



BOARD OF TRUSTEES

Board of Trustees Minutes
Annual Board Planning Retreat
July 19-21, 2017

Approved November 3, 2017

July 19, 2017

Trustees, cabinet members, assistant attorney general and spouses attended a wine tasting and a social dinner at Cave B Winery in Quincy, WA from 5:00-8:00 p.m. No business was conducted.

July 20, 2017

Cave B Winery, Quincy, WA

Executive Session

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Dan Dixon
Glenn Johnson
Chris Liu
Robert Nellams
Linda Schactler, Chief of Staff
Alan Smith, Assistant Attorney General

An executive session was held for the purpose of reviewing the performance of a public employee under RCW 42.30.110 (1)(g). The meeting was convened at 8:00 a.m. and adjourned at 9:00 a.m.

Regular Business Meeting

The regularly scheduled business meeting was called to order at 9:15 a.m.

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Dan Dixon
Glenn Johnson
Chris Liu
Robert Nellams

Staff to the Board

James L. Gaudino, President
Linda Schactler, Secretary to the Board, Chief of Staff,
Joel Klucking, Treasurer to the Board, Vice President for Business and Financial Affairs

Kim Dawson, Executive Assistant to the President and Board of Trustees

Executive Faculty and Staff

Alan Smith, Assistant Attorney General
Bernadette Jungblut, Associate Provost, Accreditation, Academic Planning and Assessment
Cody Stoddard, Chair, Faculty Senate
Delores (Kandee) Cleary, Vice President for Diversity and Inclusivity
Dennis Francois, Director of Athletics
Joseph Han, Vice President for Operations
Katherine Frank, Provost/Vice President for Academic and Student Life
Kremiere Jackson, Vice President for Public Affairs
Sarah Scott, Administrative Operations Coordinator
Scott Wade, Vice President for University Relations
Sharon O'Hare, Vice President for Enrollment Management

Guests

Jeff Hensler, President, CWU Foundation

Action – Approval of the Agenda

Motion 17-29: A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meetings of July 20-21, 2017 was presented by Mr. Liu and seconded by Mr. Dixon. Motion approved.

Information – Provost's Report

NWCCU Reaffirmation of Accreditation: Preparation for the fall 2018 site visit continues. As part of the communication plan, briefings will be provided to all stakeholders beginning with the Board of Trustees. Accreditation will continue to be a standing board agenda item. Board members also suggested that indicators be in the form of a dashboard whenever possible.

Strategic Planning: An updated Strategic Plan was presented for the Board's review. The mission, vision, and core themes remain the same. In keeping with NWCCU guidance at the 2016 and 2017 annual conferences, objectives, outcomes, and indicators have been streamlined with a focus on ensuring that outcomes are measurable and metrics are as explicit as possible.

General Education Redesign: The General Education Redesign project has progressed along the published timeline. The timeline, guiding philosophy, program goals, framework, and learning outcomes have been approved. Course development and framework population will follow. More than seventy faculty members participated in the June 2017 course design workshop. A second workshop will be held August 2017.

Baccalaureate Taskforce: Workgroups have submitted their initial reports. Four common themes have been identified across the 15 reports: access, diversity and inclusiveness, quality, and student achievement. Reports will be shared with the campus community in the fall, and we will prioritize action items as we move from discussion to implementation.

Information – Aspirational Planning

President Gaudino reported that CWU has enjoyed tremendous success over the past several years, in spite of daunting economic and political challenges. However, too often we've limited our expectations and aspirations by what we thought anemic state commitments and fluctuating enrollment could

support. We have shown trustees balanced versions of budgets—but never truly explored the real cost of operating Central Washington University and fully serving 11,000 students.

Trustees and staff participated in a thorough examination of the costs, risks, and challenges of aspiring to be the best version of who we are. They began with an “aspirational planning discussion” that considered the future of CWU at five levels.

