

REPORT TO THE NORTHWEST COMMISSION ON COLLEGES AND UNIVERSITIES

Policies, Regulations, and Financial Review



March 1, 2023

*A Self-study of Western Washington University's Performance
on NWCCU Accreditation Section 2 Standards*



MAKE WAVES.

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Introduction

Western Washington University is a public comprehensive university with its primary campus located in Bellingham, Washington, 90 miles north of Seattle. WWU maintains additional educational sites across Washington State, including in Everett, Kirkland, Sedro-Woolley, Renton, Tacoma, Burien, Anacortes, Port Angeles, Poulsbo, Seattle, and Bremerton. Out of a total student headcount of 14,747 (Fall 2022), 94% are undergraduates; the university also offers 51 master's degrees and two professional doctorates. Most of Western's students are residents of the state of Washington (86%) and over two-thirds of these come from four counties in Western Washington.

Western Washington University began instruction in Bellingham as the New Whatcom Normal School in 1899. [Western's enrollment](#) grew from just over 1000 in 1950 to over 9000 in 1972. After remaining relatively steady during the remainder of the 1970s and 80s, enrollment increased from 1990 until the COVID-19 pandemic.

Today Western is organized into the following academic units:

- [College of Business and Economics](#)
- [College of Fine and Performing Arts](#)
- [College of Humanities and Social Sciences](#)
- [College of Science and Engineering](#)
- [College of the Environment](#)
- [Fairhaven College of Interdisciplinary Studies](#)
- [Woodring College of Education](#)
- [Graduate School](#)

Administratively, Western is organized into five divisions: in addition to [Academic Affairs](#), there are the divisions of [Enrollment and Student Services](#), [Business and Financial Affairs](#), [University Relations and Marketing](#), and [University Advancement](#).

Western has its primary accreditation through the Northwest Commission on Colleges and Universities (NWCCU). This self-study has been compiled in response to the NWCCU requirement that Western document its compliance with accreditation standards related to "policies, regulations and financial review" (PRFR). The standards addressed in the PRFR process are those in Section 2 of the [NWCCU Standards for Accreditation](#) adopted in 2020. This report addresses each of those standards, starting each section with the text of the specific standard. It is submitted in preparation for the Year 6 Review to be conducted by a peer evaluation team assigned by NWCCU during the spring of 2023.

Glossary of Acronyms

AAC	Academic Advising Center
AASSC	Academic Affairs and Student Success Committee
ACAC	The Administrative Computing Advisory Committee
ACC	Academic Coordinating Commission
ADEI	accessibility, diversity, equity, and inclusion
A&R	Advising & Registration
A&SC	Archives & Special Collections
ATC	Academic Technology Committee
CBA	Collective Bargaining Agreement
CDRs	cohort loan default rates
CIIA	Center for Instructional Innovation and Assessment
CIO	Chief Information Officer
CMMS	Computerized Maintenance Management System
CRTC	Civil Rights and Title IX Compliance Office
EAB	Education Advisory Board
EEB	Washington State Executive Ethics Board
EHS	Environmental Health and Safety Office
ERM	Enterprise Risk Management
ERP	Enterprise Resource & Planning
FARM	Finance, Audit and Enterprise Risk Management Committee
FCA	Facilities Condition Assessment
FDO	Facilities Development and Operations
FOP	Fraternal Order of Police
FPMT	Facilities Portfolio Management Tool
FTE	full-time equivalent
GNR	Gender Neutral Restroom
HEERF	Higher Education Emergency Relief Fund
ICRC	Inter-College Relations Committee
ITAC	Information Technology Advisory Committee
ITS	Information Technology Services
MPA	Math Placement Assessment
OFM	Washington State Office of Financial Management
PMO	Project Management Office
PSE	Public School Employees
RESR	Risk, Ethics, Safety and Resilience
RFQ	Request for Qualifications
RSP	Research and Sponsored Programs
SEBRT	Structural Equity and Bias Response Team
SOS	Student Outreach Services
STF	Student Technology Fee Committee
UARM	University Archives and Records Management
UFWW	United Faculty of Western Washington
UPRC	University Planning and Resources Council
WAC	Washington Administrative Code
WASFA	Washington Application for State Financial Aid
WFSE	Washington Federation of State Employees

Mission Fulfillment

Western Washington University is a public comprehensive institution dedicated to serving the people of the state of Washington. Together our students, staff, and faculty are committed to making a positive impact in the state and the world with a shared focus on academic excellence and inclusive achievement.

As a community, we uphold certain basic values. These include:

- Commitment to student success, critical thought, creativity, and sustainability
- Commitment to equity and justice, and respect for the rights and dignity of others
- Pursuit of excellence, in an environment characterized by principles of shared governance, academic freedom, and effective engagement
- Integrity, responsibility, and accountability in all our work

[The University's Strategic Plan](#) is a primary tool for achieving mission fulfillment. The plan articulates four goals to advance Western:

- Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.
- Western will advance a deeper understanding of and engagement with place.
- Western will foster a caring and supportive environment where all members are respected and treated fairly.
- Western will pursue justice and equity in its policies, practices, and impacts.

This work complements another important effort completed recently, the [Sustainability Action Plan: 2015-2035](#), which builds on Western leadership in many areas of sustainability to define a comprehensive sustainability plan for the future.

Performance on metrics associated with the strategic plan can be found at [Overall Metrics](#).

Eligibility Requirements

With the submission of this report, Western Washington University attests that it continues to comply with the [NWCCU Eligibility Requirements](#). Many of the 23 specific eligibility requirements described therein are addressed in the NWCCU Standards for Accreditation, Section 2, as outlined in the following table, which is based on Appendix F of the [NWCCU Handbook of Accreditation](#):

NWCCU Eligibility Requirements	Standards Addressed in this Report
7. Non-Discrimination	2.F.4
8. Institutional Integrity	2.A.4, 2.D.1, 2.D.2, 2.D.3
9. Governing Board	2.A.1
10. Chief Executive Officer	2.A.3
11. Administration	2.A.2
12. Faculty	2.F.1, 2.F.2, 2.F.3, 2.F.4
13. Educational Programs	2.G.1
14. Library and Information Resources	2.G.1, 2.H.1
15. Physical and Technology Infrastructure	2.C.4, 2.G.1, 2.G.7, 2.I.1
16. Academic Freedom	2.B.1, 2.B.2
17. Admissions	2.C.3, 2.G.7
18. Public Information	2.C.1, 2.C.2, 2.C.3, 2.C.4, 2.E.3, 2.G.2, 2.G.3, 2.G.4, 2.G.5, 2.G.6, 2.G.7
19. Financial Resources and Planning	2.E.1, 2.E.3
20. Financial Accountability	2.E.2,
21. Disclosure	2.A.1
22. Relationship With NWCCU	2.A.1
23. Institutional Capacity	2.F.1, 2.F.2, 2.F.3, 2.F.4, 2.G.4, 2.G.5, 2.G.6

This report provides detailed documentation of Western’s compliance with the eligibility requirements above. The Year Seven Evaluation of Institutional Effectiveness will address eligibility requirements 4, 5, 6, and 13. Several of the requirements are also addressed briefly in this section.

AUTHORITY

The purpose, structure governance and degree granting authority for Western Washington University is established in Washington State statute ([RCW 28B.35](#)).

OPERATIONAL STATUS

Western Washington University began its educational programs in 1899 and has been accredited by NWCCU since 1921.

OPERATIONAL FOCUS AND INDEPENDENCE

Western Washington University is a state-authorized institution of higher education and is governed by an independent Board of Trustees that is appointed by the Governor. Per the [authorizing statute](#),

The primary purposes of the regional universities shall be to offer undergraduate and graduate education programs through the master's degree, including programs of a practical and applied nature, directed to the educational and professional needs of the residents of the regions they serve; to act as receiving institutions for transferring community college students; and to provide extended occupational and complementary studies programs that continue or are otherwise integrated with the educational services of the region's community colleges.

NON-DISCRIMINATION

As stated in the [Notice of Non-Discrimination](#), “(t)he University is committed to ensuring equal opportunity and prohibiting illegal discrimination and inappropriate behavior in all aspects of employment and for students in educational and extracurricular programs and activities.” This includes all legally protected characteristics.

DISCLOSURE

Federal law requires postsecondary educational institutions to report and disclose certain consumer information annually. This includes information about:

- Academics, Accreditation, and Transfer Policies
- Athletics
- Campus Resources, Student Protection, and Student Services
- Cost of Attendance and Financial Aid
- Health and Safety
- Student Outcomes
- Workplace Posters

Details about the above topics are outlined on [WWU’s Disclosure of Consumer Information webpage](#). Additional details on program completion requirements are contained in the [University Catalog](#), including the key policies linked below:

- [Credits and Credit Loads in University Academic Policies](#)
- [Full-Time Status in University Academic Policies](#)
- [Graduation requirements for Bachelor’s Degrees in University Graduation Requirements](#)

RELATIONSHIP WITH NWCCU

Submitted with this report is a completed and signed Certification Form (Appendix I in the NWCCU Accreditation Handbook), in which Sabah Randhawa, President of Western Washington University, affirms that Western does now and will continue to comply with the NWCCU eligibility requirements. Western applauds the work NWCCU has done since the last reaffirmation of our accreditation in 2017 to clarify, strengthen and streamline the process. We understand and strive to meet all applicable Standards and policies of NWCCU, and recognize that NWCCU may, at its sole discretion, make known the nature of any action, positive or negative, regarding the institution’s status with NWCCU to any agency or member of the public requesting such information.

Governance

2.A.1.

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

Authority to govern Western is vested by state law in a [Board of Trustees](#) composed of members appointed by the governor and confirmed by the Washington State Senate. The Western's Board of Trustees is defined by state statute, which mandates a board of eight members, one of whom must be a current student in good standing. (See [RCW 28B.35.100](#).) Western's Board of Trustees meetings are typically open to the public and audiocast via a publicly-available web stream. (See [Live @ Western](#).) Actions and resolutions of the Board are also communicated to the campus in [Western Today](#), the University's online news source. Operations of the Board are made available through its [website](#): new board members are provided an [orientation](#), [meeting agendas](#) are published in advance, [meeting minutes](#) are made available for public review, as are the Board's [bylaws](#).

All Board members except the student serve terms of six years. Officers of the Board (chair, and vice-chair) are elected every other year. Board members receive no compensation other than per diem and travel expenses. (See [Board of Trustees Profiles](#).) Western's board members serve the public trust and conduct all business in accordance with Washington State's Ethics in Public Service Act, which regulates conduct with respect to political activities, use of state resources, conflicts of interest and receipt of gifts. (See [RCS 42.52](#).)

The duties of the board of trustees are established in [Washington State Statute](#), and include (but not limited to) the following:

- Control of the University and its property
- Employ, supervise, and evaluate the president
- Prescribe, with the advice of the faculty, the course of study in the various schools and departments
- Establish divisions, schools, or departments to carry out the purposes of the University
- Erect new facilities as determined by the board to be necessary for the University
- Acquire new real and other property
- Enter into contracts as the trustees deem essential to the University
- Approve new degree programs, off-campus programs, and consortia and purchase or lease major off-campus facilities

- Promulgate rules and regulations and other acts in its discretion, appropriate to the administration of the University

The Board is organized functionally into a number of [sub-committees](#): the Finance, Audit and Enterprise Risk Management Committee (FARM), Academic Affairs and Student Success Committee (AASSC), and the Executive Committee.

Board members annually affirm their adherence to Washington State standards concerning potential or real conflicts of interest, public disclosure, and disclosure of personal, familial, or business relationships that “reasonably could give rise to a perceived, potential, or real conflict of interest.” Board members pledge to maintain high ethical standards and to conduct the business of the state to advance the public interest. The authority of Western’s Board of Trustees is defined in the Board’s [Bylaws and Rules of Operations](#). The Board of Trustees completed a two-year review of its policies and procedures in summer 2022, and approved updated policies on Delegation of Authority, Board Self-assessment, Presidential Performance Evaluation, Committee Charters, and Conflict of Interest. Copies of these policies are included in Addendum A.

2.A.2.

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Western is led by its President, Dr. Sabah Randhawa, a highly qualified academic leader who was selected by the Board of Trustees following a national search in 2016. Working closely with President Randhawa, Western employs five vice presidents (see Western’s [organizational chart](#)). These positions include a Provost and Executive Vice President, a Vice President for Enrollment and Student Services, a Vice President for Business and Financial Affairs, a Vice President for University Relations and Marketing, and a Vice President for University Advancement. The Vice President for Advancement also serves as the Chief Executive Officer of the [Western Foundation](#). In June 2022, Western completed a national search for its first Chief Diversity Officer, who also serves as Executive Director of the [Office of Equity](#). These individuals are appropriately qualified and provide effective leadership and management for Western’s major units. As members of the President’s Cabinet, these administrators work collaboratively with the President to plan, organize, and manage the institution and to assess its achievements and effectiveness.

The Executive Director of [Audit and Consulting Services](#) reports functionally to the Finance, Audit, and Enterprise Risk Management Committee of the Board of Trustees and administratively to the President. This role supports WWU management and staff in achieving their oversight, operating, and management responsibilities through independent reviews designed to evaluate and promote the system of internal controls established by management and overseen by the Board of Trustees.

This report includes CVs for Western’s President, Vice Presidents, and Chief Diversity Officer in Addendum B.

2.A.3.

The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

Western is led by Dr. Sabah Randhawa, who joined the university as President on August 1, 2016. Before coming to Western, President Randhawa served as Provost and Executive Vice President at Oregon State University from June 2005 through July 2016, and he has a [distinguished record](#) as a teacher, scholar, and academic leader. His CV is included in Addendum B that accompanies this report.

