

WESTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
AGENDA
April 20 & 21, 2017

THURSDAY, April 20, 2017

Location: WWU Center at Olympic College, Poulsbo Room # 221

Time: 3:00 pm

1. CALL TO ORDER, APPROVAL OF MINUTES

3:00 – 3:05 pm

- a. Board of Trustees Special Meeting, January 19, 2017
- b. Board of Trustees Meeting, February 9 & 10, 2017

2. UNIVERSITY PRESIDENT

3:05 – 3:20 pm

3. ASSOCIATED STUDENTS

3:20 – 3:25 pm

Presentation: Stephanie Cheng, AS President

4. WESTERN'S EXTENDED EDUCATION: TODAY AND TOMORROW

3:25 – 4:50 pm

Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Earl Gibbons, Vice Provost for Extended Education
Steve Hollenhorst, Dean, Huxley College of the Environment

Special Guests: David Mitchell, President, Olympic College
Rovy Branon, Vice Provost for Educational Outreach, University of Washington

FRIDAY, April 21, 2017

Location: Suquamish Clearwater Resort, Deer Hall

Time: 8:00 am

1. CALL TO ORDER

8:00 am

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

8:01 – 8:30 am

3. **PUBLIC COMMENT**
8:30 – 8:40 am

4. **BOARD CHAIR**
8:40 – 8:50 am

ACTION ITEMS

5. **CONSENT ITEMS**
8:50 – 8:55 am

- a. Construction Contract for Parking Lot C-Lot Upgrades, Phase 2, PW713
- b. Construction Contract for Carver Food Service, PW716
- c. Construction Contract for Birnam Wood Moisture Mitigation, Phase 3, PW717
- d. Construction Contract for Birnam Wood Emergent Deck Repair, PW 720
- e. Selection of General Contractor/Construction Manager for Ethnic Students Center/Multicultural Services, PW 698

6. **APPROVAL OF 2017 SUMMER SESSION TUTION AND FEES**

8:55 – 9:00 am Presentation: Brent Carbajal, Provost and Vice President for Academic Affairs
Earl Gibbons, Vice Provost for Extended Education

9:00 – 9:10 am Discussion

7. **APPROVAL OF HOUSING & DINING RATES**

9:10 – 9:20 am Presentation: Eileen Coughlin, Sr. VP, Vice President for Enrollment & Student Services
Leonard Jones, Director, University Residences

9:20 – 9:30 am Discussion

8. **SEA DISCOVERY CENTER TRANSFER AGREEMENT**

9:30 – 9:35 am Presentation: Sabah Randhawa, President

9:35 – 9:40 am Discussion

BREAK

9:40 – 9:55 am

DISCUSSION ITEMS

9. **COMPREHENSIVE BUDGET VIEW**

9:55 – 10:55 am Presentation: Richard Van Den Hul, Vice President for Business and Financial Affairs
Linda Teater, Director, Budget Office

Discussion

1. CALL TO ORDER

02. EXECUTIVE SESSION

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

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

TO: Members of the Board of Trustees

FROM: Sabah Randhawa, President

DATE: April 21, 2017

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 7:45 – 7:55 a.m. the day of the Board of Trustees meeting. The signup sheet will be given to the Board Chair at 8:00 a.m.

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

TO: Members of the Board of Trustees
FROM: Sue Sharpe, Chair, Board of Trustees
DATE: April 21, 2017
SUBJECT: **Board Chair Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: President Sabah Randhawa
DATE: April 21, 2017
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:

- Construction Contract for Parking Lot C-Lot Upgrades, Phase 2, PW 713
- Construction Contract for Carver Food Service, PW 716
- Construction Contract for Birnam Wood Moisture Mitigation, Phase 3, PW 717
- Construction Contract for Birman Wood Emergent Deck Repair, PW 720
- Selection of General Contractor/Construction Manager for Ethnic Students Center/Multicultural Services, PW 698

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 Vice President Richard Van Den Hul

DATE: April 21, 2017

SUBJECT: **Construction Contract for Parking Lot C-Lot Upgrades Phase 2, PW 713**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Parking Lot C-Lot Upgrades Phase 2, PW 713. Contract award following Board action. Construction to start June 12, 2017.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to **Tiger Construction** of Bellingham, WA, in the amount of **\$1,950,000** pre-tax (base bid, plus Alternate 1) to construct the C-Lot Upgrades Phase 2.

Supporting Information:

This project involves the regrading, paving and striping of the remaining existing gravel lots on the main WWU campus. Work will entail grading, paving, striping and construction of stormwater improvements. Other work will include refurbishment and relocation of existing light poles, installation of new light fixtures, placement of electrical conduit and lighting controls, and installation of irrigation piping/sleeves.

This project was advertised for competitive bidding on February 28, 2017 with the bid opening held at 3:00 PM on March 21, 2017. Six bids were received by the University (see attached bid summary).

Cascade Engineering, Bellingham, 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.

Source of Funding:

Multiple Funding Sources:
Local Building Construction Account – Appropriated
Parking Self-Sustaining Funds

BID SUMMARY

Job: PW713 PL C Lot Upgrade Phase 2
Client: Parking
Date: March 21, 2017
MACC: \$2,198,081.00

Alternate No.	Description & Bid Item	Engineer's Estimate	Granite Construction	Tiger Construction	Trimaxx Construction	Colacurcio Brothers	A1 Landscaping	Interwest Construction
			1	2	3	4	5	6
1	Base Bid	\$ 2,198,081.00	\$ 2,040,000.00	\$ 1,919,000.00	\$ 2,226,000.00	\$ 2,199,359.00	\$ 2,729,000.00	\$ 2,462,000.00
	Landscaping	\$ 473,946.00	\$ 23,000.00	\$ 31,000.00	\$ 26,000.00	\$ 37,772.20	\$ 14,000.00	\$ 35,000.00
Compare to MACC:								
	sub total	\$ 2,672,027.00	\$ 2,063,000.00	\$ 1,950,000.00	\$ 2,252,000.00	\$ 2,237,131.20	\$ 2,743,000.00	\$ 2,497,000.00
	8.70% sales tax	\$ 232,466.35	\$ 179,481.00	\$ 169,650.00	\$ 195,924.00	\$ 194,630.41	\$ 238,641.00	\$ 217,239.00
	Grand Total	\$ 2,904,493.35	\$ 2,242,481.00	\$ 2,119,650.00	\$ 2,447,924.00	\$ 2,431,761.61	\$ 2,981,641.00	\$ 2,714,239.00
Trench & Safety Provisions (inc. in bid)			\$ 500.00	\$ 500.00	\$ 1,500.00	\$ 1,000.00	\$ 12,000.00	\$ 2,000.00
Base Bid								
	sub total		\$ 2,040,000.00	\$ 1,919,000.00	\$ 2,226,000.00	\$ 2,199,359.00	\$ 2,729,000.00	\$ 2,462,000.00
8.70%	sales tax		\$ 177,480.00	\$ 166,953.00	\$ 193,662.00	\$ 191,344.23	\$ 237,423.00	\$ 214,194.00
	Grand Total		\$ 2,217,480.00	\$ 2,085,953.00	\$ 2,419,662.00	\$ 2,390,703.23	\$ 2,966,423.00	\$ 2,676,194.00
Base Bid + Alt 1								
	sub total		\$ 2,063,000.00	\$ 1,950,000.00	\$ 2,252,000.00	\$ 2,237,131.20	\$ 2,743,000.00	\$ 2,497,000.00
8.70%	sales tax		\$ 179,481.00	\$ 169,650.00	\$ 195,924.00	\$ 194,630.41	\$ 238,641.00	\$ 217,239.00
	Grand Total		\$ 2,242,481.00	\$ 2,119,650.00	\$ 2,447,924.00	\$ 2,431,761.61	\$ 2,981,641.00	\$ 2,714,239.00

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 21, 2017

SUBJECT: **Construction Contract for Carver Food Service, PW 716**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for the Carver Food Service project. Contract award following Board action. Construction to start June 20, 2017.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to **Dawson Construction** of Bellingham, WA, in the amount of **\$810,760** pre-tax (base bid, plus Alternates One and Two) to construct the Carver Food Service project.

Supporting Information:

The Carver Food Service project is an improvement project in the northeast corner of the Carver facility. Work includes all interior finishes, minor structural work, appliances, electrical, lighting, fire protection and detectors, plumbing, furnishings, heating and ventilation.

This project was advertised for competitive bidding on February 28, 2017, with the bid opening held 3:00 PM on March 28, 2017. Two bids were received by the University (see attached bid summary).

Studio Meng, Seattle, 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.

Source of Funding:

Housing and Dining System – Non-appropriated

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 21, 2017

SUBJECT: **Construction Contract for Birnam Wood Moisture Mitigation Phase 3, PW 717**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for Birnam Wood Moisture Mitigation Phase 3, PW 717. Construction to start June 12, 2017.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to **HB Hansen Construction** of Lynden, WA, in the amount of **\$968,000** pre-tax (base bid, plus Alternates 1 & 2) to construct Birnam Wood Moisture Mitigation Phase 3, PW 717.

Supporting Information:

This project includes foundation restoration, abatement and replacement of waterproof membrane, replacement of underground drainage systems, and replacement of crawl space vapor barrier and insulation. Work will entail excavation, trenching, foundation restoration and application of hot asphalt waterproofing at Stacks 3, 4 and 5; crawl space work will occur below Stacks 3 and 5. All three Stacks will not be occupied during construction.

This project was advertised for competitive bidding on March 6, 2017, with the bid opening held at 3:00 PM on March 30, 2017. Four bids were received by the University (see attached bid summary).

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.

Source of Funding:

Housing and Dining System – Non-appropriated

BID SUMMARY

Job: PW717 BW Moisture Mitigation Phase 3
Client: Housing & Dining
Date: 3/30/2017
MACC: \$825,000.00

Alternate No.	Description & Bid Item	Engineer's Estimate				
		(MACC)	HB HANSEN	DAWSON	JENSEN LEE	CDK
	Base Bid (STACKS 3 & 5)	\$ 825,000.00	\$ 515,000.00	\$ 563,000.00	\$ 658,000.00	\$ 1,114,000.00
1	STACK 4		\$ 320,000.00	\$ 354,000.00	\$ 379,000.00	\$ 593,500.00
2	COMMUNITY BUILDING		\$ 133,000.00	\$ 143,000.00	\$ 227,500.00	\$ 222,700.00
	Compare to MACC: sub total	\$ 825,000.00	\$ 968,000.00	\$ 1,060,000.00	\$ 1,264,500.00	\$ 1,930,200.00
	8.70% sales tax	\$ 71,775.00	\$ 84,216.00	\$ 92,220.00	\$ 110,011.50	\$ 167,927.40
	Grand Total	\$ 896,775.00	\$ 1,052,216.00	\$ 1,152,220.00	\$ 1,374,511.50	\$ 2,098,127.40

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

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

DATE: April 21, 2017

SUBJECT: **Construction Contract for Birnam Wood Emergent Deck Repair, PW 720**

PURPOSE: Action Item

Purpose of Submittal:

Award a construction contract for Birnam Wood Emergent Deck Repair, PW 720. Construction to start June 12, 2017.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, award a contract to **Jensen Lee Construction** of Ferndale, WA, in the amount of **\$564,431** pre-tax (base bid, plus Alternates 1 & 2) to repair and replace a selection of exterior deck systems at Birnam Wood.

Supporting Information:

This project includes repair and replacement of forty-nine (49) decks and railings at Birnam Wood, including eight decks currently closed due to emergent structural concerns and twelve other decks with structural deficiencies. This initial phase consists of upgrading all decks at Stacks 1, 2, and 5 plus two decks at Stack 4; a second phase is planned to upgrade the remainder. Work will be performed from the exterior to minimize disruption to occupants.

This project was advertised for competitive bidding on March 6, 2017, with the bid opening held at 4:00 PM on March 30, 2017. Four bids were received by the University (see attached bid summary).

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.

Source of Funding:

Housing and Dining System – Non-Appropriated

BID SUMMARY

Job: PW720 BW Emergent Deck Repair
Client: Housing & Dining
Date: 3/30/2017
MACC: \$729,000.00

Alternate No.	Description & Bid Item	Engineer's Estimate				
		(MACC)	HB HANSEN	DAWSON	JENSEN LEE	CDK
	Base Bid (12 DECKS)	\$ 729,000.00	\$ 166,000.00	\$ 193,000.00	\$ 138,289.00	\$ 365,000.00
1	ALL* STACKS 1 & 2 (*except 3)		\$ 364,000.00	\$ 287,000.00	\$ 308,402.00	\$ 461,900.00
2	ALL STACK 5 + 1 at STACK 4		\$ 140,000.00	\$ 119,000.00	\$ 117,740.00	\$ 218,600.00
	Compare to MACC: sub total	\$ 729,000.00	\$ 670,000.00	\$ 599,000.00	\$ 564,431.00	\$ 1,045,500.00
	8.70% sales tax	\$ 63,423.00	\$ 58,290.00	\$ 52,113.00	\$ 49,105.50	\$ 90,958.50
	Grand Total	\$ 792,423.00	\$ 728,290.00	\$ 651,113.00	\$ 613,536.50	\$ 1,136,458.50

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

TO: Members of the Board of Trustees

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

DATE: April 21, 2017

SUBJECT: **Selection of General Contractor/Construction Manager for Ethnic Student Center/Multicultural Services, PW 698**

PURPOSE: Action Item

Purpose of Submittal:

Approval of selected General Contractor/Construction Manager (GC/CM) for the Ethnic Student Center/Multicultural Services project, PW 698. Preconstruction services beginning in April 2017, followed by construction contract award scheduled for December 2017 Board of Trustees meeting.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the selection of **Dawson Construction** of Bellingham, WA, to be the GC/CM for the Ethnic Student Center/Multicultural Service project, PW 698.

Supporting Information:

Dawson Construction was selected from four teams responding to the Request for Proposals. The firms responding to the Request for Proposals included:

BNBuilders, Seattle
Dawson Construction, Bellingham
Mortenson Company, Kirkland
Schuchart, Seattle

Dawson Construction was selected following a qualitative and quantitative selection process including scoring of the team's proposals, interviews of the three highest scoring proposals, and bids for the GC/CM fee and general conditions. Dawson Construction was the highest scoring firm. Before entering into the construction contract, a negotiated Maximum Allowable Construction Cost and construction contract will be presented to the Board for approval.

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

Western Washington University:

Rick Benner, Director, Facilities Development & Capital Budget (FDCB)

Forest Payne, Project Manager, FDCB

Ed Simpson, Assistant Director, FDCB

Don White, Construction Project Coordinator, FDCB

Brad Cornwell, RMC Architects

John Lebo, Project Manager, Capital Projects Office, University of Washington

Ted Ritter, Ritter Project Management Inc.

Sources of Funding:

- Institution of Higher Education – Operating Fees Account
- WWU Capital Projects Account (request pending)

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Provost Brent Carbajal

DATE: April 21, 2017

SUBJECT: 2017 Summer Session Tuition and Fees
Brent Carbajal, Provost and Vice President for Academic Affairs
Earl Gibbons, Vice Provost for Extended Education

PURPOSE: Action Item

Purpose of Submittal:

It is the Board of Trustees responsibility to approve Summer Session 2017 tuition and fees.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, on recommendation of the President, approves the recommended Summer Session Tuition for 2017: specifically, that resident undergraduate tuition will remain unchanged at \$250 per credit; resident graduate tuition will rise to \$299 per credit; and non-resident undergraduate and graduate tuition will increase to total \$335 and \$384 per credit, respectively. The \$45 per credit "Non-resident Fee" applied to both undergraduate and graduate nonresidents will remain unchanged. Student tuition will be charged on a per credit basis for Summer Session.

Points to Consider:

The proposed increases are necessary to cover increasing Summer Session operational costs, including salaries, benefits, and other expenses.

Washington Resident Undergraduate Tuition

If this motion is adopted, there would be no increase in Summer Session tuition for resident undergraduates, which accounted for 84% of the Summer Session 2016 population.

Washington State University, Central Washington University, and the Evergreen State College have also determined that they will not increase their rates for resident undergraduates for Summer Session 2017. While Eastern Washington University will decrease resident undergraduate tuition by 4.4% and the University of Washington will increase resident undergraduate tuition by 2.8%.

Washington Resident Graduate Tuition

If this motion is adopted, Summer Session 2017 resident graduate tuition will rise 2.7% to \$299 per credit, to keep pace with what resident graduate students are paying during the current 2016-2017 academic year.

The University of Washington, Central Washington University, and the Evergreen State College are raising resident graduate tuition by 21.3%, 8.5%, and 4.8%, respectively. Eastern Washington

University changed only slightly (an increase of \$0.15); Washington State University tuition will remain unchanged.

Non-resident Undergraduate and Graduate Tuition

Washington's six public four-year institutions are divided in their respective approaches to establishing non-resident Summer Session tuition rates. This year, as in the past, University of Washington, the Evergreen State College, and Western will propose differential Summer Session rates for non-resident students. Beginning in 2017, Central Washington University will charge differential Summer Session rates as well, out of non-residents will pay a 50% premium over resident students. Two institutions, Washington State University and Eastern Washington University, have adopted a single Summer Session tuition rate.

The proposed motion continues Western's practice of charging differential non-resident undergraduate and graduate tuition. If adopted, the tuition rate for non-resident undergraduates will increase to \$335 per credit (3.1%), and the tuition rate for non-resident graduates will rise to \$384 per credit (18.2%). These specific increases are necessary to maintain the previously established relationships between resident and non-resident tuition and between undergraduate and graduate tuition. Per those prior rules, non-resident undergraduate Summer Session tuition is 50% of the non-resident, undergraduate rate during the academic year, and the differential between non-resident undergraduate and graduate tuition parallels the spread between resident undergraduate and graduate rates, in this case a \$49 difference. The non-resident fee would remain unchanged at \$45 per credit.

Source of funds: Self-supporting Dedicated Revenue

Supporting Information:

Summer 2016 (Ordered by Resident Undergraduate Rates)									
Undergraduate					Graduate				
Resident		Non-Resident			Resident		Non-Resident		
Institution	Tuition <i>per Credit</i>	Institution	Tuition <i>per Credit</i>	Non-Res Fee	Institution	Tuition <i>per Credit</i>	Institution	Tuition <i>per Credit</i>	Non-Res Fee
WSU ¹	\$ 494.00	WSU ¹	\$ 494.00		WSU ¹	\$ 509.00	WSU ¹	\$ 509.00	
UW	\$ 378.30	UW	\$ 1,082.36		UW	\$ 724.82	UW	\$ 1,297.86	
CWU	\$ 264.70	CWU	\$ 264.70		CWU	\$ 286.20	CWU	\$ 286.20	
TESC	\$ 251.00	TESC	\$ 720.00		TESC	\$ 294.00	TESC	\$ 705.90	
WWU	\$ 250.00	WWU	\$ 325.00	\$ 45.00	WWU	\$ 291.00	WWU	\$ 325.00	\$ 45.00
EWU	\$ 245.73	EWU	\$ 245.73		EWU	\$ 363.98	EWU	\$ 363.98	

Summer 2017 - Proposed (Ordered by Resident Undergraduate Rates)									
Undergraduate					Graduate				
Resident		Non-Resident			Resident		Non-Resident		
Institution	Tuition <i>per Credit</i>	Institution	Tuition <i>per Credit</i>	Non-Res Fee	Institution	Tuition <i>per Credit</i>	Institution	Tuition <i>per Credit</i>	Non-Res Fee
WSU ¹	\$ 494.00	WSU ¹	\$ 494.00		WSU ¹	\$ 509.00	WSU ¹	\$ 509.00	
UW	\$ 389.00	UW	\$ 1,187.50		UW	\$ 879.50	UW	\$ 1,510.50	
CWU	\$ 264.70	CWU	\$ 397.05		CWU	\$ 310.59	CWU	\$ 465.89	
TESC	\$ 251.00	TESC	\$ 755.50		TESC	\$ 308.00	TESC	\$ 727.00	
WWU	\$ 250.00	WWU	\$ 335.00	\$ 45.00	WWU	\$ 299.00	WWU	\$ 384.00	\$ 45.00
EWU	\$ 235.00	EWU	\$ 235.00		EWU	\$ 364.13	EWU	\$ 364.13	

1 - WSU Operates on the Semester System

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Senior Vice President, Eileen Coughlin

DATE: April 21, 2017

SUBJECT: **Approval of Housing & Dining Rates**

PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for increases in rates for Housing and Dining room and board for 2017-2018.

Proposed Motion:

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 2017-2018 proposed rates call for a 6.0 percent increase in residence hall room and board rates and Birnam Wood apartment rental rates.

**SUMMARY OF THE RECOMMENDATION FOR A 6% RATE INCREASE
FOR HOUSING AND DINING SERVICES**

The recommended 6% rate increase has been carefully considered by student representatives and incorporates a number of important considerations. The Residence Hall Association [RHA] voted 19-0-1 to approve the rates as presented. On March 30, the AS Board voted to table the matter pending more information on accessibility and gender neutral housing options. University Residences will work with the ADA Coordinator in the Equal Opportunity Office to assess accessibility in residences and provide appropriate accommodation for impacted students. Gender neutral housing is discussed in the "Programmatic & Enhancement Considerations" section below.

The proposal for a 6% increase discussed with students is based on the following factors:

LONG TERM MAINTENANCE CAPITAL PROJECTS

Renovation plans, based on the recent comprehensive facilities condition assessment, make up a significant portion of the housing rate increase. Over the next 10 years, approximately \$200 million in long-term facility investments are planned to ensure maintenance of the infrastructure. Approximately 3.75% of the 6.0% proposed rate increase is dedicated to positioning University Residences for this additional investment in the system. The long-term plan includes necessary upgrades to plumbing, exterior envelope (e.g. roofs and windows in several buildings), and assessing/addressing safety and security and accessibility issues.

The Director of University Residences recently committed to evaluating the security of buildings with Facilities Management and University Police - particularly those with outside entrances. Resident Advisors (RAs), as well as student leaders in the Residence Hall Association and the National Residence Hall Honorary, will be involved in discussions.

ADDING NEW BEDS TO THE HOUSING & DINING SYSTEM

At the December 9, 2016 Board of Trustees meeting, management recommended placing the new residence project on hold for further cost benefit analysis, moving the earliest potential opening at least one year later to Fall 2019. The 200-bed apartment project was in the design development stage. The proposed 2017-18 System budget allows for the continued exploration of the project.

OPERATIONAL EFFECTIVENESS EFFORTS

The rate proposal addresses inflationary increases in expenses, but University Residences leadership continues to seek opportunities for cost reductions and efficiencies, such as: efficient package tracking and notification software for residential students; housing management system software to enhance student room assigning; and electronic keyless exterior door entry. Inflationary and operational requirements are included. University Residences is filling two leadership vacancies in its residence life unit and is exploring staffing models to efficiently and effectively respond to competitive hiring pressures arising from the recent Fair Labor Standards Act conversation.

PROGRAMMATIC & ENHANCEMENT CONSIDERATIONS

Student feedback is gathered through surveys, regular evening meetings of “Dessert with the Director”, Resident Hall Association and Associated Students, along with direct input from individual students. This feedback is utilized to make programmatic and enhancement investments. The following programmatic enhancements are in the process of consideration: additional desk hours for the intersessions and early arrival periods; the university’s commitment to its Real Food Challenge goal of 25% Real Food by 2020; and an enhanced cable service, IPTV (internet protocol television), that would provide “anytime anywhere” programming with double the existing channels.

Conversations regarding the use of the Ridgeway Commons main floor for resident student services will commence when the Carver facility is completed. Considerations may include student computing and printing resources, a convenience store, and lounge and activity spaces.

The assignment of an “embedded” counselor is under exploration to address the increase in acute mental health concerns and to support the needs of first-year students in residence. University Residences was a national early adopter of gender-inclusive housing, and continues to explore ways to address these needs. Current operational processes and the forthcoming facility renovations should allow the System to respond nimbly to space requests as they develop.

University Residences has committed to a comprehensive review of Residence Advisor [RA] compensation, training and staff duties as communicated in the Director of University Residences’ April 10, 2017 response to RA Concerns.

HOUSING & DINING SYSTEM GUIDING FINANCING PRINCIPLES

The proposed 2017-18 System rates support a program that meets or exceeds the Board-approved principles. Opening occupancy for Fall 2017 is expected to be slightly higher than 2016. The long range capital plan planning incorporates a combination of cash and debt financing such that the debt coverage ratio and reserve requirements are satisfied.

RATE COMPARISON WITH WASHINGTON 4-YEAR PUBLICS

The chart included as Attachment B; indicates the range of total cost choices available to students at the 4-year public universities in the State. All double room rate options are added to the range of meal plans available. Comparison data on the proportion of students at other Universities in the state choosing specific meal plan levels is not available, however, this chart shows that WWU remains largely on the low-cost end of the options available.

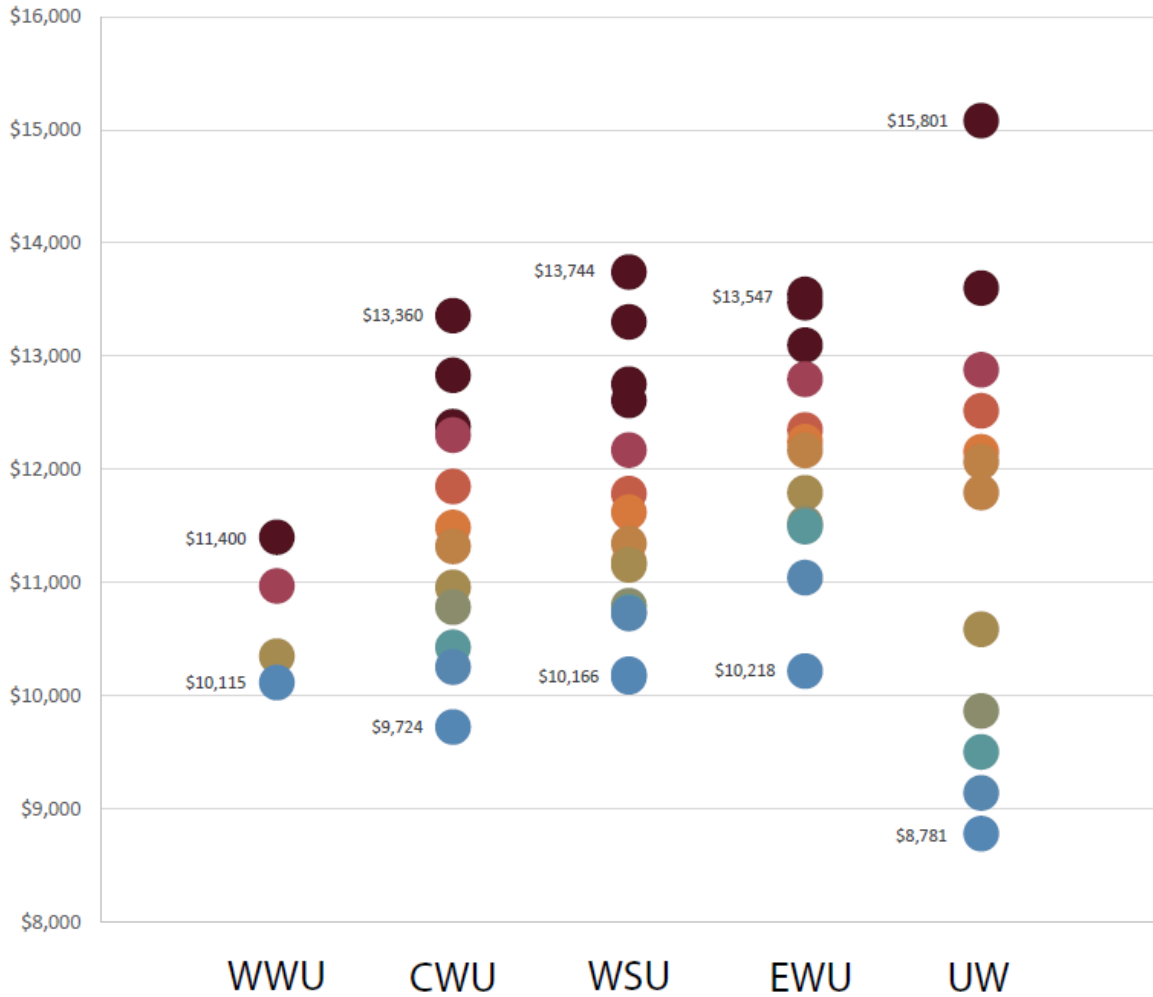
Attachments

Attachment A: 2017-18 Campus Rates for a Double Room and Range of Meal Plans comparison to other Washington State Universities graph

Attachment B: Summary of the recommendation for a 6% rate increase for Housing and Dining Services (Presented to the Residence Hall Association and the Associated Students Board)

Attachment A

2017-18 Campus Rates for a Double Room and Range of Meal Plans



By: Kurt Willis and Deborah Frost, April 2017
Source: Campus websites for 2016-17 and 2017-18

**Attachment B
(Presented to the Residence Hall Association and the Associated Students Board)**

**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM
2017-2018 PROPOSED RATES**

**Presented to the Residence Hall Association & Associated Students Board of Directors
PRO-FORMA SUMMARY:
March 3, 2017**

Introduction

The attached budget, rates and supporting documentation represents the recommendations for fiscal year 2017-18. This budget and rate proposal responsibly responds to inflationary pressures, maintains the core functions of Western's quality residential program, and enables the System to begin a comprehensive program of facility renewals. As with every year, a major influence for planning came from the standards and expectations outlined in the Principles for the Housing & Dining System. This recommended budget meets those standards and ensures management attends to the necessary reserve fund balances, planned major maintenance, debt service coverage, and capital planning. The figures and explanatory text reflect student input from surveys, "in-situ" conversations with students, and committees as well as the most recent projections for revenue and expenditures.

The Capital Plan, System Renovations, and New Facility Planning

The System's capital planning is guided by the Enrollment and Student Services Housing & Dining Capital Plan which addresses the long term financial strength of the System and ensures the System's facilities meet Western's enrollment expectations, meet or exceed the Board of Trustees fiscal principles, invests in infrastructure to ensure longevity, health and safety, and responds to changing student needs and expectations. The years ahead will see significant renovation activity per needs identified in the recently completed facilities condition assessment that identifies infrastructure replacement, predicted renewals, and facility refurbishments. Over the next 10+ years projects will receive financing through cash and bond issuances. Subsequent facility and fiscal planning will determine the level of investment necessary over each of the next several years. In addition, the System completed schematic design for a new residential facility proposed for south campus and geared for upper division students. Renovation projects already planned for fiscal year 2018 include the Buchanan Towers north wing renovation, completion of the Ridgeway Gamma renovation, and the Carver retail dining platform.

Why is a Housing Rate Increase Needed?

The proposed rates represent the System's continued efforts to provide a quality residential experience at an affordable cost. The attached documents review impact of additional cost to the system and responses to those impacts. The rate increase addresses external rate pressures such as inflationary and recharge rate increases, and reflect continued financial positioning in response to the demands of needed facility renovations. The System's staff continue to research efficient operating methods and ways to develop and bring relevant services to the student residential experience. State funds are not used to support the Housing & Dining System.

Proposed Rate Increase:

The proposed Residence Hall and Birnam Wood rate increase is 6%.

- The budget and rate materials presented below show that the System can support its 2017-18 programs with a rate increase of 6% based on our current understanding of expected inflationary pressures.
- A 6% increase is consistent with the long range financing plan presented to the Board of Trustees in December 2016 which projects annual increases for the System in the 4% -6% range over a ten year period.

Impact of the Rate Increase

- Residence Halls: At a 6% increase, a double room w/125 Meal Plan increases \$69/month or \$621 for the school year.
- Birnam Wood: With 4 residents per unit: 6% increases the rent \$22.75/month or \$205 for the school year.

Background Information and Revenue & Expenditure Details:

Comments and figures pertaining to 2017-18 are compared to the 2016-17 proposed budget and rates presented at the April 2016 Board of Trustees meeting.

Revenue Highlights and Assumptions

- Overall, the budgeted Operating Revenue increase is \$2,697,849 or 6.2% over FY2017's proposed budget.
- Occupancy projections assume Fall 2017 week two residence hall counts being 10 students higher than was proposed for Fall 2016 (3,485 vs 3,475). Actual fall 2016 week two residence hall occupancy was 3,516. Residence hall + apartment occupancy budgeted for fall 2017 week two count is 3,985 vs. 3,975 proposed for fall 2016.
- Commissions increase per WWU-Aramark Agreement.
- Conference revenues increase \$131,000 or 33% due to a slight rate increase and the return of a large group that was absent Summer 2016.
- Viking Union services revenue increase \$19,000 or 12% reflecting some rate increases and additional fee-based use by WWU and outside groups. Building Fee is shown at a proposed increase of \$2 per quarter, pending review and approval.

Operating Expenditures Highlights and Assumptions

- Budgeted Operating Expenditures are projected to increase by \$1,450,648 or 4.9%.
- Wages and Benefits increase \$216,000 or 3%. The budget incorporates estimates for salaried and student positions and minimum wage increases, and a 2 – 2.5% increase to full time staff. No additional FTE positions are planned.
- Dining services rates are under negotiation. The increase shown includes an estimated residential dining rate increase per the WWU-Aramark Agreement, and estimates of to-be-finalized programmatic additions.

- Utilities: Taken together, the various utility expenditures increase approximately \$47,000 (1.6%). Increases in water/sewer and waste removal are offset by a slight reduction in natural gas expenditures.
- Maintenance and repairs increase \$266,000 or 10.5% to reflect increased maintenance needs, particularly in University Residences. The budget incorporates a Facilities Management recharge rate increase of 2.7%.
- Administrative Services Assessment (ASA) shows an increase of \$186,000 or 12.4% due to an increased fee (5.775% vs 5.5% in FY2017) on increased revenue.

Non-Operating Expenditures Highlights and Assumptions

- Allocations for major repairs and planned renovations and capital plan project costs or transfers decrease \$60,000 ^{Note 1} or -2.6%, while transfers into the capital plan for renovations increases \$1,312,000 or 22%. FY2018 marks the first year of the recently-announced program of major renovations with over \$16 million of renovations planned. Forthcoming years will see annual expenditures ranging from \$16 - \$26 million, to be funded by combinations of cash and debt.
- Overall, budgeted Non-Operating expenditures and transfers increase \$1,247,000 or 9.3%.

Note 1: \$60,000 is a corrected figure. The earlier version presented to the students showed \$600,000 in the narrative (a typo) but was correct (\$60,000) in the budget spreadsheet that follows below.

**WESTERN WASHINGTON UNIVERSITY - HOUSING AND DINING SYSTEM
PROPOSED OPERATIONS FOR BUDGET YEARS ENDING JUNE 30, 2017 & 2018**

DRAFT

	PROPOSED BUDGET 2016-17 As Presented to BOT	DRAFT BUDGET 2017-18 As of 3/6/17	PERCENT CHANGE	DIFFERENCE BUDGET \$
REVENUES				
Room and Board Payments	\$36,627,000	\$38,785,000	5.89%	2,158,000
Room and Board Fees and Penalties	229,500	232,500	1.31%	3,000
Investment Income	49,000	59,000	20.41%	10,000
Bond Interest Subsidy	295,637	282,445	-4.46%	(13,192)
Housing Rentals	125,850	130,850	3.97%	5,000
Conferences	401,330	532,099	32.58%	4
Commissions	2,244,434	2,558,699	14.00%	5
Viking Union Programs & Services	161,000	180,200	11.93%	19,200
S & A Fee Distribution	1,268,182	1,276,182	0.63%	8,000
Building Fee	1,786,705	1,872,512	4.80%	6
Other	66,150	43,150	-34.77%	7
Total Revenues	\$43,254,788	\$45,952,637	6.24%	\$2,697,849
OPERATING EXPENDITURES				
Salaries & Benefits	\$7,191,987	\$7,407,649	3.00%	8
Food Service (net of capital contribution)	12,640,707	13,421,619	6.18%	9
Communications	347,080	313,230	-9.75%	(\$33,850)
Electricity	789,835	795,835	0.76%	\$6,000
Heat	1,103,160	1,093,106	-0.91%	10
Water/Sewer	594,499	604,499	1.68%	\$10,000
Refuse Disposal/Recycling	300,651	338,651	12.64%	11
Television Cable	123,725	126,725	2.42%	\$3,000
Maintenance & Repairs	2,541,188	2,807,470	10.48%	12
Operating Supplies	346,130	320,730	-7.34%	(\$25,400)
Equipment	383,838	403,920	5.23%	\$20,082
Insurance	484,102	494,102	2.07%	\$10,000
Rentals and Operating Leases	34,925	34,272	-1.87%	(\$653)
Administrative Services Assessment (ASA)	1,509,387	1,695,879	12.36%	13
Student Services Support and other Recharges	400,100	408,100	2.00%	\$8,000
Other Expenditures	985,744	961,919	-2.42%	14
Total Operating Expenditures	\$29,777,058	\$31,227,706	4.87%	\$1,450,648
NON-OPERATING EXPENDITURES/TRANSFERS				
Bond Debt Service	\$5,212,160	\$5,206,943	-0.10%	(\$5,217)
R&R/ Minor Cap./Public Works Projects	2,300,000	2,240,000	-2.61%	15
Other Transfers	0	0	0.00%	0
Capital plan projects: Expensed or transferred	5,965,570	7,277,988	22.00%	16
Total Non-Operating Expenditures	\$13,477,730	\$14,724,931	9.25%	\$1,247,201
Total Expenditures	\$43,254,788	\$45,952,637	6.24%	\$2,697,849
EXCESS (DEFICIT) OF REV OVER EXP	\$ (0)	\$ 0	0.00%	\$ 0

SEE NEXT PAGE FOR FOOTNOTE EXPLANATIONS

FOOTNOTES TO THE ATTACHED 2017-18 HOUSING & DINING SYSTEM PROPOSED BUDGET

- (1) The 2016-17 Budget, as approved by the WWU Board of Trustees April 2016, is shown to compare with the 2017-18 proposed budget. After Fall 2016 opening, adjustments were made based on an analysis of opening residence hall and apartment occupancy. Those October 2016 revisions are not shown here.
- (2) Room & Board rate increase is proposed here at 6%. Percent change shown varies due to adjustments to opening occupancy and attrition. Opening residence hall count increased by 10 over the 2016-17 proposed opening level.
- (3) No increase in underlying fee/penalties rates. Line item increase due to adjusting expected actuals.
- (4) Conference revenue increase over a 3% - 4% rate increase due to the return of one long-standing group after a one-year hiatus.
- (5) Food service commissions adjusted to reflect expected actuals.
- (6) Building Fee Revenue drafted at a \$2/Qtr fee increase as a rough estimate only. Discussions within the VU and A.S Facilities & Services Council are still in process.
- (7) Reduction due to a correction of card office support cost coding.
- Note 2 (8) FY2018 FTE wage rate increase is estimated and incorporates cost of living increases at the WWU-recommended level and per bargaining unit agreements. Minimum wage increase is per state mandate. No
- Note 2 (9) Food Service incorporates expenses for residential dining, catering, conference dining and departmental food costs. The increase shown is due to board plan price increase and some enhancements to the board dining program still under negotiation.
- (10) Natural gas budget reduced to reflect recent history and planned levels.
- (11) Increase to match expected actuals for garbage and recycling services
- (12) Increase reflects additional investment in facilities per estimated actuals. Recharge rate increase estimated at 2.7%.
- (13) The recharge rate for the Administrative Services Assessment (ASA) for FY2018 is 5.775%. FY2017 rate was 5.5%.
- Note 2 (14) This category includes expenditures for: Support provided to other departments pertaining to URES programs, student activities, audit, consultants and client services, printing & copies, laundry, and other. Increase
- (15) Major repairs allocation reduced here and incorporated into the Transfer to Capital Plan line reflecting needs
- (16) The "Transfer for Capital Plan Support" is an allocation representing operating, non-operating and Building Fee funds to be placed into the System's renewal & replacement reserve fund for planned Capital Plan projects and significant renovations to University Residences and Viking Union facilities.

