARD OF TRUSTEES MEETING CUSTOMS, PRACTICES, AND PROTOCOLS

Board Chair Meyer introduced the final topic of discussion which was centered on an evaluation of the Board of Trustees meeting environment, current protocols and practices. The board acknowledged the importance of creating a shared value culture and an atmosphere that
encourages participation from the public and all who attend meetings. Board Chair Meyer noted that the recent addition of “Trustee Remarks” as a regular meeting agendas item is an opportunity for trustees to engage outside of general board business and project their values in a less formal way.

Board Chair Meyer thanked everyone for their participation over the course of the work session and acknowledged the value of the discussion.

8. ADJOURNMENT

The meeting adjourned at 5:01 p.m.
Western Washington University
Board of Trustees
Meeting Minutes
Friday, October 9, 2020

1. CALL TO ORDER

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

Board of Trustees
John M. Meyer, Chair – via Zoom
Chase Franklin, Vice Chair – via Zoom
Earl Overstreet, via Zoom
Karen Lee – via Zoom
Faith Pettis – via Zoom
Sue Sharpe, Secretary – via Zoom
Hunter Stuehm – via Zoom
Mo West – via Zoom

Western Washington University
Sabah Randhawa, President
Brent Carbajal, Provost/Vice President for Academic Affairs
Richard Van Den Hul, Vice President for Business and Financial Affairs
Stephanie Bowers, Vice President for Advancement
Melynda Huskey, Vice President for Enrollment and Student Services
Donna Gibbs, Vice President for University Relations and Marketing
Becca Kenna-Schenk, Executive Director, Government Relations
Jeff Young, Faculty Senate President
Melissa Nelson, Assistant Attorney General
Paul Dunn, Chief of Staff and Secretary to the Board of Trustees
Barbara Sandoval, Senior Executive Assistant to the President
Rayne Rambo, Assistant Secretary to the Board of Trustees

2. APPROVAL OF MINUTES

MOTION 10-01-2020 Trustee West moved that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the following minutes:

- Board of Trustees Regular Meeting August 21, 2020

The motion was voted on by roll call.

Roll Call for the Vote:

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

The motion passed.

3. PUBLIC COMMENT

As per Amended RCW 28B.35.110, the Board of Trustees provided time for public comment.
No one signed up for public comment.

4. BOARD CHAIR REPORT

Trustee Meyer reported that over the course of the summer the trustees and executive team were given a copy of “How to Be an Anti-Racist” by Ibram X. Kendi. The book and how to best implement its perspectives into the work of the board and the Western community was discussed at length at the Board’s Work Sessions in September.

Meyer noted that the September Work Sessions of the Board of Trustees were structured conversations on strategic issues, trends, and challenges in higher education and at Western. He reported that the board also had strategic conversation about budget and operations issues and how to best navigate during the continues global pandemic.

Meyer reported that the board is in the process of reviewing its committee structures and their meeting schedules, in addition to a review and update to the Rules of Operation. He noted that potential changes to the Rules of Operation will come before the full board for approval at a future meeting.

Meyer said that he and President Randhawa will be attending the Association of Governing Boards (AGB) Retreat for Board Chairs and Presidents of Public Universities and Systems with twelve other institutions, which promised to provide opportunities to strengthen partnerships, and identify areas for strategic action while navigating through this unprecedented time. He also reported that the first virtual Viking Night auction in support of Western Athletics was a success and the fundraising goal was met.

5. UNIVERSITY PRESIDENT’S REPORT

President Randhawa acknowledged the start of the academic year and noted that Western virtually welcomed back over fifteen thousand students who will be participating in remote education and approximately one thousand three hundred students who will be living on campus in the residence halls. He noted the COVID testing dashboard on Western’s coronavirus website provides continuously updated information to campus community.