President Randhawa has worked diligently to advance the University's strategic success in meeting its obligations as a public comprehensive university in the state of Washington. He played a key leadership role in the process that resulted in the [2018-2025 Strategic Plan](#) that currently serves as Western's guiding document for institutional budgeting and planning. His strong, compassionate leadership has supported major efforts in addressing critical ADEI initiatives. Concrete demonstrations of this work include his insistence on the establishment of aggressive equity goals for inclusive student success in the Strategic Plan, expansion of academic programs on the Kitsap and Olympic Peninsulas (*Western on the Peninsulas*), and his creation of Western's first Chief Diversity Officer position as a member of his cabinet. Another hallmark of his leadership has been the success of addressing important needs in our physical facilities, with the construction of Western's first new campus residence hall in a decade (completed in 2021), a new Interdisciplinary Sciences Building (completed in 2022), the planned construction of Kaiser Borsari Hall, Western's new electrical engineering and computer science building (planned completion in 2024), and the planned construction of the Coast Salish Style Longhouse (planned completion 2024) The House of Healing Longhouse building will honor the historic and current importance of Coast Salish indigenous people to this region, and will serve as a physical acknowledgement of the University's responsibility to promote educational opportunities for Native students and collaboration with the tribal nations of the Salish Sea region.

The Board of Trustees' [Delegation of Authority Policy](#) clearly defines the authorities reserved by the BOT for itself versus the authorities delegated to the President. The President serves on the Board of Trustees as the secretary (non-voting) and is (along with the Provost/Executive Vice President) an advisory member of the Faculty Senate. The President also represents Western's interests to the Washington State Legislature and to the [Council of Presidents](#) that is the primary venue for collaboration and coordination of public baccalaureate higher education in Washington.

On Bellingham's campus, President Randhawa engages in regular [written](#) and [face-to-face](#) communication with students, staff, faculty and alumni. During his tenure, President Randhawa's leadership has been essential in supporting the campus community through significant and sometimes traumatic periods of racial reckoning and during the COVID pandemic.

The [Board of Trustees evaluates the President](#) annually and does a periodic comprehensive evaluation every three to four years. The last comprehensive evaluation of President Randhawa was completed in 2019.

2.A.4.

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

Board of Trustees

As described in greater detail in response to Standard 2.A.1, Western Washington University is governed by an eight-member Board of Trustees. Seven members are appointed by the governor with the consent of the Washington State Senate for terms of six years; one additional university student member is appointed annually by the governor for a one-year term. The Board appoints the President of the University and elects the principal officers of the Board for two-year terms. The Board's Bylaws and Rules of Operations, along with meeting agenda and minutes are publicly available on the [Board of Trustees website](#). Regular meetings of the Board of Trustees are open to participation by the public and the audio from these meetings is live streamed over the internet for those who want to listen remotely. A 10-minute public comment period is provided at the start of each regular meeting.

President's Advisory Groups

There are [three formal advisory groups](#) reporting to the President:

- The President's Cabinet is composed of the Vice Presidents, Chief Diversity Officer and the Chief of Staff (see section 2.A.2 above for more information on the Vice Presidents).
- The [President's Sustainability Council](#) advises the President, via the Provost and Executive Vice President and the Vice President for Business and Financial Affairs, on sustainability and resilience at Western Washington University. The President's Sustainability Council is the body charged with expressing, upholding, and advancing the institution's full commitment to sustainability, resilience, and adaptability.
- The [University Budget Committee](#) is a new (as of fall 2022) standing committee responsible for advising President Randhawa on matters related to the university operating budget. The intent of creating the Operating Budget Committee is to broaden the perspectives informing and advising our budget processes and outcomes. The work of this committee will complement the work of the other entities engaged in budget matters, including the Faculty Senate's University Planning and Resources Council as well as the Council of Deans.

In addition to formal advisory groups, the [University Policy and Rules Review Group](#) is a standing committee that provides institutional review of policy impact statements and final drafts of proposed, full policy documents, and makes recommendations to the President.

Two additional groups, the [Bias Response Team](#) and the [Structural Equity Team](#), reported to the President until the recent hiring of the Chief Diversity Officer. The Bias Response Team's role is to identify and collaboratively coordinate caring, prompt, and effective responses to bias incidents, as well as to educate the university community about how to notify BRT of

bias incidents. The Structural Equity Team uses information from bias incidents, and deeper examinations of the conditions leading to specific incidents, to inform longer-term actions and recommendations aimed at building and sustaining an equitable and just environment.

Periodically, the President establishes task forces or working groups to address matters of significance to the university. These have included the [Commission on Gender Equity](#); the Council on Equity, Inclusion, and Social Justice; the [Legacy Review Task Force](#); the Strategic Enrollment Management Planning workgroup; and other ad hoc committees.

Student Government

The [Associated Students](#) of Western Washington University serves to represent student interests and opinions to the University Administration, the Board of Trustees, academic governance structures, and appropriate external government bodies. The Associated Students are led by a 21-member elected Student Senate and a seven-member elected Executive Board. The WWU Associated Students are housed in the Viking Union, along with a broad range of clubs and services they support, which are primarily funded through student fees. Students have multiple opportunities to determine how these fees are allocated. For example, the [Services and Activities Fee Committee](#) makes a recommendation to the Board of Trustees on the annual allocation of over \$7 million in student activity fee dollars. Students representing specific activities comprise six of the seven voting members of this committee.

Faculty Governance

Western's [Faculty Senate](#) represents the faculty in matters concerning university academics, budget, planning, and policy. The Executive Council of the Senate prepares the agenda for Senate meetings, meets on a scheduled basis with the President of the University and Provost and Executive Vice President, and performs such other duties as may be delegated to it by the Faculty Senate. The Faculty Senate consists of thirty voting Senators, with the University President and Provost and Executive Vice President as ex officio, non-voting members and the Student Body President as an advisory member.

The Faculty Senate delegates a set of clearly defined responsibilities to three major committees and three subcommittees. Notable among these is the [Academic Coordinating Commission](#) (ACC), which is charged with oversight of all aspects of the curriculum, curricular policy and Western's academic enterprise. It strives to ensure curricular coherence, sets appropriate standards for student admission and progress through the curriculum, promotes the assessment of learning outcomes, and enforces guidelines for graduation requirements. The [University Planning and Resource Committee](#) (UPRC), a Faculty Senate sub-committee, examines resource management and implications for the Academic Affairs Division of the university, and helps establish prioritization of resources as well as review of policy and procedures within the Division, with a special emphasis on matters of concern to faculty.

Strategic Plan Development

The [2018-2025 WWU Strategic Plan](#) was developed through an inclusive process that all stakeholder groups were invited to participate in, led by a 12-member committee consisting of students, staff, faculty, administrative leadership and alumni. Benchmarks on key strategic indicators are tracked and [shared publicly](#). Progress against key elements of the Strategic

Plan is assessed and reviewed regularly, resulting in change and adaptation of existing strategies or adoption of new plans.

Budget Development

Western has made significant improvements to the budget development process in the last three years through the development of the [Strategic Budgeting](#) process. The design of this process builds on our past strengths in bottom-up feedback during budget development with a tighter coupling to the goals articulated in the Strategic Plan. The budget process and timelines are widely publicized to key stakeholders, and an iterative sequence of budget development steps provides early feedback on the viability of proposals and encourages collaboration among units with overlapping program priorities. Clear feedback is provided to proposers of budget requests and the results of recent budget processes are publicly available for review on the website.

A recently established University Budget Committee provides advice to the University President on the strategic budgeting process, as described in Section 2.A.4.

Academic Freedom

2.B.1.

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Western Washington University's emphasis upon academic freedom is manifest in the University's core operating documents. For instance, the [Faculty Handbook](#), as approved by the Board of Trustees, states "all faculty are guaranteed academic freedom as set forth in the 1940 Statement of Principles of Academic Freedom and Tenure with 1970 Interpretive Comments ... formulated by the Association of American Colleges and Universities and the American Association of University Professors..." This statement, in full, is included as [Appendix 4](#) of the handbook. The Collective Bargaining Agreement (CBA) with the United Faculty of Western Washington (UFWW) further emphasizes the importance of academic freedom and states:

Academic freedom as it pertains to this contract is defined as the freedom to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research and creative expression, and to speak or write as a public citizen without institutional discipline or restraint on matters of public concern, as well as on issues related to professional duties and the functioning of the University. ([CBA 2.2](#))

2.B.2.

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Western Washington University publishes and adheres to policies, established through its shared-governance procedures and approved by its Board of Trustees, concerning academic freedom (see Standard 2.B.1) and protection from inappropriate pressures and harassment that would unduly threaten the ability of any member of the Western community, whether they are faculty, students or staff, from freely exploring and expressing their opinions and beliefs.

Because Western's campus is state-owned public property, aspects of freedom of expression and assembly are governed by state statute ([WAC 516-35](#)), including expectations for visitors to campus who are not affiliated with the University. This statute specifically establishes the definitions and standards for freedom of expression at Western Washington University and states:

The university believes that freedom of expression and assembly are indispensable qualities of university life, and that active participation in political and social expression both enhances the education of the individual and contributes to the betterment of society. The university is committed to respecting and promoting the rights afforded by the constitutions of the United States and the state of Washington, including the right to free speech, petition, and to peaceably assemble.

University property is intended for use by students, faculty, and staff in support of the university's mission of teaching, research, and public service. Individuals, groups, or organizations may use university property in accordance with university rules and regulations.

Western has further [articulated its commitment to freedom of expression](#) and its rights to place some limits on the [time, place, and manner](#) of public expression. President Randhawa has written on the topic of "[free expression and Western's values](#)" and invited public comment on the topic. Debates about the nature and limits of free expression are part of the fabric of a university campus, and the same is true at Western.

Policies and Procedures

2.C.1.

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Western's transfer of credit policies are developed in accordance with statewide Inter-College Relations Committee ([ICRC](#)) guidelines and are approved by the University's faculty. Authority to administer these policies is shared by the Registrar, the Office of Admissions and, where applicability of major or minor is concerned, department chairs or designees (see [Admissions](#)).

Transfer-of-credit policies are widely published and available via the University Catalog ([Transfer Credit Admissions](#)), the [Admissions webpage](#), and the Registrar's webpage ([Registrar](#)). Regarding concerns and/or changes that could impact a student's transfer experience, Admissions and Academic Advising Center staff maintain regular communication with counterparts at community colleges with high transfer rates to Western (e.g., Whatcom Community College and Skagit Valley College).

2.C.2.

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

The [Student Conduct Code](#) is available through the Office of Student Life website, the University Catalog ([Appendix C](#)), and via a link to student conduct on the students' [MyWestern](#) portal (password protected). Students are also made aware of the Student Conduct Code through outreach conducted during new student orientation. In addition, a link is provided in the Annual Security and Fire Safety report which is distributed to all Western employees and students each fall at the end of September as legislatively mandated.

Procedures related to the student conduct process are available through the [website](#) of the Office of Student Life, as is a procedure for [reporting a concern or complaint](#).

Western's policies on sexual harassment, equal opportunity, and nondiscrimination are included in [Appendix A](#) of the University catalog. The Office of Civil Rights and Title IX Compliance (CRTIC) publishes a [discrimination complaint procedure](#), which also explains the informal and formal pathways for resolving complaints.

The Academic Honesty Policy and Procedure is located in [Appendix D](#) of the catalog, and the Academic Grievance and Appeal Policy and Procedure is found in [Appendix F](#). Procedures for academic honesty issues are laid out in further detail for both [faculty](#) and [students](#).

Western's [Disability Access Center](#) outlines the [rights and responsibilities](#) of students and has established [guidelines for documentation](#) that will support a request for an academic

accommodation. Policies for disability accommodations are also included in [Appendix A](#) of the University catalog.

Because of their inclusion in the catalog, each of these policies is also codified in the [Washington State Administrative Code](#).

2.C.3.

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Admission policies consider a range of factors. Chief among them is a student's probability of academic success as evidenced by grades, course rigor, grade trends, completion of prerequisite courses, and related experiences. (See [Admission Requirements](#).)

Policies for extra-institutional learning such as Advanced Placement, International Baccalaureate, and Cambridge International Exam, as well as credit by exam guidelines, are available in the University Catalog and the Admissions website. (See [Advanced Placement & Credit by Exam](#) and [College Credit Admissions](#).)

Western utilizes the ALEKS Math Placement Assessment ([MPA](#)) to place students into appropriate math courses. Most new students, including transfer students, who wish to register for a math course at Western must first take the MPA. Testing is available at Western's Testing Center, as well as offered through an online, proctored platform for incoming freshmen and transfer students. Information and frequently asked questions about the MPA are available on the Admissions and Testing Center websites. (See [MPA Admissions](#) and [MPA Testing Center](#).)

Western has clearly defined policies related to low academic performance, including academic warning, academic probation, continuing probation, removal from probation, and academic dismissal. Reinstatement procedures for students who have been academically dismissed are published in the University Catalog and on the websites for Admissions and the Academic Advising Center (see [Reinstatement Catalog](#); [Returning Student Admissions](#); and [Reinstatement Academic Advising](#)). Policies related to the readmission of former students who left in good academic standing are published on the Admissions webpage (see [Returning Students](#)).

2.C.4.

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

Confidentiality and Release

Western Washington University takes protecting all institutional data and personal or confidential information extremely seriously. To ensure compliance with and appropriate implementation of the Family Educational Rights and Privacy Act of 1974 (FERPA), 20 U.S.C. §1232g, the University has policies and procedures for responsible handling of student records that are defined by the Washington Administrative Code (WAC), [Chapter 516-26](#), as well as the university's student records policy, [POL-U7100.01](#).

Access to the Banner system is only granted to authorized individuals who are approved for access by the appropriate designated primary data custodian (or designated agent of the data custodian) and who are informed of and agree to abide by the university's [Code of Responsibility for Security and Confidentiality of Records and Files](#). Access is limited to specific needed forms and records based on the user's role and responsibilities. Access to student academic records data is overseen by the Registrar's Office and implemented by the Registrar's Office Systems team. University faculty are provided additional information and resources regarding FERPA considerations for the classroom setting via the university [Teaching Handbook](#).

Western students are directly notified of their rights regarding their student records and given information regarding university-defined directory information and the process for restricting release to third parties. This information is published in the annual [University Catalog](#) and maintained on a dedicated page of the [Registrar's Office website](#). Students are also informed of the reporting process should they believe that their information has been released in violation of FERPA and/or university policy.

Backup and Retrievability

Student Records are maintained, archived, and appropriately destroyed in accordance with the guidelines and schedules published by University Archives and Records Management (UARM). Records retention schedules are available on the [Records Management website](#), including both the WWU General Records Retention schedule and office-specific schedules for areas whose primary responsibilities include oversight of specific types of records and sensitive information—e.g., retention of transcripts, diploma requests, graduation evaluations, and similar records are detailed in the [office retention schedule](#) for the Registrar's Office. The schedules are approved by the State Records Committee in accordance with the Revised Code of Washington (RCW [40.14.050](#)).

