

**Western Washington University  
Board of Trustees  
Special Meeting Minutes  
February 7 & 8, 2018**

**1. CALL TO ORDER**

Chair Sue Sharpe called the special meeting of the Board of Trustees of Western Washington University to order at 11:23 a.m., Wednesday, February 7, 2018 at the Bellwether Hotel, Bellingham, Washington.

**BOARD OF TRUSTEES**

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

**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 University Advancement  
Melynda Huskey, Vice President for Enrollment and Student Services  
Donna Gibbs, Vice President for Community Relations and Marketing  
Barbara Sandoval, Assistant to the President & Secretary to the Board of Trustees  
Rayne Rambo, Assistant Secretary to the Board of Trustees

Cathy A. Trower, President, Trower & Trower, Inc.

**2. EXECUTIVE SESSION**

At 11:25 a.m. Chair Sharpe announced that the board would convene in Executive Session for approximately 90 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g). The board returned to open session at 1:04 a.m. with no action to report.

**3. WELCOME AND OPENING REMARKS**

Cathy Trower, President, Trower and Trower provided opening remarks and outlined the agenda for the day's conversations.

#### **4. BEST PRACTICES GOVERNANCE UPDATE**

Trower facilitated a conversation regarding current best practices for boards as it relates to shared governance. She referenced various articles and publications from The Association of Governing Boards (AGB) and others to provide context on governing board's roles and how it relates to current best practices. This included a review of AGB's Board of Directors' Statement on Shared Governance.

The board engaged in a robust conversation about the importance of shared governance and the board's roles, responsibilities and duties. Opportunities to engage the broader campus community in further dialogue were discussed.

Chair Sharpe announced a 20 minute break at 3:14 p.m. The board reconvened at 3:35 p.m.

#### **5. LOOKING AHEAD STRATEGICALLY**

Brian Burton, Associate Vice President for Academic Affairs and co-chair of the Strategic Planning Committee, joined the meeting for this agenda item.

President Randhawa provided background on the strategic planning process that was begun in the fall of 2016. He explained that the Western community has been engaged in a strategic planning process started in earnest in January 2017. Over the past 12 months, the Strategic Planning Committee has engaged in a comprehensive process, including:

- Initial listening sessions inside and outside the University community, including 30 focus group sessions, open forums and surveys of faculty, staff, students, and alumni.
- An environmental scan of the higher education landscape and institutional strengths and areas of improvement.
- Preliminary identification of goals and objectives, representing common ideas emerging from the feedback process, and reframing of mission and statements.
- Identification of a new peer list.
- Campus feedback on preliminary goals and objectives.
- Revision of goals and objectives, and mission and vision statements.

President Randhawa said that concurrently, the University administration worked on identifying the key themes that emerged from the broad range of goals and objectives articulated in the work of the Strategic Planning Committee. The themes have been refined as the strategic planning process evolved.

The board reviewed the draft strategic plan that had been vetted by the University Planning and Resource Council after the opportunities for input and feedback had been provided. The board agreed that the Strategic Planning Committee fulfilled its charge and were appreciative of the hard work and the process that resulted in the current document. The board noted that it is their role and responsibility to ensure the success of the university as trustees for the State of Washington and that the strategic plan represents that mission.

Chair Sharpe adjourned the meeting for the day at 5:14 p.m. noting the meeting would reconvene at 8:00 a.m. on Thursday, February 8, 2018.

**THURSDAY, FEBRUARY 8, 2018**

Chair Sue Sharpe called the special meeting of the Board of Trustees of Western Washington University back to order at 8:08 a.m., Thursday, February 8, 2018 at the Bellwether Hotel, Bellingham, Washington.

**6. LOOKING AHEAD STRATEGICALLY, CONTINUED**

The Trustees continued their strategic discussions from the previous day. President Randhawa thanked everyone for the productive conversation and reflected on the next steps in the strategic planning process. The board agreed that the board has the primary responsibility on ensuring the university is meeting the needs of the state of Washington. The board reiterated its appreciation to the Strategic Planning Committee for their hard work and dedication throughout the process. The board charged the President to finalize the strategic planning document, including the articulation of drivers for change and performance benchmarks.

The trustees said that they look forward to reviewing the final draft and asked the President to bring the document to the board for final approval at the April 2018 board meeting.

Chair Sharpe announced a 20 minute break at 9:44 a.m. The board reconvened at 10:08 a.m.

**7. BOARD GOVERNANCE DISCUSSION**

The board engaged in a discussion related to their committee structures and the process they are making on revising the board rules of operation. The board agreed that they anticipate bringing revisions to committee charters to the April board meeting followed by revisions to the rules of operation in June.

At 12:24 p.m. Chair Sharpe announced that the Board would convene in Executive Session for approximately 60 minutes to discuss a personnel matter as authorized in RCW 42.30.110 (1)(g). The board returned to open session at 1:35 p.m. with no action to report.

The meeting was adjourned at 1:36 p.m.