President Randhawa noted the work of AS President, Abdul Malik Ford, who attended meetings hosted by the Governor that included other state higher education institution representatives, health, and law enforcement representatives. Randhawa noted that Ford participated in Western’s student COVID In Real Life (IRL) social media campaign to build awareness about safe COVID-related behaviors, and thanked him for his time and leadership during the sessions.
Randhawa reported that the Incident Command Management Team has recommended testing for all students living on campus and in the campus vicinity through the holiday break and again upon their return after the first of the year. He noted that testing was also recommended for faculty and staff that will be working on campus through the break.

Randhawa explained that members of the Great Northwest Athletic Conference (GNAC) have decided to delay the start of competition due to the coronavirus pandemic until January 7, 2021 and that GNAC leadership will meet again after the first of the year to determine the best way forward for team sports within the geographically wide-reaching conference.

Randhawa noted some key takeaways from the Board of Trustees Work Sessions held in September. Western’s top priority is to continue navigating safely through the pandemic both in terms of the physical and mental health of Western community members, as well as the institution’s financial health. He noted that the key objectives of the upcoming 2021-2023 legislative session will include collaborative work within, across, and beyond public higher education institutions to protect recent state investments in access and affordability with the Washington College Grant, as well as increasing the success of diverse students at Western, including the advancement of an Ethnic Studies Program. He said Western’s important state capital projects include the completion of the Electrical Engineering and Computer Science building and design and construction funds for a Coast Salish Longhouse on campus.

Randhawa acknowledged that ongoing work to support Western’s diversity, equity, and inclusion goals this fall has been re-energized by the commitment to respond to specific requests made by black student organizations over summer quarter. More information about those requests and progress toward them is available at www.wwu.edu/diversity.

6. FACULTY SENATE REPORT

Jeff Young, Faculty Senate President provided the board with an update on the executive board election process within the senate and noted that Shirin Deylami, Professor, Political Science will serve as Vice President/President Elect, Alex Czopp, Professor, Psychology will serve as Secretary, Craig Dunn, Professor, Business and Sustainability, will serve as the Elections and Appointment Officer, Jasmine Goodnow, Professor, Health and Human Development, was elected as the At-Large executive board member, and Allison Giffen, Professor, English, will serve as past Senate President.

Young reported that the Faculty Senate has determined its goals for the upcoming academic year will include seeking faculty governance representation at Western’s satellite locations to ensure that all Western faculty have an opportunity to attend and participate in Senate meetings. Young noted the goals of the Senate for the upcoming academic year include a review of the Senate By-Laws, continued planning and support for remote learning, and the continued work of expanding Diversity, Equity and Inclusion efforts and changes to General University Requirements (GUR).

7. ASSOCIATED STUDENTS REPORT

Abdul Malik Ford, AS President, was unable to attend the meeting but provided a report in the meeting materials.
8. FINANCE, AUDIT, AND ENTERPRISE RISK MANAGEMENT COMMITTEE REPORT

Trustee Pettis reported that the FARM Committee received an Entrance Conference from the State Auditor’s Office who are conducting the Fiscal Year 2020 Financial Statement Audits that include the annual financial audit, two-year accountability audit, and an audit of the Western Crossing waterfront development partnership between the University and the Port of Bellingham.

Pettis reported that the committee received an update on the financial impacts of COVID-19 and that the full board would receive this update later in the meeting. She noted that the budget process for 2021 is different in years past as Western sees information with other institutions to learn about new ideas to assist with budget cuts and new forms of revenue.

Pettis acknowledged that Western’s Public Works Projects are still within budget and measures have been taken to ensure the campus job sites are a safe working environment in compliance with social distancing guidelines from the State Department of Health.

Pettis also commended the work of the Business and Financial Affairs team who worked diligently on a successful Housing and Dining bond sale/refinancing that will shift the debt burden from 2020-2021 over the course of a fourteen-year maturity date.

9. STUDENT SUCCESS COMMITTEE REPORT

Trustee Mo West reported that the Student Success committee’s meeting agenda was structured around the continuation and completion of the committee’s self-assessment. She noted the goal was to seek consensus on topics for the committee’s annual workplan and a potential adjustment in the committee’s meeting schedule.