Note 2: In the earlier version presented to the students, Footnote #8 was inadvertently cut off at the end and should read, "No additional FTEs". Footnote #9 addresses food service expense increases and are shown conservatively for budgeting purposes at a maximum level because negotiations are still in process. The second part of Footnote #14 should read, "Increase percentage primarily due to the FY2017 omission of a recharge item. Slight increases in printing, training, & travel."

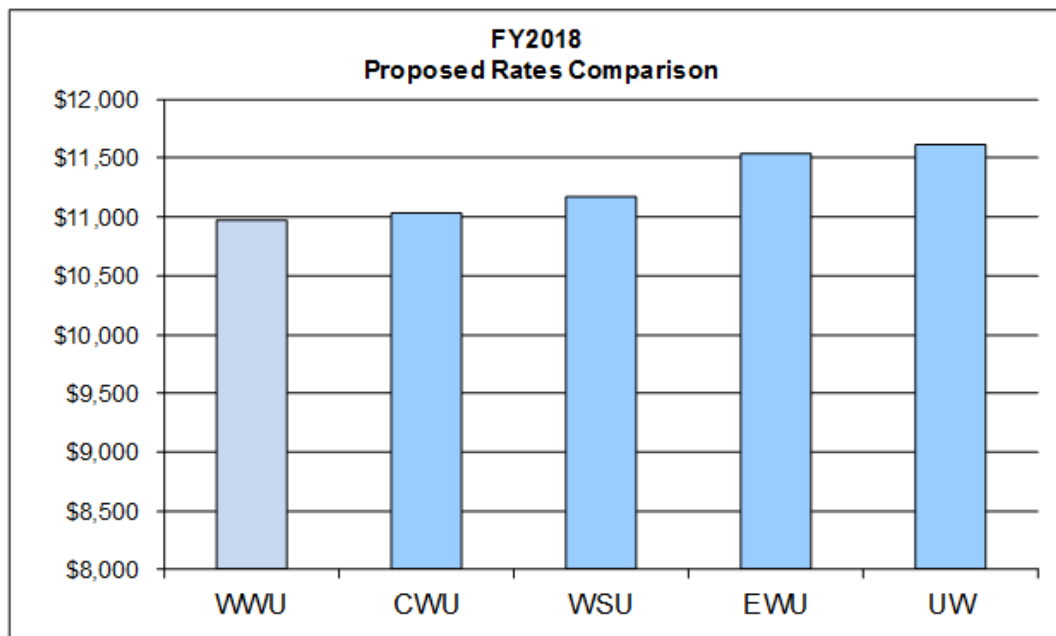
**WASHINGTON PUBLIC UNIVERSITIES
RESIDENCE HALL ROOM & BOARD PLAN COSTS
FY2018 (as of 2/24/17)**

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

	WWU	CWU	WSU	EWU	UW
	125 Block	"Large"	Level 2	Gold	"Level 4"
Residence Hall Room Pricing Model	All rooms priced same	New/Renovated rooms priced higher	New/Renovated rooms priced higher	New/Renovated rooms priced higher	New/Renovated rooms priced higher
ResHall Rooms / Total Rooms	3,535 / 4,050	2,473 / 2,656	5,375 / 7,250	2,021 / 2,375	5,315 / 7,240
Live on Requirement?	None	First year students	First year students	First year students	None
Type of Meal Plan	Meals & Points	Declining Balance	Declining Balance	Meals & Points	Declining Balance
Elements of the Meal Plan	Approx. 12+ meals/wk + \$580 Points	Equivalent to Approx. 14 meals/wk	Equivalent to Approx. 14 meals/wk	Equivalent to 2 to 3 meals per day	Equivalent to 13-15 meals/wk
Weighted Cost of a Double Room and Meals:	\$10,971	Note 3 \$11,031 \$11,583	\$11,167	Note 3 \$11,538	\$11,614
Rate of Increase Over 2016-17	Proposed 6.0%	Proposed NTE ~5%	Approved Ave. 2.6%	Proposed Ave. 6.4%	Per website Ave. 1.8%

5%

Note 3: In the earlier version presented to the students, CWU's weighted cost of a double room and meals were shown incorrectly at \$11,031. It should have been \$11,583, placing CWU second behind UW. EWU's cost of \$11,538 was correct, but was a proposed increase of 5%, not 6.4%.



**WESTERN WASHINGTON UNIVERSITY
HOUSING & DINING SYSTEM**

DRAFT: For Discussion Only

TEN YEAR HISTORY OF RESIDENCE HALL RATES

ACADEMIC YEAR	ACADEMIC YEAR RATE with 125 BLOCK PLAN*	% OF CHANGE
2007-08	\$7,089	4.50%
2008-09	\$7,412	4.50%
2009-10	\$8,076 *	4.75%
2010-11	\$8,419	4.25%
2011-12:	\$8,755	4.00%
2012-13	\$9,019	3.00%
2013-14	\$9,290	3.00%
2014-15	\$9,662	4.00%
2015-16	\$9,952	3.00%
2016-17	\$10,350	4.00%
2017-18	\$10,971	6.00%
10-Year Average Percentage Change		4.05%

* The meal plan used for comparison changed in 2009-10 from the Gold /100 to the 125 Meal Plan

SAMPLE ROOM & BOARD RATES and APARTMENT RENTS FOR 2017-2018

Room & Board Plans: Academic Year (@ 6% increase)	2016-17 Actual	at 6% incr. 2017-18 Proposed:	2017-18 Cost per Month
Double Room with Unlimited meal plan	\$10,755	\$11,400	\$1,267
Double Room with 125-Block meal plan	\$10,350	\$10,971	\$1,219
Double Room with 100-Block meal plan	\$9,952	\$10,350	\$1,150
Double Room w/ 75-Block meal plan	\$9,542	\$10,115	\$1,124
Triple Room with 125-Block meal plan	\$9,007	\$9,547	\$1,061
Single Room with 125-Block meal plan	\$11,453	\$12,140	\$1,349
Birnam Wood Apartment Rents: Academic Year (6% increase)			
Birnam Wood: <u>Monthly</u> rate per person per bed (Two bedrooms with 4 occupants)	\$379	\$402	\$402

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa

DATE: April 21, 2017

SUBJECT: Sea Discovery Center Transfer Agreement

PURPOSE: Action Item

Purpose of Submittal:

To obtain approval from the Board for the Sea Discovery Center Transfer Agreement.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon recommendation of the President, approve the Sea Discovery Center Transfer Agreement as proposed in the attached.

**AGREEMENT FOR TERMS OF FUTURE CONVEYANCE OF THE POULSBO
MARINE SCIENCE CENTER BY THE CITY OF POULSBO TO WESTERN
WASHINGTON UNIVERSITY**

THIS AGREEMENT is entered into between the City of Poulsbo (“the City”) and Western Washington University (“Western”) for the purpose of establishing the conditions under which the property commonly known as the Poulsbo Marine Science Center will be conveyed by the City to Western.

RECITALS

A. The City is the owner of the Poulsbo Marine Science Center located at 18743 Front Street NE, Poulsbo, Washington. The Poulsbo Marine Science Center was constructed in 1991 with financing provided by the Poulsbo Public Development Authority and title was subsequently transferred to the City.

B. The Poulsbo Marine Science Center (also known as the “SEA Discovery Center”) is currently operated by Western under a Lease and Operating agreement with the City. A portion of the Poulsbo Marine Science Center is subleased to Sealaska Environmental Services, LLC.

C. On December 16, 2015, the City and Western entered into a Memorandum of Intent under which the City and Western expressed their intent for the City to convey the Poulsbo Marine Science Center to Western subject to certain terms and conditions.

D. Upon transfer of the Poulsbo Marine Science Center to Western, Western intends to operate a Marine Science Center for the benefit of the University and Poulsbo communities. Western intends to operate an aquarium that is open to the public, a marine science center that is open to the public, and a marine science education program for all educational levels, including post-secondary, secondary, and primary education. Western also intends to use the Poulsbo Marine Science Center for general university-level classroom instruction. The parties agree that the uses for this property will evolve over time to match the changing needs of the University, but that the University’s strategic goal of bringing educational resources and benefits to Poulsbo and the region will remain unchanged.

E. The City agrees that Western’s intended uses will promote economic development in downtown Poulsbo and tourism at the Poulsbo Marine Science Center by bringing Western students and their families to Poulsbo and, for a time, operating the aquarium and center as tourist attractions. The economic development and tourism benefits to be derived from Western’s operation and use will provide significant benefits to the City and provides ample consideration for the transfer of the Poulsbo Marine Science Center to Western under the terms and conditions agreed to by the parties.

F. The City and Western now desire to enter into a more formal agreement for the conveyance of the Poulsbo Marine Science Center and have agreed on the following terms for the transfer.

AGREEMENT

IN CONSIDERATION OF the mutual agreements contained herein, for one dollar and for other good and valuable consideration, the sufficiency of which is hereby acknowledged, the City and Western agree as follows:

1. Conveyance of Poulsbo Marine Science Center to Western. The City agrees to convey to Western, and Western agrees to accept from the City, subject to the terms and conditions set forth in this Agreement, the following:

1.1 Building. That certain building commonly known as the Poulsbo Marine Science Center (“the Poulsbo Marine Science Center Building”) and located at 18743 Front Street NE in the City of Poulsbo, Washington.

1.2 Land. That certain land surrounding the Poulsbo Marine Science Center Building (“the Land”) containing the building, its parking, and associated improvements. The City and Western shall agree on the amount of land and legal description thereof as part of this transaction prior to Closing. In consideration for Western’s agreement in this Agreement and in the Wind Down Lease between the parties for the SEA Discovery Center to accept the Building and Land as is, except as provided for in Section 7, and to assume all responsibility for maintenance of the same during the term of the Wind Down Lease and after Closing, the parties agree that the Land shall not include any portion of the fountain located northeast of the Building near the adjacent pharmacy.

1.3 Personal Property. All personal property owned by the City located within or used in connection with the operation of the Building or Land, such as, but not limited to, all furniture, furnishings, fixtures, ranges, refrigerators, draperies, carpeting, washers and dryers, hearing, air conditioning, and cooling units or systems, awnings, storm windows and doors, screens, antennas, signs, and boilers (“the Personal Property”).

1.4 The Property. The Building, the Land, and the Personal Property are hereafter referred to collectively as “the Property.”

2. Consideration. The City shall convey the Property to Western for one dollar and subject to all terms and conditions set forth in this Agreement. The parties agree that such terms and conditions provide sufficient consideration for the conveyance.

3. Matters to be Accomplished prior to Closing. The parties acknowledge that a number of matters must be resolved prior to closing of this transaction. Both parties’ obligations under this Agreement are expressly contingent upon the resolution of these matters to both parties’ satisfaction. The parties agree to act with due diligence and in good faith to resolve these matters. Closing shall not occur unless these matters are resolved, or the parties agree to waive any unresolved matter or extend Closing for one or more specified periods to allow resolution. Either party may terminate this Agreement if one or more of these matters are not

resolved or waived at Closing, including any extensions. The matters to be resolved and the process the parties have agreed upon to resolve them are as follows:

3.1 Survey - Agreement on Land to be Conveyed. At its own expense, the City agrees to complete a survey of the parcel on which the Poulsbo Marine Science Center Building is located meeting the requirements of Chapter 58.09 RCW and to cause a legal description of the Land that the City is willing to convey with the Building to be prepared. The legal description of the Land, which shall include all land containing the buildings to be conveyed, shall be transmitted to Western for review and approval. Upon approval by Western, the legal description shall thereafter constitute the legal description of the Land to be conveyed under this Agreement, subject to the successful completion of any necessary boundary line adjustment or other process to create and/or confirm the Land as a separate legal lot. The City agrees to accomplish any such boundary line adjustment or other process prior to Closing. In the event that Western requires a survey meeting additional requirements over and above those set forth in Chapter 58.09 RCW in order to obtain extended title insurance coverage, Western shall be responsible for paying any additional costs for such survey over and above those that would be expended for a survey meeting the requirements of Chapter 58.09 RCW.

3.2 Lease to Port of Poulsbo. The parties acknowledge that a portion of the Land on which the Poulsbo Marine Science Center Building is located is currently leased by the City to the Port of Poulsbo. The City agrees to seek reformation of the lease with the Port of Poulsbo to exclude the parcel on which the Poulsbo Marine Science Center is located from the Port lease. Nothing in this agreement shall require the City to make compensation to the Port for reformation of the lease.

3.3 Parking. The parties must agree on the number of parking stalls to be located on the Land to be conveyed under this Agreement. The number and location of parking stalls shall be agreed upon at the same time and in the same manner as is provided in Section 3.1 above for the legal description of the Land to be conveyed.

3.4 City Pump Station. The City sewage pump station upland of the Poulsbo Marine Science Center Building will be segregated off on a separate legal parcel of land as part of the boundary line adjustment referred to in Section 3.1. The parties shall agree on the legal description of the separate parcel. The parties shall also agree on the terms of an access easement granting the City ingress to and egress from the pump station for the purpose of constructing, reconstructing, installing, operating, maintaining, and repairing the pump station and appurtenances. The easement shall also provide for the City to construct, reconstruct, install, operate, maintain, and repair a sewer line or lines through the Land to be conveyed to Western in order to connect the pump station to other off-site sewer facilities of the City. The necessary easements shall be drafted by the City and shall be transmitted to Western for review and approval. The City and Western shall agree on the easements at the same time and in the same manner as provided in Section 3.1 above for the Land to be conveyed. The easements shall be reserved at the time of conveyance as provided in Section 5 below.

3.5 Continued Access to Property. Vehicle and pedestrian access to Poulsbo Marine Science Center Building and Land is currently by way of an adjacent parking lot that is

owned by the City. The City agrees to convey an easement to Western across the parking lot for the purpose of continued and permanent access to the Poulsbo Marine Science Center Building and Land. The necessary easement shall be drafted by the City and shall be transmitted to Western for review and approval. The City and Western shall agree on the easement at the same time and in the same manner as provided in Section 3.1 above for the Land to be conveyed. The easement shall be conveyed at the same time as the Land is conveyed.

3.6 Easement for Generator Access. The City agrees to grant an easement to Western over, along, and upon the parcel of land retained by the City for the City sewer pump station referred to in Section 3.4 for the purpose of accessing, maintaining, repairing, and replacing the generator located on the upland side of the Marine Science Center. The necessary easement shall be drafted by the City and shall be transmitted to Western for review and approval. The City and Western shall agree on the easement at the same time and in the same manner as provided in Section 3.1 above for the Land to be conveyed. The easement shall be conveyed at the same time as the Land is conveyed.

3.7 Easement for Rip Rap Maintenance. The City agrees to grant an easement to Western over, along, and upon the tidelands adjacent to the Land on which the Marine Science Center is located for the purpose of maintaining, repairing, and replacing the rip rap adjacent to the building. The necessary easement shall be drafted by the City and shall be transmitted to Western for review and approval. The City and Western shall agree on the easement at the same time and in the same manner as provided in Section 3.1 above for the Land to be conveyed. The easement shall be conveyed at the same time as the Land is conveyed.

3.8 Easement for Intake Pipes. The City agrees to grant an easement over, along and upon the tidelands for the purpose of drawing water for use as part of the Marine Science Center's aquatic exhibits. The necessary easement shall be drafted by the City and shall be transmitted to Western for review and approval. The City and Western shall agree on the easement at the same time and in the same manner as provided in Section 3.1 above for the Land to be conveyed. The easement shall be conveyed at the same time as the Land is conveyed. Western may also seek authorization from the port of Poulsbo for continued use of intake pipes, and the City agrees to support Western in seeking such approval.

4. Consistency with SMP and Other Laws. Any future uses contemplated by Western occurring within the building or surrounding premises shall be consistent with the uses allowed through the City's Shoreline Master Program and with other federal, state and local laws. Western shall obtain all necessary permits and other governmental approvals necessary for any such work, including but not limited to work within the easement areas described in Sections 3.4 - 3.7.

5. Title.

5.1 Deed. At Closing, the City shall convey to Western all right, title and interest of the City in the Property by duly executed and acknowledged Statutory Warranty Deed or other form of deed mutually agreeable to both parties, subject to any and all title exceptions agreed to by the parties as provided in this Section excluding the general exceptions to the

preliminary commitment, reserving to the City the sewer easements agreed to under Section 3.4 above, and subject to the following condition subsequent:

Grantee shall at all times use and operate the Property conveyed by this deed as a education facility, which, for a period of at least ten years after [the date of this Agreement], will include the operation and maintenance of (1) an aquarium that is open to the public; (2) a marine science center with exhibits that is open to the public; and (3) a marine science education program. Grantee shall maintain the Property in good order, condition, and repair. The parties agree that the uses for this property will evolve over time to match the changing needs of the University, but that the University's strategic goal of bringing educational resources and benefits to Poulsbo and the region will remain unchanged. If Grantee ceases to use, operate, and maintain the Property as provided herein or otherwise seeks to dispose of the property within twenty years of [the date of execution of this agreement], the City of Poulsbo reserves a power of termination and may declare a forfeiture and cancellation of this conveyance, and upon such declaration with twenty days notice to Western the Property shall revert to the City of Poulsbo, unless otherwise agreed by the parties. The City shall not be required to assume any debt encumbering the Property that is not directly related to improvements to the Property financed by that debt and any such encumbrance shall be removed from the Property upon reversion to the City. The City of Poulsbo's power of termination and this condition subsequent shall expire, terminate, and be of no force and effect if not exercised by, _____2036.

5.2 Sublease. The conveyance shall also be expressly subject to the sublease between the Poulsbo Marine Science Foundation and Sealaska Environmental Services, LLC for the term of that lease. Any renewal of the sublease and any future subleases shall provide only for uses that meet the requirements of the City of Poulsbo Shoreline Master Program.

5.3 Preliminary Commitment. Upon the parties' agreement as to the legal description of the land to be conveyed and upon completion of any boundary line adjustment or other process necessary to create/confirm the Land as a separate legal parcel, the City shall order a preliminary commitment ("the Preliminary Commitment") for an ALTA extended owner's coverage policy of title insurance in the amount of \$ _____ from Land Title Company ("the Title Company"). The City shall instruct the Title Company to deliver a copy of the Preliminary Commitment and all title related documents referred to in the Preliminary Commitment to Western. In the event that Land Title Company is unable or unwilling to provide an extended owner's coverage policy of title insurance for the Land, Western may use a different title insurance company to do so and Western shall pay any cancellation fee charged by Land Title, if any.

5.4 Permitted and Disapproved Exceptions. Western shall advise the City by written notice what exceptions to title contained in the Preliminary Commitment, if any, are disapproved by Western (the "Disapproved Exceptions") within thirty (30) days after receipt of the Preliminary Commitment. Any exception not disapproved by Western shall be considered an

Approved Exception. The City will have fifteen (15) days after receipt of Western's notice ("City's Title Response Period") to give Western notice that (i) the City will remove Disapproved Exceptions or (ii) the City elects not to remove Disapproved Exceptions. If the City fails to give Western notice before the expiration of the fifteen (15) day period, the City will be deemed to have elected not to remove the Disapproved Exceptions. If the City elects not to remove any Disapproved Exceptions, Western will have ten (10) days after expiration of the expiration of the City's Title Response Period to notify the City of Western's election either to proceed with the conveyance and take the Property subject to those exceptions, or to terminate this Agreement. If the City gives notice that it will cause one or more exceptions to be removed but fails to remove those exceptions on or before the Expiration Date, Western will have the right to either (i) elect to terminate this Agreement by written notice to the City or (ii) proceed with the conveyance of the Property subject to those exceptions.

5.5 Supplement by Title Company. If the Title Company issues a supplement to the Preliminary Commitment, the procedure set forth in Section 5.4 will apply to such supplement, except that Western will have seven (7) days to notify the City of its disapproval of any new exceptions, and the City will have seven (7) days (which shall be treated as "the City's Title Response Period") to give Western notice that the City will either remove or not remove any new Disapproved Exceptions. Western will then have the right, within five (5) days after the City's Title Response Period, to either (i) elect to terminate this Agreement by written notice to the City or (ii) proceed with the conveyance of the Property subject to those exceptions. However, in no event will Closing occur later than the Expiration Date, as defined in this Agreement.

5.6 Termination. If Western elects to terminate this Agreement under Section 5.4 or Section 5.5, the escrow will be terminated, the lease between the City and Western will be terminated, however, lease termination may be delayed at the discretion of the University to avoid disruption of any ongoing programmatic and/or classroom schedules until such obligations are completed, and neither party will have any rights or obligations under this Agreement except as otherwise provided herein. If this Agreement is terminated, then the City and Western shall share equally in any costs of terminating the escrow and any cancellation fee for the Preliminary Commitment.

5.7 Western's Title Policy. Unless directed otherwise by Western, the City shall cause the Title Company to issue to Western at Closing a standard coverage owner's policy of title insurance insuring Western's title to the Real Property in the full amount set forth in Section 5.3.

6. Feasibility Contingency.

6.1 Contingency Period. Western's obligations under this Agreement are conditioned upon Western's satisfaction, in Western's sole discretion, concerning all aspects of the Property, including without limitation the physical condition of the Property, the structural condition of Building, the presence or absence of pest infestation, the presence or absence of any hazardous substances, the soils conditions on the Land, the presence or absence of wetlands or other sensitive areas, the contracts and leases affecting the Property, and the fitness of the

Property for Western's intended purposes. Western shall have a period of sixty (60) days (the "Feasibility Period") from the execution of this Agreement by both parties to conduct such inspections, tests, and studies as Western deems necessary or desirable in its sole discretion, in order to ascertain the condition and suitability of the Property. Western shall not perform any invasive testing (including environmental assessment beyond a Phase I assessment) without the City's prior consent, which shall not be unreasonably withheld. Western shall restore any portion of the Property disturbed by such inspections, tests, and studies immediately upon completion of the same. To the extent permitted by law, Western shall protect, and indemnify the City from and against any construction or other liens or encumbrances arising in connection with Western's right of entry and the conduct of its inspections, tests, and studies and from Western's failure to restore the Property.

6.2 Termination of Agreement. Western shall have the right to terminate this Agreement if, in Western's sole judgment, the Property is not suitable for Western's intended use or if the Property contains hazardous substances or materials, or if the parties cannot otherwise reach an agreement on any of the contingencies set forth in this Agreement. Western's right to terminate must be exercised by delivering written notice of the election to terminate to the City before expiration of the Feasibility Period. In the event Western terminates this Agreement pursuant to this Section 6.2, then, within ten (10) days thereafter: (i) Western shall deliver copies of all reports, tests and studies that it has obtained about the Property (without warranty), (ii) this Agreement will terminate, (iii) any lease between the City and Western will terminate, and (iv) Western and the City will be released from all further obligations or liabilities hereunder, except as otherwise specified by this Agreement and except for Western's obligations to indemnify the City under Section 6.1. Lease termination by Western may be delayed at the discretion of the University to avoid disruption of any ongoing programmatic and/or classroom schedules until such obligations are completed.

7. Building and Land Conveyed As Is. Western acknowledges that, except for any title warranties contained in the deed provided by the City, Western is accepting the condition of the Building and the Land on an "as is" and "where is" basis, with all faults, and subject to no representations or warranties whatsoever, express or implied, including habitability, merchantability, fitness for a particular purpose, design, condition, or quality, absence or presence of hazardous substances, absence or presence of wetlands or floodplains, absence or presence of defects or other faults, flooding and/or compliance with any applicable laws or environmental laws. Western further acknowledges that it is relying solely on its own investigations inspections, and tests in respect of the Property concerning the condition, environmental or otherwise, of the Property. The City agrees to forebear any code enforcement action against Western for any outstanding defects constituting a violation of city code for a period of two years from date of transfer to allow Western sufficient opportunity to initiate those repairs needed to become compliant. The parties understand that this forbearance applies to the City's actions only and do not control the action of any other agency.

8. Closing.

8.1 Closing Date. "Closing" means the consummation of the conveyance transaction through the escrow contemplated by this Agreement. The "Closing Date" means the

date on which all documents deposited into escrow are released and recorded by the Escrow Agent. This transaction will be closed in escrow by the Title Company chosen by the parties acting as escrow agent (“the Escrow Agent”). The Closing will be held at the offices of the Title Company on or before December 31, 2017 (“the Closing Date”), unless said date is extended by agreement of the parties. If Closing does not occur on or before the Closing Date and the same is not extended by the parties, then Escrow Agent will immediately terminate the escrow and return all documents to the party that deposited them.

8.2 City’s Escrow Deposits. On or before the Closing Date, the City shall deposit into escrow the following:

- (a) The duly executed and acknowledged Statutory Warranty Deed;
- (b) A duly executed and completed Real Estate Excise Tax Affidavit; and
- (c) A non-foreign person affidavit pursuant to the Internal Revenue Code.

8.3 Western’s Escrow Deposits. On or before the Closing Date, Western shall deposit into escrow a duly executed and completed Real Estate Excise Tax Affidavit.

8.4 Additional Instruments. The City and Western shall each deposit any other instruments and documents that are reasonably required by the Escrow Agent or otherwise required to close the escrow and consummate the conveyance of the Property from the City to Western as provided in this Agreement.

8.5 Closing Costs. Western shall be solely responsible for the payment of all closing costs associated with this transaction, including, but not limited to, the cost of the title insurance policy to be provided by the Title Company, the escrow fees charged by the Escrow Agent, and the cost of recording the deed. Each party shall pay its own legal fees associated with this transaction.

8.6 Foreign Investment in Real Property Tax Act. The parties agree to comply in all respects with the Internal Revenue Code and the regulations issued thereunder (“the Regulations”). The City is not a “foreign person” (as defined in the Regulations) and shall, if required, deliver to Western through escrow a non-foreign certificate as prescribed by the Regulations and in form and content satisfactory to Western.

9. Insurance. The City shall continue to insure the Property through the Closing Date, provided, that any lease between the City and Western between the date this Agreement is signed and the Closing Date may require Western to obtain insurance for the Property.

10. Liability. Except as otherwise provided in this Agreement and any lease entered into between the City and Western for the Property, from and after Closing the parties will be responsible for their own negligent acts or omissions and that of their employees, officers, volunteers, or agents respecting the Property and its easements. Neither party will be considered

the agent of the other and neither party assumes any responsibility to the other party for the consequences of any act or omission of any person, firm, or corporation not a party to this Lease.

11. Casualty. Except as otherwise provided in any lease entered into between the City and Western for the Property, if any fire, earthquake, flood or casualty occurs and materially affects all or any portion of the Property on or after the date of this Agreement and prior to the Closing, Western may elect, by written notice to the city, to terminate this Agreement and the escrow created pursuant hereto and be relieved of its obligation to purchase the Property. If Western terminates this Agreement, neither Western nor the City have any further liability to the other hereunder, except as otherwise provided in any lease entered into between the parties. If Western fails to make such election prior to the Closing Date, this Agreement shall continue in effect. The City shall forthwith notify Western in writing of any such casualty respecting the Property.

12. Notices. Unless applicable law requires a different method of giving notice, any and all notices, demands or other communications required or desired to be given hereunder by any party (collectively, "notices") shall be in writing and shall be validly given or made to another party if delivered either personally or by Federal Express or other overnight delivery service of recognized standing, or if deposited in the United States mail, certified, registered, or express mail with postage prepaid. If such notice is personally delivered, it shall be conclusively deemed given at the time of such delivery. If such notice is delivered by Federal Express or other overnight delivery service of recognized standing, it shall be deemed given twenty four (24) hours after the deposit thereof with such delivery service. If such notice is mailed as provided herein, such shall be deemed given forty-eight (48) hours after the deposit thereof in the United States mail. Each such notice shall be deemed given only if properly addressed to the party to whom such notice is to be given as follows:

To the City: Mayor Rebecca Erickson
Poulsbo City Hall
200 NE Moe Street
Poulsbo, WA 98370

To Western: Earl F. Gibbons
Vice Provost for Extended Education
Western Washington University
516 High Street
MS: 91102
Bellingham, WA 98225

Any party hereto may change its address for the purpose of receiving notices as herein provided by a written notice given in the manner aforesaid to the other party hereto.

13. Default.

13.1 By the City before Closing. In the event the City fails, without legal excuse, to complete the transfer of the Property, Western may elect either to terminate this Agreement or, alternatively, to obtain specific performance of the City's obligation to complete the sale of the Property. Western's remedies in this Section 13.1 are Western's sole and exclusive remedy for such failure.

13.2 By Western before Closing. In the event Western fails, without legal excuse, to complete the purchase of the Property, the City may cancel this Agreement as its sole and exclusive remedy.

13.3 Remedies after Closing. Respecting the contractual obligations of the parties that survive Closing, each party shall have all remedies at law or equity on account of a breach of such obligations and all such remedies shall be cumulative.

14. Miscellaneous.

14.1 Applicable Law. This Agreement shall in all respects, be governed by the laws of the State of Washington.

14.2 Further Assurances. Each of the parties shall execute and deliver any and all additional papers, documents and other assurances, and shall do any and all acts and things reasonably necessary in connection with the performance of its obligations hereunder, to carry out the intent of the parties hereto.

14.3 Modification of Amendment Waivers. No amendment, change or modification of this Agreement shall be valid, unless in writing and signed by all of the parties hereto. No waiver of any breach of any covenant or provision in this Agreement shall be deemed a waiver of any preceding or succeeding breach thereof, or of any other covenant or provision in this Agreement. No extension of time for performance of any obligation or act shall be deemed an extension of the time for performance of any other obligation or act.

14.4 Successors and Assigns. Neither party may assign its rights or obligations under this Agreement without the express written consent of the other.

14.5 Entire Agreement. This Agreement constitutes the entire understanding and agreement of the parties with respect to its subject matter and any and all prior agreements, understandings or representations with respect to its subject matter are hereby canceled in their entirety and are of no further force or effect. The parties do not intend to confer any benefit under this Agreement to any person, firm or corporation other than the parties

14.6 Attorney's Fees. Should either party bring suit arising out of this Agreement, or the covenants, agreements, representations and warranties that survive this Agreement or the breach hereof or thereof, the prevailing party in such lawsuit shall be entitled to an award of its reasonable attorneys' fees and costs incurred in connection with such lawsuit

14.7 Construction. Captions are solely for the convenience of the parties and are not a part of this Agreement. This Agreement shall not be construed as if it had been prepared by one of the parties, but rather as if both parties had prepared it. If the date on which the City or Western is required to take any action under the terms of this Agreement is not a business day, the action shall be taken on the next succeeding business day.

14.8 Partial Invalidity. If any term or provision of this Agreement or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby; and each such term and provision of this Agreement shall be valid and be enforced to the fullest extent permitted by law.

14.9 Survival. The covenants, agreements, representations and warranties made in this Agreement shall survive the Closing unimpaired and shall not merge into the Deed and the recordation thereof.

14.10 Finder's or Broker's Fees. The City and Western represent and warrant to each other that they have not dealt with any broker or finder to which a commission or other fee is due in connection with any of the transactions contemplated by this Agreement and insofar as they know, no broker or other person is entitled to any commission, charge or finder's fee in connection with the transactions contemplated by this Agreement. Each party agrees to indemnify and hold harmless the other party against any loss, liability, damage, cost, claim or expense, including interest, penalties and reasonable attorneys' fees, that the non-breaching party shall incur or suffer as a result of a breach by the breaching party of the representation and warranty set forth above.

14.11 Time. Time is of the essence of every provision of this Agreement.

14.12 Force Majeure. Performance by the City or Western of their obligations under this Agreement shall be extended by the period of delay caused by force majeure. However, no event of force majeure may extend the Closing Date. Force majeure is war, natural catastrophe, strikes, walkouts or other labor industrial disturbance, order of any government, court or regulatory body having jurisdiction, shortages, blockade, embargo, riot, civil disorder, or any similar cause beyond the reasonable control of the party who is obligated to render performance (but excluding financial inability to perform, however caused).

14.13 Counterparts. This Agreement may be executed in one or more counterparts.

14.14 Effective Date. This Agreement is effective on the date on which the last party signs and dates this Agreement below. If one party neglects to fill in its execution date, then the other party is authorized to fill in the same date on which it executes the Agreement.

EXECUTED by the parties on the dates set forth below.

CITY OF POULSBO

WESTERN WASHINGTON UNIVERSITY

Mayor Rebecca Erickson

Date: _____

Sue Sharpe, Chair

Date: _____

**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: April 21, 2017

SUBJECT: **Comprehensive Budget View**

PURPOSE: Informational Item

Purpose of Submittal:

A comprehensive presentation of all University funds, including revenues and expenditures of State, Auxiliary, dedicated local funds, and grants and contracts, will be reviewed with the Board of Trustees.