Level 1 - Sustain current operations. What investment is required to maintain our current level of service? This level assumes cost of living adjustments, inflation, equipment replacement, and increases in reserves to offset state decreases. We are currently doing Level-1 planning when Joel extends the current budget into the future using an inflationary number. This is an improvement over the past, but lacks inspiration and innovation. It is simply quantifying the status quo.

Level 2 - Fully fund current operations. Current operations are underfunded with open employee positions and thin goods and services budgets. In addition to Level 1 funding, Level 2 provides appropriate staffing and enhances equipment levels, among other new investments.

Level 3 - Extend or enhance current operations. Level 3 funds Levels 1 and 2, and includes new programs, e.g. for advising, contract advertising, student apartments. Most major enhancements will require contracts, additional staffing, and equipment replacement.

Level 4 - New operations. This level funds the previous three and provides significant new programs that would exist with the current mission and Strategic Plan. Examples include a new academic program or staff and faculty housing.

Level 5 - Mission expansion. Level 5 represents the most ambitious aspirations, such as the construction of a convocation center or the addition of doctoral programs. Shifting our mission to achieve official federal designation as an Hispanic Serving Institution is another example of a Level 5 shift that would require significant culture change and financial investment.

Meeting adjourned for lunch at 12:00 PM.

During lunch, CWU Geologist Nick Zentner, joined the group and presented information about the amazing geological history of this area.

Business meeting resumed at 1:30 PM

President Gaudino continued his presentation on aspirational planning and explained that retention improvements are needed, and a strategic enrollment plan is required. We have opportunities for growth of transfers and graduate students in Ellensburg, at University Centers, and online. In FY18 we will move to a true-cost budget, supported by Responsibility Center Management (RCM) and Activity Based Budgeting (ABB).

Vice President Klucking then gave a quick financial update on FY18, which will include a slight tuition increase this fall and assumes a resident undergraduate tuition increase in FY 19. He reported that FY18 operating revenue is on target to grow 6.5 percent. He added that due to the unknown state capital budget, the forecast for non-operating funds for FY17-18 are a bit skewed.

Due to time constraints, the subcommittee brainstorming session was moved to the beginning of Friday morning's agenda.

Meeting adjourned at 4:09 PM.

Trustees, cabinet members, assistant attorney general and spouses attended a social dinner at Cave B Winery in Quincy, WA from 6:30-8:00 p.m. No business was conducted.

July 21, 2017

Cave B Winery, Quincy, WA

Executive Session

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Dan Dixon
Glenn Johnson
Chris Liu
Robert Nellams
James Gaudino, President
Linda Schactler, Secretary to the Board, Chief of Staff
Alan Smith, Assistant Attorney General

An executive session was held for the purpose of reviewing the performance of a public employee under RCW 42.30.110 (1)(g). The meeting was convened at 9:00 a.m. and adjourned at 10:00 a.m.

Regular Business Meeting

The regularly scheduled business meeting was called to order at 10:23 a.m.

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Dan Dixon
Glenn Johnson
Chris Liu
Robert Nellams

Staff Members Present:

James L. Gaudino, President
Linda Schactler, Chief of Staff, Secretary to the Board
Joel Klucking, Vice President for Business and Financial Affairs, Treasurer to the Board
Kim Dawson, Executive Assistant to the President and Board of Trustees
Alan Smith, Assistant Attorney General
Katherine Frank, Provost/Vice President for Academic and Student Life
Sharon O'Hare, Vice President for Enrollment Management
Joseph Han, Vice President for Operations

Others Present:

Aaron Hadaller, CWU Police Officer
Adam Bayne, CWU Police Officer
Cody Stoddard, Chair, Faculty Senate
Delores (Kandee) Cleary, Vice President for Diversity and Inclusivity
Kathryn Martell, Dean, College of Business
Kremiere Jackson, Vice President for Public Affairs
Matt Carstens, Reporter, Daily Record
Patricia Cutright, Dean, Library
Richard DeShields, Dean, Student Success
Sarah Scott, Administrative Operations Coordinator
Scott Wade, Vice President for University Relations

Chair Thompson explained that the agenda needed to be amended in order to include two action items.