Student academic records from fall 1984-present (i.e., beginning with the 1984-85 academic year) are maintained electronically and accessed via Banner SIS. Legacy transcripts from prior to the move to computerized record-keeping are maintained as physical copies in a secured vault in the Registrar's Office with back-up copies stored electronically as scanned images accessed via the Hyland OnBase platform. Other inactive student records that have

not reached the end of their retention period are maintained in the [UARM Records Center](#) to ensure secure storage and, as needed, retrievability prior to destruction.

Information Technology Service/Enterprise Infrastructure Services is responsible for ensuring back-up and continued access for student records data. Western's primary database of student records is replicated every few seconds to a stand-by database in another datacenter on campus; every few seconds the stand-by database replicates to a disaster recovery database in the Microsoft Azure cloud. Nightly, an automated process checks the disaster recovery database to verify that the day's transactions were accurately recorded.

The primary and standby databases on campus are on virtual servers that are backed up daily, with, if needed, the last five days of backups on hand for quick restoration (two backups in the same datacenter as the server and three backups in the opposite datacenter). To provide off-site redundancy, the disaster recovery database in the cloud is stored in two different Microsoft datacenters.

Institutional Integrity

2.D.1.

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Official announcements, statements, and publications are routed through the Office of University Communications, which is responsible for the integrity of messages regarding Western's mission, branding, programs, and services. (See Communications & Marketing.) Faculty, staff and students are kept abreast of many university policies and procedures through the university's daily online newsletter, Western Today. Western's Marketing Committee and Communications Committee, both comprised of marketing, communications, and public relations professionals from across campus, regularly meets to coordinate efforts to ensure Western's brand is being used correctly, and to promote teamwork, resource sharing, and the dissemination of new ideas in these areas. To keep abreast of and appropriately utilize emerging social media platforms, a committee of university social media practitioners regularly meets to determine best practices for communicating Western's mission and other information. Editorial boards for the university magazines *Window* and the *WWU Family Newsletter* help assure strong editorial quality. All major website updates are approved by designated university officials and reviewed by the university webmaster (see [ITS Standards and Guidelines](#)).

Academic intentions, programs, and services are communicated to the public via the [University Catalog](#) and up-to-date university web pages. Pathways for completing academic programs are defined in the catalog, communicated by academic departments and advisors, and outlined in various transfer agreements. The university's [Strategic Plan](#) clearly defines metrics for success, and Academic Affairs annually provides a [detailed score card on a wide range of metrics](#) associated with the university's work and which is available to the public via web.

2.D.2.

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

State Ethics Laws

Western Washington University is a higher education institution of the State of Washington. Washington State has some of the most comprehensive ethics laws in the nation. The [Washington State Executive Ethics Board](#) (EEB) is statutorily tasked with enforcing the [Ethics in Public Service Act](#). The EEB's mission is to promote integrity, confidence, and public trust

in state government through education, interpretation, and enforcement of the Ethics in Public Service Act. As prescribed by the Act, the university's President has assigned the role of University Ethics Advisor to the Assistant Vice President for Risk, Ethics, Safety, and Resilience to assist university employees with their understanding of the state ethics laws. The advisor administers a university-wide ethics program consistent with RCW 42.52 Ethics in Public Service, WAC 292 Ethics in Public Service, and various existing university policies. The advisor receives complaints by or against university employees and recommends constructive ways to reach a resolution within existing administrative processes or reports ethics violations to the EEB, as applicable.

Faculty

Faculty ethical behavior is governed by their Collective Bargaining Agreement (CBA) and the Faculty Handbook (in particular the Code of Faculty Ethics in [Appendix 5](#)), and applicable university policies (including general and research ethics policies), RCW 42.52 Ethics in Public Service, and WAC 292 Ethics in Public Service. The CBA includes grievance and complaint procedures for faculty, and a section on Professional conduct and Conflicts of Interest.

Students

Student behavior, including ethical behavior, is governed by the [Student Conduct Code](#) and applicable university policies (including [Academic Honesty](#)). Faculty or staff may share concerns or make a complaint related to a particular student. Students may file a grievance under the [Academic Grievance and Appeal Policy](#).

Classified Staff

Classified staff ethical behavior is governed by their three collective bargaining agreements, Washington Federation of State Employees (WFSE), Public School Employees (PSE), and Fraternal Order of Police (FOP), and applicable university policies, RCW 42.52 Ethics in Public Service, and WAC 292 Ethics in Public Service. Each CBA includes a grievance procedure for classified staff.

Exempt Professional Staff

Exempt professional staff ethical behavior is governed by their [Professional Staff Handbook](#), RCW 42.52 Ethics in Public Service, and WAC 292 Ethics in Public Service. The Professional Staff Handbook includes their Professional Conduct and Code of Ethics.

Western's Values

The university sees equity, justice, and inclusion as fundamental principles integral to our success. We value diverse experiences and perspectives, and strive to create learning, living, and working environments that promote respect, access, opportunity, and equity for all. The single most important priority for the university is to eliminate opportunity gaps for students from diverse and under-represented socio-economic backgrounds and to ensure that we increase retention and persistence rates and the number of such graduates. Our values are imbedded in the university's mission and strategic plan, policies and programs, and learning and traditions, which align institutional resources and infrastructure to values and priorities and create accountability.

Select University Policies and Programs

The university advances its values, in part, through the implementation of programs and policies. The following is a selection of a few policies and programs that support the university's mission and strategic Plan. Policies include Ensuring Equal Opportunity and Prohibiting Discrimination and Retaliation (POL-U1600.02), Accommodating Persons with Disabilities (POL-U1600.03), Preventing and Responding to Sex Discrimination, Including Sexual Misconduct (POL-U1600.04), Implementing Affirmative Action Program (POLU1600.05), Prohibiting Intimate Personal Relationships Between Supervisors and Supervisees (POL-U1600.06), Consensual Intimate Personal Relationships between Faculty and Students - Prohibiting (Faculty Handbook), Addressing Responsible Conduct of Research (POL-U4520.02), Reporting Financial Conflict of Interest by Public Health Services – Funded Investigators (POL-U4520.06), and Using University Resources (POL-U1500.08). The university has created a central [website](#) where these policies, along with others related to ethics, can be found.

Select programs that advance the university's values include [The Office of Equity](#), which is headed by a cabinet level leader, the Chief Diversity Officer and Executive Director of the Office of Equity (CDO/Executive Director), who reports to the university President. The work of the office is to provide broad alignment across the university with institutional goals for ADEI (accessibility, diversity, equity, and inclusion), develop allyships to advance key priorities, and work with the President and the executive and academic leadership team of the university to ensure that as an institution we are making meaningful progress on our ADEI goals and metrics. The Civil Rights and Title IX Compliance Office (CRTC) is responsible for overseeing compliance with civil rights and affirmative action laws, regulations, and policies. In addition, the Division of Enrollment and Student Services (ESS) has dedicated resources to a new [Access, Diversity, Equity and Inclusion \(ADEI\) unit](#). The unit consists of 3 departments serving the diverse needs of students: the Disability Access Center, the LGBTQ+ office, and the Multicultural Student Services department. Western works to advance the holistic thriving of diverse students, faculty, and staff at the university by collaboratively engaging the university community with transformational knowledge, resources, advocacy and celebration. The Office of Tribal Relations represents the university President and Board of Trustees as liaison and representative to American Indian, Alaska Native and First Nation governments and advocates for the support and success of Native American students on campus. The Structural Equity and Bias Response Team (SEBRT) includes two response teams that work together to support people impacted by bias incidents and examine and offer alternatives to conditions at the university that give rise to such incidents.

2.D.3.

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

Western has multiple policies and procedures to define and prohibit conflicts of interest for its governing board, administration, faculty and staff through the Washington State Ethics in Public Service Act and numerous university policies, including:

- The recently revised (in June 2022) policy on Board Conflict of Interest ([Addendum A](#)).

- [POL-U1000.15](#) Administering the State Employee Whistleblower Act, provides for a reporting mechanism in the event an employee becomes aware of improper governmental action, as defined by the policy.
- [POL-U1500.08](#) Using University Resources, requires all faculty, staff, and student employees to use university resources to conduct official duties and activities related to state employment.
- [POL-U4520.06](#) Reporting Financial Conflict of Interest by Public Health Services Funded Investigators, requires PHS sponsored investigators to disclose significant financial interest that may constitute a financial conflict of interest prior to the submission of a PHS sponsored proposal.
- [POL-U5348.01](#) Purchasing Goods and Services, requires purchasers and approvers of goods and services to disclose any potential personal or financial conflicts of interest with current or potential vendors to the Chief Procurement Officer and to the federal awarding agency in the case of grant funds.
- [POL-U5400.17](#) Professional Staff Policy on Consulting and Other Outside Compensated Professional Activities, allows staff members to engage in outside compensated professional activities provided the outside work does not interfere with the staff member's university duties and is consistent with the State's Ethics in Public Service Law.
- [POL-U5400.18](#) Faculty Policy on Consulting and Other Compensated Professional Activities, allows faculty members to serve as consultants or engage in outside compensated professional activities provided that they do not interfere with the performance of university duties and that no conflict of interest exists.
- [POL-U5400.19](#) Receiving Honoraria, allows faculty and staff to engage in activities such as giving a presentation or writing an article in connection with their official university role and for individuals to receive an honorarium for such activities, as long as the activity does not detract from or interfere with their official duties and obligations to the university or conflict with any university outside employment policies or bargaining unit agreement provisions.
- [POL-U5400.20](#) Financial Disclosure Policy for Externally Funded Projects, requires faculty and staff to disclose their outside obligations, financial interests, and activities.
- [POL-U5410.01](#) Employing Family Members and Significant Others, states that employment opportunities shall not be immediately denied based on relationship, but may be restricted due to a conflict of interest and requires employees and applicants to disclose relationship when applicable.

These and other policies related to compliance with ethics requirements, using campus mail, and issuing and using university credit cards can be found on the [Ethics Policies](#) website.

Financial Resources

2.E.1.

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

The Division of Business and Financial Affairs provides stewardship of the university's human, financial, and physical resources, all of which are critical to the university's ability to achieve its mission. Successful stewardship is accomplished by providing fiscal leadership, safeguarding university assets (both financial and physical), and providing a safe, attractive, and comfortable physical environment. These services are delivered in a timely and efficient fashion to both internal constituents and external customers. Additional reports or documentation are available in any level of detail that might be needed by the reviewer during the evaluation of Western Washington University finances.

As of June 30, 2022, the university was in a stable financial position, increasing net position by 9.1 percent over the prior year. Revenues increased largely because of state operating appropriations, recognizing remaining HEERF (Higher Education Emergency Relief Fund) revenue and the University auxiliary units being fully operational as the COVID-19 pandemic waned.

A summarized comparison of the University's assets, deferred outflows, liabilities, deferred inflows, and net position as of June 30 is shown below.

	2022	2021	2020
		<i>(Dollars in thousands)</i>	
Assets			
Current assets	\$81,145	\$118,276	\$104,840
Noncurrent assets	130,552	61,273	76,590
Capital assets, net	565,432	561,872	500,000
Total assets	<u>777,129</u>	<u>741,421</u>	<u>681,430</u>
Deferred Outflows	40,119	38,091	29,248
Liabilities			
Current liabilities	41,549	57,177	48,313
Noncurrent liabilities	292,873	302,354	305,602
Total liabilities	<u>334,422</u>	<u>359,531</u>	<u>353,915</u>
Deferred Inflows	84,350	54,860	42,017
Total net position	<u>\$398,476</u>	<u>\$365,121</u>	<u>\$314,746</u>

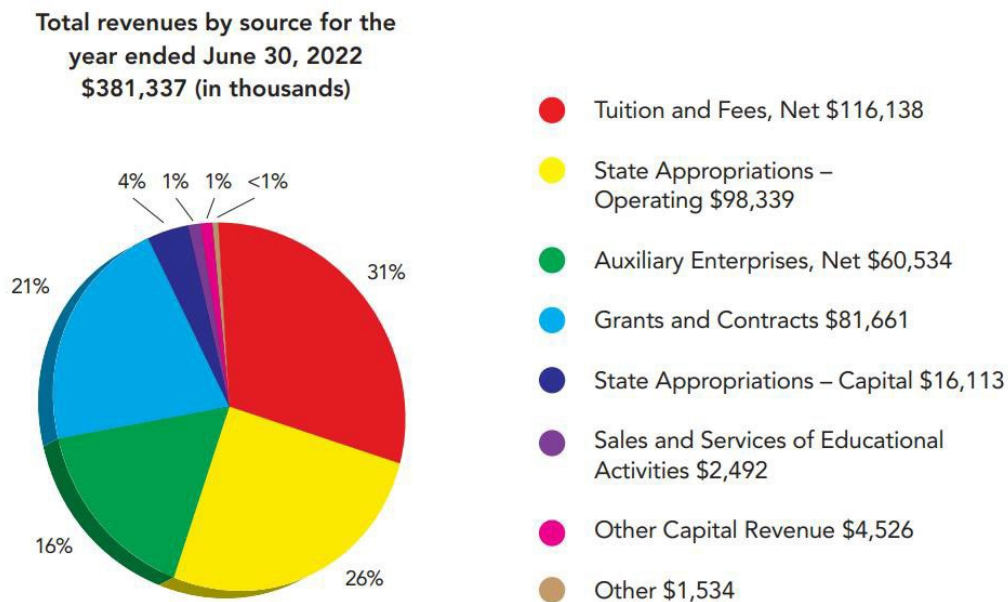
Western undergoes a financial statement audit every fiscal year by qualified personnel from the State Auditor's Office. The state auditors evaluate the internal controls and perform audit procedures on the financial activities of the university. The auditors meet with the executive leadership and the Board of Trustees through the Finance, Audit and Risk

Management (FARM) Committee. When the audit is complete, the auditors then report to the FARM Committee their opinion as to whether the financial statements present fairly, in all material respects, the financial position of the university. No major findings have resulted in recent years. WWU has received an “unmodified” opinion on the financial statements and has rarely received audit findings or management letter comments. The financial report, including the independent auditor’s opinion, is issued promptly after the audit. These reports are publicly available on WWU’s [Financial Statements](#) website.