The presentation will be made by:

- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Linda Teater, Budget Director, Business and Financial Affairs

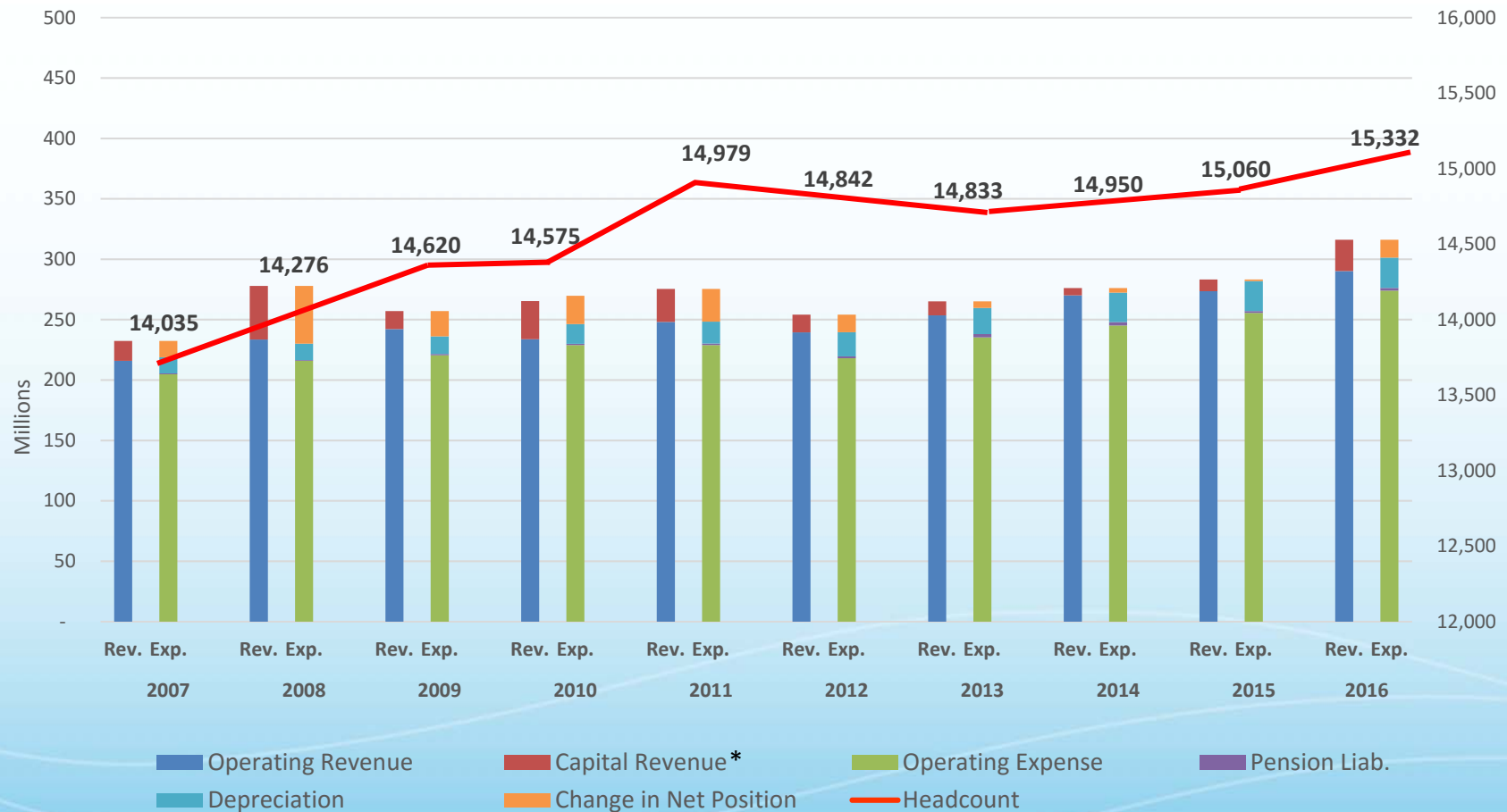
Comprehensive Budget View

Board of Trustees Meeting
April 21, 2017

Presentation Purpose

- Develop a more complete and systemic picture of the University's budget:
 - Important step in developing a comprehensive resource plan
 - Identify levers for revenue growth to advance University priorities
- Enhance budget projections and understanding
- Make the planning and budget process more comprehensive and responsive to student growth and strategic opportunities
- Communicate current financial health and promote innovative thinking as we develop a comprehensive resource plan in support of the strategic plan

Total Revenue, Expenditures, and Fall Headcount

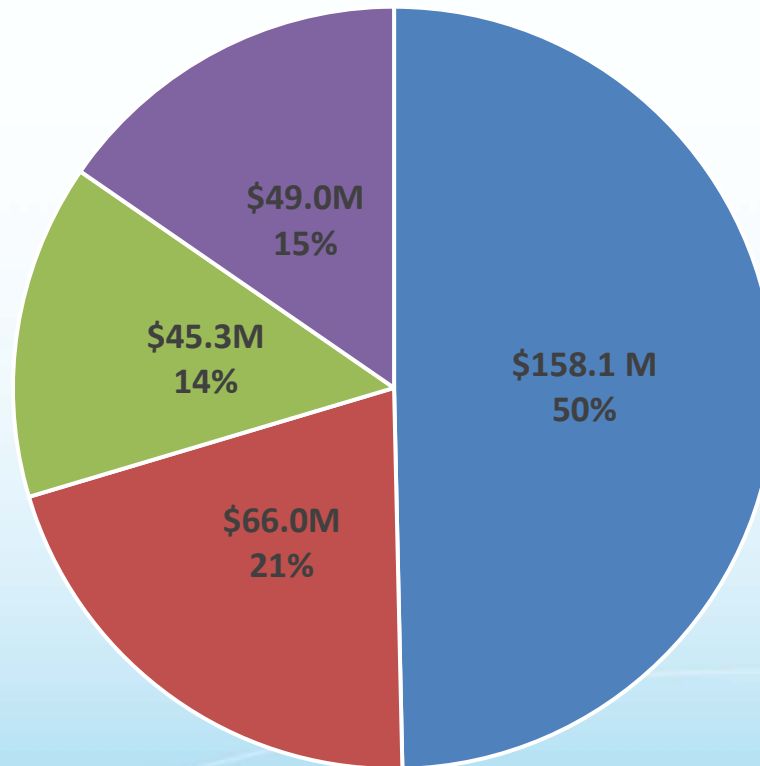


*State/Permanent Fund

REVENUES

FY 2017 Estimated Revenue by Source

\$318.4 million



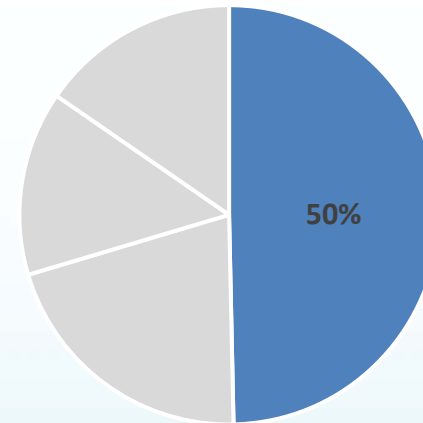
■ State Operating ■ Auxiliary Enterprises ■ Dedicated Local Funds ■ Grants and Contracts

FY17 State Operating Budget - \$158.1M

Tuition Operating Fees
\$78.0 million
25% of total revenue budget

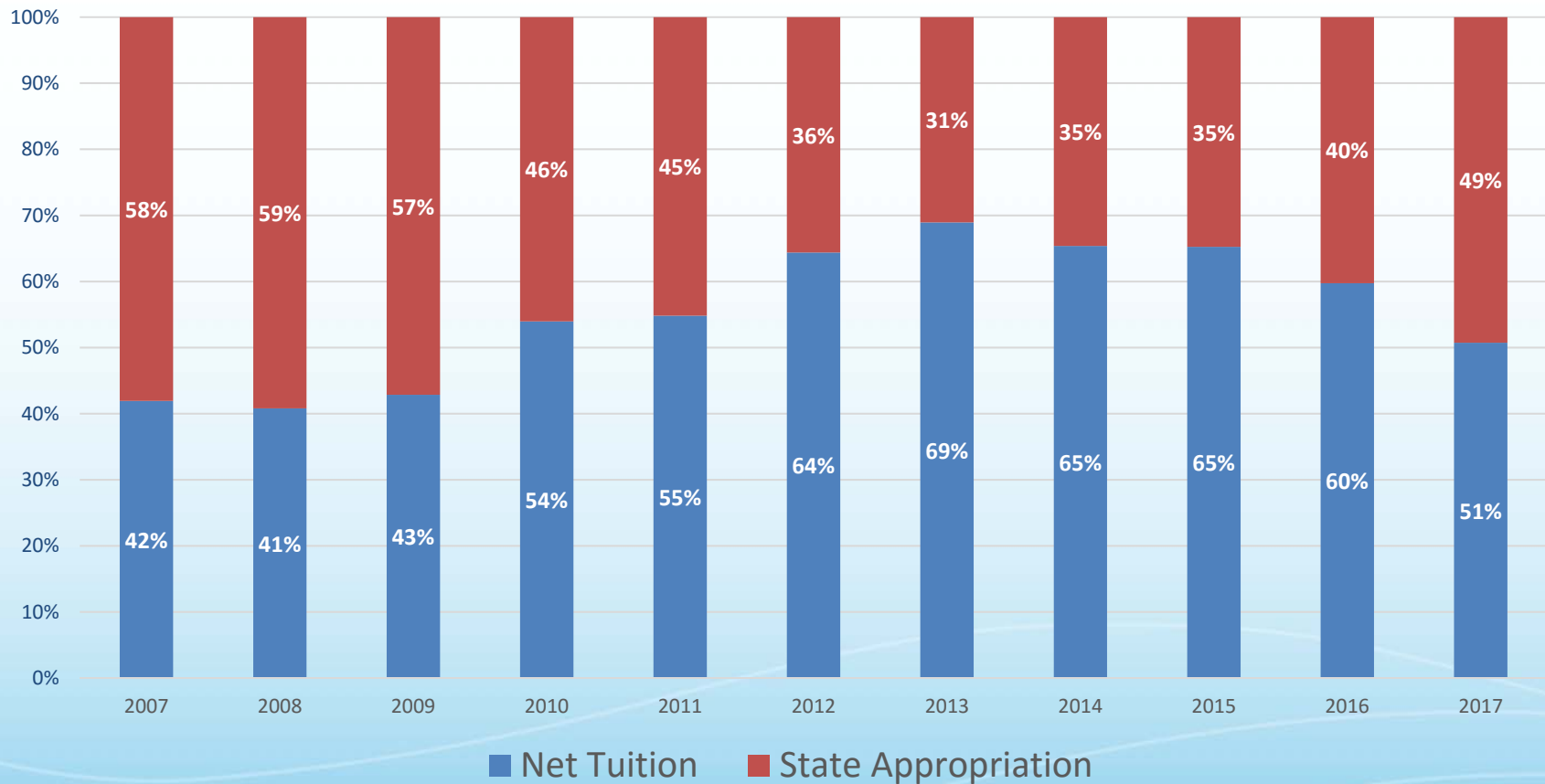
State Appropriations
\$75.8 million
24% of total revenue budget

Administrative Services Assessment
\$4.2 million
1% of total revenue budget

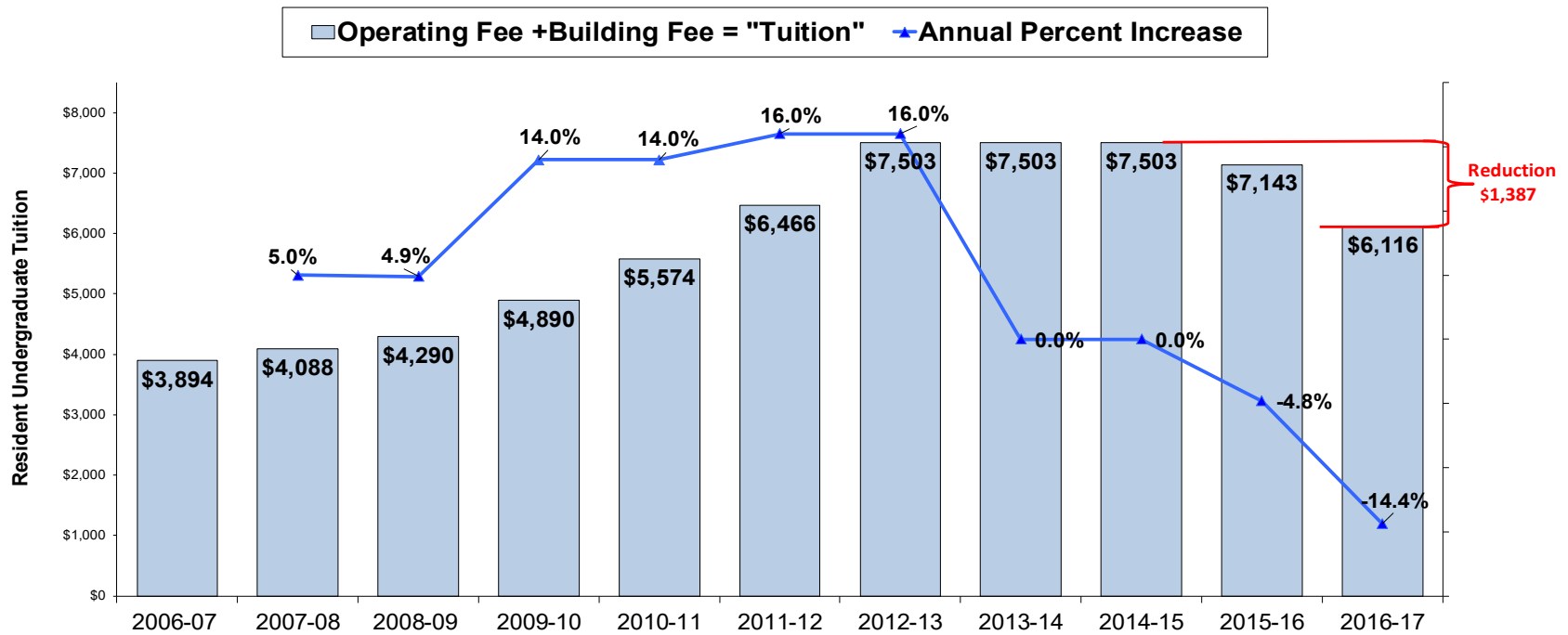


Includes net tuition operating fee revenue, state appropriations, and reimbursement for central services utilized by auxiliary enterprises and selected dedicated local funds

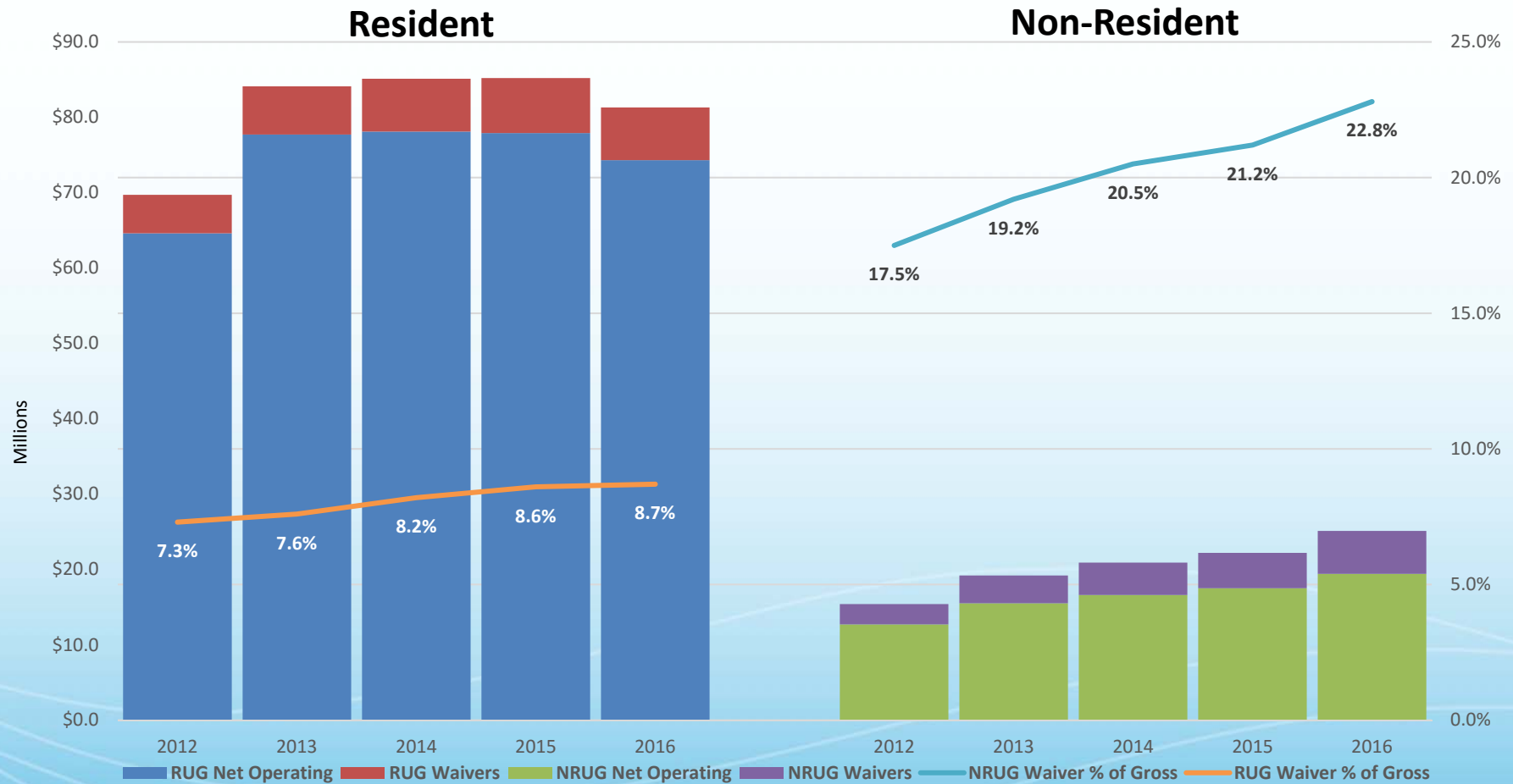
Percent Share of State Appropriation vs. Net Tuition Operating Fees



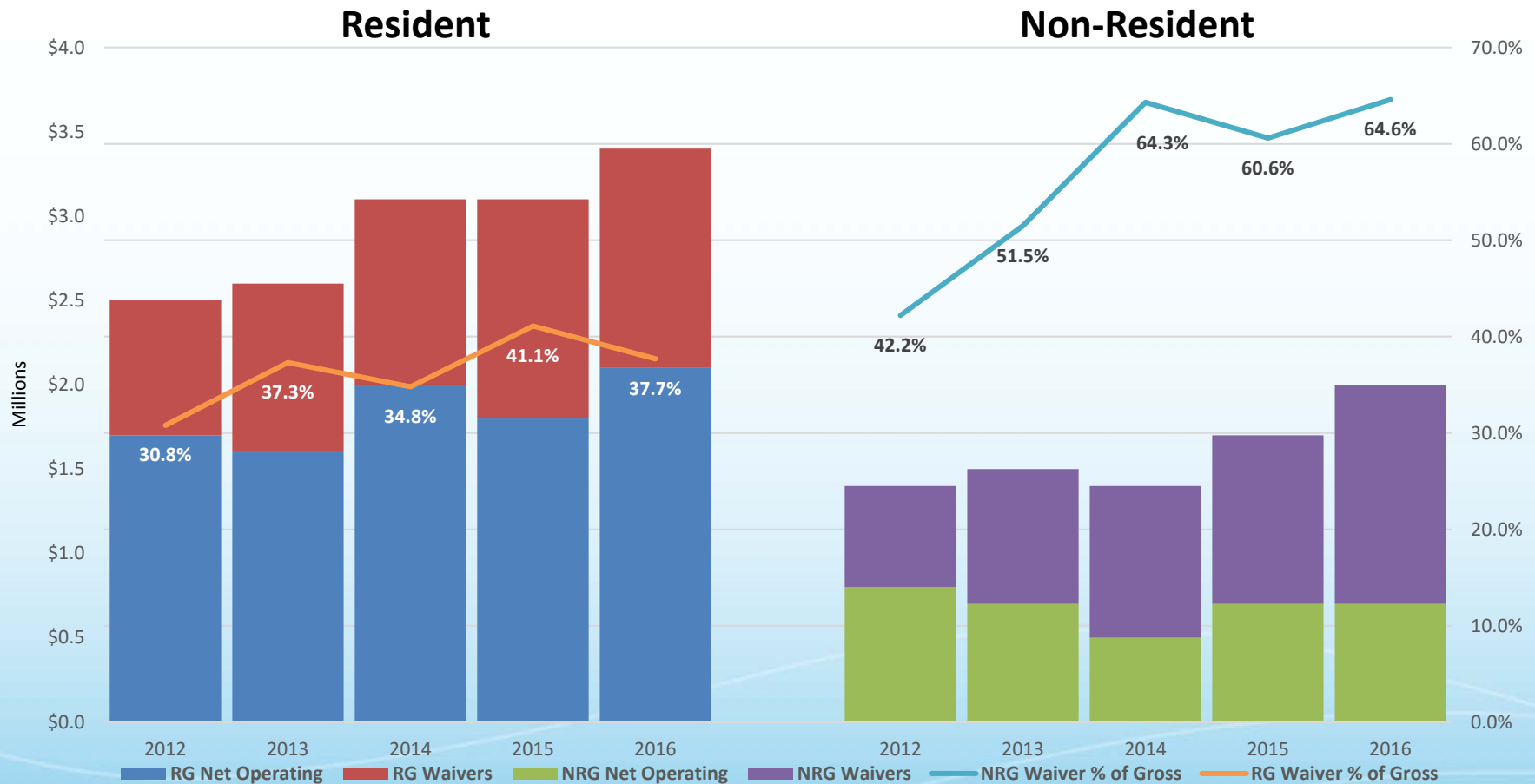
Resident Undergraduate Tuition



Undergraduate Tuition Revenue



Graduate Tuition Revenue



Washington State Peer Comparison State Appropriations per Budgeted FTE

	<u>FY2005-07</u>	<u>FY2007-09</u>	<u>FY2009-11</u>	<u>FY2011-13</u>	<u>FY2013-15</u>	<u>FY2015-17</u>
University of Washington	\$9,971	\$10,521	\$8,203	\$6,153	\$7,056	\$8,753
Washington State University	\$10,459	\$11,339	\$9,055	\$6,906	\$7,854	\$9,610
The Evergreen State College	\$6,684	\$7,545	\$5,654	\$4,392	\$4,958	\$6,484
Eastern Washington University	\$5,818	\$6,143	\$5,244	\$4,025	\$4,584	\$6,047
Western Washington University	\$5,475	\$6,062	\$4,676	\$3,542	\$4,207	\$5,860
Central Washington University	\$5,955	\$6,109	\$4,978	\$3,660	\$4,419	\$5,826
Average - (TESC, EWU, & CWU)	\$6,152	\$6,599	\$5,292	\$4,026	\$4,654	\$6,119
Western Washington University	\$5,475	\$6,062	\$4,676	\$3,542	\$4,207	\$5,860
<i>Per FTE State Funding Gap</i>	\$677	\$537	\$616	\$483	\$446	\$260
<i>Per FTE Percent Gap</i>	11.0%	8.1%	11.6%	12.0%	9.6%	4.2%
<i>WWU Budgeted Enrollment</i>	11,632	12,099	11,568	11,762	11,762	11,762
<i>State Funds Shortfall</i>	\$15,754,421	\$12,991,616	\$14,255,209	\$11,364,977	\$10,500,494	\$6,108,455
<i>SBCTC</i>	\$4,583	\$4,993	\$4,713	\$4,163	\$4,455	\$5,034

Peer Metrics

State Appropriations Per Student Headcount

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Cal Poly State University-San Luis Obispo	\$ 8,004	\$ 5,703	\$ 5,937	\$ 6,845	\$ 4,673	\$ 4,861	\$ 5,339	\$ 5,683
James Madison University	\$ 4,856	\$ 4,571	\$ 3,835	\$ 3,915	\$ 3,663	\$ 4,163	\$ 4,275	\$ 4,158
Average	\$ 6,430	\$ 5,137	\$ 4,886	\$ 5,380	\$ 4,168	\$ 4,512	\$ 4,807	\$ 4,921
Western Washington University	\$ 5,676	\$ 5,772	\$ 4,748	\$ 4,545	\$ 3,086	\$ 2,870	\$ 3,705	\$ 3,506
\$ Difference WWU	\$ 754	\$ (635)	\$ 137	\$ 836	\$ 1,083	\$ 1,642	\$ 1,102	\$ 1,414
% Difference WWU	13.3%	-11.0%	2.9%	18.4%	35.1%	57.2%	29.7%	40.3%

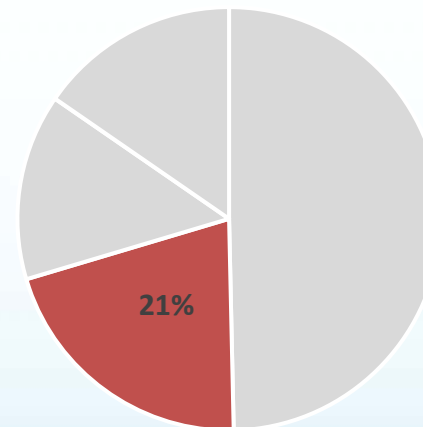
Source: IPEDS

NOTE: Actual fall peak student headcount used for the purposes of calculating per student values
Includes both state operating and state capital appropriations

FY17 Auxiliary Enterprises Budget - \$66.0M

Housing & Dining Services
Western AS Bookstore
Campus Recreation
Associated Students
Athletics (portion)
Parking

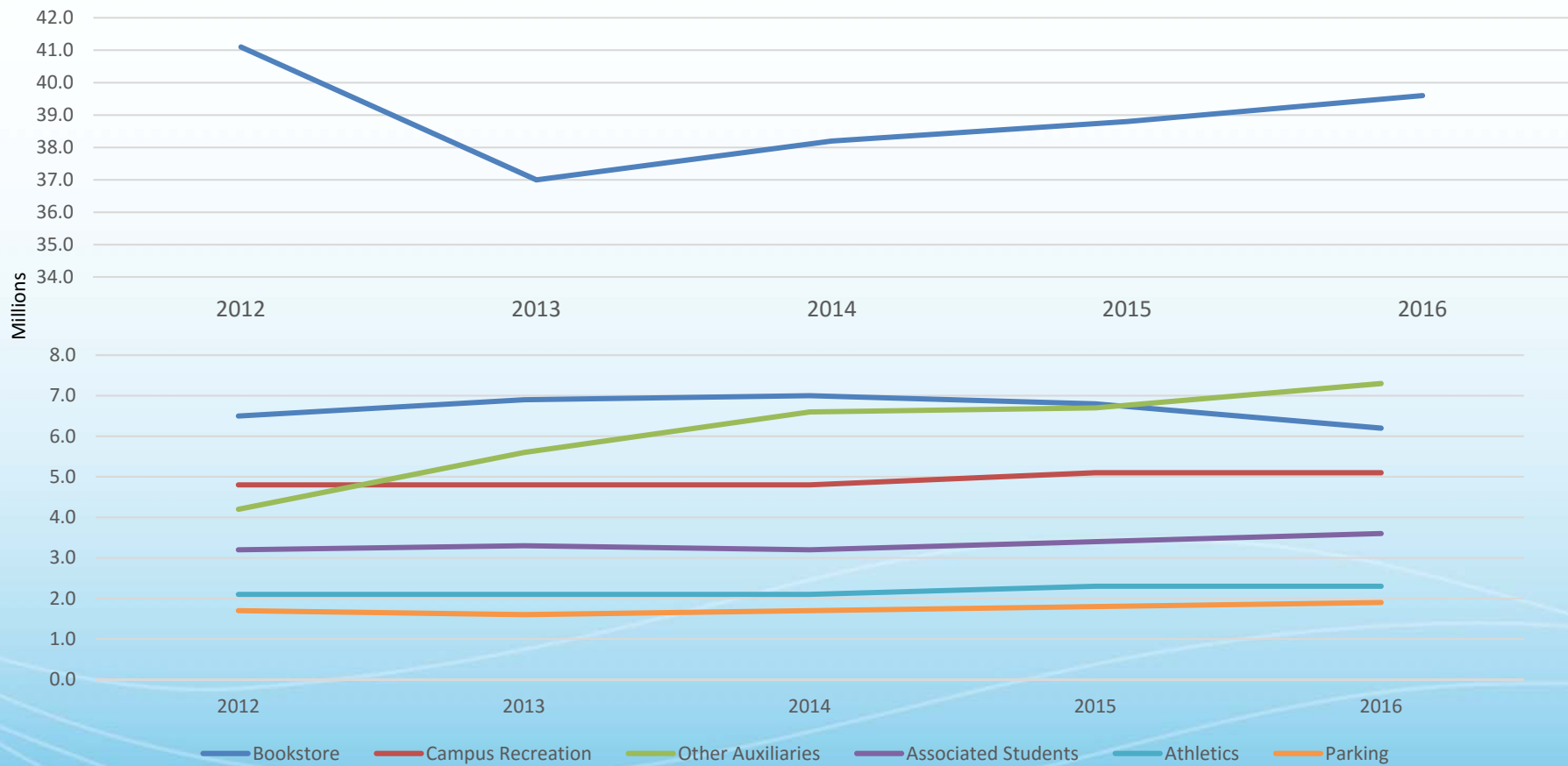
Other Auxiliaries
(includes some Fees)



Exist to furnish goods or services to students, faculty, staff, other institutional departments, or the general public at a fee directly related to cost of goods or services. Auxiliaries are managed to operate as self-supporting activities.

Auxiliary Enterprises

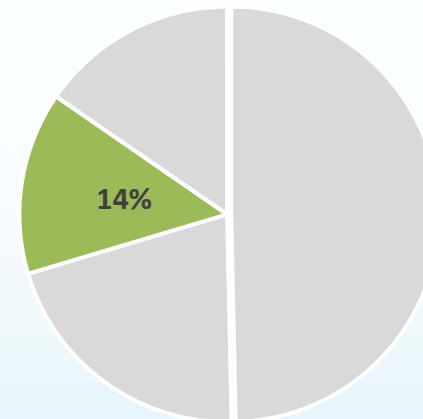
Housing and Dining



FY17 Dedicated Local Funds Budget - \$45.3M

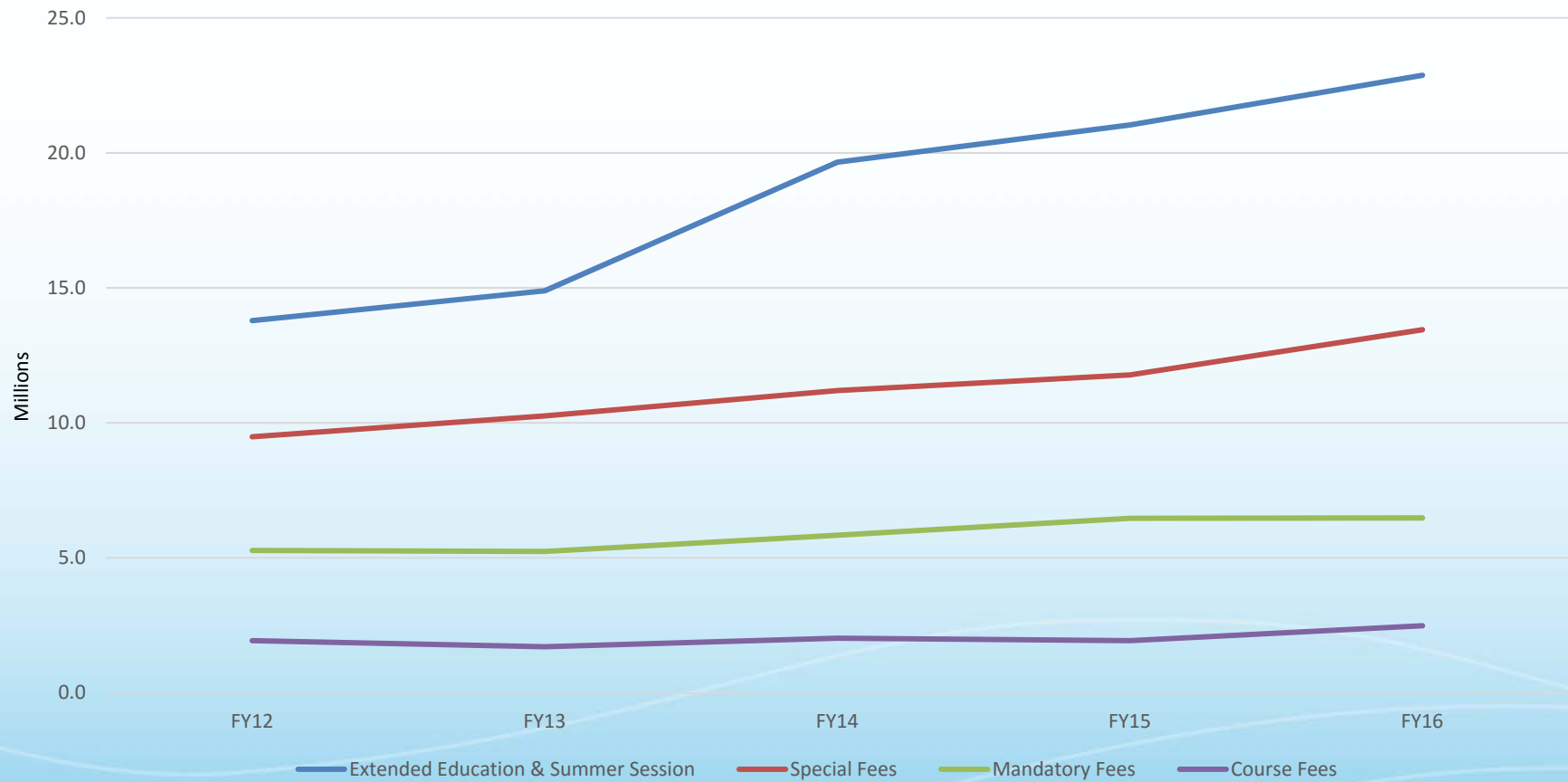
Extended Education Programs
Summer Session
Student Mandatory Fees
Course Fees

Special Fees
(examples include: application,
enrollment, orientation, registration and
many others)



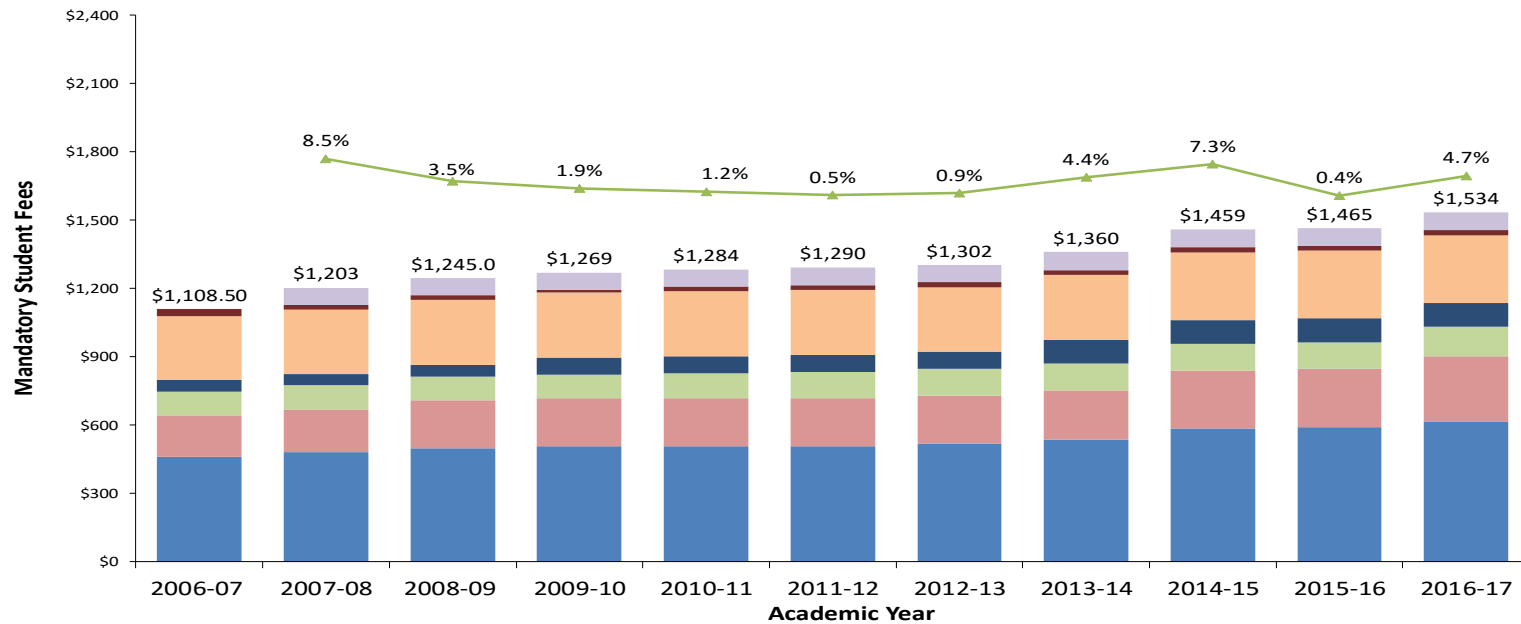
Non-state or state tuition dollars
generated locally used for a
dedicated, but unrestricted,
purpose

Dedicated Local Funds

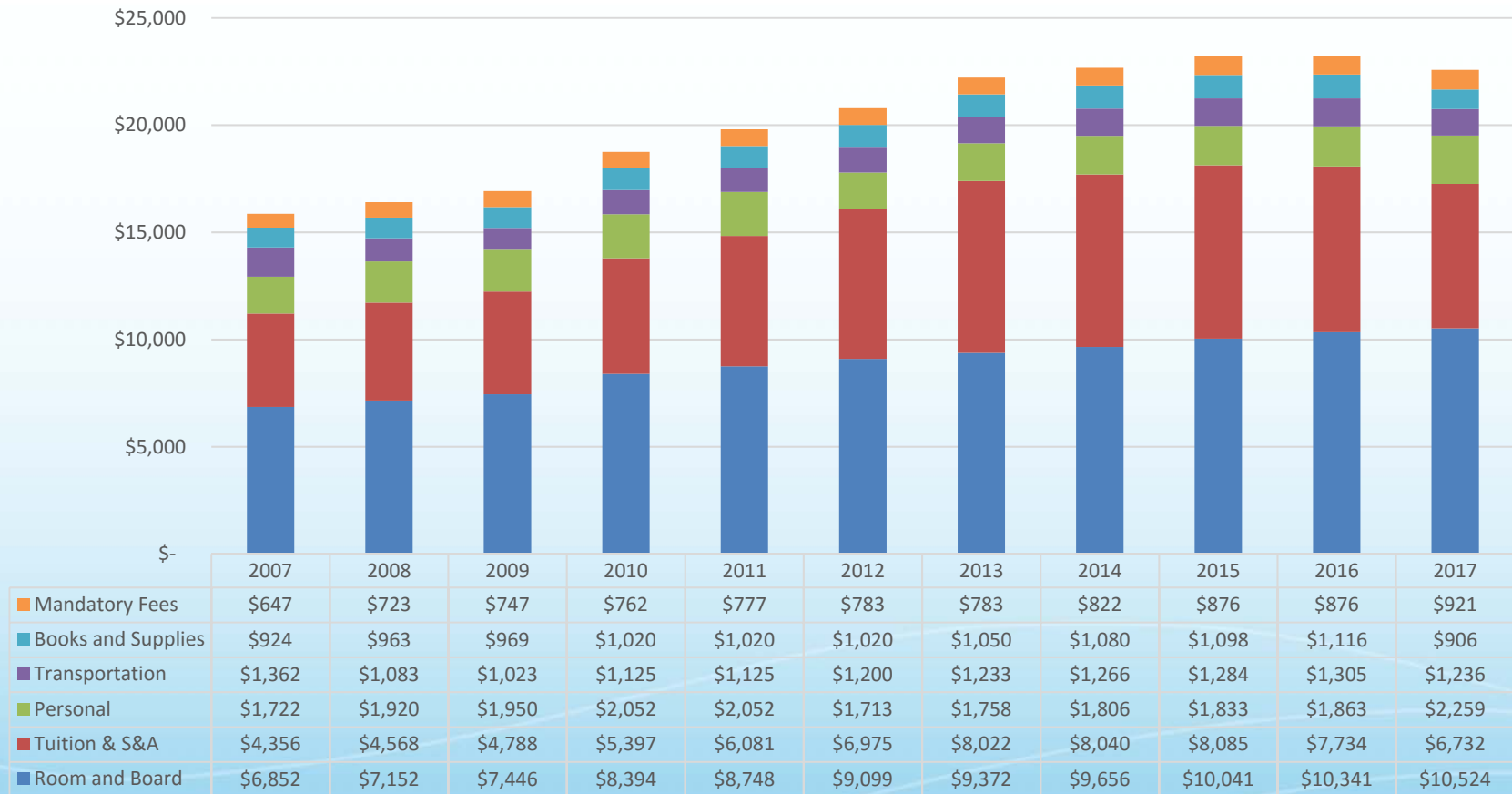


Mandatory Fees

- S&A Fees - Services and Activities Fee
- Health Services Fee
- Non-Academic Building Fee
- Technology Fee
- Student Recreation Center Fee
- Renewable Energy Fee
- Alternative Transportation Fee
- ▲ Annual Percent Change - All Fees