Motion 17-30: Mr. Erickson made a motion to amend the agenda of July 21, 2017 to include two additional action items. Mr. Nellams seconded the motion. Motion approved.

Approval of Minutes

Motion 17-31: Mr. Erickson moved that the Board of Trustees of Central Washington University approve minutes of the regular meetings of May 18 and 19, 2017 and the special telephonic meetings of June 15 and 30, 2017. Mr. Nellams seconded the motion. Motion approved

Public Comment

Chair Thompson reported that two people signed up for public comment.

1. Patricia Cutright, retiring Dean of Libraries, thanked the board and administration for their trust in her during her tenure at CWU.
2. Andy Bayne, CWU Police Officer, representing the CWU patrol officers, addressed the board and asked for support and investment in the CWU Police Department.

Subcommittee Brainstorming Session

Trustees and Cabinet members met in subcommittees to brainstorm, discuss, and ask questions about aspirational levels. Vice President Klucking distributed documents that laid out funding for each of the five levels.

Brainstorming takeaways for each subcommittee are summarized below:

- **Academic and Student Life**
 - Fee-based revenue has unintended consequences (i.e. parking tickets as revenue may result in more aggressive ticketing, admissions fees may inhibit applicants) and for this and other reasons are not an ideal fund source to sustain an enterprise
 - Increase diversity, especially among campus police
 - Recruiting: focus on enhancing transfer student experience and growing University Centers
- **Business and Financial**
 - Strong support for RCM and ABB. Reinforce university commitment to these essential systems and the leadership of the provost and CFO

- Shift focus to revenues: incoming freshmen, realistic retention rates, build transfer and online programs
- **Operations**
 - Need additional police staff (a fundamental obligation)
 - Housing options, need additional space; encouraged Dean DeShields to explore several options
 - Recommend membership in National Association of State Facilities to compare how other states operate
 - Gain understanding of revenue/expenses: how to synchronize, cross-departmental collaboration, holistic approach, central services driven, old buildings cost more to maintain

Chair Thompson thanked the group for the candid discussions. During the 2017-18 school year, the board would like to see:

- a presentation on the north campus construction plan, which will include pro forma financials, site preparation, visualization, and timelines
- the current biennial budget presented in a six or seven-year context
- Regular reporting on RCM/ABB implementation, enrollment numbers and the strategic enrollment plan.

Action – 2017-2018 Endorsement of Academic and Finance Projects

The significant loss of state support for public higher education prompted CWU to overhaul financial and management systems in order to ensure the viability and sustainability of CWU as a comprehensive university. The move to Responsibility-Center Management (RCM) and Activity-Based Budgeting creates greater transparency and accountability, empowers unit leaders to set priorities, and rewards innovation and efficiency. The modernization of financial and academic systems is critical to the continued success of students and the relevance and sustainability of the university. The board heartily endorses this modernization of decision-making and budgeting and is grateful, in particular, for the work of the President, the Provost, the Chief Financial Officer, the leadership of the Faculty Senate and academic units.

One year ago, the Board of Trustees also requested a comprehensive review and update of the university's strategic plan and baccalaureate mission. Within those reviews, the Board also asked for regular updates on revisions to the university's general-education curriculum. Each of these initiatives is moving forward thanks to the hard work of the President and the Office of the Provost, in partnership with the leadership of the Faculty Senate and academic units.

Motion 17-32: Mr. Erickson moved that the Board of Trustees of Central Washington University declares continued development of RCM and ABB systems to be among the university's highest priorities, directs continued progress on the update to general education curriculum and articulation of the baccalaureate experience, and requests reports on these initiatives at each meeting of the board in order to support and promote their successful and timely completion.