In addition, the State Auditor’s office performs annual compliance audits for federal grants and use of public resources in accordance with state laws and regulations. Western has had no significant findings in these areas in recent years. Additionally, WWU maintains an [A1 issuer rating](#) according to Moody’s.

Policies related to [oversight and management of finances](#) are collected for easy reference. Notable among these is [POL-U5320.03](#), Authorizing and Defining Financial Responsibilities. A more comprehensive list of [Business and Financial Affairs Policies](#) is also available for review.

Western’s financial well-being is underpinned by a diversity of revenue sources, as described in greater detail in the most recent [financial statement](#). These revenue sources are shown graphically below. Statements of cash flows are available for FY 21 and FY 22 on page 26 of that document.



All gifts of private resources to Western Washington University are processed through the Western Washington University Foundation (“Foundation”). The Foundation is a not-for-profit 501(c)(3) organization whose sole purpose is to generate private support for the benefit of Western Washington University (see [Western Foundation](#)). The Foundation supports the goals and mission of the University by providing student scholarships, supporting faculty and staff development, and assisting with key university programs, initiatives and select facilities. Assistance from the Foundation helps the University achieve its mission by means that are not possible with state funds alone.

The Foundation was originally formed in 1966. The Foundation’s authority to receive gifts on behalf of the University is documented in the formal agreement between Western and the Foundation, which was most-recently revised in 2016 (see [Gift Acceptance Policy](#)).

The activities of the Foundation fall under the division of University Advancement. University Advancement includes both the Foundation and the Alumni Association. Both entities work hand in hand to encourage greater engagement with the University. The two organizations are presently pending merger into a single entity, encompassing the engagement to fundraising continuum, driven by the need for greater effectiveness and efficiency and the need to maximize success in a forthcoming comprehensive fundraising campaign. The Executive Committees of both boards signed a letter of intent to merge the two organizations into one in July 2022, and just this past December, the membership of both boards voted to proceed with the merger, subject to the approval of Alumni Association members at their annual meeting on March 9. The Boards adopted a plan for the merger that will ensure that the merged organization continues the work of both organizations with a high degree of continuity. The leadership of the new organization will include volunteer leaders of both current organizations. Members of the Alumni Association will continue as members of the merged organization.

University Advancement is led by Vice President Kim O’Neill, who is also the President and CEO of the Foundation. The Foundation is governed by a board of directors, which includes five officers: President, Vice President, Secretary, Treasurer, and Immediate Past President. The Board oversees the operation, fundraising activities, and events of the Foundation through its quarterly board meetings and its six standing committees: the Executive Committee, the Finance Committee, the Board Development Committee, the Special Initiatives Committee and the ADEI (Accessibility, Diversity, Equity & Inclusion) Committee. Committee meetings are scheduled four to six weeks before the governing board meetings. Endowed assets of the Foundation exceed \$115 million, with total assets under management exceeding \$137 million.

The Foundation has an annual audit performed by an external audit firm to ensure compliance with all pertinent accounting rules and regulations, and to confirm that the organization is adhering to all internal policies set forth by the Foundation board, the University, and state and federal laws, rules, and regulations (see Foundation Audit in Addendum C).

The university’s accounting functions and information are managed and compiled through Banner Finance, which is part of Western’s Banner ERP system. The Finance module maintains the University’s chart of accounts, posts financial transactions, and provides financial reporting. It is the “system of record” for financial data for both Western

Washington University and the Western Foundation. Banner Finance is used to create the following types of transactions:

- Procurement: Requisitions, purchase orders, change orders.
- Accounts Payable: Invoices, checks, direct deposits.
- Stores Inventory: Issues, returns.
- Accounting: Accounting journal vouchers, general encumbrances.
- Budget: Budget journal vouchers, Web4U Budget development transfers.

2.E.2.

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

In accordance with the Board of Trustees [Delegation of Authority Policy](#), the Board authorizes and empowers Western's President, as the principal administrative officer, to lead and manage the internal operations of the University, while reserving the authority for final approval of all operating and capital budget plans. The President, with full authority from the Board, delegates the primary responsibility to ensure that all fiscal operations comply with local, state, and federal law to the Vice President for Business and Financial Affairs (see [BOT Rules of Operation](#)).

Annual operational funding is reliant primarily on student tuition and fees revenue and state appropriations. Over the past 10 years, the ratio of tuition to state appropriations has varied widely. In fiscal year 2006 the ratio was 37% tuition/63% state appropriation. This completely flipped during and following the recession; in fiscal year 2013, the ratio was 67% tuition/33% state appropriation. In planning the 2015-17 biennial budget, the state legislature passed an unprecedented tuition reduction plan for resident undergraduate students and backfilled the reduction with additional state funding. For fiscal years 2021 and 2022 the ratio of tuition to state appropriations was 51%/49% and 51.1%/48.9%, respectively. During fiscal years 2019 and 2020, the split was 48.5%/51.5% and 49.3%/50.7%, respectively. The primary cause for the shift in funding was due to lost tuition revenues from enrollment reductions related to the COVID-19 pandemic.

In 2019-21, the legislature authorized a new dedicated revenue source for public institutions of higher education, the Workforce Education Investment Account. This provided a total of \$5.2 million in new appropriations to the University, \$3.4 million of which is dedicated to increasing enrollments in science, technology, engineering, and mathematics (STEM) majors, and the remainder of which is purposed to alleviate financial pressures caused by the State's cap on resident undergraduate tuition increases.

Western's [investment policy](#) establishes parameters for maintaining liquid funds and longer-term investment funds. The policy addresses the following objectives:

- Safety by specifying parameters on investment diversification and credit quality;
- Liquidity by ensuring that cash is readily available to meet daily operating needs; and

- Return on Investment by attaining a market rate of return throughout budgetary and economic cycles, commensurate with the investment risk parameters and cash flow characteristics of the portfolio.

The operating budget is managed through review and input from constituencies across the university. This past year, the university engaged in [a new strategic budgeting process](#) with the goal of simplifying the operating budget process and better aligning it with strategic priorities. Budget proposals are submitted from across the University in the focus areas of graduate education, inclusive student success, and core infrastructure, safety, and regulatory compliance. These three areas were prioritized for growth and enhancements during the 2021-23 biennium. The current [FY 23 budget development process](#) invited budget proposal abstracts from any university stakeholders and involves three forums where [input is gathered](#) on the process and specific budget proposals. After review by university leadership, the most compelling proposals are advanced. These proposals are then adapted to form the components of the university's budget recommendation to the Board of Trustees for internal funding, alternative funding such as philanthropic support, or as proposed budget packages for submission to the state. Strategic budgeting is a multi-year process, and we will continue to improve the process over the coming years and integrate our sustainability and accessibility, diversity, equity, and inclusion values into the process.

Additionally, this past year the president established a standing committee responsible for advising the president on matters related to the university operating budget and to broaden the perspectives informing and advising our budgeting process and outcomes. This new committee complements a long-standing committee of the Faculty Senate, the [University Planning and Resources Council](#) (UPRC). The UPRC is responsible for the formation and review of policy and procedures in all aspects of university planning and allocation of resources, with special emphasis on matters of concern to faculty.

Western has a robust policy development process, including periodic reviews and updates of existing policies. Policies address the internal control requirements in purchasing, accounting, and treasury functions, including approvals, authorizations, segregation of duties, reconciliation, and security of assets. Western's internal auditor, reporting directly to the Board of Trustees and the President, assists in monitoring compliance with these fiscal policies.

Risk, Ethics, Safety and Resilience

Risk, Ethics, Safety and Resilience (RESR) within the Division of Business and Financial Affairs provides a range of institutional services. It operates the University's environmental and occupational health and safety, fire safety, emergency preparedness, business continuity, risk management, compliance, and ethics. Along with Internal Audit, RESR helps fulfill the advisory responsibilities of the Finance, Audit, and Risk Management (FARM) Committee of Western's Board of Trustees as part of the Enterprise Risk Management (ERM) process.

Business & Financial Systems (BFS) Department

The [Business & Financial Systems department](#) falls under Western's Associate Vice President's Office in the Business and Financial Affairs Division. (See [BFA Organizational Chart](#).) The BFS approach is analytical, process improvement and project-driven, and works

side-by-side with Western’s business partners and Project Management Office to deliver best-in-class business processes. To date, the group has completed over a dozen efficiency projects and helped many departments across campus in re-engineering new processes.

2.E.3.

Financial resources are managed transparently in accordance with policies approved by the institution’s governing board(s), governance structure(s), and applicable state and federal laws.

The Board of Trustees approves the operating, services and activities, and the capital budgets for Western. Additionally, the Board establishes academic year tuition fees, summer session fees, continuing education degree program fees, services and activities fees, housing and dining fees, and all mandatory fees (fees students enrolled for six or more credit hours are required to pay). The Board delegates its authority to the President to approve all other fees. Prior to a budget or fee recommendation being presented to the Board for approval, Western follows a process put into place in 2009 by the President. (Also see [BFA Policies and Procedures](#).)

As described in the [Board of Trustees Rules of Operation](#), the Board has ultimate fiscal responsibility “for the expenditure of state funds by the University and its agents and employees.” Much of this oversight happens through the work of the Finance, Audit and Enterprise Risk Management (FARM) Committee, which “assists the Board in fulfilling its responsibility for oversight of the integrity of the University’s financial operations, physical plant, and financial health; the quality and integrity of the accounting, auditing, and reporting practices of the University, with particular focus on effective internal controls.” The FARM Committee executes these responsibilities in coordination with university leadership and the office of [Audit and Consulting Services](#), which operates within a well-developed set of [audit-related policies](#). These include a policy and set of procedures to establish [internal audit activities](#).

Operational management of financial resources is a shared responsibility among numerous designated financial managers and authorized budget authorities at the university. Their roles are codified in [POL-U5320.03](#), Authorizing and Defining Financial Responsibilities.

As Western evaluates the biennial and annual budget proposals as described in the next section, critical analyses are completed assessing new student enrollments, student retention rates, transfer student enrollments, graduation rates, student financial aid needs, faculty and staff retirements, any increased operating expense projections (utilities, salaries, benefits, etc.), and academic program modifications that may be necessary due to developing trends. Finally, market conditions for each student category is assessed in conjunction with tuition setting authority provided by the legislature.

The primary goal of Western’s planning policy is to provide involvement for every level within the University in developing bottom-up budgets, linked to strategic priorities defined by campus constituents. Western’s processes are closely aligned with the state appropriations cycle, and constitute ongoing activity for both the capital and operating

budgets. The legislature meets annually in Washington; however, biennial, or two-year appropriations are enacted in odd-numbered years. In the interim years, supplemental appropriations may be enacted by the legislature, adjusting biennial budget appropriations. Preparations for the submission of the biennial budget request to the Governor and to the legislature begin at least one full year in advance of the legislative session. Under the direction of the President, each Vice President works with their organizational units to analyze budget needs and proposals for University program enhancements. Comprehensive requests for new state funding to address these needs and enhancements are presented to the Board and, upon approval, are submitted to the Washington State Office of Financial Management in September of even numbered years.

As indicated in 2.E.2, the operating budget is managed through review and input from constituencies across the university. The new [strategic budgeting process](#) discussed in greater detail above emphasizes transparency. For example, all 97 budget proposals submitted last year for the 2021-2023 biennium were published on an internal SharePoint site on which all faculty and staff could provide feedback. The results of the budget process were shared in multiple formats, including a [public forum](#).

As the legislative session progresses, our budget request proposals are considered first by the governor's office and then by the legislature. At the conclusion of the legislative session, Western's administration confers with the appropriate constituent and governance groups to endorse a final budget recommendation to the Board of Trustees. The recommendation is:

- Inclusive of new program enhancements and operational needs,
- Funded either by new state appropriations, redirected existing funds, or increased tuition,
- Based on the analyses described in section 2.F.2, and
- Informed by the feedback obtained from the campus (see [BFA Policies & Procedures](#)).

Western's auxiliary enterprises are self-supporting entities primarily providing services to individuals in the institutional community, rather than to departments of the University. These auxiliary enterprises' activities contribute and relate to the institution's goals and mission. All operating costs are paid from income earned; no state appropriated funds are allocated to cover the operating costs of these auxiliaries. Additionally, Western assesses an administrative fee on these auxiliaries to cover the cost of shared facilities or services provided by state funded offices. Examples of these auxiliary enterprises include University Residences, Dining Services, the University Bookstore, and the Wade King Recreation Center (see [2022 WWU Financial Statements](#)).

Human Resources

2.F.1.

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

All employees are apprised of the conditions of their employment, work assignments, and responsibilities via their job description at the time of hire. If changes occur, those descriptions are updated during annual evaluation processes. Criteria/procedures for evaluation, retention, promotion, and termination are provided during new employee orientation and onboarding (typically the first six months in a position). For new employees, the Offer of Employment letter addresses the specific conditions of employment for each employee classification and references the applicable collective bargaining agreements or employee handbooks. Policies related to hiring, taking leave, position review, relationships, sexual misconduct, training, consulting and retirement are collected on the [HR website](#).

All new supervisors are provided with 'Quick Start' training immediately upon hire or promotion. This training not only covers performance evaluations, but it also covers payroll, labor relations, hiring, and FMLA/Disability.

Human Resources has offered other regular supervisor/manager trainings on communicating with employees in the evaluation process. Trainings include those for:

- Communication and Successful Conflict Resolution
- Employee Engagement & Strengths-Based Management
- Upholding Ethics in the Workplace
- Managing Classified Staff: Labor Relations 101
- Supervising a Diverse Workforce
- Coaching & Crucial Conversations

Some of this training has been put on hold during the pandemic, and compliance training continues. Recent staffing challenges in Human Resources have exacerbated the post-pandemic situation and the department is focused on rebuilding the professional development offerings.

Western has collective bargaining agreements (CBAs) with three separate unions representing classified staff. Each of these [agreements](#) specifies procedures for hiring, performance evaluation, overtime, vacation, discipline, and grievance, among others. Exempt staff can see procedures for their positions in the [Professional Staff Handbook](#).