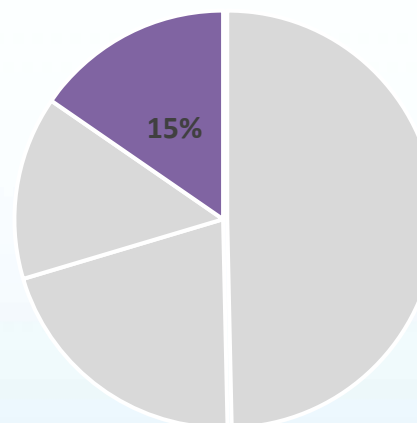


Historical Resident Undergraduate Total Cost of Attendance



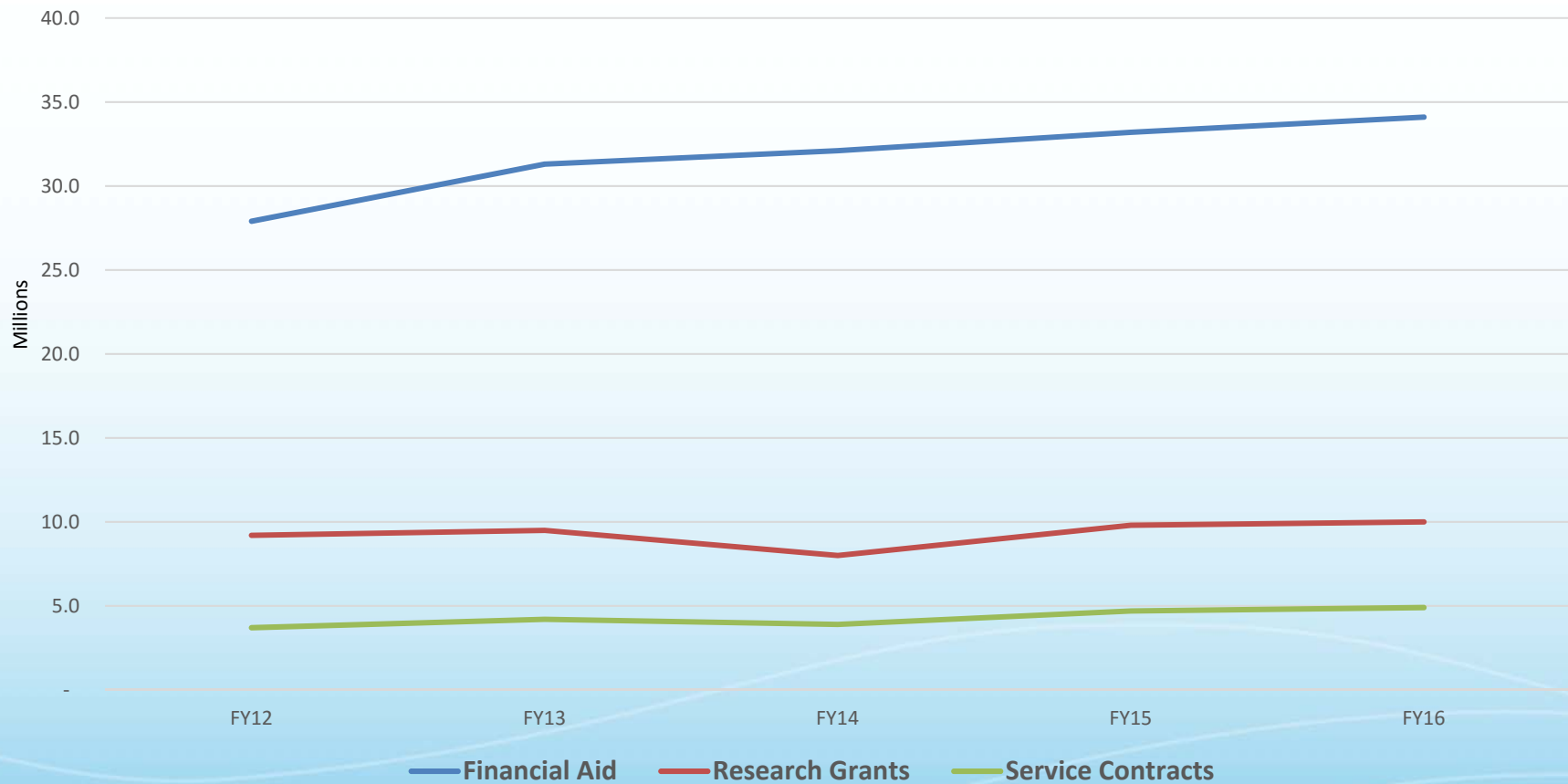
FY17 Grants and Contracts Budget - \$49.0M

Research Grants
Service Contracts
Financial Aid



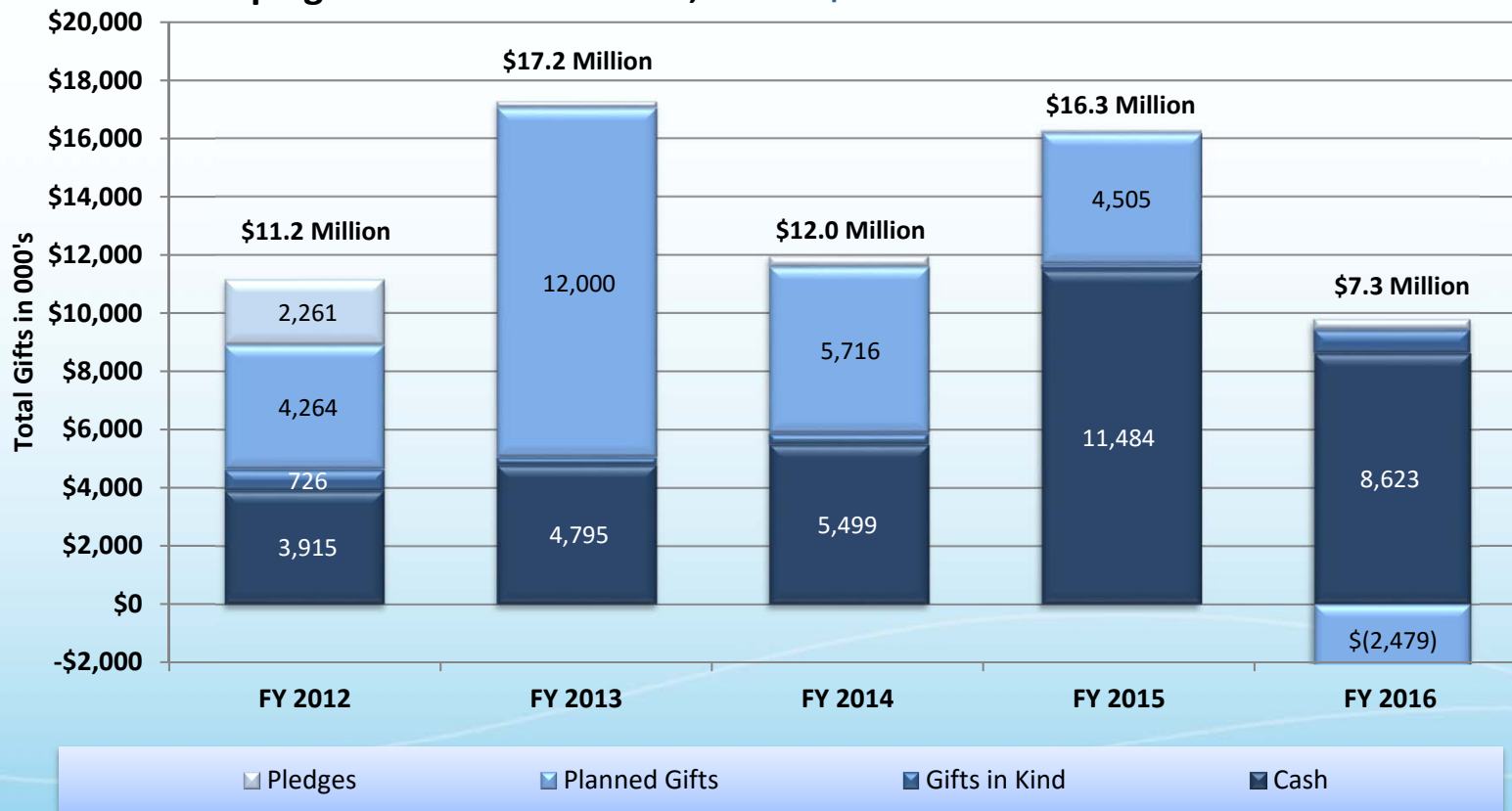
Restricted funds for a specific purpose designated by federal, state, or local government or contracting agency

Grants & Contracts Revenue



Gift Revenue

Campaign Results Thru Jun 30, 2016 - \$64.0 Million



Recharge Centers

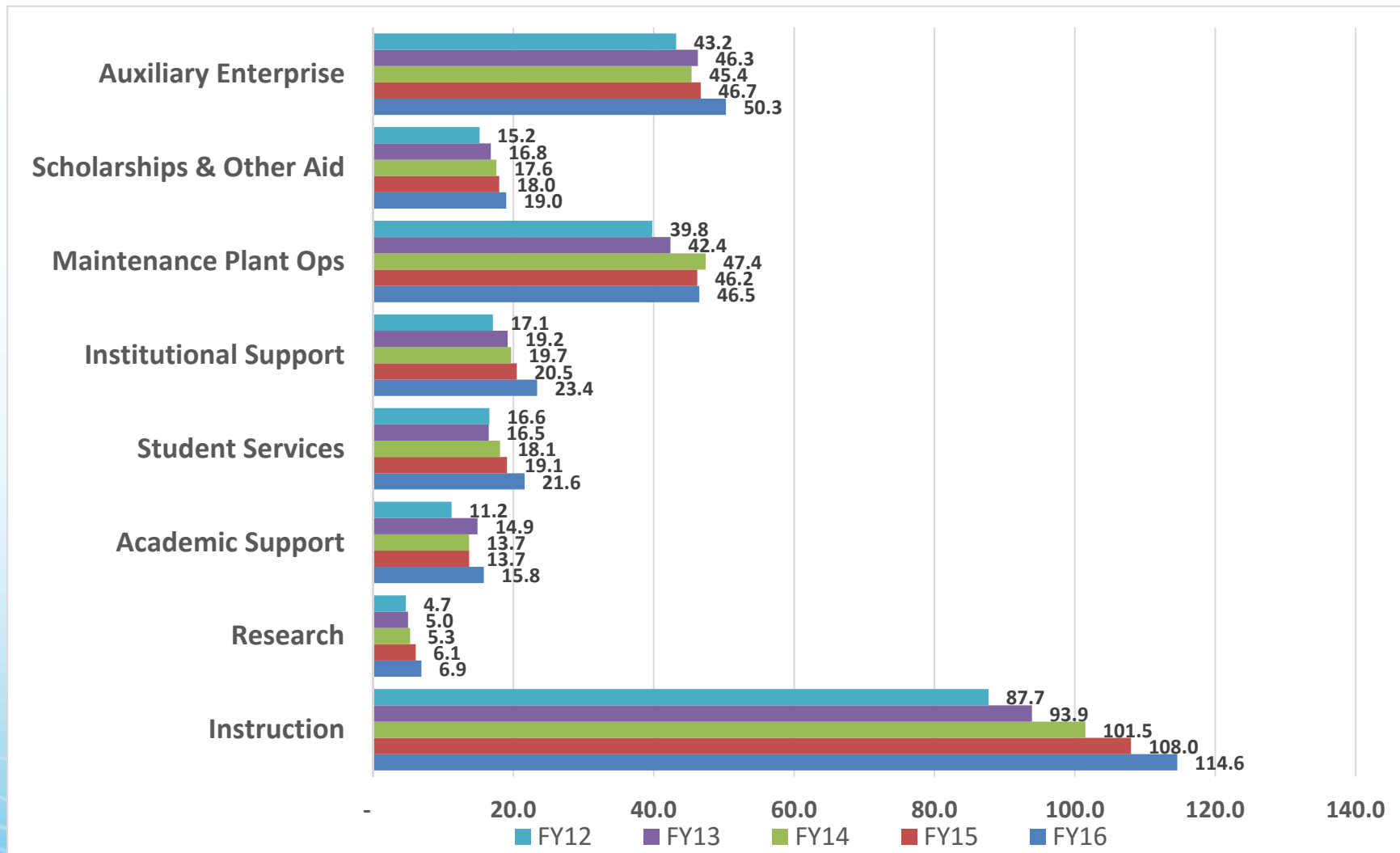
(in millions)

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Facilities Management	7.4	7.8	7.9	9.0	8.6	7.0	6.3	6.9	8.1	7.5	19.1
Financial and Business Services*	1.7	2.2	2.3	1.6	1.1	1.3	1.6	1.1	1.5	1.5	1.6
Information Technology	1.4	1.5	1.4	1.8	1.5	1.6	1.5	1.5	0.9	1.1	1.1
Fac Development & Capital Budget	0.3	0.2	0.4	0.3	0.2	2.4	2.8	1.9	1.5	1.0	1.4
Others	0.2	0.2	0.2	0.2	0.2	0.3	0.2	0.3	0.3	0.3	0.0
Total	10.9	11.9	12.2	12.9	11.6	12.5	12.4	11.7	12.2	11.4	23.2

* Includes Box Office, Publishing Services, Central Stores, etc

EXPENDITURES

Expenses by NACUBO Program Classification

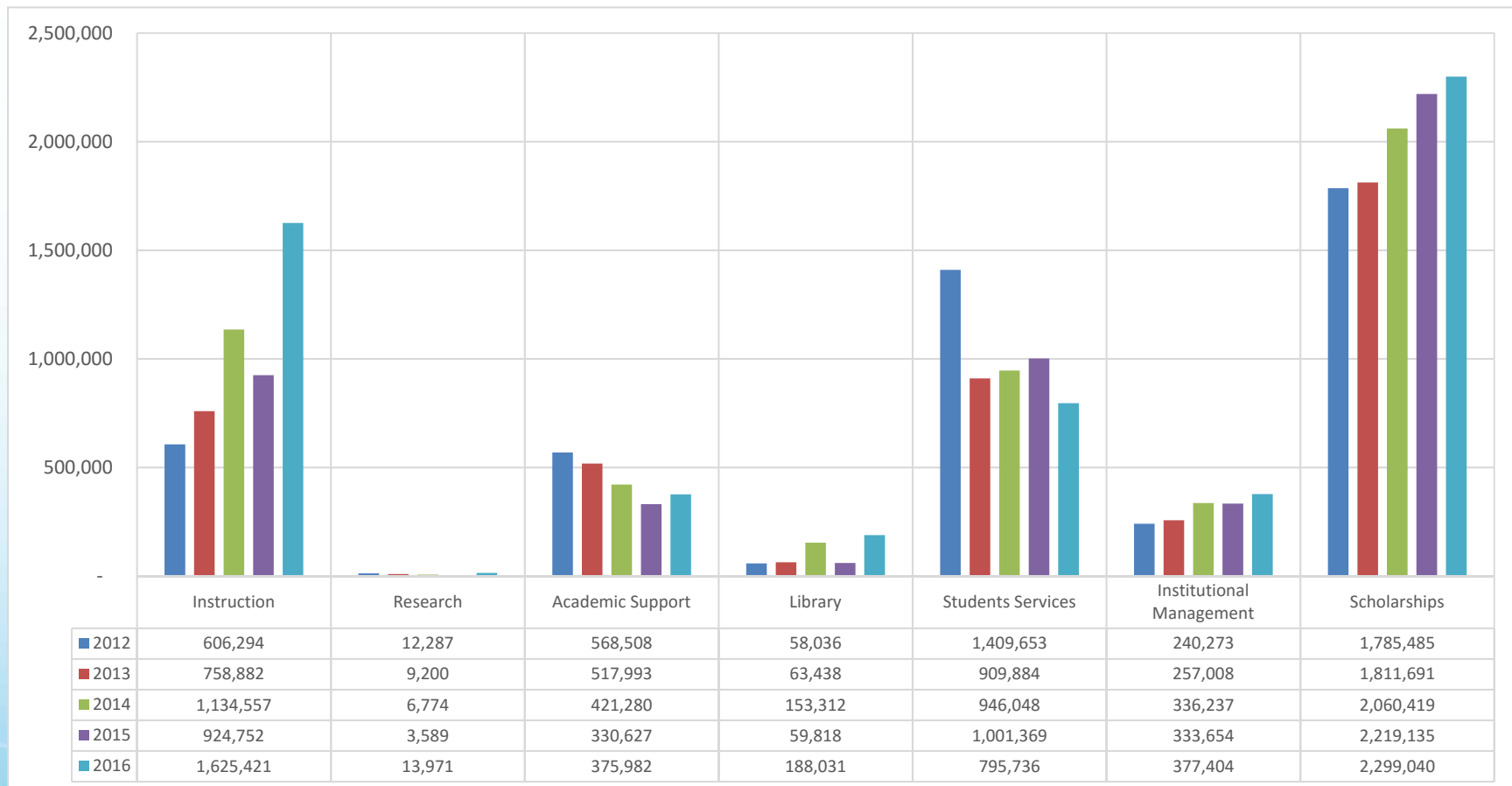


*in millions

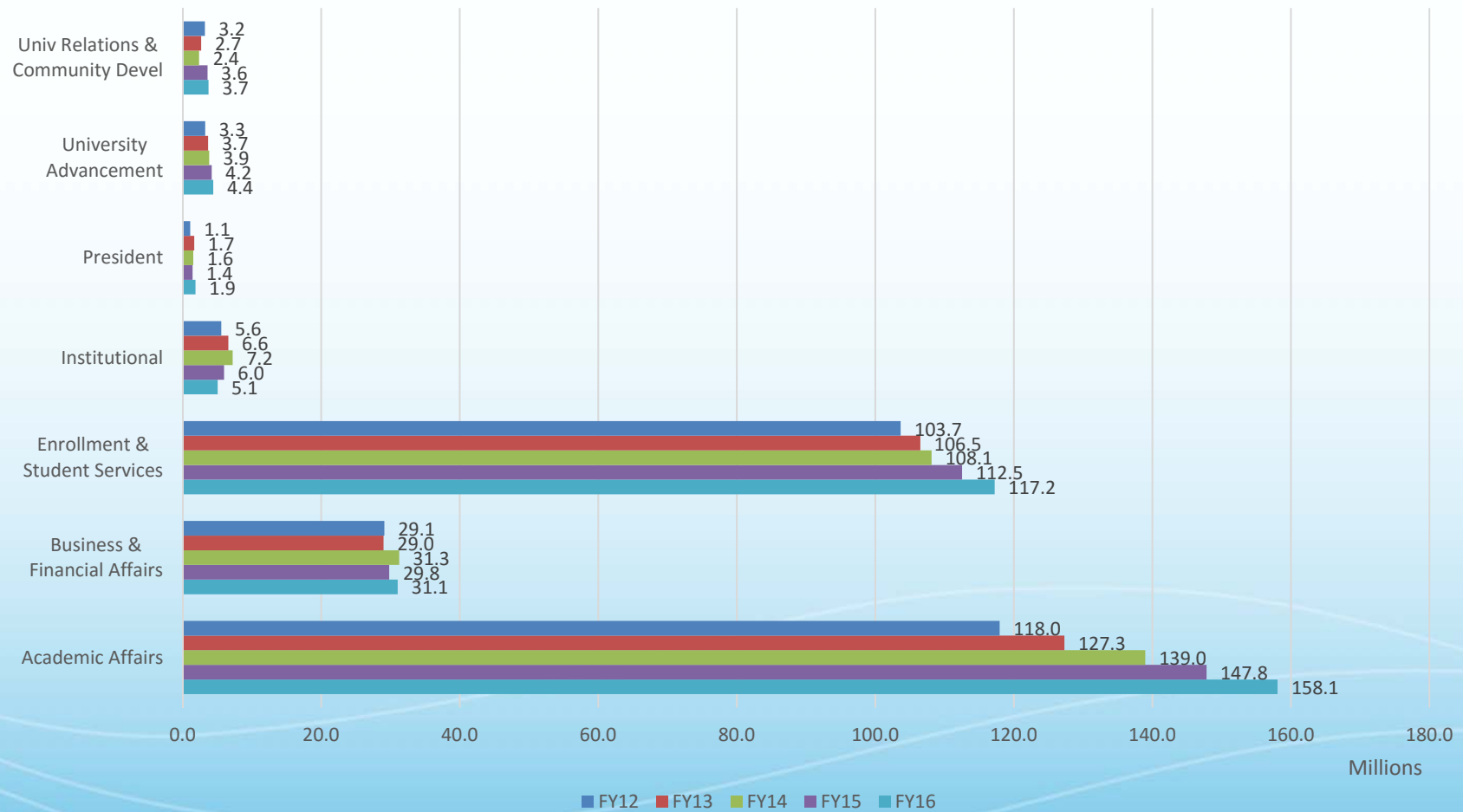
Peer Comparison by NACUBO Program Classification for 2015 Program Expense as a Percent of Total Expense*

	Instruction	Research	Public service	Academic support	Student services	Institutional support	Total
Western Washington University	64.5%	3.6%	0.0%	8.2%	11.4%	12.3%	100.0%
Peer Average	53.5%	2.8%	3.7%	13.6%	11.9%	14.5%	100.0%

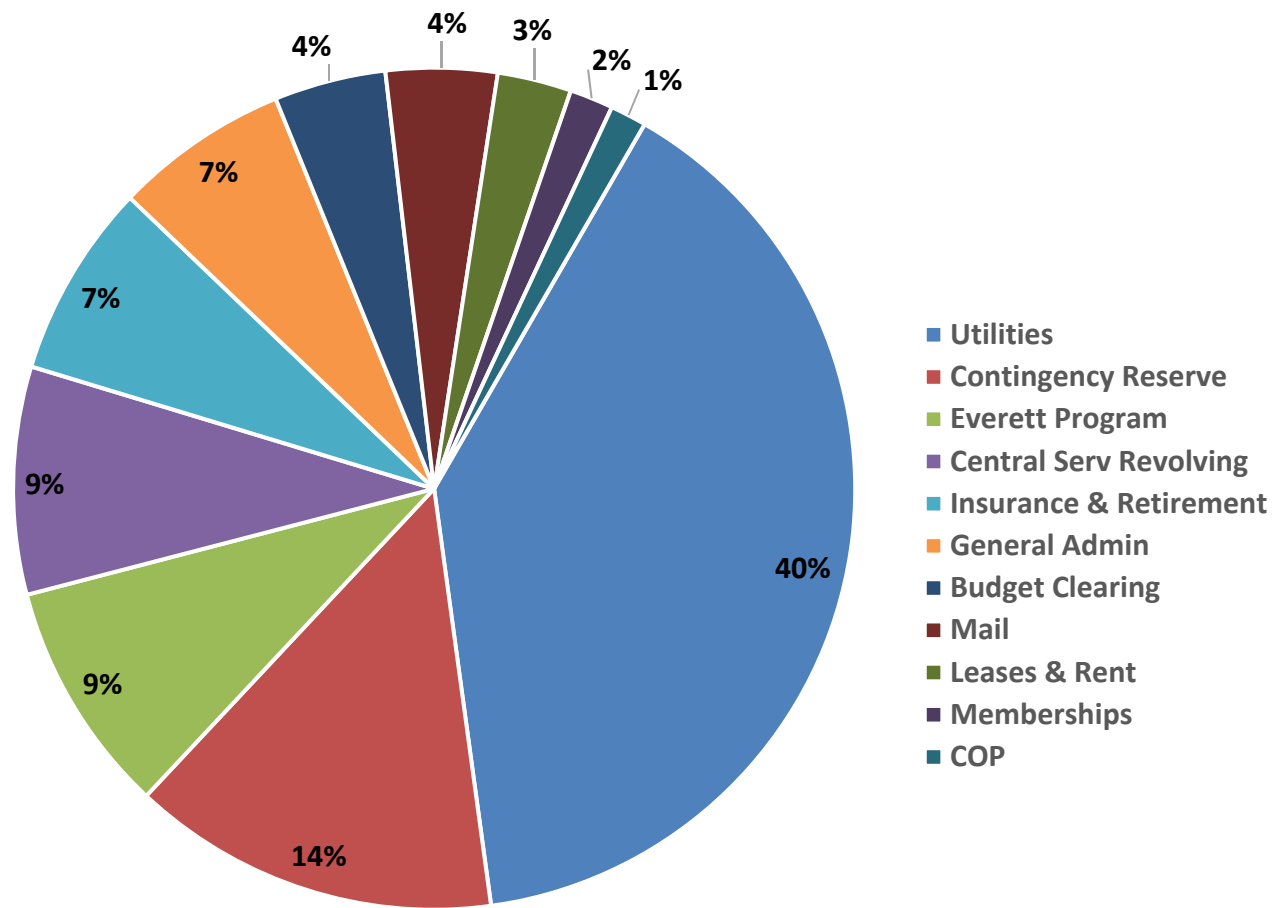
Gift Fund Expenditures



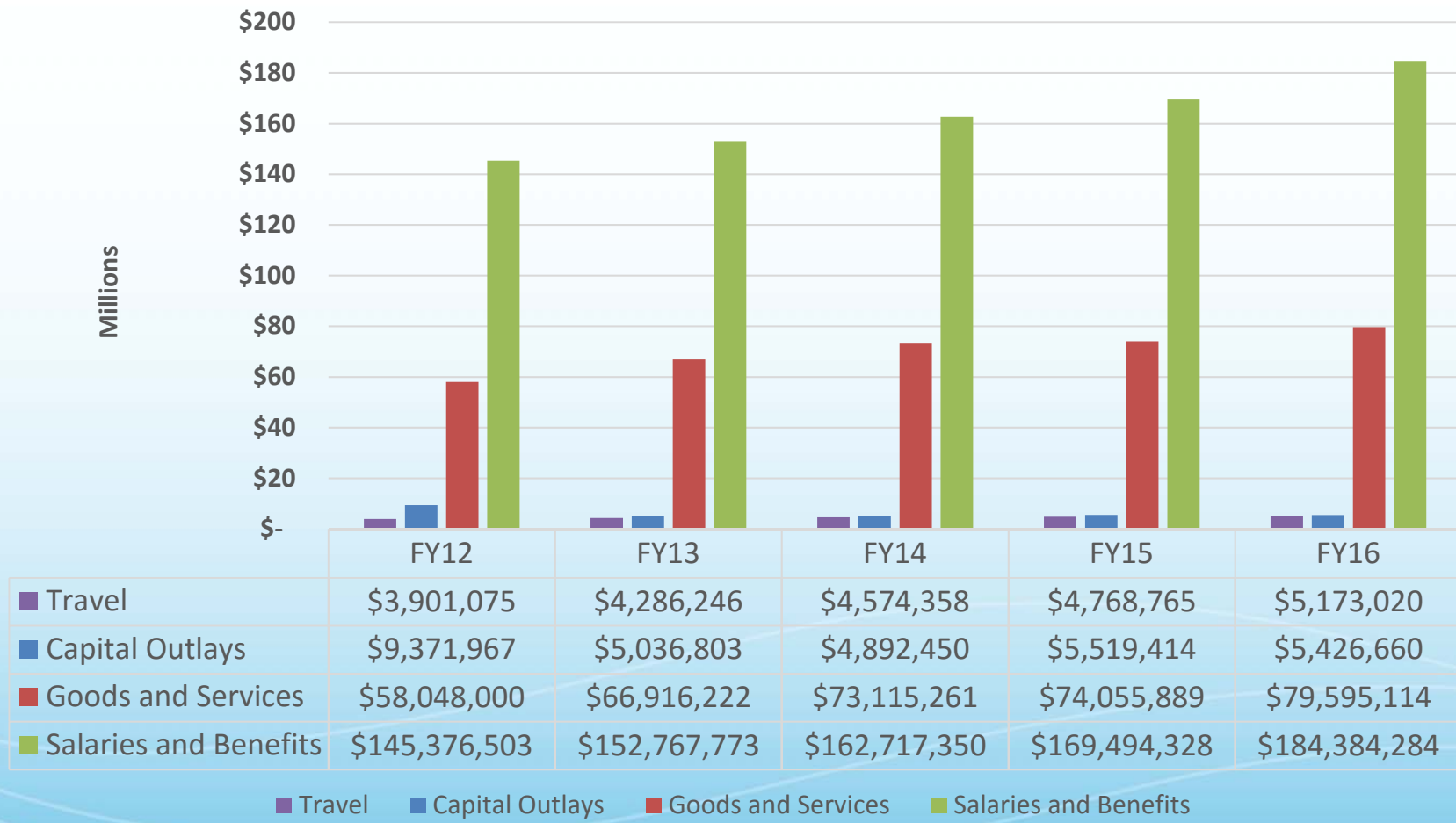
All Funds by Division



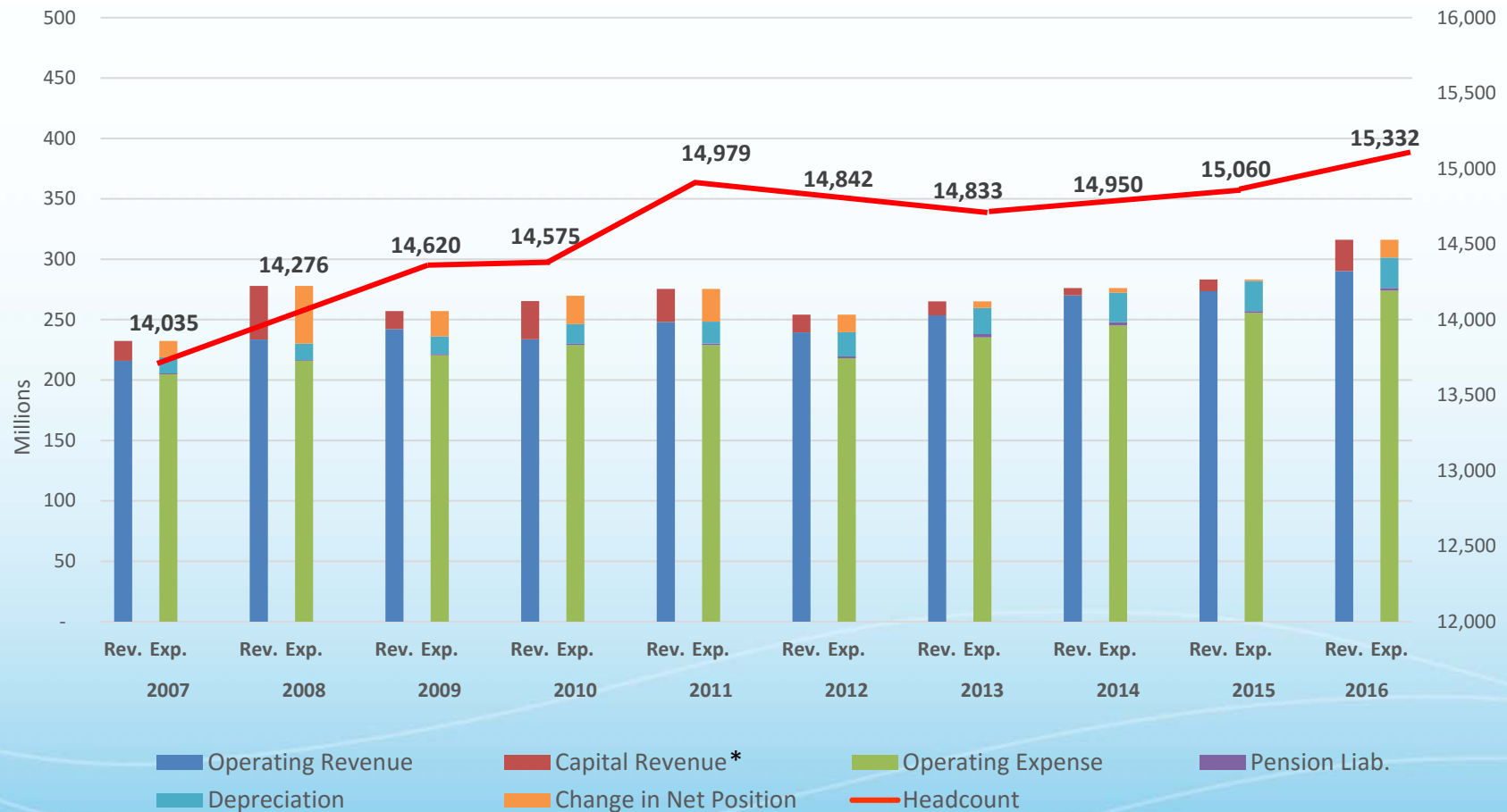
FY17 Budgeted Institutional Funds



Expenditures by Natural Classification



Total Revenue, Expenditures, and Fall Headcount



*State/Permanent Fund

BUDGET PROCESS

Planning and Budgeting

State Funds (w/State Tuition)

University SCOT
and Strategic Plan

Unit SCOT
and Strategic Plan

Unit Six Year Plan

Biennial Operating and
Budget Requests to the
State

Biennial Operating Budget
Plan and BOT Approval
of First Year Budget

Supplemental Budget
Request to State

Prepare Request and
Seek BOT Approval of
Second Year Budget

Non-State Funds (Auxiliaries / Dedicated Local)

University SCOT
and Strategic Plan

Unit SCOT
and Strategic Plan

Unit Six Year Plan

Unit prepares fee request for BOT or, where delegated, to President for approval. Fees are often developed through user and student group review of revenues, budget and programs prior to approval. Expenditure budgets are limited by revenue generation.

Grants /Contracts

University SCOT
and Strategic Plan

Unit SCOT
and Strategic Plan

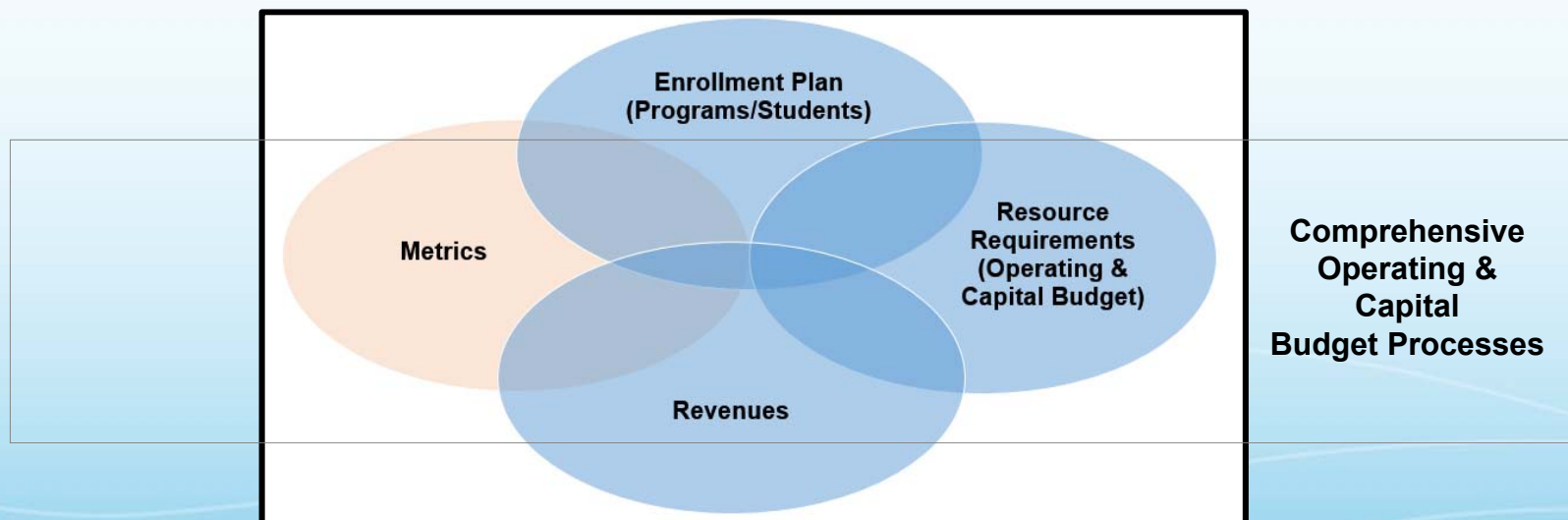
Grants and contracts are spent for the purpose for which they are allocated. Expenditures often span multiple fiscal years. BOT receives a sponsored grant activity report at each meeting.