Action – Approval of 2017-2018 Project Development

CWU has experienced unprecedented enrollment growth in recent years, particularly in freshman classes. One outcome of this growth is demand for university housing that has completely overtaken the capacity of CWU residential facilities. CWU anticipates this fall that housing occupancy will be greater

than 100 percent. Reaching maximum capacity leaves the university with little ability to respond to emergency maintenance problems in housing, reduces the capacity to host conferences and visiting students, and greatly reduces the ability of the university to conduct regular maintenance on housing facilities.

CWU recreational and athletic facilities also are overtaxed and in need of repair. Some of the facilities have not had significant renovation since their construction in 1959, compromising safety and causing facilities to fall below the basic standards required for participation in NCAA division II athletics.

Staff have documented and the board affirm the need for a new residence hall and for critical upgrades to recreational and athletic facilities.

Motion 17-33: Mr. Liu moved that the Board of Trustees of Central Washington University directs staff to develop research and documents required to 1.) fund, site, design, and construct a 400-bed residence hall, and, 2.) to relocate track facilities and renovate Tomlinson Stadium. Dan Dixon seconded the motion. Motion approved.

Action – Fiscal Year 2018 Budget Approval

Central Washington University’s anticipated revenue for Fiscal Year 2018, including all funding sources, will be approximately \$310 million. Total university expenses are anticipated to be \$308 million. The FY18 operating revenues and expenses are budgeted at \$216 million, and \$206 million respectively. These budgets reflect the favorable impact of growing enrollment, cost-control initiatives, and strategic investments in our core functions.

Operating budgets have been developed using a driver-based methodology informed by history on rates, projected headcounts and FTE, and expected margins. Undergraduate enrollment is the main driver. The increase is attributable to many factors, including strategic investments in recruiting, marketing and a continued focus on improving retention.

Motion 17-34: Mr. Johnson moved that the Board of Trustees of Central Washington University hereby approves the proposed budget for Fiscal Year 2018 as presented. Mr. Nellams seconded the motion. Motion approved.

Action – Approval of Consent Agenda

The consent action items are submitted by the divisions of Academic and Student Life, Business and Financial Affairs, Enrollment Management, Operations, and the President.

Motion 17-35: Mr. Liu moved that the Board of Trustees of Central Washington University approves the consent action items submitted July 21, 2017, which was seconded by Mr. Nellams. Motion approved.

Action – Approval of Exempt Appointments with Academic Rank

New hire exempt appointments with academic rank have not been brought to the Board of Trustees for approval since 2011.

According to the UFC Collective Bargaining Agreement, Article 9.2:

“Tenure is awarded by the Board of Trustees through the normal procedures set forth in ARTICLE 22—REAPPOINTMENT, TENURE, PROMOTION, AND POST-TENURE REVIEW of this Agreement. In addition, the Board of Trustees retains the right to award tenure on its own authority. Prior to

confirming an award of tenure in an initial appointment, the University will first provide an opportunity for input from faculty in the affected department.”

All of the following individuals were presented as candidates for tenure and rank upon hire to their respective departments and “an opportunity for input from faculty in the affected department” was provided:

Exempt Appointments with Academic Rank

- Martell, Kathryn, Professor, Management, July 1, 2012
- Ballard, Paul, Professor, Physical Education, School and Public Health, April 1, 2015
- Jungblut, Bernadette, Associate Professor, Political Science, March 1, 2016
- Frank, Katherine P., Professor, English, July 1, 2016
- Mackin, Gail, Professor, Mathematics, August 1, 2017

Motion 17-36: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby approves exempt appointments with academic rank as recommended by the Provost this day July 21, 2017. Mr. Liu seconded the motion. Motion approved.

Action – Approval of Strategic Plan Restatement

CWUP 1-10-050 states that the Board of Trustees “will regularly review the mission statement/strategic plan of the university.”

For the past two years at the annual conference, the Northwest Commission on Colleges and Universities (NWCCU) has strongly encouraged institutions to reduce the complexity of their strategic plans. In response, CWU established a set of guiding principles to streamline the institutional strategic plan including the core themes, objectives, outcomes, and indicators:

- Preserve the intent of the existing strategic plan core themes and objectives; however, combine or delete objectives that are either redundant or do not have clearly related and measurable outcomes.
- Preserve the intent of the original outcomes; however, combine outcomes when appropriate and delete redundancies.
- Undertake a major overhaul of the indicators.

