



BOARD OF TRUSTEES

Board of Trustees Minutes
May 16-17, 2019

Approved July 26, 2019

MAY 16, 2019

WORK SESSION

Sid W. Morrison Board Room (Barge 412)

The work session was called to order at 1:32 p.m.

Present:

Ron Erickson, Chair
Ray Conner
Gary Epp
Gladys Gillis
Keith Thompson

Absent:

Robert Nellams, Vice Chair
Erin Black

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
Alan Smith, Assistant Attorney General
Kim Dawson, Executive Assistant to the President and Board of Trustees

Executive Faculty and Staff

Andreas Bohman, Vice President for Operations
Delores (Kandee) Cleary, Vice President for Diversity and Inclusivity
Katherine Frank, Provost/Vice President for Academic and Student Life
Kremiere Jackson, Vice President for Public Affairs
Sharon O'Hare, Vice President for Enrollment Management
Scott Wade, Vice President for University Relations

Action – Approval of the Agenda

Motion 19-15: Mr. Thompson moved the Board of Trustees of Central Washington University approve the agenda of the meetings of May 16 and 17, 2019. Ms. Gillis seconded the motion, which the board unanimously approved.

Approval of Minutes

Motion 19-16: Mr. Thompson moved that the Board of Trustees of Central Washington University approve minutes of the regular meetings of February 21 and 22, 2019. Mr. Epp seconded the motion. The motion was approved.

FY 20 BUDGET PREVIEW

Vice President Klucking presented the Board with a preview of the FY20 operating budget, and a comparison to the FY19 forecast.

Budgetary drivers such as projected enrollment and retention were discussed. Mr. Klucking advised the board and others that the university planned a tuition increase of 2.4 percent for the 2019-2020 school year, as allowed in RCW RCW 28B.15.067(6)(c)

Based on these drivers and current assumptions, it is anticipated that CWU's FY20 operating revenues will increase 6.4 percent over the current year due to increased enrollment and increased funding from the State of Washington. This also includes the favorable impact of opening Dugmore Hall, a 402-bed residence hall, and the adjacent dining facility.

However, it also is anticipated that operating costs will increase 7.4 percent, due primarily to employee wage and benefit increases, a 12.5 percent increase in the minimum wage, and the \$2.5-million bond payment and operating costs related to Dugmore Hall and the adjacent dining facility.

In July, the final FY20 budget and a tuition increase will come forward to the board for approval.

RETENTION DISCUSSION

Advising

From 2016 to 2018, a Baccalaureate Task Force (BTF) work group assessed the current state of academic advising at Central Washington University and recommended improvements. Work group annual reports are available at <https://www.cwu.edu/mission/baccalaureate>. These reports made clear that academic advising needs to be revised to better support students' retention, progression, and degree completion.

In winter 2019, the Provost and Faculty Senate jointly formed the Academic Advising Council (AAC) and charged the council to develop a new model of advising based on the recommendations from the BTF work group. In February 2019, the AAC held town halls with students, faculty, and staff to begin the broad conversation about how best to support students through academic advising. The faculty and staff town halls provided feedback about five potential advising models to determine the features that best address students' needs. These conversations reiterated the need to revise the existing advising model. Specifically, students, faculty, and staff indicated students need advisors who are competent, caring, and accessible. Students also need to understand the role of advisors in order to know to whom to turn for specific questions.

Based on the cumulative feedback received and the BTF recommendations, in March and April 2019, the AAC developed a proposal for a new model of advising. It is important to emphasize that, at this point, the proposed model is a draft, and the AAC will use May 2019 to solicit feedback from the university community regarding this model. The proposed model is designed to better meet students' needs in advising and promote their success.

Next Steps: Based on the feedback received from students, faculty, and staff about this proposed model, the AAC will further revise and refine the model. The goal is to reach consensus on a final model of advising by the end of June 2019, construct a budget, and make recommendations to the Provost. Once a model and budget are approved, implementation of the new model will begin.