Strategic Plan

Aspirations / Goals (examples)	
• Serve Washington	• Student Success
• Enhance Diversity	• Access / Affordability
• Increase # of Graduates	• Excellence

Guiding Principles
↓

Resource Plan



Planning Process

Plan / Goal / Metrics → Execute → Evaluate Results

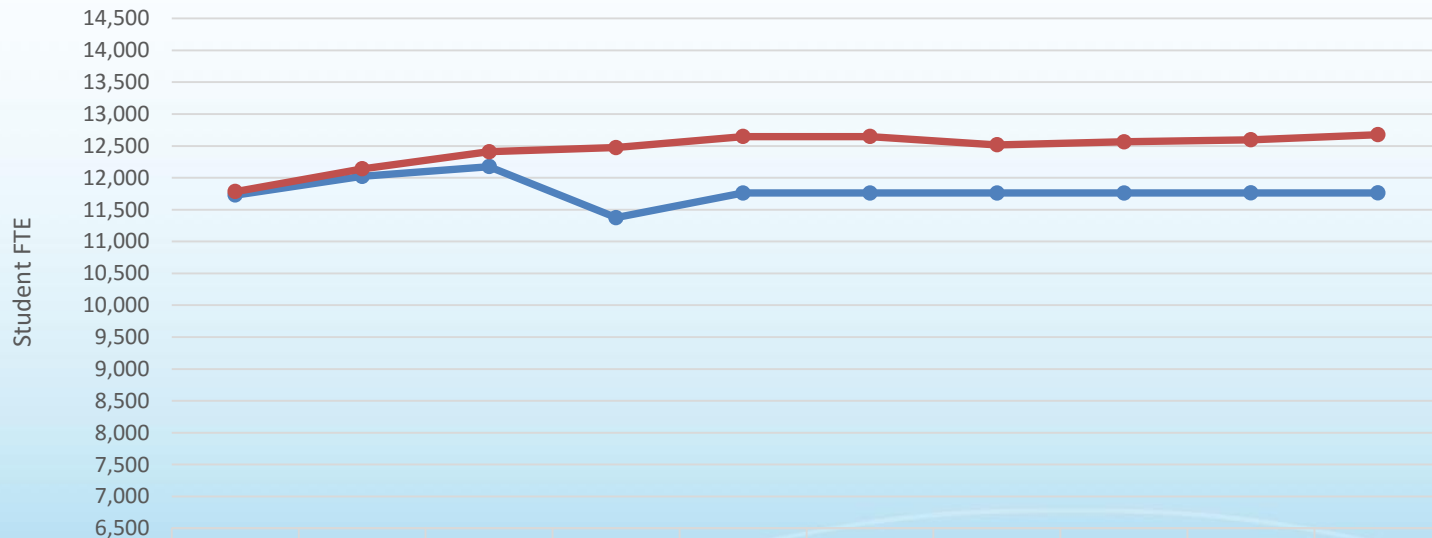
Guiding Principles

- Adequately fund current enterprise for:
 - Competitive salaries and operations
 - Information technology
 - Physical plant
 - Student enrollments
- Maintain strong fiscal position for:
 - Improved financial metrics/ratios
 - Adequate reserves
- Honor limitations of fund sources
- Identify resources needed to support resource plan
- Identify resources for changing operational needs
- Identify resources for emerging opportunities separate from contingency reserve

QUESTIONS AND DISCUSSION TOPICS

Appendix

State Funded Enrollments

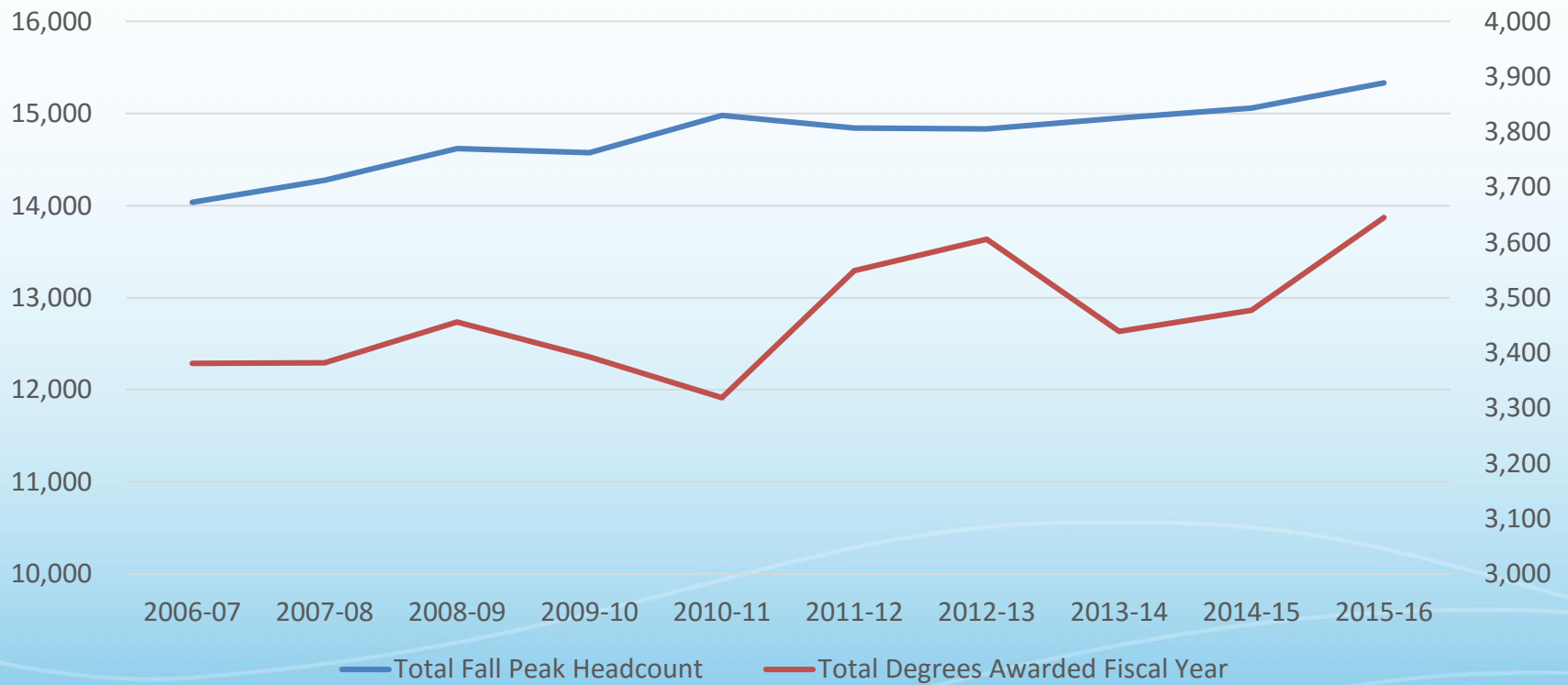


	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Budget FTE	11,729	12,022	12,175	11,373	11,762	11,762	11,762	11,762	11,762	11,762
Actual FTE	11,784	12,141	12,408	12,475	12,647	12,647	12,516	12,565	12,596	12,676
% Difference	0.5%	1.0%	1.9%	9.7%	7.5%	7.5%	6.4%	6.8%	7.1%	7.8%

Note: Budget FTE is set in the biennial budget as minimum enrollment

Student Headcount/Degrees

Total Student Headcount
and Total Fiscal Year Degrees Awarded



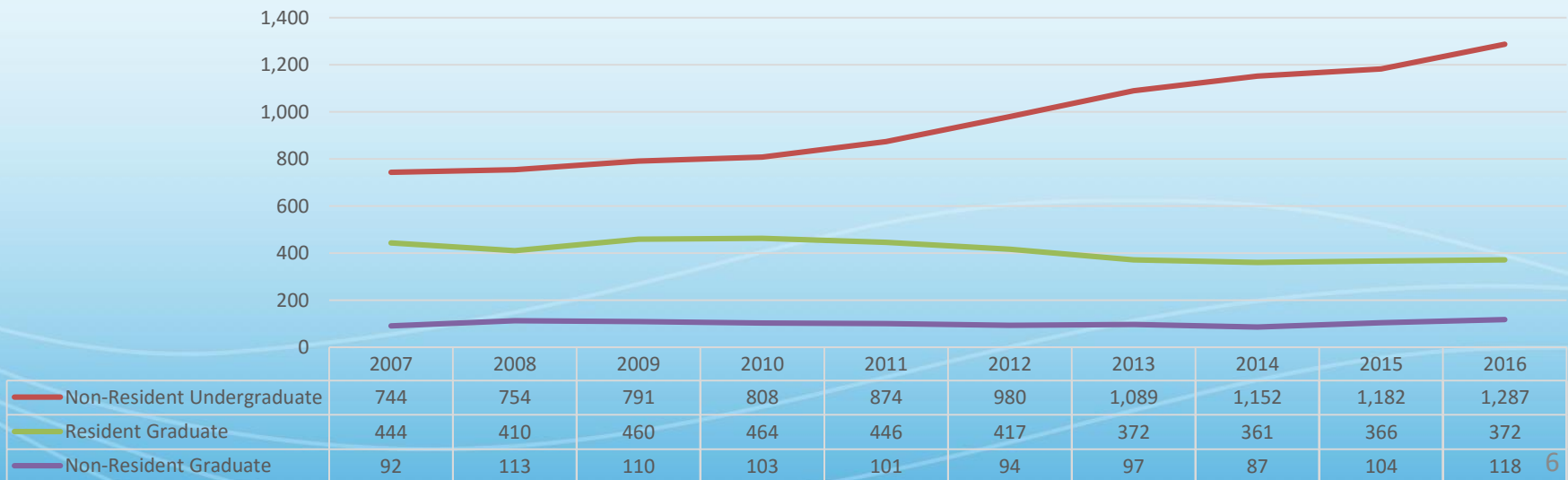
How is Net Operating Revenue Calculated?

Gross Operating Revenue	\$100.00
Western Grant Fund	(\$4.00)
Waivers	<u>(\$14.00)</u>
Net Operating Revenue	\$82.00

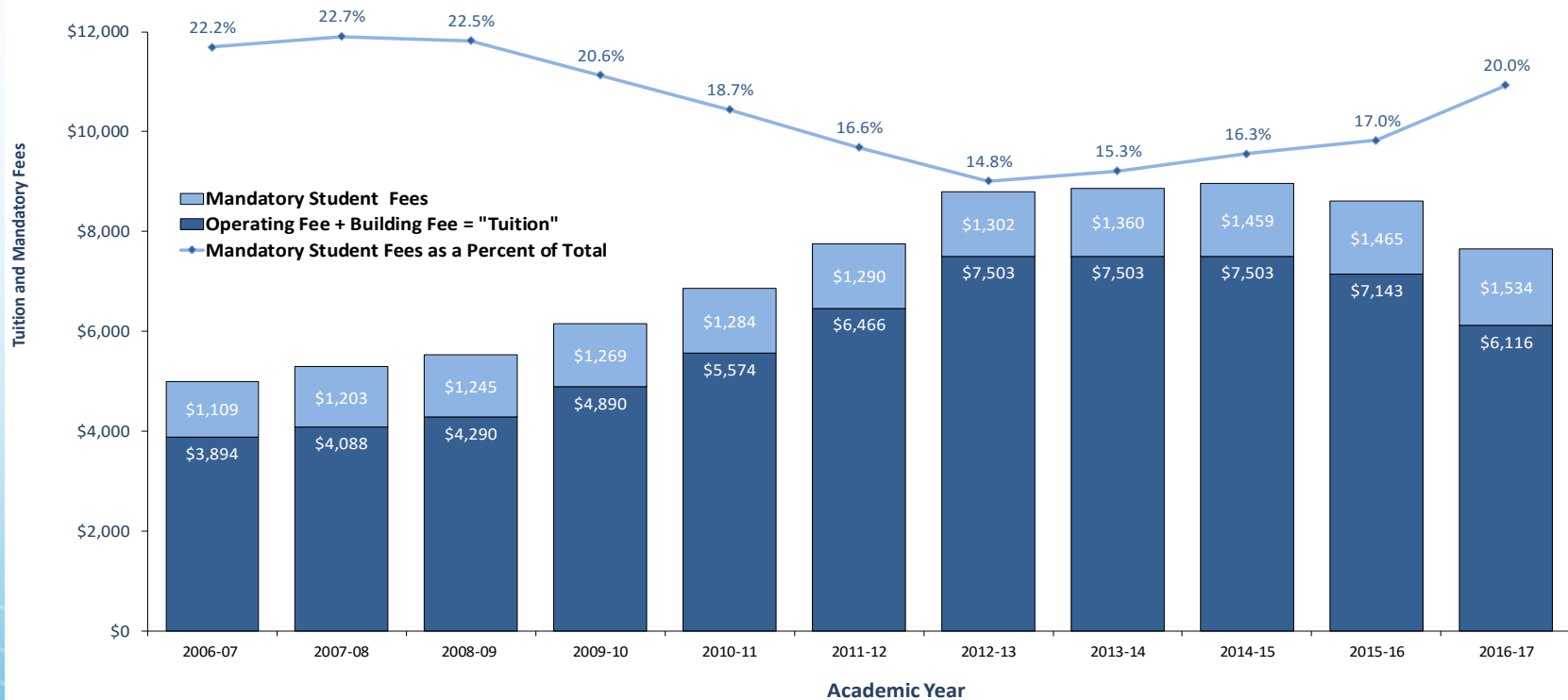
State Appropriation & Net Tuition



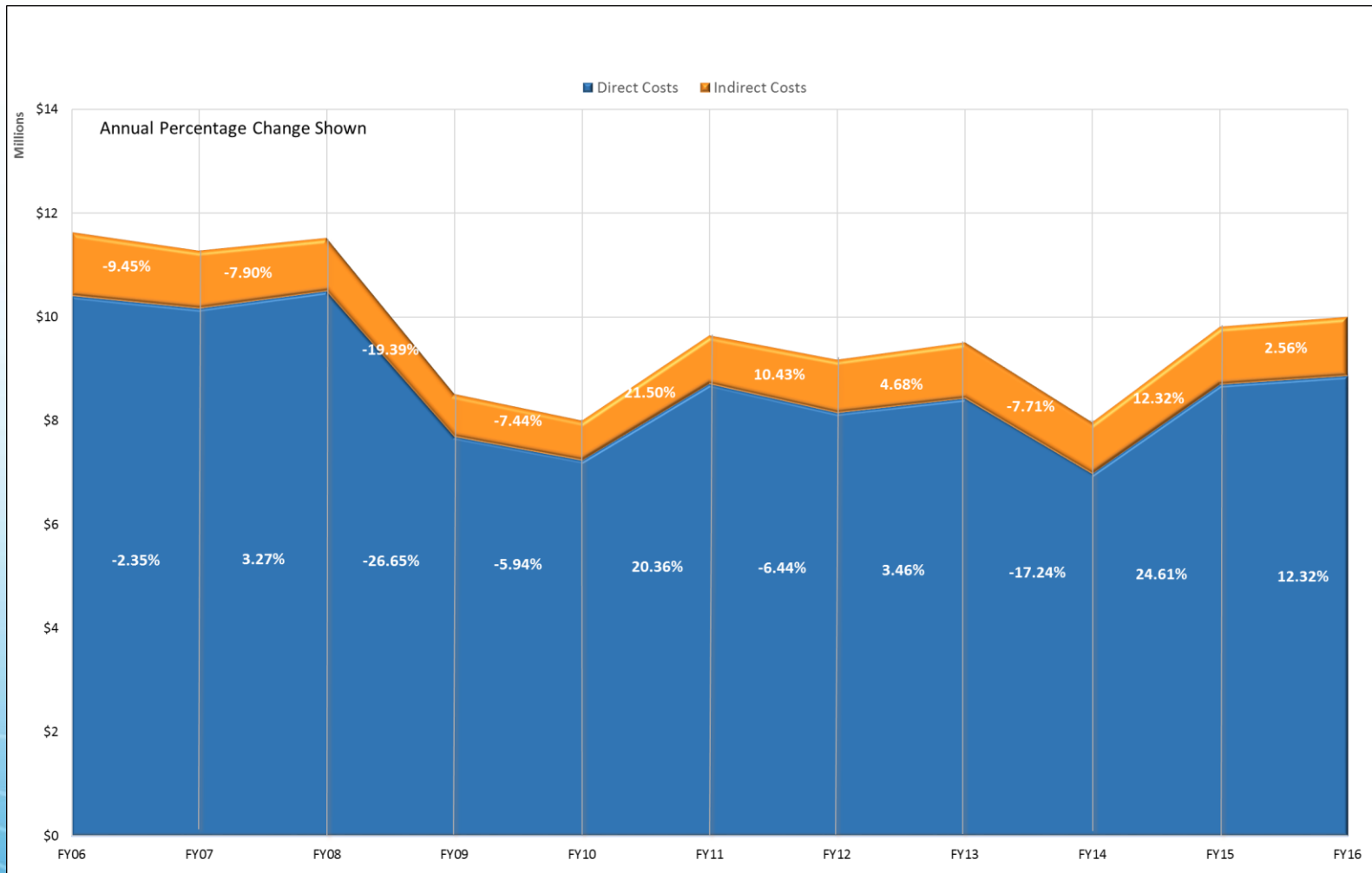
State Funded Student FTE



Comparison of Tuition and Mandatory Fees for a Resident Undergraduate Student



Research Grant Revenues



Peer Comparison by NACUBO Program Classification for 2015*

Institution	Instruction	Research	Public service	Academic support	Student services	Institutional support	Total
Appalachian State University	\$ 130,467,041	\$ 2,769,883	\$ 6,241,438	\$ 45,114,241	\$ 13,669,530	\$ 25,868,136	\$ 224,130,269
California Polytechnic State University-San Luis Obispo	\$ 189,305,344	\$ 2,758,478	\$ 680,793	\$ 50,257,341	\$ 64,559,170	\$ 49,025,203	\$ 356,586,329
California State University-Chico	\$ 109,331,795	\$ 1,325,500	\$ 1,719,770	\$ 31,940,295	\$ 29,677,481	\$ 28,909,182	\$ 202,904,023
College of Charleston	\$ 104,691,975	\$ 10,450,864	\$ 2,263,308	\$ 19,110,383	\$ 17,072,413	\$ 38,969,402	\$ 192,558,345
Eastern Illinois University	\$ 112,816,431	\$ 1,291,618	\$ 4,998,375	\$ 18,869,775	\$ 27,212,651	\$ 19,558,527	\$ 184,747,377
Humboldt State University	\$ 63,312,300	\$ 83,427	\$ 586,686	\$ 20,286,356	\$ 23,958,733	\$ 22,798,463	\$ 131,025,965
James Madison University	\$ 180,346,508	\$ 4,720,486	\$ 16,044,436	\$ 49,817,706	\$ 21,142,920	\$ 35,261,899	\$ 307,333,955
Millersville University of Pennsylvania	\$ 65,483,775	\$ 854,860	\$ 3,820,703	\$ 16,409,912	\$ 21,645,971	\$ 21,427,666	\$ 129,642,887
Murray State University	\$ 75,633,696	\$ 2,261,578	\$ 9,471,040	\$ 12,610,790	\$ 21,589,479	\$ 21,903,125	\$ 143,469,708
Rowan University	\$ 191,464,829	\$ 9,588,301	\$ 11,565,841	\$ 44,713,823	\$ 35,996,942	\$ 93,250,768	\$ 386,580,504
Salisbury University	\$ 60,244,296	\$ 1,290,360	\$ 7,813,016	\$ 11,114,859	\$ 7,648,219	\$ 17,991,511	\$ 106,102,261
Sonoma State University	\$ 63,314,846	\$ 1,698,585	\$ 18,542,577	\$ 19,484,404	\$ 25,632,828	\$ 18,876,905	\$ 147,550,145
SUNY College at Geneseo	\$ 62,215,919	\$ 532,461	\$ 1,667,333	\$ 8,261,503	\$ 10,285,285	\$ 20,720,888	\$ 103,683,389
The College of New Jersey	\$ 89,899,000	\$ 16,150,000	\$ 8,323,000	\$ 21,174,000	\$ 24,981,000	\$ 24,102,000	\$ 184,629,000
Towson University	\$ 128,638,090	\$ 5,653,454	\$ 13,167,298	\$ 51,896,406	\$ 24,203,875	\$ 44,619,633	\$ 268,178,756
Truman State University	\$ 51,904,500	\$ 1,169,579	\$ 1,848,173	\$ 7,255,461	\$ 10,794,174	\$ 6,968,346	\$ 79,940,233
University of Colorado Colorado Springs	\$ 75,881,980	\$ 5,937,518	\$ 1,841,342	\$ 17,914,972	\$ 16,285,721	\$ 23,839,029	\$ 141,700,562
University of North Carolina at Charlotte	\$ 214,540,549	\$ 28,467,509	\$ 2,813,768	\$ 53,019,565	\$ 25,973,814	\$ 39,633,223	\$ 364,448,428
University of North Carolina Wilmington	\$ 109,696,776	\$ 13,152,111	\$ 3,504,758	\$ 21,854,481	\$ 14,214,797	\$ 25,805,634	\$ 188,228,557
University of Northern Iowa	\$ 107,059,085	\$ 3,709,940	\$ 23,894,987	\$ 27,107,473	\$ 12,419,662	\$ 32,532,071	\$ 206,723,218
University of Wisconsin-Eau Claire	\$ 73,295,423	\$ 1,447,897	\$ 2,458,684	\$ 23,204,969	\$ 28,093,683	\$ 13,854,403	\$ 142,355,059
University of Wisconsin-La Crosse	\$ 69,617,461	\$ 3,450,184	\$ 3,149,734	\$ 19,765,065	\$ 24,370,742	\$ 11,174,065	\$ 131,527,251
University of Wisconsin-Stevens Point	\$ 60,948,742	\$ 3,218,781	\$ 16,904,524	\$ 14,672,757	\$ 22,185,829	\$ 13,873,970	\$ 131,804,603
Washburn University	\$ 43,695,812	\$ 372,578	\$ 4,058,285	\$ 15,394,799	\$ 13,451,018	\$ 7,361,444	\$ 84,333,936
Winthrop University	\$ 49,833,324	\$ 8,626,158	\$ 4,331,849	\$ 10,077,729	\$ 15,310,867	\$ 12,419,229	\$ 100,599,156
Western Washington University	\$ 129,860,578	\$ 7,329,105	\$ -	\$ 16,423,959	\$ 23,021,008	\$ 24,663,643	\$ 201,298,293

- Board of Trustees Peer Group
- Source: IPEDS

Fees and Rates Schedule for Auxiliaries and Dedicated Funds: Approved by Board of Trustees

- Academic Program Fees:
 - Summer Session
 - Degree Programs via Extended Education
 - Continuing Education Programs
- Housing and Dining Rates
- Mandatory Student Fees:
 - Service and Activity (S&A)
 - Technology
 - Non-Academic Building
 - Green Energy
 - Student Recreation
 - Alternative Transportation

Fees and Rates Schedule: Approved by President (on behalf of Board of Trustees)

- Course and Lab Fees
- Service Fees:
 - Application and Transcript
 - Associated Student Equipment Rentals
 - Career Services and Testing
 - Child Development Center
 - Conference Services and Facilities Rentals
 - Health Services
 - Library Fines
 - Parking and Transportation
 - Recreation Center and Rentals
 - Summer Sports Camps
 - Tickets: Performance and Athletic Events
 - Viking Union
 - Western Front Advertising
- Department Service Fees:
 - ATUS Service and Materials
 - Lock Shop
 - Motor Pool
 - Physical Plant Labor and Equipment
 - Public Safety
 - Publishing Services
 - Telecommunications
 - Transport Services

**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
Brian Sullivan, Associate Vice President, Business and Financial Affairs

DATE: April 21, 2017

SUBJECT: **University Annual Financial Statement Highlights**

PURPOSE: Informational Item

Purpose of Submittal:

A summary review of the University's Annual Financial Statement highlights, financial performance ratios, and Moody's Summary Debt Profile will be provided to the Board of Trustees.

The presentation of the Financial Statement highlights will be made by:

- Richard Van Den Hul, Vice President for Business and Financial Affairs
- Brian Sullivan, Associate Vice President for Business and Financial Affairs

Board of Trustees April 21, 2017

Annual Financial Statement Highlights

Presentation Purpose and Overview

- Annual Financial Statement Highlights
- Measuring Financial Health
 - Review of Key Financial Ratios
 - Moody's Summary Debt Profile
 - Financial Statements are used for Debt Financing

Purpose of Financial Reports

- Communicates information on University resources and obligations (primary goal of financial reporting)
- Provides financial performance information that supports prudent planning, financial management, and decision-making
- Follows generally accepted accounting principles and utilizes the reporting format prescribed in Governmental Accounting Standards Board (GASB) and public disclosure required by bond covenants

Overview

Measuring Financial Health

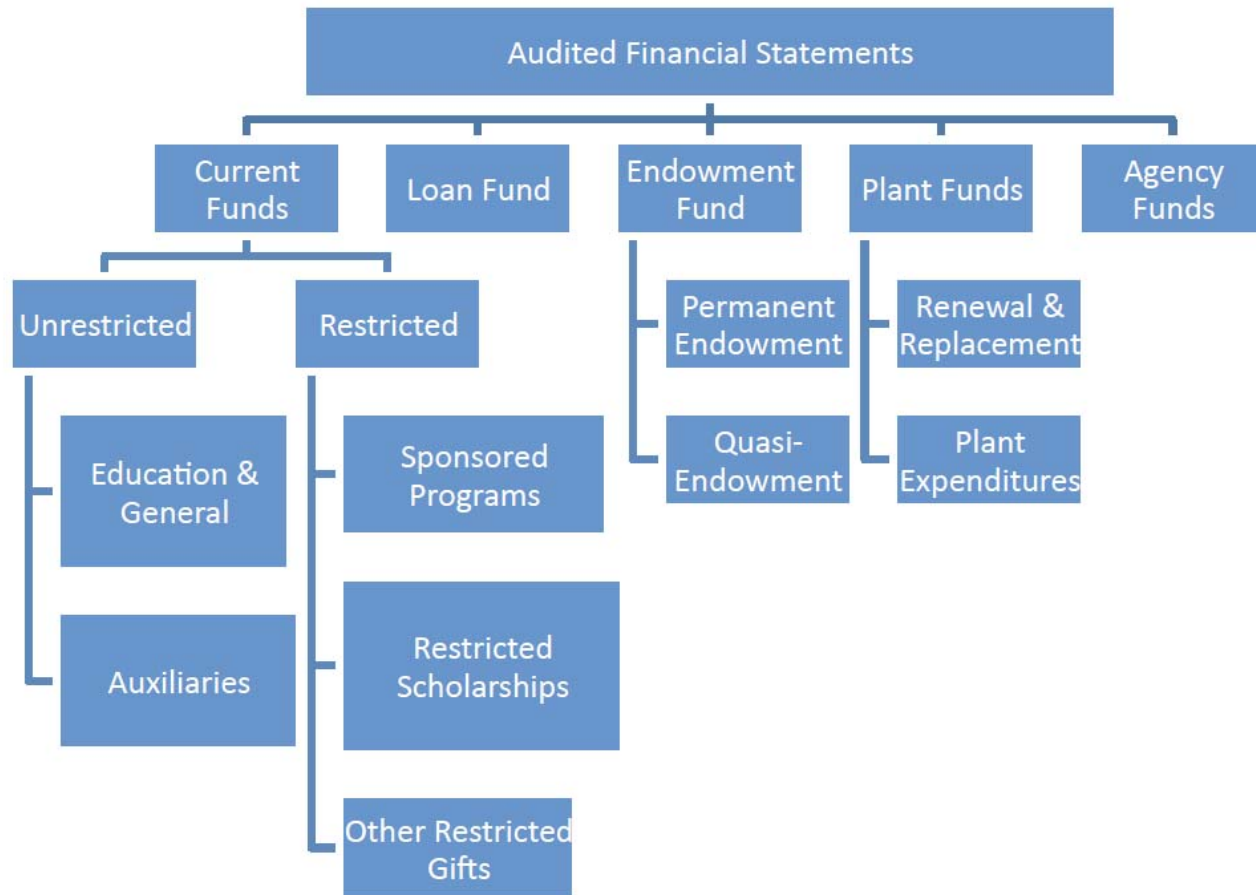


Annual Financial Report

Major Sections:

- Management Discussion and Analysis
- Financial Statements
- Financial Statement Disclosures
- Required Supplementary Information

Fund Accounting: University Financial Funds



Financial Statements

A. University Statements

1. Statement of Net Position (Balance Sheet)
2. Statement of Revenues, Expenses and Changes in Net Position (Income Statement)
3. Statement of Cash Flows

B. WWU Foundation Statements *(discretely presented component unit of WWU)*

1. Statement of Financial Position
2. Statement of Activities and Changes in Net Assets

A1. Statement of Net Position (Balance Sheet)

	2016	2015	Difference	% Change	
	<i>(Dollars in thousands)</i>				
Assets					
Assets:					
• The majority of the current assets reduction is primarily due to the continued implementation of Western's investment strategy to move to longer term investments of \$28.4M, offset by increases in the Perm Fund of \$3.3M and accounts receivable of \$1.2M	Current assets	\$52,199	\$75,910	(\$23,711)	-31.2%
	Long-term investments	\$89,766	\$64,013	\$25,753	40.2%
	Other Noncurrent assets	14,275	\$12,386	1,889	15.3%
	Capital assets, net	438,075	427,626	10,449	2.4%
	Total assets	\$594,315	\$579,935	\$14,380	2.5%
• Capital Assets, net increased \$10.4M due to the Carver Academic renovation project	Deferred Outflows	7,589	5,080	2,509	49.4%
Liabilities					
Liabilities:					
• \$2.6M increase due to additional invoices relating to capital projects	Current liabilities	41,023	38,388	2,635	6.9%
	Noncurrent liabilities	109,891	104,710	5,181	4.9%
• \$5.2M increase in noncurrent primarily due to an increase to the net pension obligations (GASB 68)	Total liabilities	150,914	143,098	7,816	5.5%
	Deferred Inflows	4,751	10,464	(5,713)	-54.6%
Net Assets:					
	Net Position				
• 14.9M increase due largely to Carver Academic renovation project	Net investment in capital assets	370,840	355,929	14,911	4.2%
	Restricted:				
	Pensions	574	753	-179	-23.8%
• \$3.3M increase due to less spending of Perm Fund	Nonexpendable	4,652	4,631	21	0.5%
	Expendable	27,193	23,869	3,324	13.9%
• \$3.3M decrease primarily due to net pension obligation and Moore vs. HCA state lawsuit	Unrestricted	42,980	46,271	-3,291	-7.1%
	Total net position	\$446,238	\$431,453	\$14,785	3.4%

A2. Statement of Revenues, Expenses, and Changes in Net Position (Income Statement)

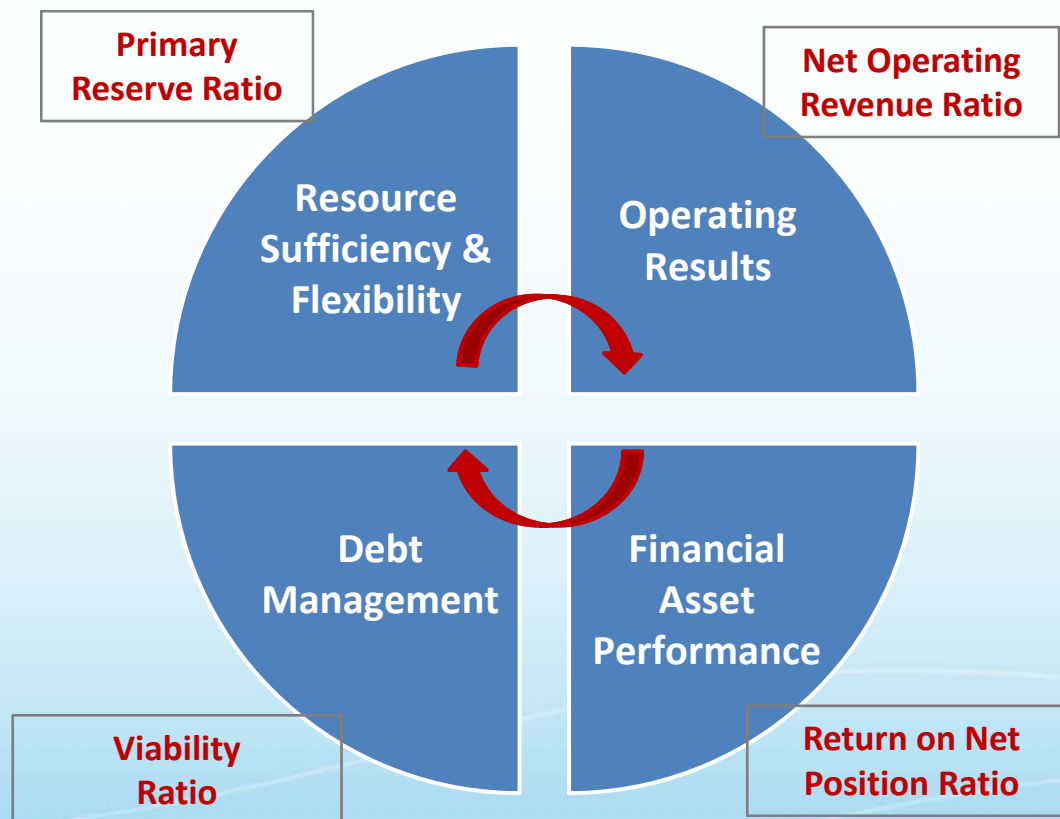
	2016	2015	Difference	% Change
Operating Revenues:				
<ul style="list-style-type: none"> Operating revenues increased by \$4.3M primarily due to \$2.5M increase in Extended Education, \$1M increase in auxiliaries, and \$1M increase due to slightly higher enrollment and various fee increases 	Operating revenues	\$211,303	\$206,970	\$4,333 2.09%
Operating Expenses:	Operating expenses	298,121	278,397	19,724 7.08%
<ul style="list-style-type: none"> Operating expense increased by \$9.5M due to staff compensation and additional positions, \$7.8M in benefit and retirement increases including accrued pension liabilities, \$1.7 for the Chemistry Building fire, and \$1M for the Moore vs. HCA lawsuit 	Operating loss	-86,818	-71,427	-15,391 21.55%
Nonoperating Revenues:	State appropriations revenue	62,469	49,623	12,846 25.89%
	Other nonoperating revenues	16,385	16,836	-451 -2.68%
	Nonoperating expenses	-3,165	-3,487	322 -9.24%
	(Loss) income before other revenues	-11,129	-8,455	-2,674 31.62%
<ul style="list-style-type: none"> State appropriations increased by \$12.8M primarily due to \$3.7M resident undergrad tuition buyback, \$2M capital non-capitalized expenses, \$7.5M general wage and other compensation increases and benefits 	Other revenues	25,915	9,782	16,133 164.93%
	Increase in net position	14,787	1,327	13,460 1014.29%
Capital Appropriations:	Net position, beginning of year	431,453	461,672	-30,219 -6.55%
<ul style="list-style-type: none"> \$16.5M increase due to the Carver Academic renovation project 	Restatement	-	-31,546	31,546 -100.00%
	Net position, end of year	\$446,240	\$431,453	\$14,787 3.43%

(Dollars in thousands)