Motion 17-37: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby confirms review and approval of non-substantive revisions to the University Strategic Plan as recommended by the Provost this day July 21, 2017. Mr. Liu seconded the motion. Motion approved.

Action – Approval of New Degree, Bachelor of Arts, Chemistry

The Bachelor of Arts in Chemistry, in conjunction with the STEM Teaching Program Minor, prepares students to teach chemistry at the high-school, junior-high, and middle-school levels. This degree also prepares students for careers in the health sciences, industry, business, and law, where a knowledge of chemistry in applied settings is required.

Washington State and the United States, more broadly, are experiencing a severe shortage of STEM teachers, a shortage the federal Department of Education expects to continue for the next two decades. The STEM Teaching Program Minor is an innovative new teacher professional preparation program based on the UTeach curriculum developed at University of Texas at Austin and successfully

implemented at numerous institutions across the United States. CWU's STEM Teaching Program is funded through a \$2.2-million grant from the Washington State Opportunity Scholarship (WSOS).

CWU currently offers a Chemistry Teaching Major BA; however, it only prepares students to teach at the secondary level. The new Chemistry Bachelor of Arts degree is designed to enable students to seek endorsement and certification to teach Chemistry in grades 5 through 12. As such, if the new degree is approved, CWU will phase out the existing Chemistry teaching program.

The Faculty Senate approved this new degree program on May 31, 2017 (Motion No. 16-85).

Motion 17-38: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Chemistry Major, Bachelor of Arts, which was seconded by Mr. Nellams. Motion Approved.

Action – Approval of New Degree, Bachelor of Arts, Science: Middle Level Education

The Bachelor of Arts in Science: Middle Level Education, in conjunction with the new STEM Teaching Program Minor, prepares students to teach science at the middle-school and junior-high levels.

There is a severe shortage of STEM teachers in Washington State and throughout the United States. The new Middle Level Science Education BA is designed to enable students to complete this major and the Middle Level Mathematics Teaching major, and seek endorsement and teacher certification in both.

The STEM Teaching Program Minor is an innovative new teacher professional preparation program based on the UTeach curriculum developed at University of Texas at Austin and successfully implemented at numerous institutions across the United States. CWU's STEM Teaching Program is funded through a \$2.2-million grant from the Washington State Opportunity Scholarship (WSOS).

It is anticipated that five new students will enroll in the Middle Level Science Education major in AY 2017-18, with enrollment increasing to approximately 22 students by AY 2019-20.

The Faculty Senate approved this new degree program on May 31, 2017 (Motion No. 16-84).

Motion 17-39: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Science: Middle Level Education, Bachelor of Arts, which was seconded by Mr. Nellams. Motion Approved.

Action – Approval of New Degree, Bachelor of Fine Arts, Theatre Education

The Bachelor of Fine Arts in Theatre Education prepares students to teach theatre in kindergarten through high school arts programs and at regional theatre education programs. This is the only BFA in Theatre Education in the Northwest.

Research by the Department of Theatre Arts determined the following:

- 1) There is a shortage of K-12 theatre education professionals in Washington State;
- 2) At least 15 current Theatre Arts majors are likely to change their major to Theatre Education at the beginning of AY2017-18; and
- 3) Initially 20-30 new students per year will enter the program, stabilizing at 30 new students per year by AY 2020-21.

In addition, some of these new students will transition to other Theatre Arts majors during their second year at CWU, filling other programs that currently have capacity for five to 15 additional students. The necessary courses and student support service needs (e.g., advising) can be provided through a combination of existing faculty resources and summer self-support offerings.

The Faculty Senate approved this new degree program on May 31, 2017 (Motion No. 16-82).

Motion 17-40: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Bachelor of Fine Arts in Theatre Education which was seconded by Mr. Liu. Motion Approved.