West explained that the committee reviewed a draft template for an annual workplan and possible discussion items that would include items such as accreditation and retention, as well as emergent topics of interest such as the Structural Equity and Bas Response Team (SEBRT). She noted that the focus of the committee is to align with the President’s annual agenda related to student success and the core commitments of the Student Success Committee Charter.

10. REFLECTION ON ENROLLMENT MANAGEMENT, RECRUITMENT MARKETING, AND FOUNDATION-BASED STUDENT SUPPORT FOR 2020-2021

Shelli Soto, Associate Vice President for Enrollment Management, Donna Gibbs, Vice President for University Relations and Marketing and Stephanie Bowers, Vice President for University Advancement provided an update on fall 2020 student enrollment, recruitment marketing and private support, and plans for fall 2021.

Soto provided a detailed overview of the data for fall enrollment as Western navigates through the coronavirus global pandemic. Gibbs discussed Western’s approach to marketing to prospective resident and non-resident students, the use of varied media platforms, and how that approach is adapting to the unknown duration of the pandemic and remote or hybrid learning. Bowers concluded the presentation by discussing the ways in which private philanthropy at Western has contributed to affordability and access for students during the pandemic.
Trustee Meyer announced a ten-minute break @ 10:17am. The board reconvened at 10:30am.

11. WATERFRONT UPDATE

Donna Gibbs, Vice President for University Relations and Marketing provided an update of Western’s presence on the waterfront. Gibbs noted that in December of 2019, the Port of Bellingham and Western defined a public-private partnership (P3) model for the Western Crossing project that includes a mix of private sector industries, developers, public agencies, and a multi-institutional higher education presence. She said the goal laid out is to build a set of facilities that will expand employer base and provide potential opportunities for applied learning, integrated research in undergraduate and graduate programs, and ultimately jobs for Whatcom County residents. She reported that Western’s representation on the Western Crossing board includes herself, Provost/Vice President for Academic Affairs Brent Carbajal, and Brad Johnson, Dean, College of Science and Engineering. The group was making good progress but work has since slowed to give attention to the pandemic crisis. She noted that Western and the Port of Bellingham continue to agree that expanding academic programming on Bellingham’s waterfront could provide unique opportunities to both expand capacity and visibility, and strengthen partnerships with industry, non-profits, government, and other education entities. She explained that as the state economy recovers from the recession induced by the pandemic, Western Crossing can explore what can be learned from remote learning and working environments, and migration patterns that can be incorporated into planning a meaningful position for Bellingham and Western.

12. APPROVAL OF 2020-2021 STATE OPERATING BUDGET

Richard Van Den Hul, Vice President for Business and Financial Affairs and Faye Gallant, Executive Director, Budget and Financial Planning provided an overview of the 2020-2021 State Operating Budget process. It was noted that due to COVID-19 economic impacts, the 2020-2021 budget reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees, the administrative services assessment and one-time funds. The trustees were also provided an overview of the extensive budget planning process including the guiding principles. (ATTACHMENT A)

MOTION 10-02-2020

Trustee Sharpe moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve a recommended operating budget of $193,173,936 for FY2020-2021, including the following one-time adjustments:
- COVID-19 response activities: $3,000,000
- Academic Affairs bridge funding: $2,000,000
- Advancing Diversity, Equity, and Inclusion: $225,000
- Divisional Budget Reductions of 3 percent: ($5,341,144)

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

The motion passed.

13. APPROVAL OF PUBLIC WORKS PROJECTS

Richard Van Den Hul, Vice President for Business and Financial Affairs and Rick Benner, Senior Director, Capital Planning and Development/University Architect provided the board with an overview of the last of six bid packages for the Interdisciplinary Science Building project.

MOTION 10-03-2020 Trustee Pettis moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to BNBuilders Inc., Seattle, WA, in the amount of $2,219,943 (plus associated sales tax) for Bid Package #6 - Architectural Casework, Landscape & Irrigation and Site Hardscape - for the Interdisciplinary Science Building project. (PW733)

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

The motion passed.

14. INFORMATION ITEMS

a. Academic Reports
   Provost Carbajal provided a written report with information about the tenure-track faculty members who were hired last year and will begin teaching during the 2020-21 academic year.

b. Enrollment Management Summary
   Vice President Huskey provided a written report regarding the University’s general enrollment and admissions.

c. University Advancement Report
   Vice President Bowers provided a written report on the University’s Alumni Relations and Western’s Foundation activities.

d. Capital Program Report
   Vice President Van Den Hul provided a written report on the University’s capital projects.
e. University Relations and Marketing Report
Vice President Gibbs provided a written report documenting recent activities of University Relations and Marketing.

f. Information Technology Report

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

16. EXECUTIVE SESSION
At 10:28am the board went into Executive Session for approximately one hour to discuss a personnel matter as authorized by RCW 42.30.110. No action was taken in executive session.

Chair Meyer announced the board would go back into open session at 11:06am.

Chair Meyer acknowledged that perhaps the most important responsibility the Board of Trustees have is hiring and evaluating the performance of the President. He stated that President Randhawa has begin his fifth year as president of Western during a time of enormous uncertainty and risk for higher education institutions around the country. His leadership through the crisis has only deepened the trustees’ confidence that they made the right choice for Western by selecting President Randhawa, and that his contract should be renewed.

He reported that the Board of Trustees reviewed and discussed President Randhawa's employment contract and, pursuant to WWU Board of Trustees Rules of Operation, Section 2.3 (a) and the Open Public Meetings Act, the board is ready to take action.

MOTION 10-04-2020
Trustee Franklin moved that the Board of Trustees of Western Washington University approves the extension of the President’s employment contract until July 31, 2026, with a continued annual base salary of $400,134.56, increasing to $460,000 on August 1, 2021, and authorizes the Chair to execute the contract addendum on behalf of the Board of Trustees.

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

The motion passed.
17. DATE FOR NEXT REGULAR MEETING

December 11, 2020

18. ADJOURNMENT

The meeting adjourned at 1:24 am.
The FY21 budget process is occurring amidst new challenges at Western, with impacts of the coronavirus causing new expenditures to safely operate, and potential reductions to our primary sources of operating revenue. Western faces significant reductions to both state appropriations and tuition revenue; on the state side, we have been tasked by the state with planning for a 15 percent reduction in FY21, with an awareness that reductions will continue into the next biennium. Enrollment impacts due to the coronavirus are expected, with a better understanding coming as the summer progresses. As we consider which approaches best serve our University, we are guided by the following principles:

- Our first priorities are protecting the people of Western and fulfilling our mission as a public university, to the greatest extent possible.
- Decisions and process will be guided by Western’s values:
  - Commitment to student success, critical thought, creativity, and sustainability
  - Commitment to equity and justice, and respect for the rights and dignity of others
  - Pursuit of excellence, in an environment characterized by principles of shared governance, academic freedom, and effective engagement
  - Integrity, responsibility and accountability in all our work
- Western remains committed to advancing our strategic plan, and budget decisions will reflect that commitment.
  - Within the strategic plan, we would highlight the three themes of:
    - Academic Excellence
    - Inclusive Success
    - Washington Impact
  - It is also important to note the four goals within the plan itself:
    - Academic Excellence, which includes infrastructure to ensure that success;
    - Place, which includes community connections, sustainability, and internationalization;
    - A Caring Environment;
    - Equity and Justice.
  - Finally, we need to remember the overall metrics within the strategic plan and strategies outlined during the resource modeling process to achieve those metrics.
- Our ability to fulfill Western’s mission depends on maintaining the long term financial sustainability of the University.