Processes for evaluation, tenure, promotion, and termination for faculty are specified in the [CBA with the UFWW](#) (Section 7 for tenured and tenure-track faculty and Section 8 for non-tenure-track faculty). Specific standards expected for teaching, scholarship and service are documented in the unit evaluation plans established by each academic department and shared on their departmental websites. During the COVID-19 pandemic, a number of adjustments related to tenure and promotion of faculty were implemented that are recorded

in a [series of memorandums of understanding \(MOUs\)](#) between the administration of Western and the UFWW.

Prior to the start of employment, all new faculty (tenure- and non-tenure-track) are enrolled in an online course offered in our learning management system (Canvas) that serves as a part of the orientation process. Among the 16 modules in this course are those covering:

- An overview of the university, faculty union and CBA
- Important University, State and Federal Policies and Requirements
- Faculty Governance at WWU
- Tenure, Promotion and Post-tenure Review

New tenure-track faculty are also invited to participate in a face-to-face orientation during which many topics related to the conditions of their employment are discussed.

2.F.2.

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

Western strives to ensure all employees are given the tools needed to succeed in their position and the opportunity to grow into the professional they desire to become. While department chairs, managers, and supervisors may draw from various sources to support the professional development of faculty and employees in their units, Western recognizes the need for internal options for professional development.

Out of practical necessity, many professional development programs were put on hold due to reallocation of resources to address the university's COVID response and the overall impact of the pandemic. Recent challenges with staffing turnover have exacerbated this situation and the [Human Resources](#) department is taking steps to build back up the training programs.

Current opportunities for professional growth include new employee orientation and supervisor training, as well as ongoing support through Human Resources. In addition, the university promotes several professional development opportunities including the popular 'Lunch and Learn' sessions designed to build understanding and knowledge at times more convenient to an employee's busy schedule. Supervisors actively support external opportunities for professional development whether they be conferences, training sessions, or other such forums.

The base financial support for faculty professional development is specified in the faculty CBA (CBA 22.9.1). In the 2021-2022 academic year, colleges at Western provided faculty a total of just over \$720,000 in direct professional development awards. Additional support for faculty development in research, scholarship and teaching is available by application to programs through the [Office of Research and Sponsored Programs](#). During FY 22, faculty were awarded over \$155,000 through these opportunities, out of a budgeted amount of \$270,000. In addition to start-up packages that have been negotiated during the hiring process, new tenure-track faculty are provided a \$6,000 summer research grant in their first year.

Professional development in teaching is provided to members of the faculty through mentorship within their departments, and also through training offered by the [Center for Instructional Innovation and Assessment](#). Their [Teaching and Learning Co-op](#) provides access to [workshops](#), [mentorship](#) and a virtual [professional development community](#) on Canvas. Support for development of externally funded research is provided by the [Office of Research and Sponsored Programs](#), which provides information and one-on-one coaching on topics such as grant writing, understanding relevant state and federal policies and compliance with polices related to human subjects.

Tenured faculty at Western can apply for up to three academic quarters of fully paid professional leave for the purpose of professional development after they complete six years of full-time service, as described in Section 10 of the CBA. A total of 107 quarters of professional leave were awarded to 67 faculty members during the 2022-2023 academic year.

Faculty, staff and administrators may participate in the University's tuition waiver program as provided by state law, [RCW 28B.15.558](#), and [WWU Policy POL-U1400.07](#) (Managing and Reporting Tuition Waivers), which allows eligible employees to enroll in up to six credit hours per quarter at no cost on a space available basis.

2.F.3.

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

Western's administrative and academic structures are designed to promote the university's ability to carry out its mission and meets its strategic objectives. As a public university, it is part of the public trust that this be done as efficiently as possible. Under the Provost and Executive Vice President, the Academic Affairs Division is organized into seven colleges, the Graduate School and Libraries, each reporting to a Dean, as shown in the [Academic Affairs organization chart](#). Each of the other divisions is led by a Vice President. Together with the Chief Diversity Officer, they make up the [President's Cabinet](#).

Western strives to employ a sufficient number of qualified personnel to maintain its support and operations functions. As of fall 2022, Western had a total of 559 full-time equivalent (FTE) tenure-track/tenured faculty and 321 FTE non-tenure-track instructional faculty. Of full-time faculty (tenured, tenure-track and non-tenure-track), 92% have terminal degrees. Of tenured and tenure-track faculty, 99% have terminal degrees. As of fall 2022, Western had a total of 739 full-time equivalent (FTE) classified staff, 394.5 FTE professional staff, 16 FTE librarians and 36 FTE executive staff.

Western's recruitment practices are located on the [Human Resources website](#). Classified staff recruitment procedures are also outlined in the applicable [collective bargaining agreements \(CBAs\)](#).

Human Resources provides guidance in recruitment processes, ensuring that criteria, qualifications, and procedures are appropriate and posted correctly. In addition, the

university's office of Civil Rights and Title IX Compliance (CRTC) provides search committee briefings and reviews the search process for faculty, professional staff, and executive officer positions to ensure equity standards are followed (see [Recruitment Guide](#)). Position descriptions accurately reflect duties and responsibilities, and copies are maintained by HR; position-specific training needs are identified at the time of recruitment.

As described previously in standard 2.F.1, all employees are apprised of their work assignments and responsibilities via their job description at the time of hire. If changes occur, those descriptions are updated during annual evaluation processes. Criteria/procedures for evaluation, retention, promotion, and termination are provided during new employee orientation and onboarding (typically the first six months in a position). For new employees, the Offer of Employment letter addresses the specific conditions of employment for each employee classification. Policies related to hiring, position review, and training are collected on the [HR website](#). Western has collective bargaining agreements (CBAs) with three separate unions representing classified staff. Each of these [agreements](#) specifies procedures for hiring, performance evaluation, overtime, vacation, discipline and grievance, among others. Exempt staff evaluation procedures are documented in the [Professional Staff Handbook](#).

Processes for evaluation, tenure, promotion and termination for faculty are specified in the [CBA with the UFWW](#) (Section 7 for tenured and tenure-track faculty and Section 8 for non-tenure-track faculty). Specific standards expected for teaching, scholarship and service are documented in the unit evaluation plans established by each academic department and shared on their departmental websites.

Staffing has recently become an issue post-pandemic, especially in some support areas such as Human Resources, as Western has been affected by the changes in the labor market that are occurring nationwide. The university recognizes this as an institution-wide challenge and is taking steps to improve the situation through better recruitment and onboarding practices.

2.F.4.

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

Administrators, Classified, and Professional Staff

Administrators and classified staff are historically evaluated regularly with regard to performance of work duties and responsibilities. Performance Evaluation plans, up until the COVID pandemic, were completed annually. The process was put on hold during the pandemic due to the complexity associated with managing the new remote and hybrid working environment. Performance evaluations resumed in 2022. Performance goals and training and development plans are determined and reviewed during this process. Completed Performance Evaluation plans are maintained in each employee's HR file. Supervisors are trained on protocol for completing performance evaluations. Procedures for

classified staff evaluations follow the process set by the Washington State HR. (See [HR's site on Performance Evaluations](#)).

In addition to their annual evaluations, administrators (including the Vice Presidents, Deans and the Provost and Executive Vice President, and a majority of Directors and Associate Vice Presidents) receive "360-degree" evaluations on a rotational basis—typically every 3-5 years. The 360-degree evaluation of Deans, VPs, and others include venues for broad faculty participation and "open" opportunities wherein anyone may submit comments. The 360-degree evaluations of Professional Staff directors and other administrators employ the EPAS system and typically include comments from three to ten peers. The Faculty Senate participates in 360-degree evaluations of the Deans and Provosts, and also periodically conducts its own reviews of Deans.

Faculty

All faculty are evaluated in a regular, systematic, substantive, and collegial manner at least once within every five-year period of service. The [Collective Bargaining Agreement \(CBA\)](#) with the United Faculty of Western Washington University (UFWW) describes the processes and timelines by which tenured and tenure-track faculty, as well as non-tenure-track faculty, are evaluated at Western.

Evaluation of Tenure-Track and Tenured Faculty: Upon being hired as an assistant professor, and until achieving tenure and promotion to associate professor, tenure-track faculty are evaluated every year, using criteria outlined in college and department evaluation plans. Once tenured and promoted, faculty are evaluated every five years (starting with their most recent promotion) through Post-tenure Review.

These processes use criteria outlined in college and department evaluation plans. Faculty compile an evaluation file or dossier with all relevant evidence since their previous review or promotion; dossiers contain all primary evaluation data, including teaching evaluations for every course taught in the review period, and are available for administrative review. Faculty are evaluated based on departmental standards for their rank, as documented in the department's Evaluation Plan. While these standards address teaching, service, and scholarship or creative activity, departmental standards include multiple indices of effectiveness and provide flexibility to allow for fluctuations in the relative emphasis of these activities across the career life cycle of the individual faculty member. Departmental evaluation plans and standards are reviewed by a college committee, the dean, and the Provost and Executive Vice President for compliance with relevant college and university standards and procedures. All new faculty are given the department and college evaluation plan by the time they begin service at the university.

All tenured members of the department participate in the review of probationary faculty, evaluating the file and submitting a recommendation using the forms provided in the departmental or college standards. Other probationary members are invited but not required to participate (7.6.2.2.1). The CBA directs chairs to discuss with the candidate any activities that meet departmental standards in the areas of teaching, service, and scholarship/creative activity and demonstrate the candidate's progress toward departmental standards for tenure (7.6.2.1.2). Under no circumstances shall a performance evaluation of a faculty member be undertaken without the faculty member's knowledge.

The university provides a variety of faculty development resources to assist faculty in the development of their teaching, research, and service activities, should areas for improvement be identified. These resources include mentors for new faculty within departments, the department chair, [Research and Sponsored Programs \(RSP\)](#), and the [Center for Instructional Innovation and Assessment \(CIIA\)](#). University procedures permit students or faculty to contact a faculty member's chair, should concerns about a faculty member's performance emerge between regularly scheduled evaluations. In such instances the chair meets with the faculty member to discuss the concerns and, where appropriate, to recommend resources or strategies for addressing it.

Evaluation of Non-Tenure-Track Faculty: Non-tenure track faculty (called instructors) are evaluated every year until promoted to senior instructor, at which time they are evaluated every three years. Non-tenure-track faculty are evaluated by the department chair in a manner established by the departmental evaluation plan and on the basis of expectations and duties defined in the Letter of Offer. The evaluation includes student evaluations of all courses taught (CBA 8.3.1). The department chair may consult with the tenured and tenure-track faculty of the department if deemed appropriate by the chair or the faculty member. The department chair shall summarize the results of his/her evaluation in a letter. The faculty member shall receive a copy of this letter and have the opportunity to respond before it is submitted to the dean. The dean will review the letter to verify compliance with departmental and college standards. A copy of the final letter shall be provided to the faculty member, the department chair, and the Provost and Executive Vice President.

Student Support Resources

2.G.1.

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Last year WWU submitted our Spring 2022 Ad Hoc report (included as Addendum D) describing significant steps which have been taken to meet this standard, including expanded staffing, enhanced services, dedicated facilities, enhancements in curriculum, and bold initiatives – all building on Western’s Strategic Plan, which calls for advancing inclusive success and increasing the university’s impact in Washington and the region. These steps included hiring a Director of Multicultural Student Services, Assistant Director for Multicultural Student Engagement, and Basic Needs Resource Navigator; expanding support services including Counseling and Wellness Services, Gender-Affirming Care, and establishing the Bias Response and Structural Equity Team; providing Black affinity housing and planning for a Coast Salish longhouse; expanding the Ethnic Studies curriculum and developing a general education requirement in Power, Equity, and Justice; as well as becoming a NASPA [First-Generation Forward](#) institution, joining the United States Health Promoting Campuses Network, and implementing programs to support former foster and unaccompanied homeless youth. Additional steps have been taken since that time to expand the comprehensive array of services and programs to support the success of an increasingly diverse student body at Western. These steps include:

- The [hiring of our first Chief Diversity Officer](#), Dr. Jacqueline Hughes, who now oversees the newly created [Office of Equity](#) – which brings together the complementary functions of compliance and community education and development – and provides broad oversight to policies and initiatives that promote a learning and work environment where accessibility, diversity, equity, and inclusion (ADEI) are valued and integrated in institutional planning and operations.
- The [creation of the Access, Diversity, Equity, and Inclusion Unit](#) in Enrollment and Student Services, which is comprised of Multicultural Student Services, the Disability Access Center, and LGBTQ+ Western, and is charged with fostering belonging and holistic thriving for students who hold multiple marginalized identities, supporting positive identity development and community and cultural engagement. This unit is being led by our former LGBTQ+ Western Director, Litav Langley, JD.
- The expansion of the [Student Resilience Department](#) in Enrollment and Student Services to promote a positive and healthy collegiate experience for all students by increasing mental and physical wellness and encouraging a proactive approach to healthier living. This department is being led by Dr. Brandon Joseph.
- Leading the state in researching [Basic Needs Security Among Washington College Students](#) in order to better understand the needs of our student population and to develop programs and services to provide expanded support for those in need.

- Entering into the design phase for both a [Coast Salish Longhouse](#) to support Native students by providing a gathering and ceremonial space to promote cultural exchange and understanding, and for a new [Student Development and Success Center](#) to co-locate key student support offices to provide accessible and comprehensive services to students.
- Proposing to the state legislature a new initiative to provide wrap-around academic and co-curricular support for our most at-risk first-generation and low-income students through a year-long, cohort-based series of first-year seminar courses. This proposal was included in the Governor’s budget proposal to the legislature and is now under consideration for funding in the 2023-2025 biennium.

At WWU, we see equity, justice, and inclusion as fundamental principles integral to our success. We value diverse experiences and perspectives, and strive to create learning, living, and working environments that promote respect, access, opportunity, and equity for all. Among the institution’s top priorities is to eliminate opportunity gaps for students from diverse and under-represented socio-economic backgrounds and to ensure that we increase retention and persistence rates and the number of such graduates. A listing of co-curricular programs and services to support student success can be found [here](#). We will continue to revise policies, expand programs, develop resources, build infrastructure, and maintain ongoing accountability in achieving this goal.

2.G.2.

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

Western Washington University serves the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities. (See [Institutional Mission](#).)

Admission Requirements and Procedures:

- [Undergraduate admission](#) (catalog details)
- [WWU Admissions](#) (department website)
- [Online Application](#)
- [Admission to graduate programs](#) (Graduate School website)

Grading Policy:

- [Grades and grade reporting](#)
- [Student records](#) (catalog details)

Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings:

- [WWU Catalog](#)
- [Programs of study](#)
- [University graduation requirements](#)

Names, Titles, Degrees held, and conferring institutions for administrators and full-time faculty:

- [Administrators](#) (Board of Trustees, Administrative Officers, President and Provost, Academic Affairs, University Relations and Marketing, Business and Financial Affairs, Enrollment and Student Services, University Advancement, Presidents of Faculty Senate, Presidents Emeritus, Distinguished Service Professor of Western Washington University, Library Faculty)
- [Faculty](#)
- [Faculty emeritus](#)

Rules and Regulations for conduct, rights, and responsibilities:

- [University academic policies](#) (University Academic Policies)
- [Student conduct code](#) (Appendix C – Student Conduct Code)
- [Student conduct process](#)
- [Student rights](#)

Tuition, fees, and other program costs:

- [Current year tuition and fees](#)
- [Tuition and mandatory fees schedule](#)

Refund policies and procedures for students who withdraw from enrollment:

- [Withdrawal from the university](#)
- [Withdrawal from a course](#)
- [Dean's withdrawal](#)
- [Repaying unearned financial aid](#) (POL-U5352.11)
- [Adjusting student and general receivable accounts and refunding credit balances](#) (POL-U5352.03)
- [Summer session refund and withdrawal policies](#)
- [Important dates and deadlines](#)
- [Return of Title IV funds policies and procedures](#)

Opportunities and requirements for financial aid:

- [Financial aid](#) (catalog details)
- [Financial Aid](#) (department website)

The Academic Calendar:

- [Registrar's calendar](#)

- [Important dates and deadlines](#)
- [University calendar](#)

2.G.3.

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Departmental faculty and staff provide direct advising for students planning to seek professional certification or licensure and include relevant information on their websites. The Woodring College of Education is the academic home of most Western students seeking professional certification beyond a degree, and it maintains a comprehensive [website on teacher certification](#). It provides detailed [information for prospective students](#) about the professional pathways available to them. Other topics range from [fingerprinting requirements](#) to their options for [add-on endorsements and national board certification](#).

Publications describing information on national and/or state licensure eligibility can be found in the corresponding program descriptions on the institutional website and the academic catalog. Western's [professional licensure information](#), in accordance with [34 CFR 668.43\(a\)\(5\)\(v\)](#), includes this statement:

Western Washington University has not determined whether its programs meet other states' educational or professional requirements for licensure and certification. Students planning to pursue licensure or certification in other states are responsible for determining whether, if they complete a Western Washington University program, they will meet their state's requirements for licensure or certification. This disclosure is made pursuant to 34 CFR §668.43(a)(5)(v)(C).

Contact information for program advising is provided following this statement to support students in determining the applicability of Western's program to the requirements of any specific state of interest.

2.G.4.

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

Western is highly committed to providing a quality education at an affordable price and has been nationally recognized for efforts in this area. The Federal College Scorecard, published by the White House, ranks Western's costs to be below the national midpoint for 4-year schools. Further, the Scorecard shows the median earnings for former Western students who have received federal aid to be above the national midpoint for 4-year schools. In addition,

the U.S. News and World Report placed Western in its list of [Best Value Colleges and Universities for 2022-23](#), based on academic quality and the net cost of attendance.

Consistent with the University's mission and strategic goal to expand student access to rigorous and engaging baccalaureate and graduate education, Western's Financial Aid department (hereafter referred to as "Financial Aid") provides comprehensive services to eligible applicants through grants, scholarships, student employment, loans, or some combination of these student aid programs (see [Financial Aid](#)).

Eligibility for financial aid for citizens and eligible non-citizens is determined by completing the Free Application for Federal Student Aid ([FAFSA](#)). Students who are ineligible for federal student aid and meet individual program, income, or Washington state residency requirements can file the free Washington Application for State Financial Aid ([WASFA](#)) to be considered for aid.

Western-specific financial assistance is widely published and made available to prospective and current students in the University Catalog and on Western web pages associated with Admissions, Financial Aid and the Student Business Office. Accepted and currently registered students can view their financial aid information at any time via Western's Web4U portal upon activating their universal account. Information about categories of federal student assistance is published by the U.S. Department of Education. Information about state student assistance is published by the Washington Student Achievement Council. (See [U.S. Department of Education](#); and [WSAC](#).) In addition, aid-related information is provided on the Financial Aid website, including information on student loans and repayment. (See [Financial Aid](#).)

Western's net price calculator helps prospective students and their families assess the true cost of higher education by calculating the difference between the "sticker" price and the estimated net price that first-time, full-time students will pay after grants and scholarships have been applied. (See [Net Price Calculator](#).) Western also makes every effort to inform current students and their families of the tax credits available to reduce the federal income tax burden for students or those paying the costs of a student's higher education (See Tax Credit.) Tax credit information is a topic covered in financial aid presentations during orientation and onboarding activities, high school financial aid nights, parent/family workshops, and as part of the College Goal Washington (FAFSA/WASFA help) workshop. Tax credit information is available on the [Student Business Office \(SBO\) website](#) and a link to the information is provided with every billing statement. In addition, the Student Business Office website includes information about tuition waivers offered at Western. (See [SBO Waivers](#).)

During 2021-22, Western provided \$135.9 million in federal, state, institutional and private financial aid to 9,892 students. These awards, in percentage of total aid, included loans (33%), grants (40%), scholarships (18%) and student employment (9%). In addition, 1,414 students earned an estimated \$9.1 million in wages in the Bellingham community through part-time employment obtained through the Federal Job Location and Development program.

Western underwent a comprehensive, institution-wide Federal program review (audit) conducted by the U.S. Department of Education that began in September 2021 and ended in February 2022. Federal program reviewers examined financial aid, academic and fiscal

records, interviewed staff members and reviewed relevant consumer information associated with the 2019-20, 2020-21 and 2021-22 school years. The Federal reviewers issued Western an “expedited determination”, meaning that the reviewers deemed any findings to be minor and corrected before the review officially closed.

2.G.5.

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution’s loan default rate on its website.

Western’s Financial Aid department goes out of its way to inform students of their repayment obligations. Such obligations include educational loan repayments, as well as required financial aid repayments resulting from course withdrawal. Outreach efforts associated with repayment obligations include loan entrance and exit counseling, availability of appointments with Financial Aid Counseling staff, messaging to students about their educational loan balances and estimated loan repayments, messaging to students about the need to repay aid when they withdraw, and availability of repayment information on Web4U.

Informing Students of Educational Loan Offers and Repayments:

To promote informed borrowing, Western requires student and parent borrowers to actively accept via “active confirmation” any loan type(s) and amount(s) before Financial Aid will authorize disbursement of loan proceeds. Borrowers are given the flexibility to request less than they have been offered, make changes to accepted loan amounts within their eligibility throughout the academic year and even repay all or a portion of their student loan proceeds before repayment is required, if they wish to do so.

Federal loans specifically require entrance counseling. Financial Aid provides electronic notification to potential borrowers of the need to complete this requirement and will not authorize loan disbursement until evidence has been received from the U.S. Department of Education that entrance counseling has been completed. Financial Aid retrieves such records daily from the U.S. Department of Education.

Students can view all financial aid awards, including loan offers, at any time (“24/7”) on their Web4U accounts. Financial Aid also keeps each student apprised of the amount of their educational loans via e-mail notifications throughout the year. Whenever there are changes to loan amounts, students are directed to view their updated loan records and attending messages on their Web4U accounts.

In addition, the U.S. Department of Education provides all Federal loan borrowers with an e-mailed disclosure statement for every Federal loan origination, disbursement and change in amount borrowed.

At the point that loans are offered, students are sent an e-mail informing them to review their Western online borrower history and estimated repayment calculator on their Web4U accounts. This data is updated daily to include changes to loan award amounts and informational updates from the U.S. Department of Education. Financial Aid provides the following data via Web4U:

- The existing federal loan balances and estimated monthly repayment amount; and
- The existing federal loan balances plus current year loan amount offered or accepted, with an accompanying estimated monthly repayment amount; and
- The existing balance of private and/or Alaska loans borrowed while at Western and an estimated monthly repayment amount; and
- The existing balance of any federal Perkins loans and estimated Perkins monthly repayment amount; and
- Online links to federal and state financial aid consumer information, including guidance related to potential loan disputes and financial literacy materials.

The U.S. Department of Education requires that federal student loan borrowers undergo exit loan counseling when the student graduates, leaves Western, or drops below half-time enrollment. Financial Aid regularly informs students required to undergo exit counseling of the need to complete this via their Western e-mail account and provides the U.S. Department of Education link to complete these requirements.

Students who withdraw or drop below half-time status are e-mailed exit counseling information on the evening that the enrollment change occurs. Graduating students are e-mailed exit requirements starting 30 days prior to commencement. If the requirement is still outstanding, students will be e-mailed two weeks prior to commencement and the Monday following, as well. If the requirement remains outstanding 30 days past graduation, exit counseling information with web links are sent to their external e-mail accounts.

Historical Borrowing and Repayment Data:

Nationwide, the average debt of students hovers around \$30,000. The average debt borrowed by Western graduates is significantly less. In 2020-21, 47% of the graduating class borrowed an average of \$21,401; in 2019-20, 48% borrowed an average of \$22,582.

We are pleased to report that Western's Federal Cohort loan Default Rates (CDRs) have tended to be the lowest or the second-to-lowest among the four-year public institutions of higher education in Washington state. The latest Federal CDRs were issued by the U.S. Department of Education during Fall 2022 for fiscal year 2019. Western's 2019 CDR came in at only 0.5% and is the lowest among the four-year Washington public institutions.

It should be noted that most CDRs decreased for 2019 in part because borrowers were not required to make payments for more than one year of the three-year timeframe used in the default rate calculation, a result of COVID-19 forbearance. However, Western's 2018 CDR was only 1.7 (the year prior), which also happened to be the lowest among the four-year Washington public institutions. For sake of comparison, the national fiscal year 2019 cohort default rate was 2.3%; for fiscal year 2018 it was 7.3%.

Financial Aid published information and updates about [one-time student loan debt relief and the student loan repayment pause through December 31, 2022](#), to apprise students of loan repayment developments.

Informing Students of Financial Aid Repayments When They Withdraw:

Western routinely calculates repayment of federal, state and institutional financial aid in accordance with associated federal and state regulations and institutional policy requirements. Financial aid policies pertaining to required repayments are published on the [Financial Aid website](#).

Financial Aid directs students required to repay aid as a result of course withdrawal to their Web4U account to access relevant information, including revisions made to their aid offers. The Student Business Office sends notification and processes repayment as required.

Western adopted the federal regulatory flexibility to waive the requirement for return of aid when students provided evidence of having withdrawn as a direct result of the coronavirus pandemic.

Of the \$135.9 million in disbursed aid last year, Financial Aid authorized \$13.4 million in emergency aid disbursements:

- \$13,067,934 through HEERF (Higher Education Emergency Relief) dollars
- \$173,703 in repurposed institutional scholarships and grants
- \$206,305 in state grants.

Much of this funding was used by students to pay down their repayment obligations.

2.G.6.

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program, and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

Academic advising at Western is a shared responsibility involving the [Academic Advising Center](#) (AAC), [Student Outreach Services](#) (SOS), advisors in academic departments and faculty working closely with students to establish and complete their academic goals, explore the intellectual side of their lives, choose among educational options, and develop plans to support their academic and life objectives. (More information on our “shared responsibility” model can be found [here](#).)

AAC and SOS staff primarily provide advising for first-year students, undeclared students and students experiencing academic difficulty, though staff will meet with any student requesting an appointment or attending a drop-in session. SOS staff provide advising and coaching that is most specifically focused on serving first-generation and/or low-income students. AAC and SOS are part of an integrated Student Success Initiatives unit that also includes the Career Services Center and the Western Success Scholars Program. (More information on the Student Success Initiatives unit can be found [here](#).)

All AAC and SOS advisors have earned a bachelors or masters degree and are trained and supervised by senior level staff in coaching and advising students. AAC staff are assisted in their work by student staff who receive extensive training prior to serving in an advising role.

Colleges, too, provide academic advising for all students interested in their programs, be those students in declared majors, minors, or merely prospective students in a particular area. All academic departments typically have a staff advisor as an initial point of contact to provide information about the major/minor, advising for application and/or declaration, etc. These staff advisor roles often act as the primary advisor for majors with a pre-major or phase one status, prior to full declaration. Once students are fully declared in the major, they are assigned a faculty advisor for ongoing advising related to major coursework planning and other topics like research opportunities, internships, etc.

Advising staff are knowledgeable of the curriculum and program requirements and are prepared to fulfill their responsibilities. Faculty and staff advisors assisting with Advising & Registration (A&R) receive training prior to the start of Fall A&R each year. In addition, an advising meeting coordinated by the Academic Advising Center is held quarterly to update and inform advisors across campus of any changes or new initiatives and ongoing education and training opportunities are made available via webinars, national conferences, and on-site professional development.

To further improve its ability to deliver the best advising services possible, Western is using Navigate, a predictive analytics tool and advising platform created by the Education Advisory Board (EAB) in Washington, D.C. Navigate provides an avenue for users across the University to review notes and appointment summaries recorded in the platform for a holistic understanding of who a student has been engaging with, to review a student's academic progress, and to identify their level of term-to-term retention risk. It includes features to generate intentional outreach campaigns and scheduling with students. There are nearly 400 faculty and staff who have been trained and have access to the platform and interest in using the platform continues to increase, especially among academic departments.

Upon enrollment, all entering first-year students (freshmen and Running Start) and transfer students are enrolled in a Virtual Advisor online learning module and receive a Viking Advisor handbook to prepare for participation in their reserved day-long A&R session. All entering first-year students are [required](#) to attend an A&R session prior to their first term for academic advising and course registration assistance. A&R sessions are also offered and strongly encouraged for incoming transfer students. Since moving A&R to a completely virtual experience, transfer student participation has been very high.