A3. Statement of Cash Flows

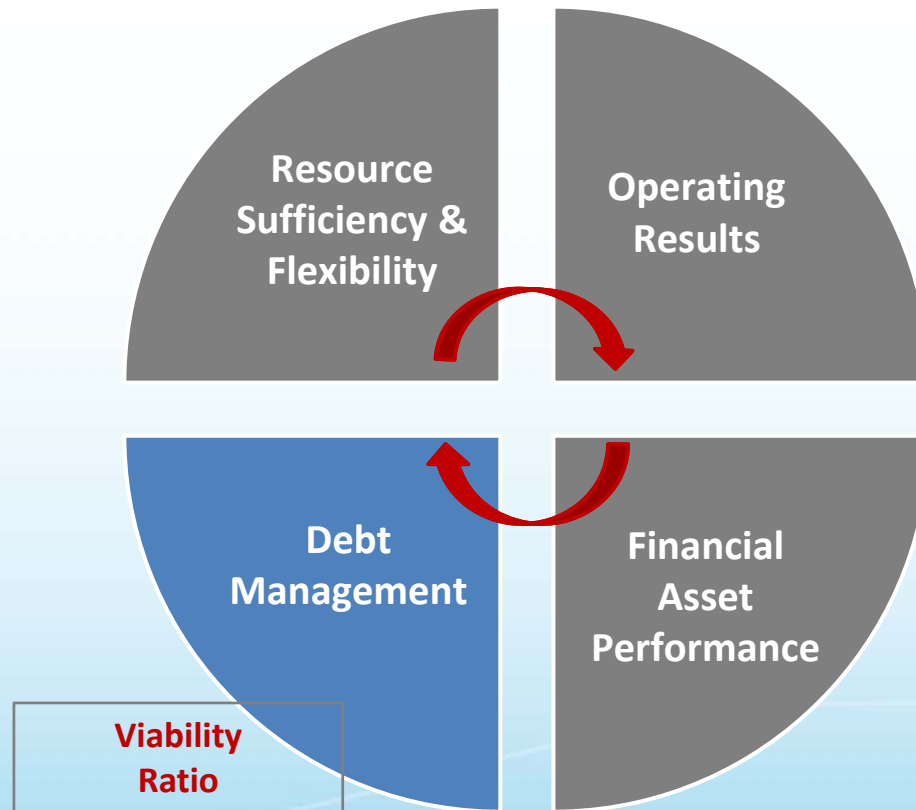
	<u>2016</u>	<u>2015</u>	<u>Difference</u>	<u>% Change</u>	
<i>(Dollars in Thousands)</i>					
Cash Flows from Operating Activities:					
• Cash from operations includes tuition and fees and expenditures for operations					
• includes salaries, scholarship/fellowship and supplies					
• Net cash decrease by \$16M largely due to compensation and benefit increases that were funded by the state					
	Cash received from operations	\$210,409	\$209,099	\$1,309	0.63%
	Cash expended for operations	(270,493)	(252,927)	(17,565)	-6.94%
	Net cash used by operating activities	(60,084)	(43,828)	(16,256)	-37.09%
Cash Flow from Noncapital Financing Activities:					
• Increased \$12M due to State appropriations and gifts					
	Net cash provided by noncapital financing activities	77,451	65,440	12,011	18.35%
Cash Flow from investing Activities:					
• Decreased \$14M due to investing in longer term instruments					
	Net cash (used) by investing activities	(23,040)	(9,089)	(13,951)	-153.50%
Cash Flow from Capital and Related Financing Activities:					
• \$6.5M cash decrease due to spending on Carver Academic renovation project					
• Cash and cash equivalents decreased by \$24.7M due to increases in longer term investments and capital related financing activities					
	Net cash used by capital and related financing activities	(20,358)	(13,858)	(6,500)	-46.91%
	Net increase/(decrease) in cash and cash equivalents	(26,032)	(1,335)	(24,697)	-1850.32%
	Cash and cash equivalents, beginning of year	41,326	42,661	(1,335)	-3.13%
	Cash and cash equivalents, end of year	<u>\$15,294</u>	<u>\$41,326</u>	<u>(\$26,032)</u>	<u>-62.99%</u>

Measuring Financial Health



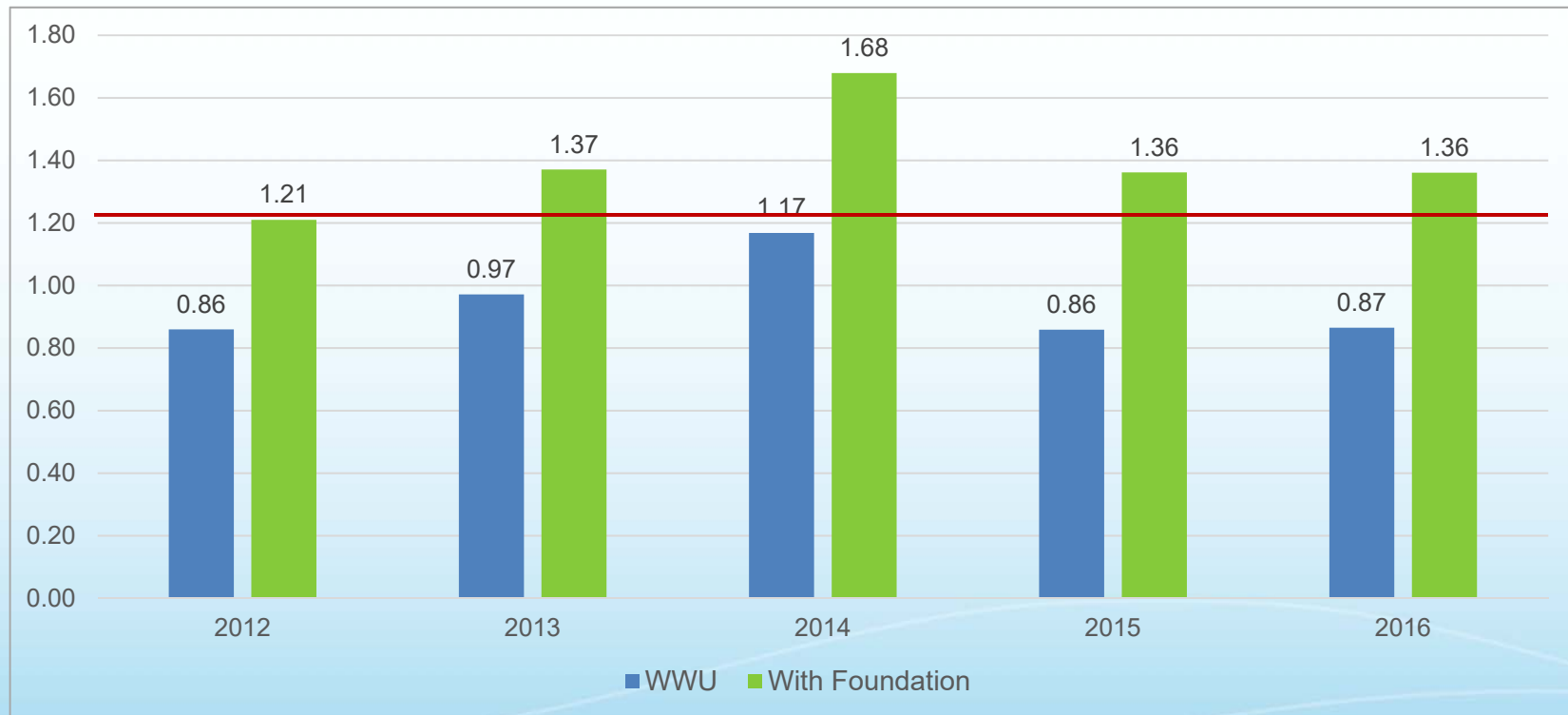
Financial Performance Dashboard Ratios

Component Ratios	Calculation	Description
Viability Ratio (Balance Sheet Leverage)	Expendable Resources / Debt	<ul style="list-style-type: none"> • Are debt resources managed strategically to advance the mission? • Measures the ability to pay off long-term debt with expendable financial reserves.
Primary Reserve Ratio (Income Statement Leverage)	Expendable Resources / Operations	<ul style="list-style-type: none"> • Are resources sufficient and flexible enough to support the mission? • Measures the ability to fund operations with expendable financial reserves.
Return on Net Position Ratio (Financial Resource Growth)	Change in Net Position / Total Net Position	<ul style="list-style-type: none"> • Does asset performance and management support the strategic direction? • Measures the ability of net asset growth to support strategic initiatives.
Net Operating Revenue Ratio	Operating Income (loss) plus Net Non-Operating Revenues / Operating Revenues plus Non-Operating Revenues	<ul style="list-style-type: none"> • Do operating results indicate the University is living within available resources? • Measures the amount of annual contribution margin or loss to the size of the operations (revenues).
Quick Ratio (Liquidity Ratio)	Current Assets excluding Prepaid and Inventory / Current Liabilities	<ul style="list-style-type: none"> • Do we have sufficient funds to cover our operations? • Measures the University's ability to pay current liabilities using only readily liquid assets.



Viability Ratio

Measures the ability to repay debt with available financial resources. It is a measure of balance sheet leverage and indicates a University's "flexibility" to further the University's mission.



Viability Ratio is Expendable Net Assets (excluding Capital Projects) divided by Debt (excluding state-paid debt). — Strategic Financial Analysis for Higher Education recommends a ratio of 1.25X or greater that indicates existing debt could be repaid from expendable resources available today.

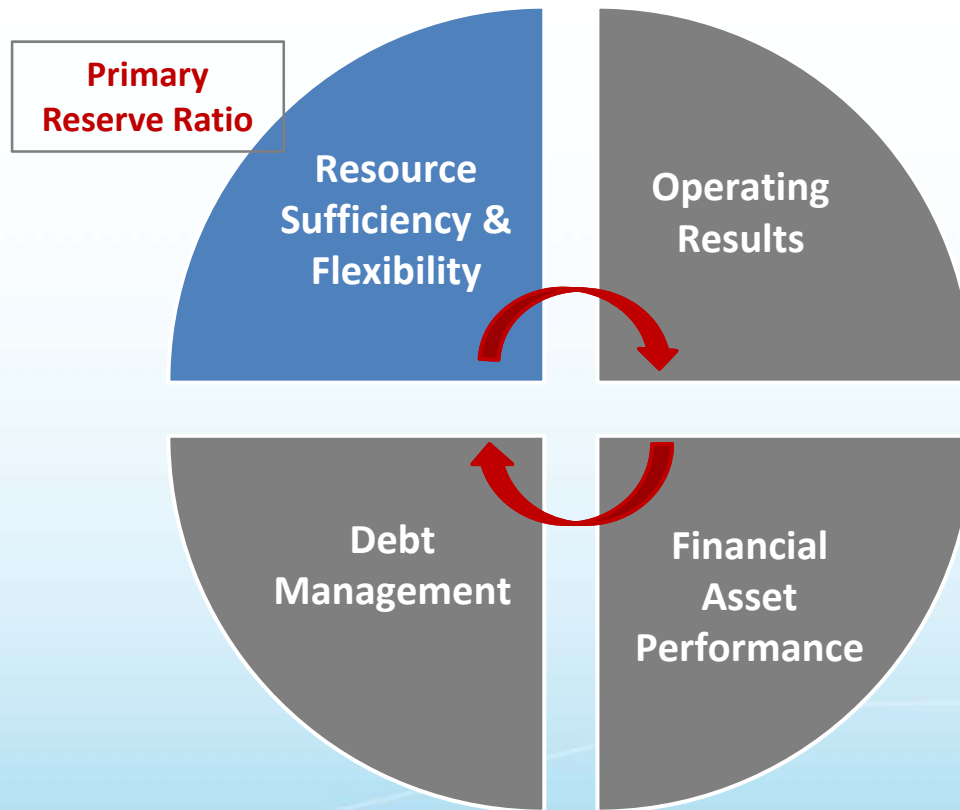
**FY15 decrease due primarily to the restatement to recognize pension liabilities per GASB 68*

Financial Statements are used for Debt Financing

- Board of Trustees may authorize issuance of revenue bonds to fund capital expenditures for enterprise auxiliary funds or student facilities
- The University has no authority to issue general obligation bonds for academic buildings
- May enter into lease-purchase (COPs) used for equipment, building improvements, and land purchase with the State Treasurer
- Revenue bonds are rated by Moody's Investors Service

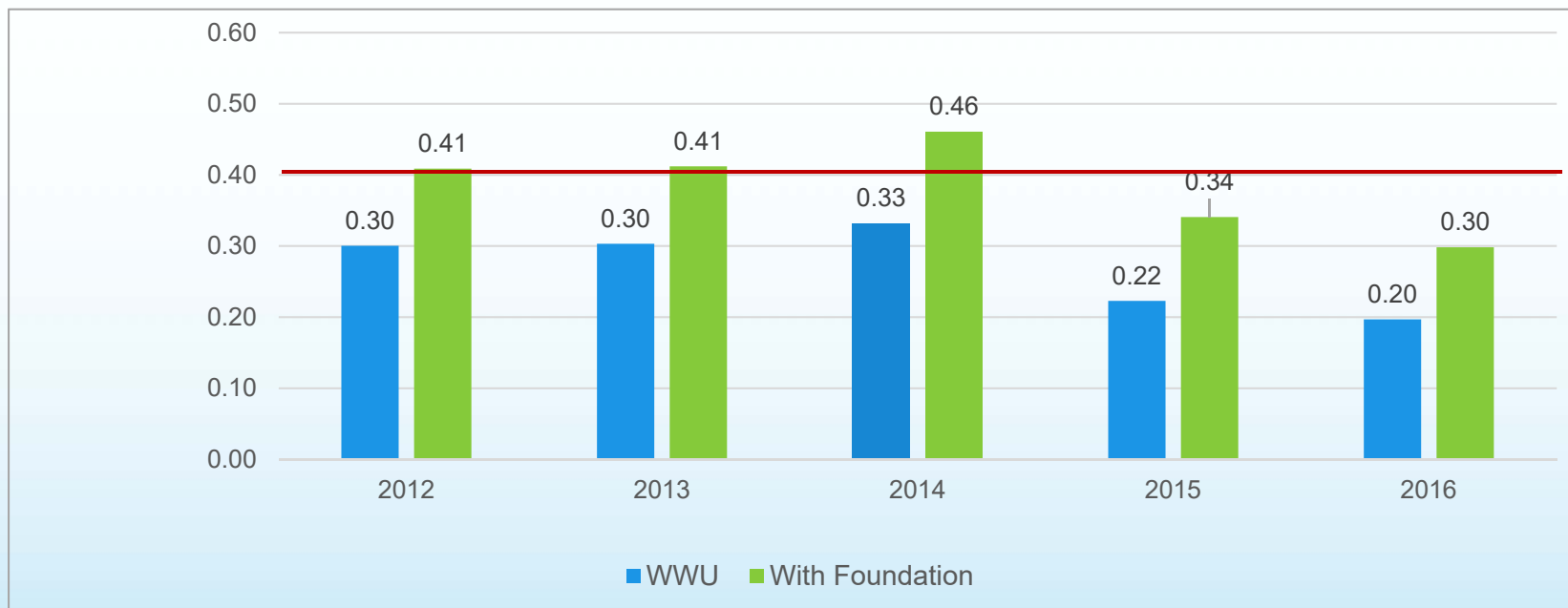
Moody's Summary Debt Profile

- On January 30, 2015, Moody's assigned an A1 rating with a stable outlook to the Series 2015 Bonds and affirmed their A1 rating on all of the University's existing bonds.
- In the report, Moody's highlighted the following strengths:
 - Trend of positive cash flow margins in the auxiliary system providing ample debt service coverage of four (4) times
 - Established regional market as a reputable public university in Western Washington with a focus on undergraduate liberal arts education
- Noted challenges in the report included:
 - Budgetary stress at the state level and lower state appropriations pressure the University's operations in the form of lower state appropriations
 - Slowdown in growth of tuition revenue due to no tuition increases has resulted in moderate weakening of operating performance



Primary Reserve Ratio

Compares the University's existing financial resources to the size of its operating expenses.

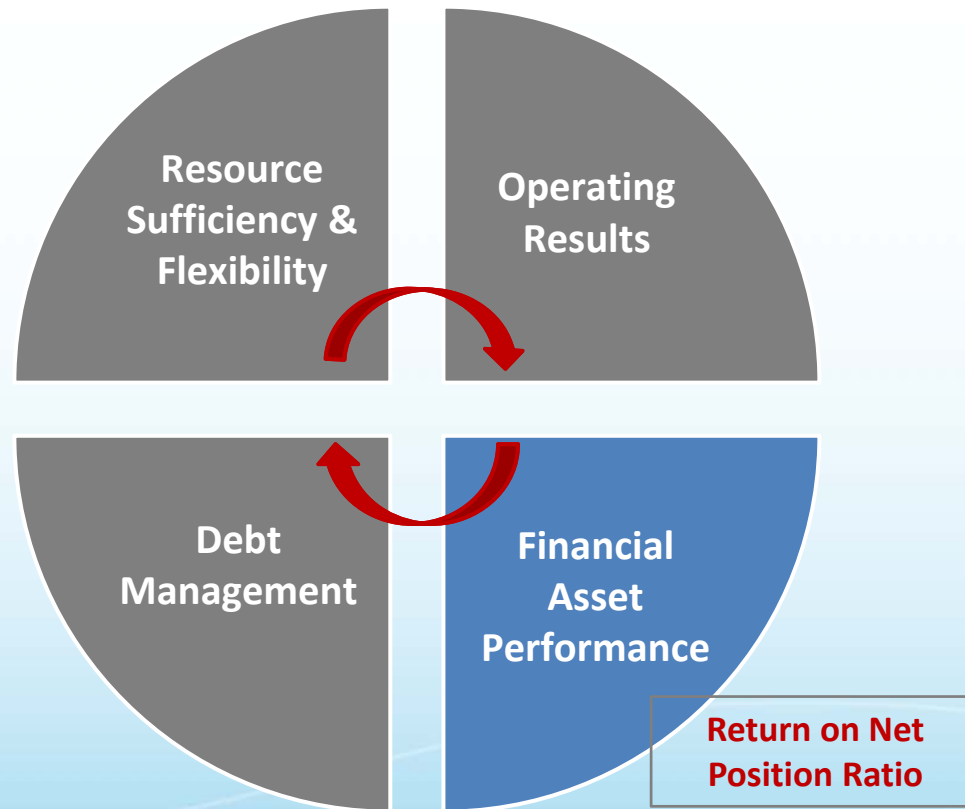


Primary Reserve Ratio is Expendable Net Assets (excluding Capital Projects) divided by Total Adjusted Expenses (Operating Expenses plus Interest Expense). — Strategic Financial Analysis for Higher Education recommends a ratio of 0.40X is advisable to give the institution flexibility to transform an enterprise over the long term while keeping adequate reserves to cover unforeseen expenses; 0.40X indicates the University could operate for approximately 120 days without additional funds.

FY15 decrease due primarily to the restatement to recognize pension liabilities per GASB 68

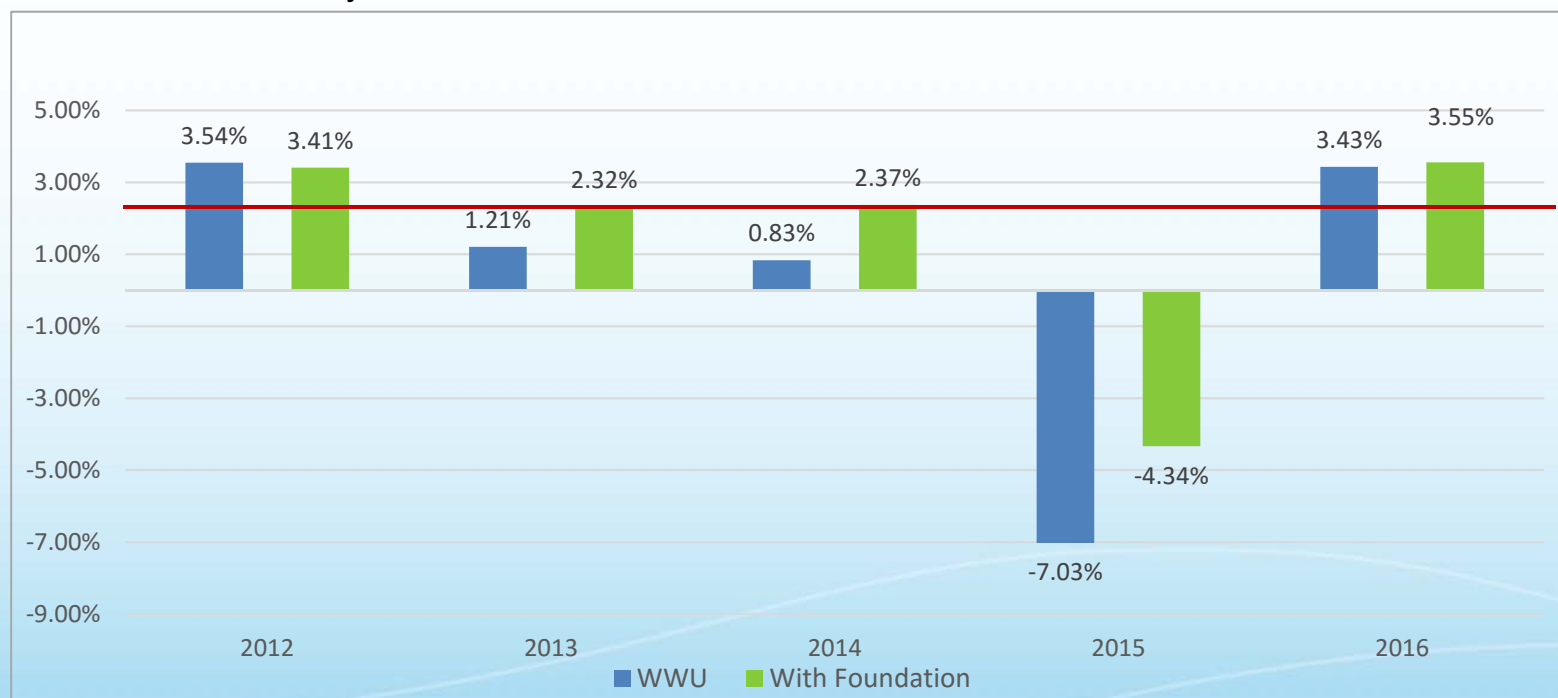
Guiding Principles for University Reserves

- Honor targeted use of revenue sources:
 - Grants and contracts
 - Directed state appropriations
 - Revenue from private philanthropy
- Benchmark indicates a 0.40 Primary Reserve Ratio be attained for:
 - Ensuring the University is financially sound and can make long-term investments required for success
 - Maintaining a strong fiscal position
 - Unanticipated emergencies
 - Available emerging opportunities to advance the University
 - Reserve for major equipment replacement
 - Cash flow for cyclical revenue cycles
 - Unfounded pension liabilities



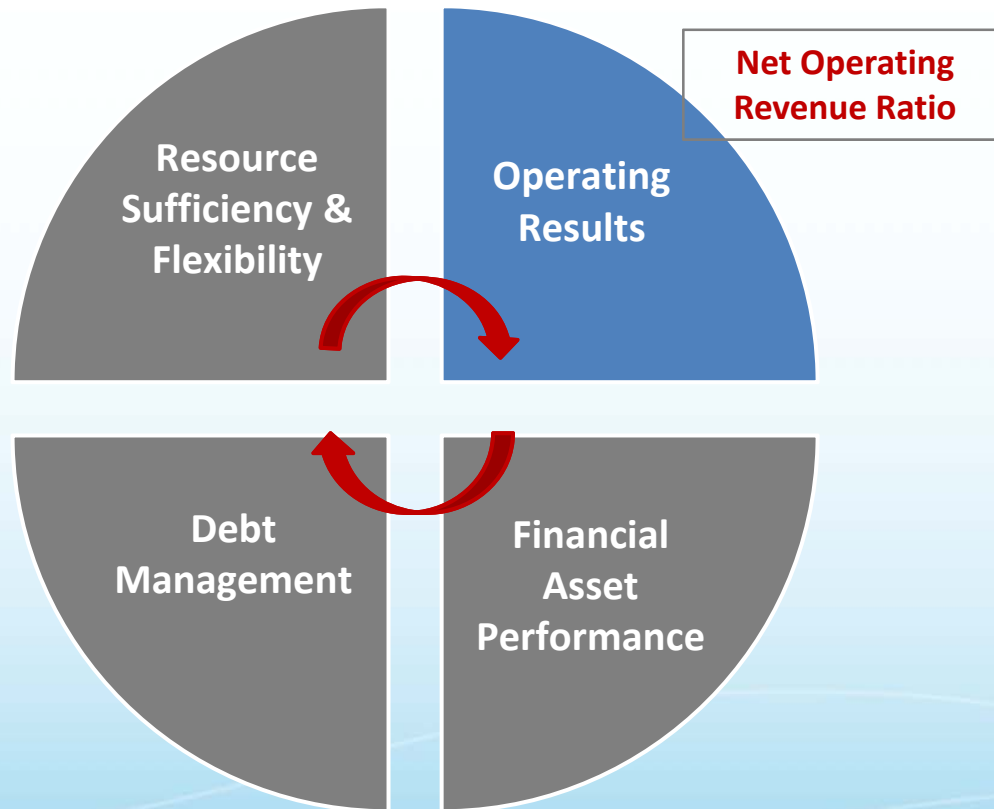
Return on Net Position Ratio

Indicates whether the institution is financially better off than in previous years by measuring total economic return. A decline in this ratio may be appropriate and even warranted if it reflects a strategy to better fulfill the institution's mission. An improving trend in this ratio indicates that the University is increasing its net assets and is likely to be able to set aside financial resources to strengthen its future financial flexibility.



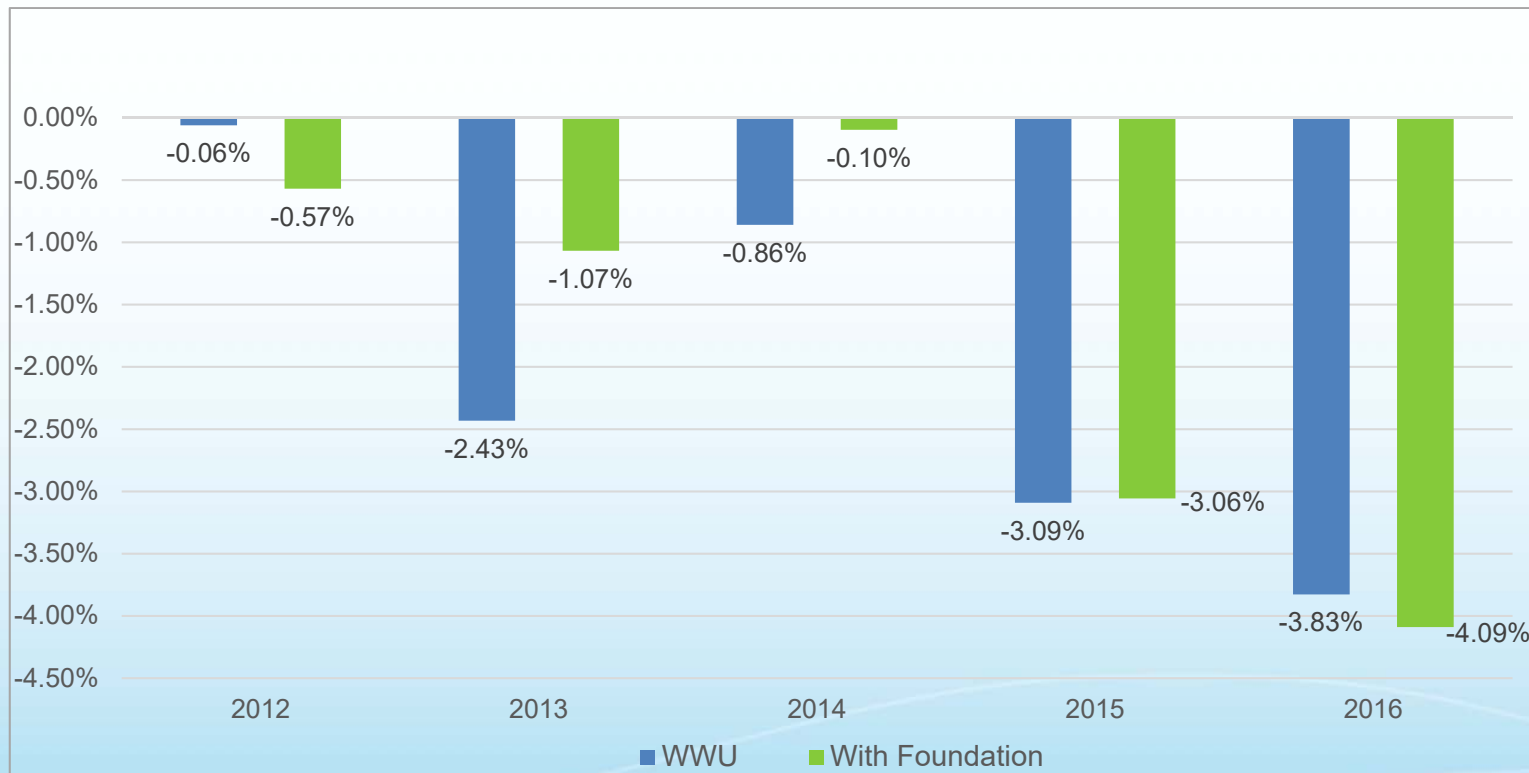
Return on Net Position Ratio is the change in Net Position divided by Total Net Position. — NACUBO studies recommends using the Higher Education Price Index plus a real rate of return, (HEPI) 5 year average of 2.1%.

FY15 decrease due primarily to the restatement to recognize pension liabilities per GASB 68



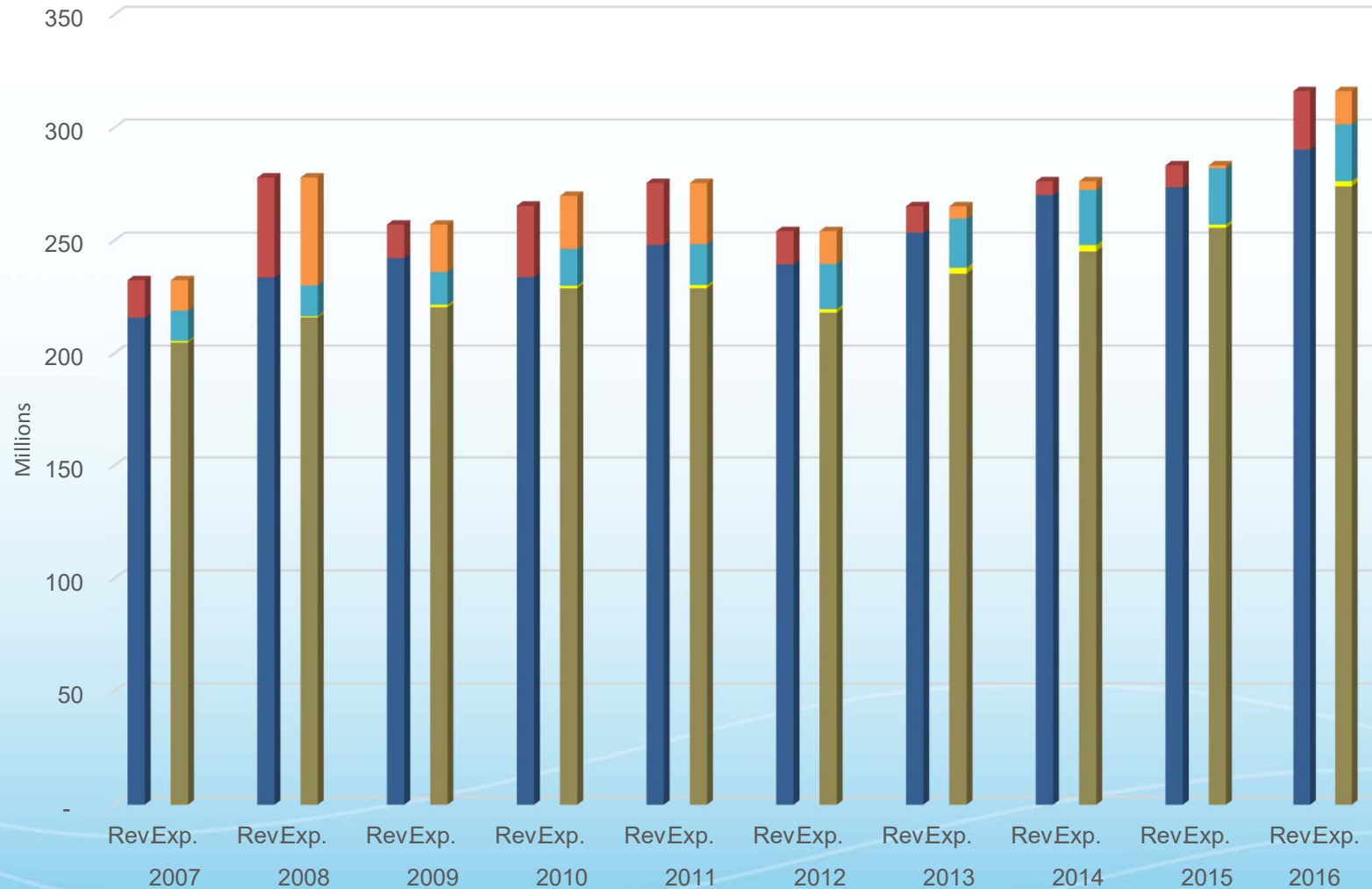
Net Operating Revenue Ratio

Measures the amount of annual contribution margin or loss to the size of the operations (revenues). Dollars are required for investment in assets and to maintain adequate reserves.



Net Operating Revenue Ratio is Operating Income (or loss) plus Non-Operating Revenues (excludes Capital Revenue) divided by Operating plus Non-Operating Revenues. Strategic Financial Analysis for Higher Education recommends a target of 2 - 5% over an extended time period.

Total Income, Expenses and Changes to Net Position



* State / Permanent Fund

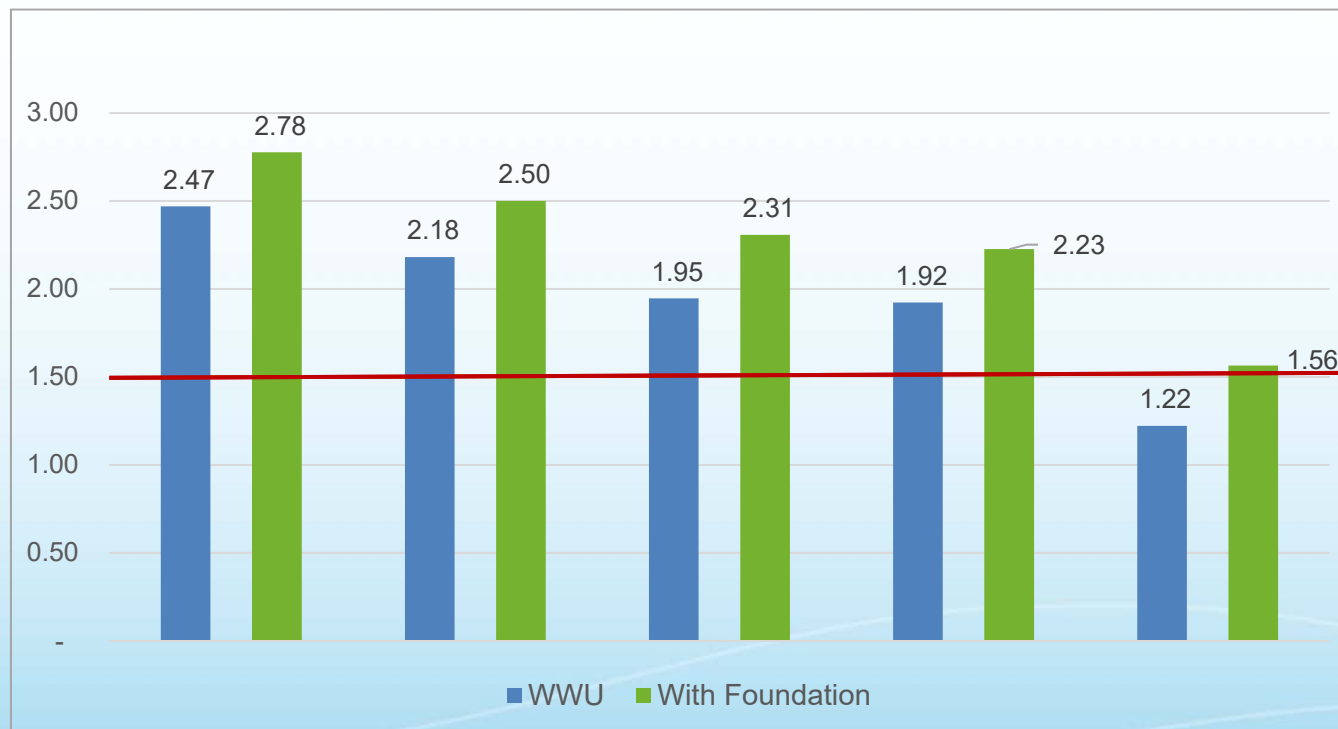
■ Operating Revenue
■ Pension Liabilities

■ Capital Revenue*
■ Depreciation

■ Operating Expense
■ Change in Net Position

Quick Ratio

Liquidity ratio measures the University's ability to pay short-term obligations. It is also referred to as the acid-test, and is one of the most fundamental liquidity ratios.



Quick Ratio is Current Assets less Prepaid and Inventory divided by Current Liabilities. — The Ratio Analysis in Higher Education by KPMG recommends using a ratio of between 1.5 and 3.

Summary

Overall, the University's financial position is stable; however, there is a strong dependency on net tuition revenue generated by student enrollments to balance the budget.

Western should continue to strengthen and increase enrollment while diversifying its revenue stream through increased donations, investment income, grants, endowment income, state appropriations, and other income sources.