Our budget planning process will be guided by Western’s values and the strategic plan as follows:

- Student, staff, and faculty leadership representatives on the consultation group, with compensation provided for off-contract faculty and student representatives, if applicable
- Engagement plan integrated with process
- Regular University updates
  - Budget messages
  - Budget and Financial Planning webpage
  - University forums in Spring and Fall
- Recognition that the planning team is accountable to its members and to the Western community included in the President’s charge
• Updates to students, faculty, staff, executive leadership, trustees
• Budget options will be evaluated using clearly defined and communicated criteria, to include impact on Western’s mission and strategic plan and alignment with our established values. As we operationalize this evaluation and ultimately the decisions that will come from it, we need to be sure that at the University level the decisions are made with the principle of advancing our strategic plan (which guarantees alignment with the values therein) firmly in mind. Therefore, we offer the following guidelines for budget leaders to use in making recommendations:
  • Any recommended reductions will be justified by showing how the advancement of the strategic plan is not harmed by the reduction, or at the least how the harm is comparatively minimized by this reduction.
  • Investments of internal resources can be recommended provided they:
    ▪ Advance the strategic plan; and
    ▪ Either are unavoidable to make at this time to advance the strategic plan or are made to take advantage of an opportunity that may be fleeting; and
    ▪ Are accompanied by recommended reductions of comparable size and deeper than necessary to meet budget targets.
  • Divisions will use these principles in examining their own budgets for reductions and possible investments, in conjunction with their own strategic plans that show how their divisions contribute to advancing the University’s strategic plan and fulfilling the University’s mission.
    ▪ Colleges will do the same after discussions at the Academic Affairs level.
• Planning for FY21 is important in and of itself as the University adjusts to new operating and budgetary realities, and a FY21 budget draft will be presented for University consideration in September.
  • However, in planning for FY21, budget leaders must consider not only the immediate year but also future years, at least regarding the major reductions and investments that might need to be phased in over several years.
1. CALL TO ORDER

Board Chair, Trustee John Meyer called the special meeting of the Board of Trustees of Western Washington University to order at 9:31 a.m., via Zoom. A quorum was established by roll call.

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

Western Washington University
- Sabah Randhawa, President
- Brent Carbajal, Provost/Vice President for Academic Affairs
- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Melynda Huskey, Vice President for Enrollment and Student Services
- Stephanie Bowers, Vice President for University Advancement
- Donna Gibbs, Vice President for University Relations and Marketing
- Melissa Nelson, Assistant Attorney General
- Paul Cocke, Director of University Communications
- Paul Dunn, Chief of Staff and Secretary to the Board of Trustees
- Barbara Sandoval, Senior Executive Assistant to the President
- Rayne Rambo, Assistant Secretary to the Board of Trustees

2. REDUCTION TO WINTER QUARTER 2021 MANDATORY STUDENT FEES

President Randhawa thanked everyone for coming together for the special meeting for the proposed reduction of mandatory student fees for winter quarter due to the coronavirus pandemic.

Melynda Huskey, Vice President for Enrollment and Student Services noted that the fee reduction presented is very similar to the reductions made for spring and fall quarter that were approved by the board.

MOTION 11-01-2020 Trustee West moved, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the reduction of Winter Quarter 2021 mandatory student fee levels as proposed in the attached supporting document for the following fees:

- Services & Activities Fee* (Proposed decrease $15.64 for Winter quarter; 6.9%)
- Student Recreation Fee* (No decrease)
• Student Health Services Fee (No decrease)
• Student Technology Fee (Proposed decrease $1.75 for Winter quarter, 5.0%)
• Non-Academic Building Fee* (No decrease)
• Sustainability, Equity, and Justice Fund Fee (Proposed decrease $2.00 for Winter quarter; 22.2%)
• Student Alternative Transportation Fee (Proposed decrease $25.50 for Winter quarter; 89.5%)
• Legislative Action Fee (No decrease)
• Multicultural Center Fee* (No decrease)

* Fees that support bond debt payments

The motion was voted on by roll call.

Roll Call for the Vote:

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

The motion passed.

3. ADJOURNMENT @ 9:47 a.m.