Board Organization

Action – Approval of President Gaudino’s Annual Review

Chair Thompson explained that the board had discussed in detail the president’s performance. One aspect of the review was to hear his thoughts on the future of the university. The board is very supportive of his substantial contributions.

Motion 17-41: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby approves extending President Gaudino’s contract for three years to July 31, 2024. Mr. Dixon seconded the motion. Motion unanimously approved.

Information – Board Elections & Committees

Elections: CWU Policy 1-60-070 states that the Board of Trustees shall elect the chair and vice chair annually at the board’s summer meeting. The chair and vice chair hold their positions for one year or until their successors are elected.

Committees: Central Washington University Policy 1-60-040 states that special committees may be appointed by the chair of the Board, provided that no special committee acts for more than one year from the date of appointment, without reauthorization. Membership on committees shall be for a one-year term and shall be by the appointment of the chair.

Trustees unanimously elected Keith Thompson as Chair of the Board of Trustees, and Ron Erickson as the Vice Chair of the Board of Trustees.

Committee assignments for 2016-2017 are as follows:

- Academic and Student Life: Ron Erickson, Erin Black and Ciara White
- Business and Financial Affairs: Robert Nellams and Keith Thompson
- Operations: Dan Dixon and Chris Liu
- Enrollment Management will fold into one of the committees regularly

Action – Approval of 2017-2018 Board Meeting Structure and Schedule

State law [RCW 28B.35.110] requires boards of trustees of baccalaureate institutions to meet twice per year; Central Washington University Policy 1-10-030 states that the Board shall hold a regular meeting at least once each calendar quarter. Additionally, with 24-hours notice, board may schedule special meetings.

Over the past 12 months, CWU has met seven times: four regular meetings and three special meetings. Additionally, trustees have come together for the State of the University address, the AGB conference, and Commencement ceremonies. Over the spring, CWU trustees have discussed strategies to make their

meetings more efficient and more useful to board members. These strategies include the following, which will be incorporated in board meetings in the 2017-2018 academic year:

- 1. Support more and better board discussion and debate.**
 - a. Focus the first day of the meeting on discussion, especially of matters that will require approval.
 - b. Hold discussions in a smaller, less formal setting that supports conversation, but ensures the opportunity for public access.
 - c. Reserve the business meeting on Fridays for formal board actions.
- 2. Create more opportunities for trustees to meet directly with students.**
 - a. Set aside time on the first day of the meeting for board members to talk with students and/or see them in performance or competition.
- 3. Create more opportunities for board members to engage directly and more meaningfully with employees who are being recognized for their work.**
 - a. Identify regularly occurring recognition events in which employees' can be recognized for service.
 - b. Engage board members directly in recognition events.

The proposed meeting schedule for the coming year identifies dates for four, two-day meetings. For each meeting, the board will hold an afternoon work session and social dinner on the first day, and a business meeting the following day. The meetings will be set up to ensure robust opportunities for discussion and for student engagement, while preserving transparency and public access. Trustees will engage in established events for employee recognition rather than conducting these activities during the board meetings.

Following are proposed meeting dates for the upcoming fiscal year.

- November 2 & 3, 2017
- February 8 & 9, 2018 (tentatively scheduled at CWU Sammamish)
- May 17 & 18, 2018
- July 25-27, 2018 (annual planning retreat)

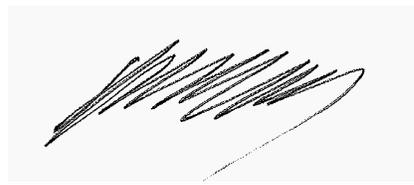
Motion 17-42: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby adopts the 2017-2018 meeting structure and schedule as proposed, which was seconded by Mr. Dixon. Motion approved.

The next meeting of the Board of Trustees is November 2-3, 2017 in Ellensburg.

Meeting adjourned at 12:12 PM.



Linda Schactler, Secretary to the
CWU Board of Trustees



Keith Thompson, Chair
CWU Board of Trustees