Mental Health & Wellness

In May 2018, the Board of Trustees approved a \$12/quarter increase to the Medical and Counseling fee to offset a state-mandated increase in the hourly pay rate for nurses employed by Medical Services; to fund a new permanent treatment provider for Counseling Services; and to provide tele-psychiatry services. The addition of a new staff member was intended to meet Ellensburg campus students' growing demand for mental health counseling and crisis services.

Meeting Demand for Services: Counseling Services made several changes to its service delivery model due to the inability to secure a suitable hire during FY19. The goal was to increase, rather than just maintain, mental health service access for Ellensburg-campus students. To this end, Counseling Services:

- Developed a Scope of Practice policy to better delineate parameters of service to increase the equity of service provision to students;
- Used data-informed decision-making for allocating service availability quarter by quarter, prioritizing rapid access for routine initial appointments and crisis counseling appointments, while also providing short-term therapeutic services;
- Emphasized collaborative treatment planning between service-seeking students and professional staff;
- Increased access points for mental health education and support.

Service Demand Outcomes: Compared to FY18, from July 1, 2018 through April 19, 2019:

- More students attended at least one appointment with Counseling Services (948 vs 914).
- There was a 30-percent increase in initial appointments (735 vs 565) with only a 1-day increase in wait-time for an appointment (5.83 vs 4.99).
- Average wait-time for an unscheduled crisis appointment decreased from 1.07 days to .13 days.
- Even with Scope of Practice, only 4.7 percent of clients were referred out after the initial appointment, and 6.2 percent of clients were referred out after intake.
- There was a 67.8-percent increase (146 vs 87) in outreach and consultations provided to the university community.
- Two drop-in consultation sites, one with Music and one with Athletics, were established. Each provides two hours of weekly drop-in support for students ("Let's Talk" program).
- A part-time, temporary, licensed mental health counselor who is fluent in Japanese was hired to help, as needed, with counseling Asia University America Program (AUAP) students.
- An online presence to provide information and basic education to students was established.
- During fall 2017 and winter 2018, a total of 187 students were placed on a waitlist for ongoing individual therapy. During fall 2018 and winter 2019, a total of 87 students were placed on a waitlist for ongoing individual therapy. That is a 53.5 percent reduction in the number of students who had to wait for individual therapy after completing the initial service intake requirements.

Continued Challenges:

- Volume of need: Medical Services providers continue to see an increasing number of students presenting with mental health concerns, including significant diagnoses such as bipolar disorder and psychotic disorders.
- Maintaining full staffing: Although Counseling Services has successfully filled the position funded through last year's fee increase, another staff member is now retiring, and the Assistant Director for Training position is vacant.

- FTE to student ratio:
 - Current filled FTE (4.39) to student ratio is 1:2,277
 - Current filled and vacant FTE (6.39) to student ratio is 1:1,569.
- Space: Counseling Services will soon run out of office space and does not have the capacity for more than one additional new hire.

Additional Fee Request: Although last year’s proposal included the possibility of a fee increase request for FY20, Counseling Services is not seeking one at this time because there has not been an opportunity to evaluate the impact of an additional staff person on the supply/demand problem and we have been awaiting the outcome of the state legislative session, which concluded April 28. Fortunately, the state appropriated \$368,000 annually “solely for increasing mental health counseling.” The university will develop a plan for this funding that prioritizes the following:

- Personnel:
 - Hire Clinical Case Manager for Counseling Services
 - Increase 4 Rights and Responsibilities Case Managers to 12-month contracts
 - Hire an additional 1-2 counselors with specialty areas
- Technology:
 - Purchase Tele-psychiatry trial for a year
 - Onboard WellTrack or similar product (self-directed as well as therapist-assisted coping skills training for mental health and wellness concerns).

Re-Recruitment

Vice President O’Hare updated the board on the re-recruitment pilot. During spring quarter, the focus has been to build awareness of re-recruitment as a retention tool. Colleges and departments have re-cast some of their end-of-year celebrations. The recent Wildcat Student Success Day focused on celebrating the end of the first year (freshmen) and halfway to graduation (sophomore). Next steps include assessing the spring 2019 pilot, adding a summer peer-outreach component, developing an action plan for AY19-20 and implementing fall quarter.