Appendix

Outstanding Debt and Estimated Supplemental Retirement Payouts

Current Debt Profile

Housing and Dining Revenues	Delivery	Final Maturity	Call Date	Outstanding Par
Housing and Dining Revenue Refunding Bonds, 1998 Series A	2/1/1998	10/1/2022	No Call	\$7,435,000
Housing and Dining System Revenue Bonds, Series 2009B (BABs)	6/30/2009	4/1/2034	4/1/2019	12,515,000
Housing and Dining System Revenue Refunding Bonds, Series 2012	7/19/2012	10/1/2023	No Call	6,905,000
Housing and Dining System Revenue Refunding Bonds, Series 2015*	3/4/2015	4/1/2026	No Call	5,095,000
Total:				\$31,950,000

Viking Union	Delivery	Final Maturity	Call Date	Outstanding Par
Housing and Dining System Revenue Refunding Bonds, Series 2015**	3/4/2015	4/1/2026	No Call	7,355,000
Total:				\$7,355,000

Student Recreation Fee	Delivery	Final Maturity	Call Date	Outstanding Par
Student Recreation Fee, Series 2012	4/30/2012	5/1/2037	5/1/2022	\$22,960,000
Total:				\$22,960,000

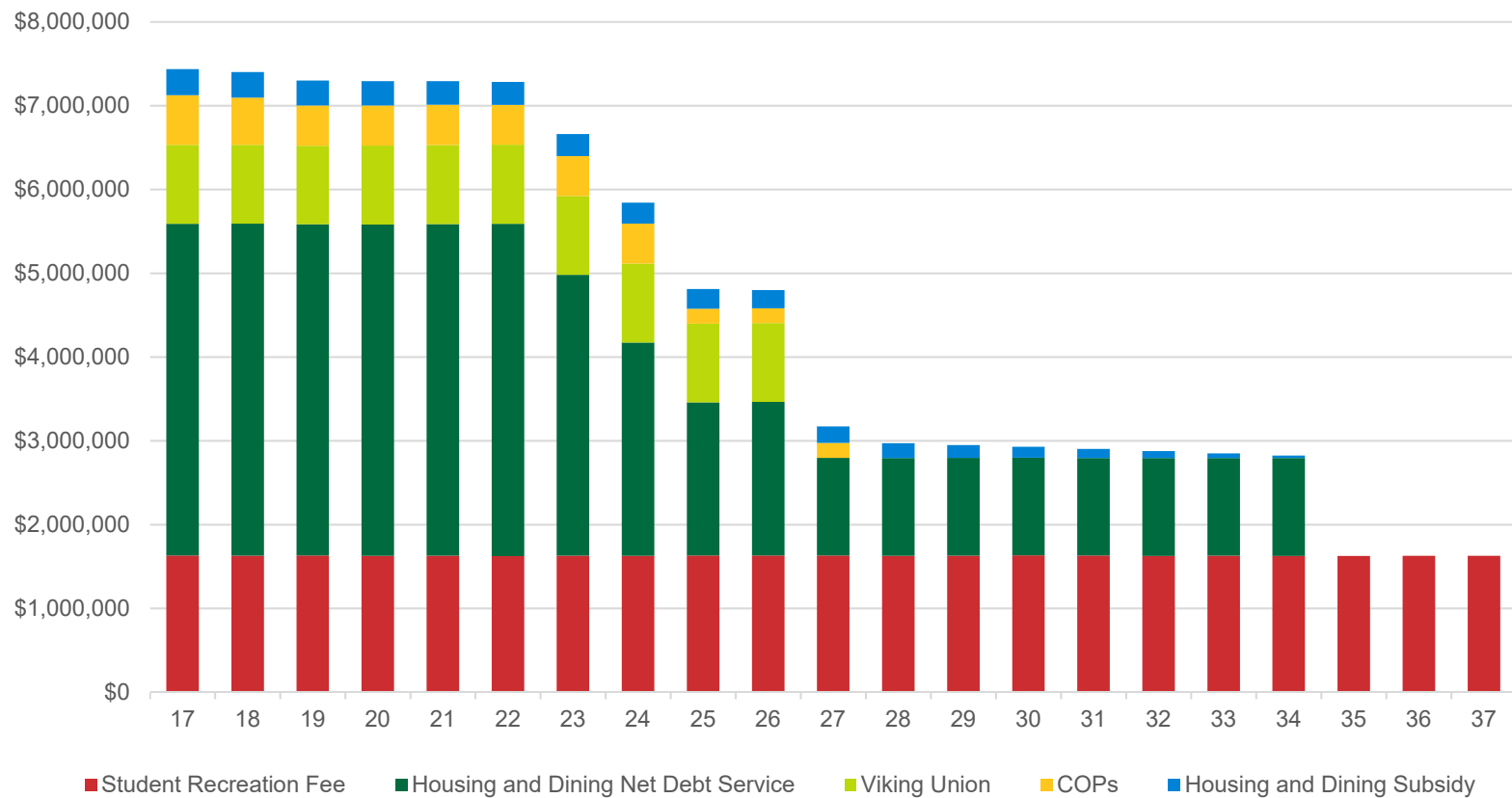
COPs	Delivery	Final Maturity	Call Date	Outstanding Par
ESCO Project Lease Phase II COPs, Series 2005	6/16/2005	6/1/2017	No Call	\$27,148
Digital Scoreboard COPs, Series 2011	3/24/2011	12/1/2017	No Call	117,543
ESCO Project Lease COPs, Series 2012	3/29/2012	6/1/2024	7/1/2022	2,095,000
Crew Boat COPs, Series 2015	4/15/2015	6/1/2018	No Call	31,374
Crew Rowing Shell Trailer COPs, Series 2015	9/24/2015	12/1/2020	No Call	20,618
Lincoln Creek Property COPs, Series 2016	3/31/2016	6/1/2027	No Call	1,475,000
Total:				\$3,766,683

Total Outstanding: \$66,031,683

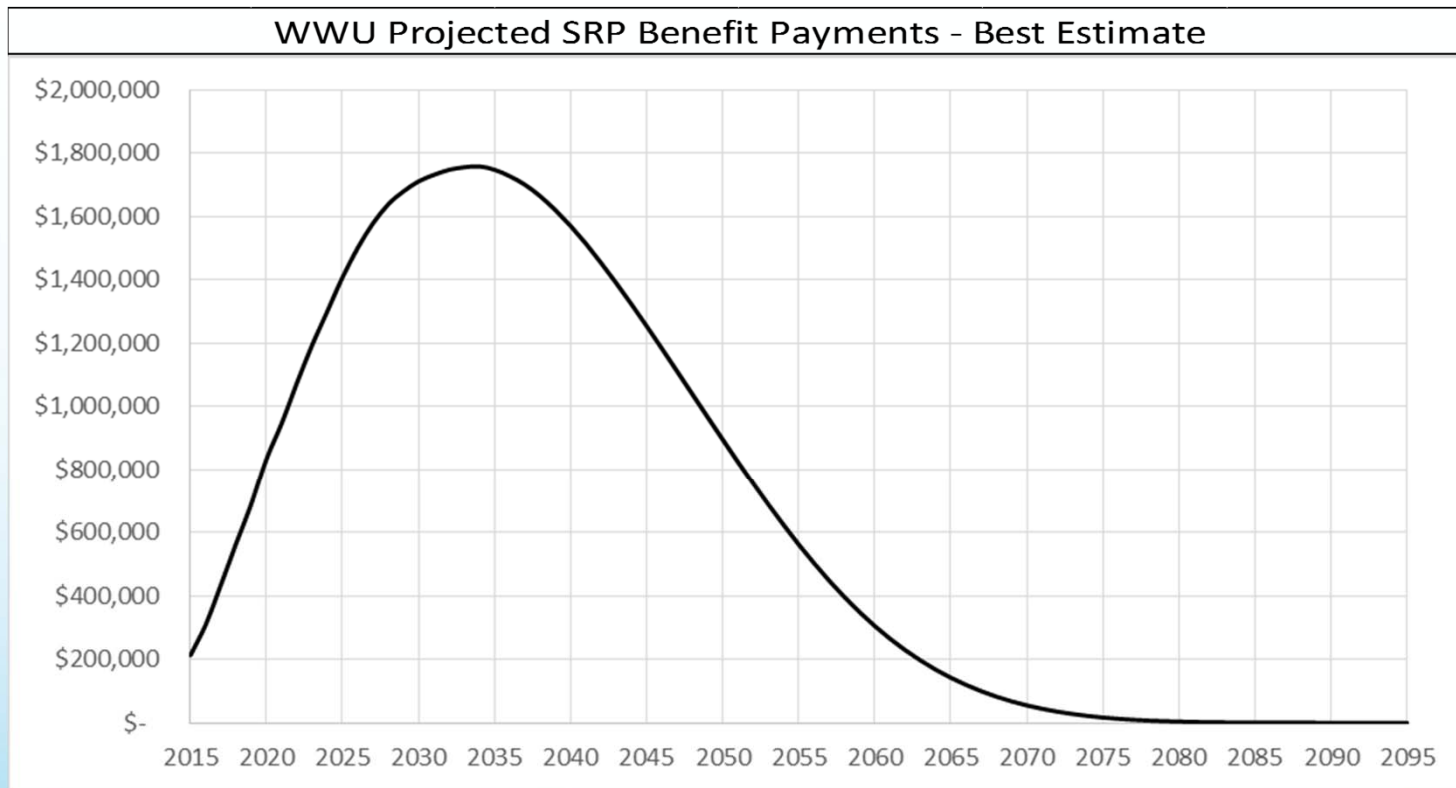
* Excludes the Viking Union portion because that is paid from a separate fee

** Viking Union portion that is paid from a separate fee

Annual Debt Service by Source



Supplemental Retirement



Refer to the Benefit Director's Guide to Supplemental Retirement Plan Benefit Payment Projections for key information.

Scenario	Best Estimate
Salary Scale	3.50%
CREF Return	6.75%

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Steve Swan, V.P. for University Relations and Community Development

DATE: April 21, 2017

SUBJECT: **Olympia Update**

PURPOSE: Discussion Item

Purpose of Submittal:

Becca Kenna-Schenk, Director of Government Relations, will give an update on the 2017 legislative session.

Supporting Information:

State Government Relations

The 2017 Legislative Session is scheduled to conclude April 23rd, although at least one 30-Day Special Session is likely to provide the Legislature with sufficient time to implement the state's 2-year biennial budgets prior to the end of the fiscal year on July 1st. Western has continued meeting with legislators about the University's legislative priorities and testified on each of the House and Senate operating and capital budget proposals, which were released in recent weeks.

The Senate operating proposal maintains current tuition policy permitting up to a 2.1% increase in resident undergraduate tuition for the 2017-18 and 2018-19 academic years, and provides salary increases of \$1,000 per state employee over the biennium instead of funding negotiated labor contracts. The Senate proposal would also reduce Western's tuition waiver authority by \$1.3 million and provide funding for 200 new enrollment slots at Western, 70% of which would be for STEM majors.

The House operating proposal includes a two-year tuition freeze for resident undergraduate students and provides backfill funding to Western for foregone tuition revenue. The House proposal includes \$2.4 million for student support services at Western and would fund an additional 6,000 eligible students to receive the State Need Grant throughout the state. There was a technical error related to compensation for Western employees in the House budget, but it appears the intent was to include three 2% increases for all state employees over the course of the 2017-19 biennium.

Regarding the capital budget proposals, the Senate provides approximately \$17.6 million in state bond funding and \$9.5 million in local funds to address Western's most urgent capital

needs, and the House includes approximately \$9.4 million in state funds and \$11.6 million in local funds for Western's campus. The Senate proposal allocates \$6 million in state bond funding for design of Western's Sciences Building.

The number of policy bills affecting higher education has winnowed down throughout the session and April 12th is the cutoff date for bills that are not necessary to implement the budget to be approved by both chambers of the Legislature. Bills that have passed the Legislature or are still alive that directly impact Western include [SB 5234](#) requiring establishment of credit policies regarding AP exams, and [HB 1561](#) creating an open education resources (OERs) grant pilot program for public, four-year institutions. An OER grant program was also included in the House operating budget proposal. Finally, Western was featured in work sessions before the Senate Higher Education Committee last month regarding high demand degrees and student success at public four-year universities.

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

TO: Members of the Board of Trustees
FROM: Earl Overstreet, Chair, Board Audit Committee
DATE: April 21, 2017
SUBJECT: **Board Audit Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

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

TO: Members of the Board of Trustees
FROM: Chase Franklin, Chair, Board Governance Committee
DATE: April 21, 2017
SUBJECT: **Board Governance Committee Report**
PURPOSE: Information Item

Purpose of Submittal:

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

**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: March 21, 2017

SUBJECT: **Professional Leave Report**

PURPOSE: Information Item

Purpose of Submittal:

This report lists the faculty professional leave proposals that have been approved for AY 2017-18 and provides a brief summary of the exceptional research projects and scholarly activities engaged in by some of Western's faculty members. The report also outlines the process established to review applications and make award determinations.

The Professional Leave Advisory Committee is an all-university body composed of six faculty members who have taken professional leaves within the past few years. Professional leave applications are examined first at the department level, then by the dean (and, in some colleges, the college's professional leave committee), before being forwarded to the Provost's Office and the university-wide Professional Leave Advisory Committee. The Professional Leave Advisory Committee recommendations receive final review and approval by the Provost.

Per Section 10.6.1 of the faculty Collective Bargaining Agreement, the Committee relies upon the following criteria in making its recommendations: *Academic or scholarly significance; soundness of design, procedure, or operational plan, including clear objectives and timeline; relationship of planned activity to individual's area of study and professional development; expected outcomes and benefits, including dissemination of results; evaluation of applicant's ability to achieve the proposed goals; and value of the project in terms of academic benefits to the institution upon the applicant's return from the leave.*

For AY 2017-18, sixty faculty members requested 116 quarters of leave. Given that only 96 quarters were available for allocation, in the end, fifty-six faculty members were awarded some amount of the professional leave they requested. Each application was afforded a careful and thorough evaluation based upon the merits of the application and the expected benefits to the individual, department, and the university per the Collective Bargaining Agreement.

Supporting Information: Summary of Professional Leave Awards for AY 2017-18

Bruce Beasley, English

One quarter to complete the research, writing, and revision of three series of poems that will form the core of a book titled, *Glossomania*, which meditates on the enigmas of monstrosities, dreams, and the rapid and emotive thought-associations characteristic of psychosis.

Arpad Benyi, Mathematics

One quarter to further the study of harmonic/time-frequency analysis through two separate collaborations.

Leo Bodensteiner, Environmental Sciences

One quarter to publish a manuscript about alpine lakes in the North Cascades National Park and to continue study of the geochemistry and limnology of Soap Lake in Washington State.

Daniel Boxberger, Anthropology

One quarter to research the role of anthropologists as expert witnesses in legal proceedings and to explore how traditional knowledge of First Nations communities, which is by nature oral, is to be understood and evaluated in a legal setting.

Marion Brodhagen, Biology

One quarter to further research on the association of soil microorganisms with biodegradable plastics.

Nicole Brown, English

One quarter to complete research and writing for the *World Makers* project, a multimedia publication looking at a range of grassroots advocacy groups in the Pacific Northwest that pursue the values of social, economic, and ecological sustainability at local and global levels.

Rich Brown, Theatre and Dance

One quarter to develop, rehearse, and act in an adaptation of William Shakespeare's *Othello*, which will be shown in New York City.

Andrew Bunn, Environmental Sciences

Three quarters to focus on research in paleoclimatology that will lead to a better understanding of the growth patterns of bristlecone pine trees which provide critical information on how temperature and precipitation have varied in the Great Basin during the last five thousand years.

Rebecca Bunn, Environmental Sciences

Three quarters at 66.67% to learn and apply innovative statistical techniques which will lead towards a better predictive and applicable understanding of how mycorrhizal fungi affect plant growth.

Donald Burgess, Secondary Education

Two quarters to research how environmental education instructors use formative assessment to support student learning about the natural world and sustainability.

Jessica Cohen, Mathematics

Two quarters to develop a website of Common Core State Standards for Mathematics-aligned rich problem solving tasks, launch a lesson study program to investigate the impact of lesson study on student achievement, and investigate challenges arising from implementing student-centered instructional practices with linguistically and academically diverse populations.

Branko Curgus, Mathematics

Two quarters to study a class of boundary eigenvalue problems with eigenparameter dependent boundary conditions and to develop a mathematical theory that would explain these problems.

Alexander Czopp, Psychology

Three quarters to examine how and why well-intentioned attempts at promoting diversity and inclusion may backfire in ways that render them ineffective or potentially harmful.

Cristina de Almeida, Design

Two quarters to research the history of graphic design in the Pacific Northwest and then develop an artist book that will consist of descriptive text, timelines, bits of archival evidence, photos, and illustrations chronicling many of the research findings.

Yvonne Durham, Economics

One quarter to design an experimental economics research project that explores the use of institutions to improve both subject understanding of and behavior in the Monty Hall Dilemma.

Amanda Eurich, History

Two quarters to complete a book manuscript titled, *A Life in Letters: Jean de Coras and the Wars of Religion in Southern France* and a related role-immersion game titled, "The Crucible of Religious War."

Petra Fiero, Modern and Classical Languages

Two quarters to finish a monograph titled, *In the Interstices between Belonging and Alienation: An Analysis of Vladimir Vertlib's Work*, on the contemporary Austrian writer Vladimir Vertlib.

Jeffrey Grimm, Psychology

Two quarters to research, write, and submit an article to the *Journal of Behavioural Pharmacology* reviewing studies on the "incubation of craving" as it relates to the obesity epidemic.

David Hartenstine, Mathematics

One quarter to conduct mathematical research in the closely connected areas of nonlinear analysis and partial differential equations.

Nicole Hoekstra, Engineering and Design

Three quarters at 50% to investigate strategies to improve the adhesion strength between layers of 3D printing polymer filament and reduce the size and impact of air voids between each layer.

Elizabeth, Joffrion, Western Libraries

Two quarters to finish a book titled, *Advancing Preservation*, that will focus on archival preservation in the digital age and will be published by the Publication Board of the Society of American Archivists.

Nancy Johnson, English

Two quarters to conduct comparative research on children's literature and to prepare future programming and resources for the annual WWU Children's Literature Conference and its related events.

Vernon Johnson, Political Science

One quarter to expand analysis of "middleman minorities" and to pursue a book-length project comparing minorities in the middle of South Africa and the United States.

Michael Karlberg, Communication Studies

One quarter to work on a book titled, *Cosmopolitan Epistemology*, which offers a framework for reconciling the perennial tension between truth and relativism that is often an obstacle in efforts to foster coordination and response to mounting global challenges such as climate change or transnational humanitarian crises.

Jennifer Keller, Journalism

One quarter to review articles in three mainstream media sources to analyze how Twitter is being used and cited within those sources and how much that happens on Twitter no longer stays within the Twitterverse but, instead, becomes mainstream news.

Chuck Lambert, Secondary Education

Three quarters to write a book/technical manual for conducting functional behavior assessments and behavior intervention plans for children and adolescents with disabilities, tentatively titled, *Functional Behavior Assessment and Intervention Planning: A Practical Guide*.

Kristen Larson, Physics and Astronomy

Two quarters to write a book for the teaching community about one way to implement the “flipped classroom” concept that encourages student exploration of problems richly informed by peer instruction.

James Loucky, Anthropology

Two quarters to interview both young and old members of a small Maya community and to produce an ethnography that examines several profound changes that have affected its members over the last four decades.

Baozhen Luo, Sociology

Two quarters to work on a research project titled, *In Search of An Alternative Model of Elder Care: Political Economies and Public Long-Term Care Systems Across the Globe*—a comparison of four different systems, two in capitalist/Western democratic states and two in socialist/authoritarian states.

Stephen McDowall, Mathematics

One quarter to continue work on efficient solar power generation and to publish an article on the “angularly averaged inverse problem” in a high quality peer-reviewed journal.

Sebastian Mendes, Art and Art History

Two quarters to produce 30 to 40 drawings, 5 to 6 small sculptures, and 2 larger sculptures at the Kunsthau Dosse Park in Germany; and to document through photographs and drawings the open-air memorial where a World War II death march encampment was located in the Belower Forest.

Jonathan Miran, Liberal Studies

Three quarters to complete research and write a book tentatively titled, *The Red Sea World: from Antiquity to Modern Times*, which will synthesize Red Sea history from the Hellenistic Ptolemaic Kingdom (300 BCE) to the middle of the twentieth century.

Robert Mitchell, Geology

Two quarters to study how climate change affects the availability of fresh water in the Pacific Northwest through climate-change hydrological modeling in regional mountainous watersheds.

Elizabeth Mogford, Sociology

Two quarters to write and submit two journal articles that examine the impact of International Service Learning (ISL) programs on host communities and students using WWU's programs as an informative case study.

Craig Moyer, Biology

One quarter to study and train on linux-based computer applications with the goal of becoming a more effective system administrator and end user of a new super computer at WWU, used specifically for bioinformatics investigations.

Gene Myers, Environmental Studies

One quarter to address the questions of "why students choose an environmental major" and "how historical and cultural context influences such decisions."

Johann Neem, History

Two quarters to launch a project on the history of the relationship between the humanities and American democracy hosted at www.humanitiesanddemocracy.com.

Jeffrey Newcomer, Engineering and Design

One quarter to study automated manufacturing, develop an Automation and Integration concentration in the Manufacturing Engineering program, and write a proposal to fund the implementation of the new concentration.

Suzanne Paola, English

One quarter at 50% to complete a book titled, *Summerland*—a hybrid manuscript of fiction and nonfiction that tells the story of the author's grandmother, May Radford Boxill.

Kristen Paris, Political Science

Two quarters to examine how ethnicity informs and is affected by the Community Building Program (shequ jianshe) undertaken by the Chinese state over the past twenty years.

David Patrick, Chemistry and AMSEC

Three quarters to learn new skills in the areas of molecule-based solar cells and colloidal semiconductors and to pursue new international collaborations for WWU's Advanced Materials Science and Engineering Center and the Institute for Energy Studies.

David Rider, Chemistry and Engineering and Design

Three quarters to pursue two separate projects titled, "Homogeneous Catalysts at Electrode Interfaces" and "Understanding the Catalytic Activity of Interparticle Active Sites in Pt-based Nanoparticle Clusters."

Matthew Roelofs, Economics

One quarter to complete a paper titled, "Crowding Out in Charitable Giving," and a subsequent paper that examines the role of competition intensity on the behavior model of information sharing and the economics of innovation.

Jacqueline Rose, Psychology

Three quarters to gain experience with automated *C. elegans*-specific behavior tracking and Big Data statistical analysis with script-based programs.

John Rybczyk, Environmental Sciences

Three quarters to complete several manuscripts on local estuaries, make progress on active grants, and write new grant proposals related to blue-carbon research.

Debra Salazar, Political Science

One quarter to write an article-length, theoretical manuscript linking scholarship on political inequality with research on environmental inequality and to begin an empirically-based paper that tests hypotheses drawn from the theoretical paper.

Amites Sarkar, Mathematics

One quarter to continue research into random geometric graphs and extremal graph theory.

Ruth Sofield, Environmental Sciences

One quarter to complete a book proposal for a new introductory level textbook in environmental toxicology titled, *Toxicology and Its Relationship to Human Health and the Environment*.

Lesley Sommer, Music

Three quarters to compose a piece for a large ensemble (wind symphony) and to create a more diverse catalog of music with accompanying pedagogical materials for use in music theory courses at WWU.

Mart Stewart, History

One quarter to finish a comprehensive environmental review of the U.S. South in a book titled, *Creatures at the Crossroads and the Making of the Natural South*.

Joseph Trimble, Psychology

Three quarters to complete a book titled, *Building Bridges to Inclusive Leadership through the Lens of Cultural Narratives*; study different leadership perspectives, preferences, and

styles from a sample of culturally diverse leaders in several countries; and, finally, produce a new and related book that offers data and insights on diverse cultural leadership.

James Vyvyan, Chemistry

Three quarters to publish findings from previous research, explore a new area of study having to do with gold-catalyzed reactions of epoxides, and, finally, draft a new edition of a textbook on organic spectroscopy.

Jianglong Wang, Communication Studies

One quarter to continue work on a book project that examines contemporary Chinese communication campaigns and the goals they are meant to achieve.

Ryan Wasserman, Philosophy

One quarter to review recent work on the concept of metaphysical explanation and write a paper that applies related concepts explained in a previous work to specific debates in ethics, metaphysics, and the philosophy of language.

Michiko Yusa, Modern and Classical Languages

One quarter to complete an interdisciplinary manuscript on *Women's Spirituality in Japanese Buddhism*, looking at five different historical women, each with their own distinct path of faith and expression of spirituality.

Jianying Zhang, Mathematics

One quarter to work on two separate research projects focusing on numerical methods for a biological model in pattern formation and on the design of effective meshless methods for complex fluid flow models.

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Provost Brent Carbajal

DATE: April 21, 2016

SUBJECT: **Tenure and Promotion Report**

PURPOSE: Information Item

Purpose of Submittal:

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

Supporting Information:

Listing below of faculty granted tenure and/or promotion effective September 2017.

Tenure and Promotion - Effective September 2017

Promotion to Full Professor

Andrew Bach	Environmental Studies
Christopher Bianco	Music
Emily Borda	Chemistry
Marilyn Chu	Elementary Education
Eric DeChaine	Biology
Raine Dozier	Health & Community Studies
Tina Du Rocher Schudlich	Psychology
Timothy Fitzpatrick	Music
Perry Fizzano	Computer Science
David Hartenstine	Mathematics
Stella Hua	Decision Sciences
Milica Jelaca-Jovanovich	Music
Ee Lin Lee	Communication Studies
Benjamin Miner	Biology
Philip Nelson	Computer Science
Paqui Maria Paredes Mendez	Modern & Classical Languages
Chris Sandvig	Decision Sciences
Julia Sapin	Art
Rae Lynn Schwartz-Drupre	Communication Studies
Dennis Whitcomb	Philosophy

Tenure and Promotion to Associate Professor

Paula Airth	Design
Patricia Bourne	Music
Devyani Chandran	Health & Community Studies
Hope Corbin	Health & Community Studies
Jeremy Cushman	English
Kelli Evans	Communication Science & Disorders
Pierre Gour	Art and Art History
Jared Hardesty	History
Joseph Hunter	Special Ed & Educational Leadership
Adriana Manago	Psychology
Maria McLeod	Journalism
Jenny Oleen	Western Library
Rebekah Paci-Green	Environmental Studies
Skylar Powell	Management
Patrick Roulet	Music
Hilary Schwandt	Fairhaven
Art Sherwood	Management
Sharon Shewmake	Economics
Pete Stelling	Geology
Neal Tognazzini	Philosophy
Gerard Campbell	Decision Sciences

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Senior Vice President, Eileen Coughlin

DATE: April 10, 2017

SUBJECT: Enrollment and Admissions Report

PURPOSE: Information Items

Record Number of Freshman Applications for Fall 2017

Western received the highest number of freshman applications in its history at 11,166 compared to 10,443 at the same time last year - an increase of nearly 7%. Admissions implemented an early action deadline for freshman students of November 1, along with a regular deadline of January 31, to encourage early applications. In addition, Western's Financial Aid office was the first among the four-year public universities in our state to begin sending estimated award letters to freshman students. Our enrollment goal for Fall 2017 of 3000 freshmen is in part to make up for an estimated decrease of 100 resident undergraduates expected to continue from Spring 2017 to Fall 2017, due to graduation and other attrition.

Freshman applications from high-achieving students admitted with Highest Honors or Distinction are comparable to last year. Applications from students of color are up by 404 or (10.8%). Freshman applications from first-generation students are also up by 3%. Nonresident freshman applications which are up slightly, comprise 1% more of the freshman pool of applications than last year. The top 5 states with the highest number of applicants continue to be: California, Oregon, Colorado, Alaska and Hawaii. It is too early to predict the composition of our enrollment for Fall 2017, as confirmations are still in process.

Fall 2017 Transfer Applications Slightly Down Compared to Last Year

The application deadline for transfer students was March 1. Admissions is still processing transcripts accompanying the admissions applications. As of April 4, transfer applications were comparable to 2,205 at the same time last year with a slight decrease. As with freshman applications, transfer applications continue to trickle in and applicants will be admitted on a space-available basis.

Western Preview

Western Preview, held April 1, was our largest Preview ever with 2,535 total attendees. Students and their families spent the day exploring campus and learning about Western's academic offerings, University Residences, financial aid, campus culture and extracurricular programs. For 562 admitted students, this was their first visit to campus.

The night before Preview, Admissions hosted an Out-of-State Reception for 139 out-of-state guests to welcome them to campus. Also, as a part of Preview, Admissions provided a successful MAP (Multicultural Achievement Program) lunch reception for 91 Western Preview attendees to recognize MAP scholarship recipients and their families. Campus officials throughout campus who are invested and involved in multicultural efforts, took the opportunity to congratulate and engage with students,

parents and other family members at the reception. Western again provided free round-trip transportation to students from the greater Seattle area as in past years, via the “Western Express” bus program.

Freshman Phone-a-thon

April 4 - 6, peer advisors including 50 Student Admissions Representatives and 2 Orientation Student Advisors phoned 2,873 admitted freshman students to encourage them to confirm, inform them of key next steps (i.e., reserving their room with University Residences, registering for Summerstart) and answer questions. In addition, arrangements were made for current Honors students to call students admitted to the Honors program. The ultimate goal of the phone-a-thon was to encourage students to confirm their enrollment to Western prior to the May 1 national deadline.

Experience Western Honors

In collaboration with the Honors Program, Admissions held a day-long visit for prospective Honors students and their families on February 26, 2017. Student participants had previously been admitted to Western with highest honors or distinction. This invitation-only event featured an Honors seminar, catered lunch, campus tour, afternoon reception and Q&A panel. Seventy-nine students were able to attend - almost double the number of attendees from 2016. Following the event, an additional 20 attendees applied to the Honors Program. Director of Honors Scott Linneman greatly assisted in the planning of this event with a specific enrollment goal of increasing diversity among Honors applicants.

International Recruitment Updates

International recruitment this winter included attending 10 International Transfer Fairs in the Seattle area at the following community colleges: Everett, Edmonds, Shoreline, Cascadia, Bellevue, North Seattle, South Seattle, Green River, Highline and Seattle Central. In addition, Admissions attended 2 general transfer fairs while coordinating an international-specific breakout session following the fair at Bellevue and Green River. This month, Admissions will represent Western at the NACAC college fair and the U.S. College Expo Fair in Vancouver, Canada. ISSS (International Student and Scholars Services) will represent Western and at the College Expo Fair circuit in Calgary and Toronto. New student enrollment is expected to be stable.

Student Employment Wage Schedule Task Force

Initiative 1433 mandates significant increases in the Washington State minimum wage over the next several years. A Student Employee Task Force studied the opportunities and challenges Initiative 1433 brought and made recommendations to adjust Western’s student employment policies. Among other recommendations, the Vice Presidents approved the following recommended wage schedule adjustment:

- Simplify the student employee wage schedule by using three classifications levels rather than five.
- Use a 10% separation between the minimum wages for each classification instead of 3.5%.
- Use a fixed 30% wage range for each classification.

These changes offer supervisors the flexibility to assign wage rates of student employees based on job scope and work experience while providing a wage schedule designed with consideration of State wage guidelines for permanent staff.

WWU Student Scholarship Workshops

Two Student Scholarship Workshops were held this year on February 28, and on March 1. Scholarship Center staff facilitated two 90-minute panel discussions for students on how to effectively conduct a scholarship search and create a competitive scholarship application. Panel members included current student scholarship recipients, past scholarship committee members, and colleagues from Career Services, Education Abroad and the Research-Writing Studio.

Student Employee of the Year Reception

Each year colleges and universities across the country recognize the importance of the student work experience during National Student Employment Week – the second full week in April. Western will celebrate our student employees in our ninth annual Student Employee of the Year Reception on April 14. The Student Employee of the Year Award is given to one exceptional student worker to congratulate and thank them for their hard work and dedication. Student employee nominations are judged on a variety of characteristics including reliability, quality of work, initiative, professionalism, the uniqueness of the student's contribution, and community and campus service.



**Capital Program Report
Board of Trustees
April 20, 2017**

MAJOR/INTERMEDIATE CAPITAL PROJECTS

• **Carver Academic Renovation**

The Carver Academic Renovation project construction is approximately 85% complete. Ongoing interior work includes: fire detection and sprinklers, electrical, plumbing, ventilation, interior framing, gypsum wallboard, insulation, and interior finishes. Exterior work includes: glass systems, doors and operable windows, new brick, and brick restoration.

The project is scheduled to be substantially complete in May 2017.

Site web cameras of the construction can be found at the following link:

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

• **Ethnic Student Center/Multicultural Services**

The consultant team has begun meetings with University representatives for the design of the Ethnic Student Center/Multicultural Services project. The project schedule shows the project design continuing until the end of 2017, with construction starting in early 2018.

The University has selected (based on Board of Trustees action at this April meeting) Dawson Construction as the General Contractor/Construction Manager (GC/CM) through the RFQ/RFP procurement method for construction services. Schematic Design will be complete by the end of April 2017.

**2017-2019 CAPITAL BUDGET REQUEST AND 2017-2027 TEN-YEAR PLAN
DEVELOPMENT PROCESS**

After the last Board of Trustees meeting, both the Senate and House proposed Capital Budgets have been released. Attached is a comparison spreadsheet showing the versions to date.

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

WESTERN WASHINGTON UNIVERSITY

2017-2019 CAPITAL BUDGET REQUEST COMPARISON SHEET

Color Key :
- Pre-design
- Design
- Construction
- Stand-alone project

PROJECTS	FUND SOURCE	WWU Request - September 2016			Gov. Inslee Budget - December 2016			Senate Budget - March 2017			House Budget - April 2017		
		Bonds	Local	TOTAL	Bonds	Local	TOTAL	Bonds	Local	TOTAL	Bonds	Local	TOTAL
1 MINOR WORKS - Preservation		15,400,000		15,400,000	4,998,000	6,605,000	11,603,000	4,998,000	1,181,000	6,179,000		7,500,000	7,500,000
2 SCIENCE BUILDING RENOVATION & ADDITION		54,991,000	1,250,000	56,241,000				6,000,000		6,000,000			
3 2017-19 CLASSROOM & LAB UPGRADES		6,180,000	470,000	6,650,000	6,180,000	470,000	6,650,000	6,180,000	470,000	6,650,000	6,180,000	470,000	6,650,000
4 MINOR WORKS - Program		6,637,000	8,763,000	15,400,000									
5 ACCESS CONTROL SECURITY UPGRADES		7,200,000		7,200,000				427,000	1,073,000	1,500,000			
6 DISABILITY RESOURCES AT HAGGARD HALL		2,607,000	93,000	2,700,000	1,350,000	1,350,000	2,700,000						
7 SUPPORT SERVICES FACILITY PHASE 1		9,526,000	424,000	9,950,000									
8 ELEVATOR PRESERVATION AND ADA UPGRADES		6,700,000		6,700,000		3,188,000	3,188,000		3,188,000	3,188,000	3,188,000		3,188,000
9 WATERFRONT LAND ACQUISITION		4,500,000		4,500,000									
10 SOUTHCENTRAL CAMPUS ROADWAY REVISIONS		2,060,000		2,060,000									
12 HEATING SYSTEM CARBON REDUCTION & ENERGY SYSTEM IMPROVEMENTS		415,000		415,000									
Preventive Facility Maintenance & Repairs									3,614,000	3,614,000		3,614,000	3,614,000
TOTAL		116,216,000	11,000,000	127,216,000	12,528,000	11,613,000	24,141,000	17,605,000	9,526,000	27,131,000	9,368,000	11,584,000	20,952,000

Reappropriations	FUND SOURCE	WWU Request - February 2017			Gov. Inslee Budget - December 2016			Senate Budget - March 2017			House Budget - April 2017		
		Bonds	Local	TOTAL	Bonds	Local	TOTAL	Bonds	Local	TOTAL	Bonds	Local	TOTAL
CARVER ACADEMIC FACILITY		5,000,000	3,500,000	8,500,000				5,000,000	3,500,000	8,500,000	5,000,000	3,500,000	8,500,000
MINOR WORKS - Preservation		1,200,000	1,825,000	3,025,000				1,200,000	1,825,000	3,025,000	1,200,000	1,825,000	3,025,000

Footnotes
 1. \$540,000 in M&O is included in the Senate's proposed Operating Budget
 2. \$540,000 in M&O is excluded in the House's proposed Operating Budget



“Western has helped me discover passions that I didn’t even know I had. I have a completely new perspective on diversity and what that means to me as I go into teaching, which I am so thankful for.”

— *Emily Aikins ('16)*

UNIVERSITY ADVANCEMENT REPORT

APRIL 2017

ADVANCING THE UNIVERSITY

FACULTY AND STAFF ANNUAL GIVING UPDATE

Western launched another successful Annual Faculty and Staff Campaign in February to encourage Western employees to give back to the areas on campus that inspire them most. This campaign culminated in a celebration to thank the **365** faculty and staff members who have given **\$350,000** so far this year, including **45** faculty and staff whose first gift ever to WWU began in February!

Our goal is to reach **500** by the end of this fiscal year.

4,620

ANNUAL DONORS
GAVE

\$1,871,279

*2.44% increase
in donors over
last year-to-date*

3,026

ALUMNI ASSOCIATION
MEMBERS

*10.27% increase over
last year-to-date*

10
EVENTS

961
ATTENDEES

THE WWU ALUMNI ASSOCIATION AND FOUNDATION UPDATE FROM 1/31 TO 3/30

The WWU Alumni Association and Foundation hosted **10** events engaging **961** participants over the past two months including:

- Vikings for Life (**72** attendees)
- Seattle Scholarship Lunch (**151** attendees)
- Gleason Screening with Ty Minton-Small (**125** attendees)
- Bellingham Scholarship Dinner (**148** attendees)
- Wine & Chocolate in Leavenworth (**30** attendees)
- Faculty Staff Campaign Celebration (**47** attendees)
- Vikings in Palm Springs (**29** attendees)
- WWU Night at the Silvertips (**77** attendees)
- Summit the World with Leif Whittaker (**242** attendees)
- Dinner at Wingtip Club in San Francisco (**40** attendees)

GROWING AWARENESS

JANUARY 1 THROUGH FEBRUARY 28

SOCIAL MEDIA

Social media continues to be a growing area of engagement for our constituents. From February 1 to February 28, we had an increase in Twitter engagement by **1,400** reactions. Over the past two months, our Alumni Association Facebook total page views reached **172,915**, and we had **3,671** people watch our videos on social media.