Participation in an A&R session helps ensure that new students are introduced to key [advising tools and resources](#), plus instructed about key [academic policies](#), [General University Requirements](#), and [graduation requirements](#). Once enrolled, students are expected to be pro-active in seeking advising assistance and have access to scheduled advising appointments and drop-in advising.

With the exception of students who have completed 105 credits and are still undeclared, advising is not currently mandatory. [High-credit, undeclared students are required to submit Major Declaration Plans](#) which are reviewed by AAC and SOS advisors. Students with poorly-defined or unrealistic academic plans are placed on a registration hold, which can only be

released by meeting with an advisor. Students in low academic standing receive targeted outreach that encourages them to take advantage of advising resources.

It should be noted that the President has made a commitment to implement mandated advising for all incoming first-year students. Modeling is currently under development to put this change in place with a sub-set of first year students being identified for winter/spring term implementation and full implementation as staffing capacity is increased.

Advising requirements and responsibilities are defined, published, and available to students through a variety of means including, but not limited to, the Academic Advising Center website, the University Catalog, the Viking Advisor handbook, the Virtual Advisor online course, and in the student resources section of the MyWestern portal. In addition, some credit-bearing classes are offered to prepare students in goal setting, degree planning, major selection, and time management/study skills.

While Western has a decentralized model to advising, with departments and programs having differing approaches, the goals are the same: to assist students in making appropriate academic decisions. Advisors across the institution have a shared commitment to supporting students with the following:

- Setting academic goals and plans;
- Understanding Western’s academic policies, graduation and GUR requirements;
- Exploring disciplinary options and possible career paths;
- Choosing a major consistent with their interests, abilities and personal goals;
- Selecting and scheduling courses to make effective time-to-degree progress;
- Addressing challenges that are interfering with their academic progress; and
- Identifying campus resources necessary to support their success.

Many degree programs in Western’s College of Fine and Performing Arts also include an applied element, such as performances (Dance, Music, Theatre) or portfolios of original work (Art, Design). Advisors assist students in navigating both the coursework and applied work required in these majors.

2.G.7.

The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

Western students are assigned a unique student number and a universal computing account. At the time of account activation, students choose a confidential password and, beginning January 2023, all accounts, including student accounts, are automatically enrolled in multifactor authentication (MFA). This unified account is used to log-in to Western’s core services including the learning management system (Canvas), e-mail, student account information, and registration records.

On a quarterly basis, students must agree to a [Responsible Computing User Agreement](#) which summarizes student roles and responsibilities with regard to privacy and security using Western's Information Technology resources.

Students must also abide by the University's [Academic Honesty Policy](#), and all other academic integrity policies outlined by the University and/or within their program of study. Instructors may reference the Academic Honesty Policy in their course syllabi. The following sample is a recommendation provided by the Center for Instructional Innovation and Assessment (CIIA):

“Academic dishonesty is not tolerated at Western Washington University. Someone commits an act of academic dishonesty when that person participates in representing something as the work of a student that is not in fact the work of that student. A Western student who is caught committing such an act at Western typically fails the course in which it occurred, and repeated such acts can lead to dismissal from the University.” (See also: [Syllabus Tips](#))

At this time, there are no additional institutional verification requirements for students enrolled in online coursework above and beyond those required for students enrolled in face-to-face offerings. Instructors may choose to implement additional security measures such as face-to-face exam proctoring at an approved testing facility, online proctoring via Western's approved proctoring service ([Honorlock](#)), required face-to-face discussion sessions, online synchronous video sessions, content matching tools to help detect plagiarism, and recorded student presentations to assist in ensuring students' identification. These additional requirements are clarified and outlined in the course syllabus and provided to students by the instructor. During the course set-up process, departments are asked to communicate information pertaining to proctored exams to students to include the number and format of proctored examinations.

Western is characterized by a personalized approach to education and relatively small class sizes. Faculty get to know their students and their work through their intensive contact with them during an academic term. A key strategy for ensuring the integrity of academic work in distance education is through the regular and substantive interaction that is required for any credit-bearing course ([Policy on Credit Hours](#)). All courses approved for fully remote delivery are required to document how they meet this requirement in the syllabus submitted for review by the Academic Coordinating Commission (ACC), the primary curricular approval body of the Faculty Senate.

Library and Information Resources

2.H.1.

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

Western Libraries advances the mission of Western Washington University by cultivating inclusive excellence through connecting people to resources, expertise, collections, and spaces essential to academic success, lifelong learning, and community. Western Libraries is entering the last third of its current [Strategic Plan](#) that indicates the Libraries “proudly serves as an intellectual crossroads for the university community and as an innovative partner in Western’s teaching and research mission.” [Western Libraries](#) is Western’s main academic library and spans three buildings across campus. Organizationally, the Libraries includes units such as the Center for Pacific Northwest Studies, the Hacherl Research & Writing Studio, University Archives and Records Management, and the Tutoring Center. Collection strengths include Pacific Northwest Studies, Children’s Literature, and Mongolian Studies. The [Music Library](#) is maintained separately by the Music Department with some resource and staffing support provided by Western Libraries.

Staffing:

Western Libraries employs nearly 60 personnel with relevant and diverse experience, as well as a commitment to student success and ADEI (accessibility, diversity, equity, and inclusion). All library employees have appropriate academic qualifications to successfully perform their duties. For a complete list of employees and job titles see the [Western Libraries personnel directory](#) and the Western Libraries org chart (see Addendum E). In addition to the permanent positions, Western Libraries regularly employs more than 150 student employees who provide substantive contributions to, and support for, library work, programs, and services.

Collections:

Western Libraries provides access to collections and resources to support university degree programs, student success, and research needs. The Collections budget is approximately \$2.1 million and Western Libraries has a collection of more than 1.6 million titles [see Table 1 for breakdown of resource types]. Collection Development practices continue to be flexible and adaptive to changing curricular and general patron needs. Western Libraries utilizes several concurrent and complementary strategies, reflected in its [Collection Development Policy](#) (found under “Statements and Policies”) and described generally below, to ensure appropriate currency, depth, and breath of resources. The collection development plan and practices directly support WWU’s commitment to equity by developing equity- and inclusion-informed guidelines for collections development. These guidelines inform purchasing decisions and incorporate equity and inclusion into the assessment of current collection development practices. A goal is to ensure that collections reflect a diversity of identities and perspectives and that state funds are influencing the publishing landscape in a socially just way.

Librarian [Subject Teams](#) maintain active collaborative relationships with university faculty and departments and facilitate prospective collection development, i.e., using their subject expertise to select items in alignment with WWU’s curricular needs. Western Libraries also maintains an approval plan, developed to identify potential gaps in the collection based on collection use data and knowledge of university courses and programs. The plan is assessed and updated periodically, and Western Libraries also utilizes patron-driven acquisitions, a strategy that allow patrons to directly request materials for the collection at point of need. In order to maximize the usefulness and impact of limited funds, Western Libraries engages in an annual [Subscription Review](#) process that is transparent in how subscriptions are [evaluated](#) and allows for users to [request](#) that new subscriptions be considered.

Additionally, Western Libraries, Archives & Special Collections (A&SC) provides for the responsible stewardship of unique and archival resources in support of teaching, learning, and research. Comprising the Center for Pacific Northwest Studies, Special Collections, and University Archives, the units within A&SC have unique and mutually supportive [collecting strategies](#) that enable access to materials documenting the culture and history of Western, the local community, state, region, and world. The library [website](#) provides easy access to, and discovery of, these materials through the OneSearch catalog, the institutional repository [CEDAR](#), and digital collections in [MABEL](#).

Students, staff, and faculty have access to print and electronic resources held at other libraries and institutions around the world through resource sharing agreements and partnerships including the [Orbis Cascade Alliance’s](#) Summit program, RapidILL, and interlibrary loan.

Table 1: Library Collection, 2021 ACRL Library Survey

Material Type	Physical	Electronic
Books (title count)	652,539	673,170
Databases		118
Media	124,013	228,309
Serials	21,783	136,856

Improved Access:

Western Libraries is actively committed to reducing barriers and increasing access to collections, resources, and spaces. Several recent examples of this ongoing work include:

- Developed and shared a [Library Engagement Calendar](#) to help faculty and staff plan for library-related tasks and engagement opportunities
- Improved and expanded online services and support provided by the Tutoring Center and Hacherl Research & Writing Studio
- [Eliminated overdue fines](#) for most borrowing circumstances and forgiveness of past overdue fines
- Expanded options and availability for home delivery of library materials to patrons
- Welcomed construction of the first multi-stall gender neutral, accessible restroom on campus
- Archives & Special Collections developed a [Statement about potentially harmful language and content](#)

- Suspended keyed access to group study rooms (which previously required staff mediation)

Instruction, Programs, and Services:

Western Libraries creates, offers, and maintains a variety of services, programming, and support for students including the robust and student-centered [Tutoring Center](#) and [Hacherl Research & Writing Studio](#), dozens of online library [tutorials](#) and [Library Guides](#), and access to [course reserves](#) materials. There are also several services developed and provided for, and in collaboration with, faculty and instructors including co-curricular and curricular embedded [instruction, workshops, and outreach](#), [Course Design Support](#), and [Writing Instruction Support](#).

Western Libraries Curriculum Committee has developed their Learning Philosophy (see Addendum E) that informs and serves as the foundation for the array of [credit courses](#) Western Libraries provides and supports. Library instruction includes notable courses like “History of the Book” and “Studies in Children’s Lit.” Western Libraries is currently reworking courses like “Introduction to Research Strategies” to be more inclusive, and the Research & Writing Workshop to include participation from the Tutoring Center as well as a greater focus on helping students strengthen their study skills.

Additional supportive documentation and policies (not included above):

- [Biennial Planning](#)
- [Policies for collection use](#)
- Annual Course Scheduling Process (see Addendum E)

Physical and Technology Infrastructure

2.1.1.

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Physical Facilities:

Western Washington University's main campus is situated on 215 acres in Bellingham, 90 minutes north of Seattle. In addition to the main campus, the university maintains satellite locations to provide educational opportunities to non-traditional and place bound students, along with unique research opportunities for all students. The marine research center at Shannon Point near Anacortes is an 88-acre forested setting with 38,000 square feet of research lab, educational, and residential space. The university also offers joint programs with Olympic College and Peninsula College on the Olympic and Kitsap peninsulas. A key component of its "Western on the Peninsulas" program is the 12,000 square foot Sea Discovery Center adjacent to the marina in downtown Poulsbo.

Western's facilities across all campuses consist of approximately 3.54 million gross square feet of interior building space. This is broken down as 65 academic and support buildings (roughly 2/3 of campus building square footage), 40 residential housing and food services facilities, and 9 auxiliary facilities. The university owns and operates the infrastructure to generate and distribute utilities to the main campus buildings and grounds, which is comparable to a small town. In addition to buildings and infrastructure, Western has developed recreational fields, a soccer field and stadium, softball fields, tennis courts, a large gardening and permaculture space, and other exterior and field space to support its academic mission and commitment to improving student and employee health and wellbeing. The overarching goal for all new development and renovation at Western is creating spaces that support academic excellence and are welcoming and barrier-free for all students, staff, and faculty.

Facilities Development and Operations (FDO) supports Western in the planning, developing, managing, and maintaining of its physical facilities including grounds, buildings, and infrastructure. The FDO department functions in the following areas: A) Capital Budgets and Public Works Procurement, B) Planning and Development, C) Facilities Maintenance, D) Facilities Services, E) Facilities Financial and Business Services and F) Energy and Sustainability. The department manages the largest capital assets on campus, along with providing all construction, contract, design, and engineering services for construction projects in all university locations. FDO performs regular assessment of facilities and grounds to protect the assets and the safety of the university community. In addition, the FDO custodial team has been providing transportation and housekeeping for COVID-positive students throughout the pandemic.

Strategic Visioning & Capital Development (Facilities Master Plan) Planning:

The previous NWCCU reaffirmation of accreditation in 2017 noted that Western should update its campus master plan. Since then, Western has renewed its focus on master planning. Upon completion of the university's 2017 Sustainability Action Plan and 2018-2025 Strategic Plan, the university began to prioritize updating capital development plans. Initially, the process began by assessing the quantity of additional space required to adequately support existing services into the future and the additional space required to advance the institution's aspirations and priorities set forth in the Strategic Plan. The working group completed much of its planned analysis and presented reports to the campus community, the University Planning and Resources Committee (UPRC), and the administration. However, when the pandemic hit in spring 2020, the completion of final reports was suspended.

In summer 2021, the university renewed these efforts, creating a standing committee, the Capital Planning and Space Advisory Committee, with the following charges:

- Develop campus-wide space policies, standards, and guidelines
- Identify operational and future growth space gaps
- Develop and maintain a rolling Ten-Year Capital Plan (including all projects and all funding sources)
- Integrate capital budget planning with operating budget planning
- Begin preparations for the development of a new Comprehensive Master Plan

The Capital Planning and Space Advisory Committee has been working for approximately one year and is composed of faculty, staff, students, and administration representing all facets of the institution. The [space policies](#) are in place, and the integrated [Ten-Year Capital Plan](#) is completed. Integration of capital and operating planning is ongoing. Lastly, consultants have been hired to help develop a scope of work and Request for Qualifications (RFQ) for a new comprehensive Strategic Visioning & Capital Development Plan (the Plan).

The timeline for development of the Plan is as follows:

- Scoping and RFQ development: Ongoing until February 2023
- Consultant Selection: February – April 2023
- Development of the Plan: April 2023 – May 2024

Once adopted in the summer of 2024, the Plan will be the basis for any modifications to the associated City of Bellingham zoning documents.

In recent years, the primary focus of capital development on campus has been to expand and update facilities for STEM programs as a priority of both the State of Washington and Western's strategic plan, to improve physical and cultural accessibility across campus, to make progress toward Western's sustainability goals, and to increase the flexibility and resiliency of facilities and infrastructure.

Current in-progress and recently completed projects include:

- Alma Clark Glass Hall – Named in honor of the first Black student to attend Western, the new 105,000-square-foot, 413-bed residence hall has won multiple architectural awards and offers accessible, inclusive living spaces for students. Its shared journey pathway and the addition of an elevator in Ridgeway Commons makes the previously inaccessible Ridgeway residential community ADA accessible. – September 2021

- Interdisciplinary Science Building – The new 56,000-square-foot facility adds essential teaching labs and active learning classrooms to meet the growing need for degree programs in STEM fields. – January 2022
- Kaiser Bosari Hall – The new electrical engineering and computer science building is a private-public funding partnership planned as an innovative hub for collaboration, where industry experts, faculty, and students will come together to co-create technology and engineering solutions. It will be approximately 54,000 square feet and will be the first net zero energy use and carbon impact building on a university campus in Washington state.
- House of Healing – Being built in partnership and close collaboration with Coast Salish tribal nations and the Western Native American Student Union, the approximately 5,000-square-foot Coast Salish style longhouse building will reflect traditional Coast Salish architecture and design and will support American Indian/Alaska Native and First Nation students in academics by providing a dedicated space for students to gather, learn, build community, and support each other.
- Environment Studies Renovation project includes improvements to the exterior cladding and building envelope that will reduce heat loss, carbon emissions and water infiltration. The building is 111,145 square feet.
- Student Development and Success Center will serve as a hub of student life and connect students to crucial support services housed in the building. It will be approximately 40,000 square feet.
- Heating Conversion Project – Phase 1 will enable Western to de-commission the over 75-year-old gas-fired central steam plant and distribution system and reduce greenhouse gas emissions by approximately 50%.
- Upgrade of electrical infrastructure and network capabilities and the addition of new electronic access controls.
- Gender Neutral Restroom (GNR) project – Developed in partnership with the Assistant Vice President for ADEI and LGBTQ+ organizations on campus, the project is working to make gender neutral facilities conveniently available across campus and has recently completed in Haggard Hall the first multi-stall GNR in Bellingham.
- Veteran Services Office – New office for Veteran Services in the Viking Commons. – September 2022
- Classroom renovations are ongoing in order to provide technical capabilities to accommodate current programmatic needs, especially within the sciences, and to accommodate contemporary pedagogies such as student-centered learning. During the 2019-2021 biennium, 28 individual classrooms and labs were renovated, extending the useful life of these spaces by at least 25 years and enabling Western to provide learning in a contemporary setting.

A cornerstone of Western's master plan is support of a vibrant, student-centered environment. The creation of the Viking Union Multicultural Center, completed in 2019, involved student initiatives, funding, collaboration, and advocacy throughout the decision making and design process and provided new collaborative spaces and offices for student programs, a redesigned bookstore, and meeting facilities available to the entire campus. Alma Clark Glass Hall was designed with extensive student input, and all new facilities are designed with physical and cultural accessibility in mind.

Upcoming student-focused projects include the Student Development and Success Center and the House of Healing, which will provide gathering spaces and support services that will

help Western's increasingly diverse student population connect, learn, and thrive. In addition, replacement of the Fairhaven residential stacks is planned in two phases for 2027 and 2028, and further renovation of the Viking Union is planned for 2028.

Equipment Replacement Policies and Procedures:

FDO regularly reviews the condition and life cycle of university equipment and provides prioritized proposals to university leadership for replacement and upgrades. Western makes a biennial capital request to the legislature for minor works with a focus on projects that increase the quality and use of facilities, address safety concerns, and extend the life of capital assets. Replacement of facilities and equipment is based upon the following priorities:

- Health and safety of university staff, faculty, students, and community members
- Adherence to regulatory compliance requirements
- Providing the physical infrastructure to support a twenty-first century education including:
 - Modern classroom and lab spaces with cutting edge technology
 - Flexible learning classrooms that help students learn from each other as well as faculty
 - Physically and culturally accessible spaces that welcome a diverse group of students into the community of scholars and encourage wide ranging collaboration
 - Safe, comfortable housing where students can live and work together, benefitting from organically occurring academic and social interaction
- Responsible stewardship of state facilities
- Available funding

Procedures for Assessing Sufficiency of Physical Facilities:

Facilities Development and Operations uses a variety of systems and processes to gather, store, and process information related to campus operations and development, including:

- AiM Computerized Maintenance Management System (CMMS). AiM is the enterprise application for all Facilities Management activities, including corrective maintenance, preventative maintenance, materials procurement, and asset tracking. This system gathers relevant information about buildings and building system maintenance, breakdowns, and repair costs. This information is used to develop the deferred maintenance backlog reduction plans required by the Washington State Office of Financial Management (OFM), which accompanies the university's biennial capital budget request.
- e-Builder. e-Builder is project management software that allows Western to interact with contractors and consultants on all aspects of public works projects, including submittals, change orders, and invoicing. Additionally, e-Builder is used to manage electronic bidding, budgets, funding, project close-outs, etc., all of which is imperative in audit-proofing our transactions.
- Facilities Portfolio Management Tool (FPMT). This database of information is hosted by OFM. Data is updated on an ongoing basis and summarized annually for legislative reporting. This information includes building name, address, use, date of

construction, original costs of building purchase or construction, and date of last renovation or major upgrade.

- Facilities Condition Assessment (FCA). The University is contracting with Sightlines to conduct a condition assessment of all its major buildings and infrastructure. The current conditions are assessed and tracked with Unifomat, an industry standard for classifying building assemblies, specifications, cost estimating, and cost analysis. From this list, the university can evaluate the condition of a building or system and decide when it is most cost effective to proceed with major repairs, renovation, or replacement.

Policies and Procedures for Ensuring Accessible, Safe and Secure Facilities:

The university's risk management program includes both traditional risk management and Enterprise Risk Management (ERM) programs, which assist FDO in identifying potential facilities-related risk. ERM focuses on risks and related opportunities at the enterprise level, identifying potential obstacles, challenges, and unforeseen events that may negatively impact the university's ability to achieve its objectives. Both approaches help prioritize work that needs to be done to minimize risk and improve institutional effectiveness.

Western's police officers are fully commissioned officers, and the University Police Department is currently undergoing state accreditation through the Washington Association of Sheriffs and Police Chiefs. The University Police work closely with the Title IX office and state and local agencies and have been leaders in the implementation of body cameras, use-of-force policies, and duty-to-intervene policies. The university maintains and publishes many procedures, policies, and reports that relate to ensuring an accessible, safe, and secure campus, including:

- [Annual Security and Fire Safety \(Clery Act\) Reports](#)
- [Accessible Technology](#)
- [Accommodating Persons with Disabilities](#)
- [Equal Opportunities](#)
- [Environmental Policy](#)
- [General Use of University Facilities](#)
- [Enterprise Risk Management](#)
- [Western Washington University Police Policy Manual](#)
- [Fire Life Safety](#)
- [Public Expression and Assembly](#)

In accordance with Western's [Health, Safety, and Environmental Protection Policy](#), the Environmental Health and Safety Office (EHS) provides support to departments and campus members in meeting health, safety, and environmental requirements. EHS provides support and consulting assistance to departments on a wide variety of safety and health related topics, including but not limited to:

- [General Safety](#)
- [Lab Safety](#). Includes Hazard Communication, Chemical Hygiene, and coordination of chemical inventory and Safety Data Sheets through use of the Chemical Inventory Management and Electronic Reporting

- Application ([CHIMERA](#)) system hosted at the University of Nevada, Las Vegas.
- [Hazardous Materials](#). EHS coordinates gathering of chemical waste for disposal under a state contract with Clean Harbors. Universal Waste disposal, such as batteries, ballasts, fluorescent lamps, etc., is coordinated by EHS through various vendors.
- [Craft and Trades Safety](#)
- [Fire Safety](#)
- [Ergonomics](#), including workstation evaluations
- [Incident and Hazard Reporting](#)
- [Radiation Safety](#)
- [Laser Safety](#)
- [Biological Safety](#)
- [Bloodborne Pathogens](#)

EHS also has responsibility for the following university safety related committees:

- [Central Health and Safety Committee](#). Review of incident and hazard reports as well as general campus safety concerns
- [Institutional BioSafety Committee](#). Review of recombinant DNA activities under National Institutes of Health guidelines
- [Laboratory and Chemical Safety Committee](#)
- Smoke-Free Campus Task Force. Newly reformed to move the campus to fully smoke and vape free by the end of the 22-23 academic year.

Technology Infrastructure:

Technology Facilities and Support Services

At Western Washington University, information technology (IT) is coordinated between central offices providing core campus IT services while more specialized services are supported at the division, college and department levels. The central [Information Technology Services](#) (ITS) unit provides leadership to the campus on IT directions and concerns and is led by the Vice Provost for Information Technology and Chief Information Officer (CIO). Reporting to the CIO are four units:

- [Academic Technology & User Services](#): Delivers end-user support including the Help Desk, device management, equipment loan, multimedia, and instructional technology.
- [Enterprise Infrastructure Services](#): Supports internet, voice, TV, datacenter computing, storage, cloud, and identity integration, as well as wired and wireless connectivity.
- [Information Security](#): Conducts security assessments and risk reviews; provides monitoring and incident response in addition to leading information security awareness training.
- [Enterprise Application Services](#): Serves the business needs of the institution with analysis, programming, database administration and system maintenance. Within this unit is the [Project Management Office](#) (PMO) which serves the university with effective organizational leadership for technology initiatives that are complex, have high-impact, or involve multiple divisions across the campus.

Collectively, ITS provides secure, reliable, and integrated technology solutions in alignment with Western's academic and administrative goals, while delivering excellence in customer service.

Information Technology Governance

ITS is advised by an [Information Technology Advisory Committee](#) (ITAC) in which senior executives represent each of the major divisions of the university. Student leadership is also represented with both an undergraduate and a graduate student representative. The ITAC meets quarterly to advise on IT [policies](#), planning, maintenance, investments, [best practices](#), and future direction. Many IT initiatives begin with requests submitted to the PMO. The PMO helps to identify resource needs to maximize the institution's capacity toward university goals. The full project portfolio is brought before the ITAC for continuous review of institutional priorities.

IT governance includes several subcommittees to the ITAC. The Administrative Computing Advisory Committee (ACAC) identifies functional and technical support issues affecting multiple offices and identifies appropriate options for new and changing functionality to IT business applications. The [Data Governance Committee](#) seeks to define the ownership, management, and accountability regarding the use of data within the institution's [Enterprise Resource & Planning](#) (ERP) platform. The [IT Accessibility](#) Committee has the charge of developing standards, guidelines, and processes to ensure that institutional technologies meet accessibility laws and policies.

The final subcommittee to the ITAC is the [Student Technology Fee \(STF\) Committee](#). The mission of the STF is to provide Western students with adequate and innovative technology experiences that broaden access to and enhance the quality of the academic experience. Ensuring that student technologies remain affordable, and that technology is properly integrated into the curriculum is a key function of this committee. The STF achieves this mission through the distribution of the student technology fee to the following components:

- A computer lab renewal and replacement cycle which funds computer replacements on a five-to-six-year schedule for general university computer labs and classrooms.
- A networking renewal and replacement cycle which funds core technologies for student access to the internet.
- The Student Technology Center which provides student workshops and application support for academic-support technologies.
- The Digital Media Center which provides a television studio and media production space for classes and student projects.
- A print quota offering a specified number of free prints to students through university printers.
- Student support in information security including security training.
- A Technology Fee Initiatives program which funds the acquisition of new, innovative technology for student use.

The STF Committee serves an important planning function to ITS helping us identify technologies that are current, sustainable, and add to the academic experience. Parallel to the STF Committee is the [Academic Technology Committee](#) (ATC). This committee is a standing committee of the Faculty Senate with representatives from each college

providing advice, guidance, and support to ITS with a focus on the academic needs of students and faculty. The ATC meets monthly to consider constituent concerns.

Strategic Planning and Budget Processes

ITS seeks input from members of the university, the broader higher education sector, and external consultants through surveys, benchmarking, reviews, and evaluations. We utilize the services of EDUCAUSE which is a non-profit association serving the higher-education information-technology community. From 2017 to 2020, the EDUCAUSE annual student survey was deployed to gain insights into student technology ownership, opinions about wireless coverage and student accessibility needs among other topics. In 2014 and 2019, the EDUCAUSE faculty survey was deployed, providing insights on the instructional tools faculty value and the security practices they employ. It is planned to repeat these surveys when they become available again. The [EDUCAUSE Core Data Service](#) is an annual survey allowing benchmarking of Western's budgeting and staffing decisions with comparable institutions.

Following the university's strategic and transparent [budgeting process](#), ITS collaborates with key partners and stakeholders in discussions of financial needs in support of technology. For the 2022-2023 Budgeting Process, ITS proposed critical IT infrastructure funding to implement a sustainable replacement cycle for networking, servers, emergency telephone infrastructure and classroom technology. Past technology infrastructure purchases tended to be large, one-time capital outlays whereas present and future practices will require more evenly scheduled operating expenses across the full lifecycle of the technology. Our cloud-forward vision for infrastructure considers the efficient and sustainable deployment of technology both today and into the future.

The 2023 budget proposal for critical infrastructure was reviewed by the campus and selected as one of the university's decision-packages with a request for state funding. This proposal is currently included in the Governor's funding plan for the 2023-2025 biennium. While a fully sustainable classroom technology replacement plan is included in this funding package, classroom technology updates continue with significant coordination with the Capital Planning and Development office for projects involving classroom renovations. Computers assigned to our General University Classrooms and Computer Labs are on a regular replacement cycle funded through the aforementioned Student Technology Fee. The Provost's Faculty and Staff Workstations Program annually provides funding for new or upgraded computer workstations for active faculty and staff in the seven colleges. Allocations to the colleges are based on employee data from the Office of Institutional Effectiveness from the previous fall quarter. Standard configurations and central purchasing efforts make for efficient and affordable replacements.

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Matt Bryant	Division Planning and Assessment Consultant, Enrollment and Student Services
Maureen West	Western Washington University Trustee
Meagan Bryson	Assistant Director of Advising Services
Michael Sledge	Executive Director of Student Life
Michael Ulrich	Controller and Director of Financial Services and Accounting Services
Paul Muller	Director of Risk Management
Pete Heilgeist	Director of Business Services and Chief Procurement Officer
Sabah Randhawa	President
Sara Wilson	Executive Director, Student Success Initiatives
Shelli Soto	Associate VP for Enrollment Management