Student Services Center

The Student Services Center project was initiated with the intent to scope, define, and guide forward progress in the continued development of a one-stop-shop for students needing assistance with their education experience, administrative tasks, or other service transactions. Major goals of the SSC project are to:

- Define the desired student experience and services to be provided at the SSC
- Analyze and revise the Student Services experience and update technology to provide best-of-class services
- Reengineer/reduce the complexity of student-facing processes
- Modify Bouillon Hall to maximize utility and comfort
- Create a comprehensive and easy to navigate online one-stop shop for all students, regardless of location
- Make organizational changes that will best support Student Services

Going forward, the Project Management Office (PMO) will need approximately \$425,000 to continue to fulfill the vision and enact recommendations and identified improvements for a modern, comprehensive, consolidated Student Services Center.

Workforce Diversity

Vice President Cleary presented the board with some background information on workforce diversity. Cultural competence is a key aspect of the mission of Central Washington University because it is integral to the academic success of students and their success after graduation. As well, diversity among university employees enriches all university endeavors, including marketing, problem solving, and organizational flexibility. The diversity of the workforce is especially critical at an institution like CWU where the student body is very diverse. A third of students are people of color. Half transferred to CWU from another institution, and more than half are first in their family to go to a university.

In order to meet the needs of such a diverse student body, the university requires employees with the cultural competence to understand what student needs really are. A critical factor of the university's success therefore is a workforce that is diverse: faculty and staff from many walks of life; diverse in gender, race and ethnicity; and with a wide range of cultural experience. The student body at Central Washington University has become more diverse, however, employees have remained relatively static. A plan is being developed to address CWU's workforce diversity and will be shared soon.

Meeting adjourned at 5:10 PM.

Trustees, the president, and the assistant attorney general attended a social dinner at the University House from 6:00-8:00 p.m. No business was conducted.

MAY 17, 2019

Barge Hall, Room 304

Executive Session

Present:

Ron Erickson, Chair

Erin Black

Ray Conner

Gladys Gillis

Keith Thompson

James Gaudino, President

Linda Schactler, Board Sec'y, Chief of Staff

Joel Klucking, Board Treasurer, VP Business & Financial Affairs

Katherine Frank, Provost

Alan Smith, Assistant Attorney General

The board convened in executive session at 8:00 a.m. for one hour for the purpose of discussing issues related to personnel and litigation, per RCW 42.30.110. At 9:00 a.m., the executive session was extended another 15 minutes. Executive session ended at 9:09 a.m.

Regular Business Meeting

The regularly scheduled business meeting was called to order at 9:16 a.m.

Present:

Ron Erickson, Chair
Erin Black
Ray Conner

Gary Epp
Gladys Gillis
Keith Thompson

Staff to the Board

James L. Gaudino, President
Joel Klucking, Treasurer to the Board, Vice President for Business and Financial Affairs
Alan Smith, Assistant Attorney General
Kim Dawson, Executive Assistant to the President and Board of Trustees

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Sharon O'Hare, Vice President for Enrollment Management
Scott Wade, Vice President for University Relations

Public Comment

Chair Erickson reported that three people signed up for public comment:

- **Alexa Shindruk**, President of Central Environmental Club, addressed sustainability at CWU.
- **Anne Slippy**, Aviation student, requested "the reconsideration of Professor Jason Underhill, and for his appointment for tenure."
- **Dr. Cody Stoddard**, Professor of Law and Justice and Past Faculty Senate Chair, who spoke about the hard work of our faculty and staff.

CWU Police Department Personnel and Budget Capacity

Vice President Andreas Bohman gave the board an overview of the CWU Police Department. CWU police are commissioned officers and attend the Washington State Criminal Justice Training Commission's basic law enforcement academy. The annual UPPS budget is funded from two sources: state funding and parking revenue. In the FY20 budget, UPPS is currently allocated \$89,046 for goods and services, of which \$29,600 is available for basic equipment replacement, uniforms, training, memberships, certifications and academy fees for officers. Eliminating purchases of uniforms and basic equipment leaves approximately \$9,900 for officers' training, memberships, certifications and travel. The department does not have a vehicle replacement fund. In addition to operational challenges, the limited budget presents a challenge when recruiting officers for open positions.