By focusing our reach to target audiences, we are better able to bring to our audience the events, articles, and videos that they most want to see, keeping WWU top-of-mind.

WWU CITY CENTER OUTREACH

Western City Center is in its second year of operation in the Herald building. We continue to experience good visibility and customer interaction. So far this fiscal year, we've hosted **2,657** visitors.

The space serves an important function in hosting Western events and meetings including Downtown Bellingham Art Walk, Paint Bellingham Blue for WWU, Student Alumni Association meetings, faculty meetings and more. The space has also served the Salish Seas steering committee, the Bellingham School Board retreat, three Drupal Global meetings, Northwest Youth Services, the Technology Affinity Group, and many more community and campus groups.

WWU CITY CENTER STATISTICS

ON AVERAGE,
HIGH TRAFFIC
OCCURS

TUES & WED

8:00 - 11:00 a.m. &
2:00 - 4:00 p.m.

ESTIMATED
GALLONS OF
FREE COFFEE
SERVED
THIS YEAR-TO-DATE

495

ESTIMATED
NUMBER OF
PASTRIES
SERVED
THIS YEAR-TO-DATE

408

ENGAGEMENT

EVENTS FROM JANUARY 10 THROUGH MARCH 30

VIKINGS FOR LIFE RECEPTION AND DINNER



On January 21, the annual Vikings for Life reception and dinner honored those Vikings who have made their Alumni Association support a lifelong commitment. Seventy-two Life Members gathered in the Wilson Library Reading Room on campus to enjoy an entertaining and interactive presentation by psychology professor Ira Hyman about “Crime Blindness and Other Failures of Awareness.”

SEATTLE SCHOLARSHIP LUNCH



On February 1, Western President Randhawa, along with university vice presidents and deans, joined 151 donors and their scholarship recipients at the Renaissance Hotel in Seattle for a heartfelt luncheon. This special event brings together WWU’s scholarship supporters with the student recipients who directly benefit from their philanthropy. Yanessa Arebalo (’17, special education major) spoke.

WWU AT GREEN DRINKS

The first Wednesday of every month in the first quarter (February 1 and March 1), the WWU Alumni Association partnered with the College of Business and Economics Business and Sustainability program to co-sponsor Green Drinks. Business and Sustainability program director and Wilder Distinguished Professor Craig Dunn invited students each month to inform the local community about their projects in sustainability at Western. WWU Alumni Association staff gave a brief talk about membership value, created important connections that resulted in membership renewals, and generated interest for local businesses to partner in our membership discount program.

GLEASON SCREENING WITH TY MINTON-SMALL (’11) AND JOYCE TAYLOR (’84)



On February 3, WWU alumnus Ty Minton-Small (’11) presented the Award-winning documentary “Gleason” to an audience of 125 attendees. Minton-Small is the cinematographer of the film, which follows former NFL New Orleans Saint Steve Gleason as he grapples with his ALS diagnosis alongside the birth of his son. The touching documentary captures his challenges and triumphs through five years of his life, while highlighting his philanthropic work for other ALS patients. Minton-Small greeted 35 people before the screening at a VIP event and following the film with

ENGAGEMENT

(continued)

WWU alumna and KING5 News anchor Joyce Taylor ('84), who conducted a lively Q&A and discussion. Minton-Small opened up to Taylor and the audience about his close relationship with the Gleason family, his life since making the film, and his future projects. WWU football alumnus Michael Koenen ('05), who kicked the historic punt that Gleason blocked in the Saints' return to the Superdome after Hurricane Katrina, was a surprise guest. Gleason and Koenen are immortalized together in a statue at the Superdome. The WWU event was streamed via Facebook Live on KING5 and WWU's Alumni Association Facebook pages, where 18,806 people tuned in.

BELLINGHAM SCHOLARSHIP DINNER



On February 15, all seven colleges joined President Randhawa, university vice presidents and deans to honor 148 donors and their scholarship recipients at the Bellingham Scholarship Dinner at the Viking Union Multipurpose Room. WWU student Sung Yoon ('18, Early Childhood Education) spoke.

ALUMNI PAIRING UP FOR VALENTINE'S WEEKEND

Leavenworth is a great destination for Valentine's weekend, and on February 18, the WWU Alumni Association hosted 30 guests who agree. WWU parent and Alumni Association supporter Robert Sage ('79) invited our alumni to Leavenworth to his Plain Cellars tasting room for a wine and chocolate pairing. In addition to the private tasting, the weekend included

the option to travel by motor coach from Bellingham and Everett, with overnight accommodations at the Icicle Village Resort. Alumni board president Shari Campbell ('83) helped organize the weekend with Robert Sage and was in attendance to welcome fellow alumni.

ALUMNI DAY IN OLYMPIA

On February 23, each Washington university and college sent three representatives to visit with legislators to promote the full funding of higher education and request support for students. Western was well represented by Alumni Association board members Don Hardwick ('84), Jody Mull ('84), and Lynn Macdonald ('94).

BELLINGHAM SCHOLARSHIP DINNER



On March 1, 236 donors, recipients, deans, and scholarship recipients gathered at the Viking Union Multipurpose Room to celebrate the generosity of the Western community. Katy Mullen ('17, Sociology and Dance double-major) spoke.

VIKINGS IN PALM SPRINGS

Donna and John Mollan ('69) are two very passionate supporters of Western. For the past three years, they've hosted a gathering at Woody's Palm House in Palm Springs. On March 2, as the rain and snow soaked in the campus, snowbird Vikings flocked to Woody's for

ENGAGEMENT

(continued)

good cheer. This year, 29 guests joined the Mollans to talk about Western’s legislative plan, the renovation of Carver, and many other campus happenings.

WWU NIGHT AT THE SILVERTIPS

March 4 was a big night for our alumni hockey fans. We sold out our group tickets in Section 110 of Xfinity Arena with 77 Vikings at the Everett Silvertips game. It was a fast-paced, exciting game enjoyed by Western community and family members. WWU supporters caught flying shirts, and even flying pucks!

LUMMI ALUMNI LUNCHEON

The Lummi Nation hosted the Western Foundation Board at the Lummi Tribal Administration Building on March 9 to celebrate the long and significant relationship between WWU and the Lummi Nation. Foundation board member, WWU alumna, and member of the Lummi Nation, Shasta Cano-Martin ('04, '10) organized the event. WWU alumnus, member of Lummi Nation, and Huxley instructor David Oreiro ('79) addressed the Foundation, as did Lummi elder and WWU alumna Juanita Jefferson ('84), and Lummi Indian Business Council treasurer Celina Phair ('12). Each of the 84 Lummi alumni present spoke of their achievements since graduating from WWU. President Sabah Randhawa delivered remarks about the importance of the culture and history of the Lummi to Western.

VIKINGS IN SAN FRANCISCO

On March 25, WWU alumnus Mark Brewer ('87) and his wife Susan hosted a dinner for 40 alumni and donors to introduce President Sabah Randhawa. The event was held at the Wingtip Club, a private club in the historic Bank of Italy building in downtown San Francisco. The dinner allowed for much conversation on the importance of philanthropy and the alumni community to help meet Western’s mission and goals.

SUMMIT THE WORLD WITH LEIF WHITTAKER



Summitting Everest twice, writing an eloquent book, taking amazing photos — WWU alumnus Leif Whittaker ('07) has a lot of achievements under his crampons. After a private reception, he presented his photography and spoke with the 252 Western community members and supporters on March 30. He recounted his memories of his father, Jim Whittaker, who was the first American to summit Everest. The Alumni Association-sponsored event supported Western’s Outdoor Research Center and the new Mountain Environments Research Institute.

UPCOMING EVENTS

APRIL – JUNE

- APRIL 7** Art Walk, Western City Center, Bellingham
- APRIL 22** Alumni Association Board of Directors Meeting
- APRIL 26** Western in Arizona Dinner
- APRIL 27** Viking Happy Hour in Arizona
- MAY 12** Potlatch (WA State alums in D.C.)
- MAY 18** Western Foundation Board of Directors Meeting
- MAY 18** Alumni Awards Ceremony
- MAY 18-21** Back2B'ham
- JUNE 1** Viking Golf Classic
- JUNE 7 & 8** Senior Celebration
- JUNE 9** Outstanding Graduate Ceremony
- JUNE 10** Commencement

WHY WE DO WHAT WE DO...

EDUCATION EXCELLENCE: EMILY AIKINS ('16)



Emily Aikins ('16)

Emily Aikins ('16) received her degree from the Woodring College of Education and is currently a student teacher at Birchwood Elementary. During her time at WWU, she was a student ambassador and was selected to work in the President's office, organizing events and assisting

with executive tasks. She played on two recreational volleyball teams, and enjoys coaching as well as playing. But Emily's enduring legacy in the community is the time she dedicates to working with children — particularly children in need. She received many scholarships through the Woodring College of Education as well as non-departmental scholarships. "I am so thankful for that support because it has allowed me to spend more of my time reaching out to the community and developing my passions in volunteer work with children."

In addition to the hands-on classroom experience Emily received through Woodring, she also volunteered with Rebound of Whatcom County, a non-profit that helps disadvantaged children who are raised in challenging situations. "I am fortunate enough to get to spend a few hours a week with the same group of kindergarteners and first graders to help them

develop their life skills and social skills." More than just a tick on the resume, Emily's work with Rebound was an ongoing experience, giving her — and the kids — a deeper connection. "Last year after camp, I stayed in touch with three foster siblings and it's been a year now that I have stayed connected with them to give them some stability in their lives."

When she started at Western, she knew Woodring had a solid reputation as an education program. But her college experience far exceeded her expectations.

"Western has helped me discover passions that I didn't even know I had. I have a completely new perspective on diversity and what that means to me as I go into teaching, which I am so thankful for."

With her solid background in education and her desire to serve her community, Emily continues to give back as a kindergarten teacher.

SUPPLY CHAIN MONEY TRAIN



L to R: Zane Hashmi, Lara Masri, and Nathan Hill

Rather than spend the \$600 they won in a Boeing Northwest Case Competition, these WWU American Production and Inventory Control Society (APICS) members, Lara Masri, Zane Hashmi, and Nathan Hill (all Manufacturing and Supply Chain Management majors and WWU APICS chapter officers) challenged the MSCM advisory board members to match their winnings, which they donated back to APICS. The executive committee of the advisory board contributed \$5,650 with a match from the Bill and Melinda Gates Foundation. As of April 6, WWU alumni have given \$16,000 online via VikingFunder. The money will be used for APICS scholarships, professional meetings, and attendance at the APICS International Conference, in addition to other forms of support for Manufacturing and Supply Chain Management and Operations Management programs on campus.

WHY WE DO WHAT WE DO...

(continued)

A PASSION FOR TEACHING: THE MERLE PRIM SCHOLARSHIP



Professor Merle Prim

Professor Merle Prim taught psychology for 42 years at Western. His teaching career launched when he was fifteen and gave swimming lessons at the Seattle YMCA. What started in the pool ended up becoming a lifelong passion. Dr. Jackie Rose, Prim's colleague, worked with him on a behavioral science project using *C. elegans*, or roundworm. "He was drawn to the model system I use in my lab. I think was what so intriguing to him was the idea of looking at behavior in such a small organism." Prim referred to the creatures he used in research as "beasties."

Research aside, Prim's real interest in teaching was his students. At his retirement dinner in 2011, Prim said of his students, "They gave me the greatest honor I can get. They put their lives in my hands to determine what their academic career was going to be about. That's a heady thing to deal with, and I look at it as my life's honor that those kids put themselves in my hands."

Two of those "kids" were present at the retirement dinner: David ('73) and Carol ('78) Francisco. They met in Dr. Prim's class and married years later. David Francisco is an OB-GYN with a Ph.D and an M.D., and Carol Francisco holds a Ph.D and works in analytical statistics. Upon hearing that Martin Wilson, Dr. Prim's spouse, had wanted to create a scholarship to honor Prim, they were eager to contribute. Dale Dinnel, Dr. Prim's colleague and friend, helped put the scholarship together. Initially endowed at \$20,000, the Franciscos more than doubled the endowment with a \$50,000 stock gift.

The Merle Prim Scholarship will go to students of color who are interested in pursuing a career in psychology.

NEW UNIVERSITY ADVANCEMENT STAFF



JENNIFER SPOELSTRA recently joined University Advancement as the Assistant Director of Alumni & Recent Grad Events. Jenn is a Pacific Northwest native, and a Western alumna ('09) with a B.S. in Community Health and a minor in Spanish. She brings to Western an extensive background in event development and management, marketing and engaging key constituencies. She previously traveled throughout the U.S. as a conference speaker for Faithlife Corporation, is a former assistant manager at People's Bank, and presided over the board of directors as president for Animals as Natural Therapy.



YANA WILSON ('12) joined University Advancement as Special Events Assistant Director. She is an event planner from Puyallup, WA. She received a Bachelor's degree in Recreation with a minor in Sociology from Western. Her student job with the WWU Alumni Association first sparked her interest in event planning. After graduation, she moved to Tacoma, but she came back to Western with an even greater passion for events and a drive to succeed. She jumped at the chance of returning to Western and to her "Bellinghome." She thoroughly enjoys traveling, biking, yoga, knitting and reading.

NEW ALUMNI BOARD MEMBERS

THE WWU ALUMNI ASSOCIATION IS PLEASED TO WELCOME 5 NEW BOARD MEMBERS TO ITS BOARD OF DIRECTORS. EACH NEW MEMBER BRINGS A PASSION AND LOVE FOR WESTERN AND IS A WELCOME ADDITION.



CHRIS COPACINO '03
Account Supervisor,
Copacino+Fujikado
Major: Communications

Chris Copacino was WWU's Department of Communication's "Outstanding Graduate" in 2003. As a student at Western, he was a member of Western's Communication Club, serving as its fund-raising and promotions director in 2002. He continues to give back to Western's communications department since his graduation in 2003. He worked for 7 years in Game Day Operations with the Seattle Mariners. Chris lives in Shoreline with his wife, Jennifer, their two young daughters, Charlotte and Georgia, and their dog, Cash.

creativity and a drive for results baked into his DNA. With nearly 20 years spent developing online experiences he is perhaps best known for his work in launching the global xbox.com experience before moving on to manage a number of other strategic online projects at Microsoft.com. Shawn is also an active angel investor and advisor in early stage companies. Shawn and his wife, Misty Rae Kemp ('96), live in Bellingham and have two children.



LYNN MACDONALD '73
Retired, Washington Education
Association
Major: English Language and
Literature/Letters

Lynn Macdonald recently retired from the Washington Education Association where she served as a spokeswoman for WEA's Tacoma chapter when it went on strike in 2011. Lynn, a former high school teacher, also recently served as Governor Inslee's interim education advisor, among many other duties. Lynn and her husband, Alex, have one child and live in University Place.



FRANCIS "FRITZ" JOHNSTON '73
Retired, Boeing, Global Brand
Management and Advertising
Major: Communications

After 41 years with the company, Francis "Fritz" Johnston, 2016 College of Fine and Performing Arts distinguished Alumnus, retired from Boeing with distinction as the vice president of Brand Management, responsible for every piece of marketing and advertising representing the company around the world. Fritz is most recognized as the person who oversaw the creation of Boeing's new logo after the 1997 merger with rival aerospace manufacturer, McDonnell Douglas. That icon remains the anchor of the company's identity to this day.



JODY MULL '84
Community Volunteer
Major: Business Administration and
Management

Jody Mull has held leadership roles at every level of Parent-Teacher-Student Association and has served as President for the Issaquah Schools Foundation Board of Trustees as well as currently serving as their VP for Alumni Outreach. Jody also volunteers with the League of Education Voters and Stand for Children. Jody received a Smarter Government Washington Bright Light award from WA Attorney General Rob McKenna in 2016. She and her husband, Clifford ('85), have been supporters of Western for almost 30 years.



SHAWN KEMP '98
CXO & Co-Founder, ActionSprout
Major: Industrial Design

Shawn Kemp is a fourth generation entrepreneur who has the passion for

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

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Steve Swan, V.P. for University Relations and Community Development

DATE: April 21, 2017

SUBJECT: **University Relations and Community Development Report**

PURPOSE: Information Item

Purpose of Submittal:

A written report is provided on the recent activities of University Relations and Community Development.

Supporting Information:

Report Attached

**WESTERN WASHINGTON UNIVERSITY
OFFICE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS AND
COMMUNITY DEVELOPMENT**

COMMUNICATIONS AND MARKETING

The following is a briefing on a wide range of online, print, social media, video and graphic design communications and marketing produced since the last Trustees report.

- An op-ed column in the Seattle Times co-authored by President Randhawa and Evergreen State College President George Bridges on student success. See: [“Supercharged economy leaves too many students behind.”](#) In addition, the Toronto Star interviewed Laurie Trautman, director of Western’s Border Policy Research Institute, for a story on a [less restrictive Canadian border](#). The New York Times quoted Western Professor Patrick Gilham [on laws intended to rein in protesters](#). And Edmonds media covered a presentation by Western students as part of the university’s Sustainable Cities Partnership. See: [“Western students pitch ideas for city parks and recreation programming.”](#) In a front-page story and video, the Bellingham Herald highlighted [Western’s electric bike program](#).
- **In publications**, we were delighted to learn that [Window magazine](#) had won two regional awards from CASE for excellence in writing. Matthew Anderson’s [“This Brain is Fighting Back”](#) earned a silver award in the category of Best Articles of the Year. Jemma Everyhope-Roser’s [“Heart Work”](#) received bronze in the Feature Writing category. CASE Region 8 covers Washington, Oregon, Idaho, Montana, Alaska and northwestern Canada. We just released the second monthly edition of the [WWU Family Connection Newsletter](#), a new monthly e-newsletter to all WWU families – a collaboration with New Student Services/Family Outreach.
- [Western Today](#), Western’s daily newsletter that goes out to all students, faculty and staff, is being upgraded, including the ability to easily share stories into social media, an improved image gallery, and improved site architecture and search capability.
- **In marketing and social media**, work continues on a marketing plan for the upcoming year and a number of collaborative tools to assist the Social Media and Marketing Committees.
- Our **graphic designers** 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 website template design for the Internet Studies Center; employment and onboarding website designs for Western Human Resources; Columbia River Treaty program; Western Employee Recognition Ceremony pieces; Residence Life postcards and posters; Woodring College Family and Community Teaching Initiative brochure; and posters for the Spring Career Fair and Western Reads program.

COMMUNICATIONS AND MARKETING (Con't)

WESTERN WINDOW TELEVISION SHOW

Episode 47

This month's show is hosted by Chris Roselli of the WWU Alumni Association and Rahwa Hailemariam, a student at Western. Following is the story lineup for this episode:

- **From the Top of the World** – WWU alumnus Larry Nielson ('70), who in 1983 became the first American to summit Mount Everest without the use of bottled oxygen, recounts his trip, discusses footage taken at the summit that day, and muses on how that expedition has impacted his life.
- **Learning to Ask 'How?'** – The Adaptive Sports class is a requirement in Western's recreation program, and it challenges students to rethink their preconceived notions of "ability" and teaches them to say "how" instead of "no."
- **The Dangers of Silence** – WWU's annual Martin Luther King Jr. events celebrate the life and legacy of a man who brought hope and healing to a country being torn apart by racial strife, a legacy that lives on.
- **Above Bellingham** – WWU Visual Journalism student Kjell Redal has captured the majesty and raw natural beauty of Bellingham and Whatcom County from the air in his incredible new video piece, "Above Bellingham."

Episode 48

This month's show is hosted by Chris Roselli of WWU's Front Door to Discovery program and Rahwa Hailemariam, a student at Western. Following is the story lineup for this episode:

- **Inspiring the Next Generation** – Alumna Joyce Taylor, an Emmy-winning Seattle journalist for more than 25 years, shares her experiences at Western and discusses how they helped prepare her for her life and career after graduation.
- **From IDEA to Innovation** – At Western's IDEA Institute, entrepreneurship is for everyone, whether the focus is social justice, the environment, arts, education, business, or anywhere in between.
- **Rebuilding Flank II** – "Flank II" by Mia Westerlund Roosen, a sculpture in Western's internationally known Outdoor Sculpture Collection, recently underwent a facelift, re-build, and repair by the artist and a crew of staff.
- **First Person: Diverse Student Stories** – "First Person: Diverse Student Stories," written by Western's Maria McLeod and directed by WWU alumna Karee Wardrop, features monologues of interviews with seven Western students to give new insight into the differences that make us all special and unique – and the trials and pitfalls that diverse students face very day.
- **Mixing Things Up** – "Mix it Up: The Faces of STEM" is a program at Western led by physicist Regina Barber DeGraaff with a focus on fostering inclusion with the sciences and breaking stereotypes on who scientists really are.

WESTERN TODAY

TOTAL HITS

101,433

TOP STORIES

- WWU Ranks Third for Students Who Love the Outdoors
- First Person: Diverse Student Stories to be Staged Feb 23, 24
- WWU to Celebrate the Legacy of MLK Jan. 17



SOCIAL MEDIA



TWITTER

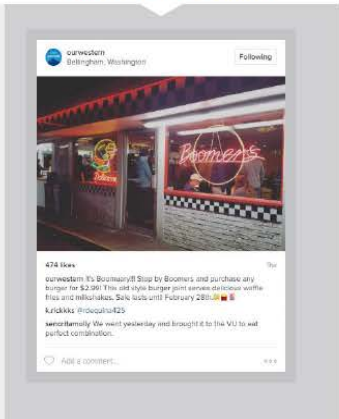
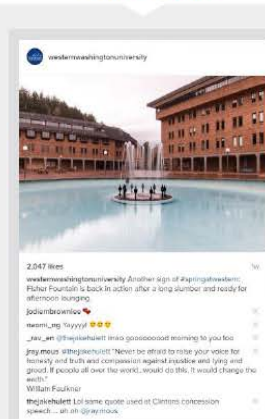


FACEBOOK



INSTAGRAM

TOP POSTS OF THE MONTH



WWU Account

OurWestern Account

STATISTICS AT A GLANCE

Platform	Total Followers	New Followers	% Gained	Engagements
Twitter	18,947	1,055	1.93%	5,405
Facebook	45,157	1,156	0.87%	21,458
Instagram	14,914	795	1.85%	73,381
OurWestern	4,745	211	1.53%	5,033

MEDIA STORIES

1,479
Total Stories

TOP STORIES

- WWU second nationally in Peace Corps volunteers (Seattle Times)
- WWU creates new Mountain Environments Research Institute (Public Now)
- Vikings to be honored at Mariners game (Bellingham Herald)



CREATIVE SERVICES

GRAPHIC DESIGN



102 *Total Projects*

FEATURING

- Western Today - Custom illustration for newsletter header
- Columbia River Treaty program
- Internet Studies Center – Website design
- Promotional materials for Dr. Temple Grandin talk



PHOTO & VIDEO



32 *Total Projects*

FEATURING

- Martin Luther King Celebration
- Coverage of the annual Global Gourmet dinner
- Timelapse/videography of campus and local scenics featuring western's coastal location



SOUNDINGS FAMILY NEWSLETTER

- Quarterly, Winter edition, January 2017
- 12,598 recipients, 26.5 percent opened it, 3.6 percent clicked on a story.
- Top stories covered: International opportunities for students, Leadership job opportunities on campus, Winter career fair

WWU FAMILY CONNECTION NEWSLETTER

- www.wvu.edu/familyconnection
- 12,636 recipients, 29.5 percent opened it, 3.8 percent clicked on a story.
- Top links included: Winter and Huxley career fairs, Back2Bellingham, Commencement information, Manufacturing and Supply Chain Management Program's global ranking

FRONT DOOR TO DISCOVERY

Summary

The Front Door to Discovery became a permanent, full-time position on February 1 to address the need for a dedicated university resource to cultivate relationships and boost access that businesses, government, and non-profits have to Western. This improved access will enhance Western's reputation in the greater community while displaying the university as a beneficial public resource. In turn, these community-university partnerships will benefit the community while enhancing practical experience opportunities in the classrooms for students and faculty.

Chris Roselli was hired as the new director of the Front Door to Discovery where he has a wealth of knowledge of Western and the Whatcom County community. Chris is a graduate of Western (class of 1999), served as an Admissions Counselor in the Office of Admissions from 1999 to 2007 where he worked to recruit and retain high school and community college students. Then, from 2007 until recently, Chris worked as a Program Director in the Western Alumni Association where he created and coordinated dozens of programs including the Back2Bellingham Weekend, Paint B'ham Blue, and others.

He has hit the ground running working hard to embed himself into the business community and has spent the past two months meeting with community, non-profit, and business leaders. He has already been asked to serve on the board of the Bellingham Chamber of Commerce.

Highlights

- Collaborating with Erin Bakers Breakfast Cookies to help with their marketing and rebranding needs while inviting their leadership to speak in College of Business and Economics classes and events.
- Partnering with Bellingham SeaFeast, an annual fall festival to showcase Western's exciting waterfront program offerings to the greater community
- Collaborating with the City of Bellingham to streamline an internship program for Western students.

Active Community-University Projects Initiated and Facilitated	4
Front Door to Discovery Community Connections Made	32
Outreach/Community & Business Events Attended	7
Introductions/Meetings with Campus and Community Leaders	47

GOVERNMENT RELATIONS

State Relations

The 2017 Legislative Session is scheduled to conclude April 23rd, although at least one 30-Day Special Session is likely to provide the Legislature with sufficient time to implement the state's 2-year biennial budgets prior to the end of the fiscal year on July 1st. Western has continued meeting with legislators about the University's legislative priorities and testified on each of the House and Senate operating and capital budget proposals, which were released in recent weeks.

The Senate operating proposal maintains current tuition policy permitting up to a 2.1% increase in resident undergraduate tuition for the 2017-18 and 2018-19 academic years, and provides salary increases of \$1,000 per state employee over the biennium instead of funding negotiated labor contracts. The Senate proposal would also reduce Western's tuition waiver authority by \$1.3 million and provide funding for 200 new enrollment slots at Western, 70% of which would be for STEM majors.

The House operating proposal includes a two-year tuition freeze for resident undergraduate students and provides backfill funding to Western for foregone tuition revenue. The House proposal includes \$2.4 million for student support services at Western and would fund an additional 6,000 eligible students to receive the State Need Grant throughout the state. There was a technical error related to compensation for Western employees in the House budget, but it appears the intent was to include three 2% increases for all state employees over the course of the 2017-19 biennium.

Regarding the capital budget proposals, the Senate provides approximately \$17.6 million in state bond funding and \$9.5 million in local funds to address Western's most urgent capital needs, and the House includes approximately \$9.4 million in state funds and \$11.6 million in local funds for Western's campus. The Senate proposal allocates \$6 million in state bond funding for design of Western's Sciences Building.

The number of policy bills affecting higher education has winnowed down throughout the session and April 12th is the cutoff date for bills that are not necessary to implement the budget to be approved by both chambers of the Legislature. Bills that have passed the Legislature or are still alive that directly impact Western include [SB 5234](#) requiring establishment of credit policies regarding AP exams, and [HB 1561](#) creating an open education resources (OERs) grant pilot program for public, four-year institutions. An OER grant program was also included in the House operating budget proposal. Finally, Western was featured in work sessions before the Senate Higher Education Committee last month regarding high demand degrees and student success at public four-year universities.

Federal Relations

A contingent of Western students and administrators will be making its annual spring federal lobbying trip to Washington, D.C. May 1-4. AS President Stephanie Cheng, VP Bryce Hammer and one other student will join President Sabah Randhawa and VP Steve Swan for meetings on Capitol Hill. The WWU group will meet with members of Congress and staff members to discuss Western and higher education's top federal priorities.

The overriding concern facing higher education are specific proposals by President Trump's administration to cut fiscal year (FY) 2017 spending. Currently, the government is being funded under a Continuing Resolution, which has maintained Federal spending largely at FY16 funding levels and is set to expire on April 28. The Trump Administration's FY17 proposal recommends budget cuts for the remainder of FY17, which includes reductions to the U.S. Department of Education's (ED) budget totaling \$3 billion, with \$1.3 billion coming out of the Pell Grant program surplus. Both key Democratic and Republican Appropriations Committee members voiced their concerns about proposed FY17 budget cuts.

SMALL BUSINESS DEVELOPMENT CENTER

The economic-impact figures from quarter one 2017 efforts by SBDC staff include:

- The SBDC's three certified business advisors counseled 116 clients throughout Whatcom County.
 - The SBDC staff provided 517 hours of in-depth counseling and research — approximately 4 hours per client
 - Eleven SBDC graduate projects presented; totaling 120 hours
 - The top industries to receive counseling: Service Establishment, Manufacturing and Retail Dealers
 - The top areas of counseling: Managing a Business, Financing/ Capital and Start-Up Assistance
- Among the 2017 year-to-date highlights of activities regarding the SBDC are:
 - Co-Hosted PTAC: Whatcom County Meet the Buyer Event
 - Hosted three part leadership training series: The Coaching Leader, The Approachable Leader and The Facilitative Leader
 - Presented "Starting a Small Business" at WECU event
 - Co-hosted Digital Marketing workshop with SCORE and Constant Contact
 - Hosted many professional service providers (CPAs, lawyers, bankers, business coaches) to learn more about local resources and how SBDC might collaborate with local professionals
 - Presented 2016 Economic Impact Data at the Port Commission meeting
 - Presented 2016 Economic Impacts to the Whatcom County Council
 - Presented 2016 Economic Impacts to the City of Bellingham Council
- Published in Business Pulse Magazine p. 72, '[A case study: Questions to ask in the hiring and/or retaining of an employee](#)'

WASHINGTON CAMPUS COMPACT

- 1) **Statewide Presidents' Meeting**. Washington Campus Compact is hosting a statewide presidential dialogue title, "***Preparing Students for Civic Participation***" on April 28, 2017 in Seattle. In today's ever more polarized political landscape, higher education serves an essential role in preparing students to engage in our democracy. Democratic dialogue and deliberation help build civic capacities and consciences to address the most pressing and complex problems of today. Presidents and chancellors from across the state will tackle some challenging issues such as: How can we help build the capacities necessary for productive and meaningful dialogue and deliberation—critical

thinking, empathic listening, creative problem solving, ethical leadership, collaboration, issue framing—for students, faculty, and our communities? Higher education is sometimes criticized for lacking intellectual diversity. Does that criticism have merit? How can campuses encourage and support diversity of thought while building inclusive and welcoming learning environments?

- 2) **Students Serving Washington Awards.** The 2017 Students Serving Washington Awards ceremony is scheduled for Friday, April 28, 2017 at the Museum of Flight in Seattle. These awards will bring visibility and recognition to student leaders from across the state who are making a difference in their communities through service and social entrepreneurship. Four types of awards will be presented: Social Entrepreneur Awards, Outstanding Service Awards, Presidents' Leadership Awards, and Governor's Awards.
- 3) **Federal Funding Concern.** President Trump has proposed eliminating funding in FY 2017 for several federal agencies including the Corporation for National and Community Service which funds AmeriCorps and VISTA programs. This would mean that vital national service programs that support our campuses and communities would no longer be available. Washington Campus Compact's College Access Corps and VISTA programs would be eliminated. The Washington Campus Compact board is sending a letter of support to Washington's Congressional delegation to encourage continued funding for national service programs.
- 4) **State Legislative Funding.** Washington Campus Compact is pursuing state legislative funding to support the Student Civic Engagement Initiative. This initiative was included in the House budget for \$500,000 but was not in the Senate budget.

WEB COMMUNICATION TECHNOLOGY

WebTech was busier than ever developing 12 solutions for departments across campus during the months of February and March. Our partnership with Admissions continued while we enhanced the functionality of their campus tour calendar reservation system and updated their website to support the campaign with Carnegie. WebTech is happy to announce the release of the new [Extended Education](#) website. It delivers a greatly enhanced and focused message to the varied constituencies EE serves. The new site is built upon our Drupal platform and is allowing the EE marketing office to use modern marketing techniques that the old site could not support. Western's newest institute, [Mountain Environments Research Institute](#), received a website to coincide with the institute's promotion and outreach efforts.

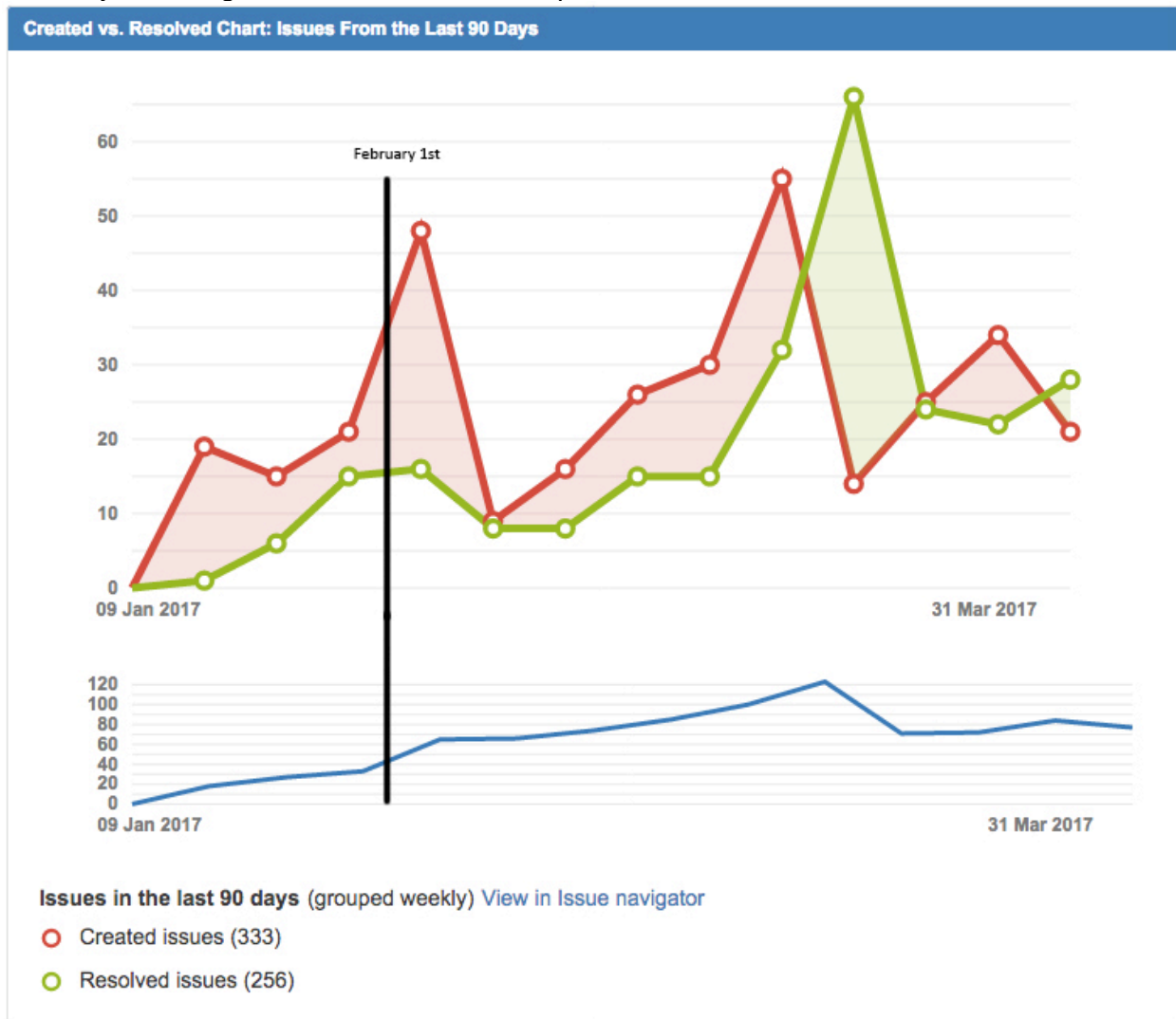
The [Manufacturing and Supply Chain Management](#) department with the College of Business and Economics received a new website as well as the [Budget Office](#) and the [Vice Provost of Information Technology](#). This work included updating existing content and improving the user experience. We also reworked the [emergency website](#) so as to not rely on 3rd party services. This new work improves update times to every thirty seconds where the other system was over a minute and not always consistent.

Working with Environmental Health and Safety, WebTech built a new College Lab Inspection Program (CLIP) web application to facilitate their new inspection processes. This new application meets their needs and is flexible enough to grow as the inspection program matures.

In addition to the above work, WebTech provided extensive web maintenance support for BFA departments in the absence of their web support personnel. We spent time working with accounting services, accounts payable, and business services to keep their information up to date.

Finally, with the launch of the Admissions revamp in late January our lead Drupal developer was able to return to the large maintenance backlog that had been created. During these last two months, we released a minor and major update to the Drupal platform. The other full-time staff also handled their maintenance tasks keeping up with the needs of our clients.

The entire staff engaged in a professional development opportunity during the last weekend in February attending the Pacific Northwest Drupal Summit.



This chart shows the total number of issues created and resolved during the last ninety days. The influx of issues is keeping the department very busy. I believe this is the new normal as our staff support over 500 websites and applications of which some are very complex. The staff and student staff continue to do an amazing job in attempting to keep pace.

6. DATE FOR NEXT REGULAR MEETING

- **June 8 & 9, 2017**

16. Adjournment