Despite shortfalls in funding and tragic events, the CWU police department is performing and managing very well. With strong support from students, staff, faculty, and the Employee Assistance Program (EAP), our law enforcement officers have shown extraordinary resiliency and an unwavering commitment to our campus community. The department intends to prioritize diversity hiring in order to better serve CWU's very diverse student population.

However, relying on parking revenue to fund safety services has not proven adequate or reliable. As well, it diverts funds away from badly needed parking improvements. The university should develop a steady and sustainable funding solution for this critical department.

Board Business

President's Annual Evaluation: CWUP 1-10-050 [Powers and Duties] requires the Board of Trustees to "evaluate, either verbally or in writing, the president, based on written or verbal criteria established by the board, information gleaned from the board meetings, communications received, strategic plan accomplishments, and/or any other criteria as determined by the board of trustees." The Board reviews the performance of the president for the period July 1 through June 30 of each year.

In October 2018 the Board provided a letter to President Gaudino, specifying priority areas of focus for the 2018-2019 academic year. The Board's review of the president's performance will be based on this direction, as well as a self-evaluation the president will submit to the board in July.

Annual Trustee Self-Evaluation: The Board of Trustees annually assesses its own performance. This assessment is intended to support continuous improvement and increased effectiveness. The Board has adapted a self-evaluation tool from a template developed by the Association of Governing Boards. The board will conduct this evaluation in July.

2019-2020 Draft Board Meeting Schedule: Central Washington University Policy 1-10-030 states that the Board shall hold a regular meeting at least once each calendar quarter and may establish a schedule of regular meetings. The following schedule plans for a retreat in October and one regular meeting in each of the following quarters. The draft schedule will be before the board for adoption in July.

- October 16, 17 & 18, 2019 [annual planning retreat]
- February 20 & 21, 2020
- May 14 & 15, 2020
- July 23 & 24, 2020

Board Communications

The Board acknowledges receipt of the following communications:

1. Resolution dated Monday, May 6, 2019, from the ASCWU Student Government, regarding Sustainability.

Chair Erickson added that Gladys has been appointed to the Operations and Enrollment Management committees and has completed her Open Public Meetings Act (OPMA) training.

ACTION AGENDA

Approval of Resolution 19-07

Trustee Epp read **Resolution 19-07:**

WHEREAS, members of the 2018-2019 Associated Students of Central Washington University (ASCWU) Student Government (SG) served with distinction and conducted themselves in a professional manner befitting their leadership positions; and

WHEREAS, the SG respected and supported the shared governance process, engaging fully in campus committees, and establishing constructive communication and positive relationships among the ASCWU and students, faculty, staff, administrators, and the community; and

WHEREAS, the SG expanded social media efforts to Twitter and Instagram, and increased student participation in events and in student clubs and organizations; and

WHEREAS, the SG worked with the Faculty Senate and Academic and Student Life to update the commencement policy; and

WHEREAS, the SG encouraged students to become involved in discussions about issues that impacted them, to ask questions, and to look for ways to reduce costs; and

WHEREAS, the SG came together during significant and impactful times in an effort to support the student voice;

NOW, THEREFORE, BE IT RESOLVED that this Board of Trustees wishes to publicly express its appreciation to the members of the 2018-2019 ASCWU SG for their dedicated service to Central Washington University and its students, and to wish them well in their future endeavors.

ADOPTED and signed this 17th day of May, 2019.

Motion 19-17: Mr. Epp moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-07 honoring the Associated Students of Central Washington University, which was seconded by Ms. Black. The motion was approved.

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 19-18: Mr. Conner moved that the Board of Trustees of Central Washington University approves the consent action items submitted May 17, 2019, which was seconded by Ms. Gillis. The motion was approved.

Approval of Bachelor of Arts Liberal Studies

Motion 19-19: Ms. Gillis moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate (Motion No. 18-78) and hereby approves the Bachelor of Arts Liberal Studies degree program this day May 17, 2019, which was seconded by Ms. Black. The motion was approved.

Approval of Resolution 19-06

Trustee Thompson read **Resolution 19-06:**

WHEREAS, the Faculty Senate is the primary means by which faculty collectively share in the governance of Central Washington University by shaping the university's academic environment; and

WHEREAS, the Faculty Senate Executive Committee serves a leadership role for the Senate by receiving, evaluating, and directing the disposition of items under Senate consideration; and

WHEREAS, the Faculty Senate Executive Committee represents the Senate in discussions with various committees, administrators, and other university groups on issues related to the academic mission of the university; and

WHEREAS, the Faculty Senate Executive Committee completed a number of important initiatives during the 2018-2019 academic year that strengthened shared governance by developing mechanisms for faculty input on the operating budget, launching implementation of general education, and reviewing and updating the Senate Bylaws and Faculty Code; and

WHEREAS, the Faculty Senate Executive Committee has provided frank and engaging insight to the Board about the classroom, research, and campus life of faculty;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Central Washington University extends its appreciation to the Faculty Senate Executive Committee for their hard work and dedication in articulating the academic mission of the university as it moves forward to meet its challenges.

ADOPTED and signed this 17th day of May, 2019.

Motion 19-20: Mr. Thompson moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-06 honoring the Faculty Senate Executive Committee, which was seconded by Ms. Gillis. The motion was approved.

Approval of Resolution 19-05

Trustee Gillis read **Resolution 19-05:**

WHEREAS, Gary Epp has served the State of Washington as the student trustee on the CWU Board of Trustees during the 2018-19 academic year; and

WHEREAS, Gary has contributed to board discussions about meeting student needs, addressing issues of mental health need, retention, and many other subjects; and

WHEREAS, Gary has executed his board responsibilities while fulfilling his duties as a member of the membership services and floor staff at the Student Union and Recreation Center; and

WHEREAS, Gary's academic interests are exemplified by his participation on the ASCWU Services and Activities Fee Committee, serving as a resident assistant, a Camp C-Woo counselor, and a math tutor; and

WHEREAS, Gary's passion for Central Washington University and his commitment to creating an inclusive and diverse environment for students is evident through his work promoting academic excellence, addressing student needs, and providing leadership opportunities for students;

NOW THEREFORE BE IT RESOLVED, that this Board of Trustees and the university community extend their deepest appreciation to Gary Epp for his collaborative, insightful and dedicated service as Student Trustee on the Board of Trustees of Central Washington University.

ADOPTED and signed this 17th day of May, 2019.

Motion 19-21: Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-05 honoring Gary Epp, which was seconded by Mr. Conner. The motion was approved.

Approval of Naming of Hertz Concert Hall in McIntyre Hall

Motion 19-22: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the naming of the 600-seat concert venue in McIntyre Hall to be the Wayne S. Hertz Concert Hall, which was seconded by Mr. Conner. The motion was approved.

Approval of Promotion, Tenure, Post-Tenure Review

Motion 19-23: Mr. Conner moved that the Board of Trustees of Central Washington University hereby approves faculty tenure, promotion and post tenure review as recommended by the Provost this day May 17, 2019. Ms. Gillis seconded the motion. The motion was approved.

Approval of Student Recreation Fee Increase

Motion 19-24: Mr. Epp moved that the Board of Trustees of Central Washington University approves the Recreation Center Fee increase, from \$102 to \$117, for fiscal year 2020. Mr. Conner seconded the motion. The motion was approved.

Approval of Tutoring Fee Increase

Motion 19-25: Mr. Thompson moved that the Board of Trustees of Central Washington University hereby approves the rate increase for Tutoring, from \$5 to \$7.50, for fiscal year 2020. Ms. Black seconded the motion. The motion was approved.

The next meeting of the Board of Trustees is July 25 and 26, 2019 at Ellensburg, WA

Meeting adjourned at 10: 28 AM.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees