February 5, 2015

3:30 PM McGladrey Work Session, Barge 412
Chair Morrison called the work session to order at 3:34 PM.

Present:
Mr. Sid Morrison, Chair
Mr. Keith Thompson, Vice Chair
Mr. Dan Dixon
Mr. Ron Erickson
Mr. Chris Liu
Mr. Robert Moser

Also present:
Dr. James Gaudino, President
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life
Mr. George Clark, CFO/Vice President for Business and Financial Affairs
Ms. Linda Schactler, Chief of Staff/Secretary to the Board
Mr. Stevan DeSoer, Vice President for Operations
Mr. Alan Smith, Assistant Attorney General
Ms. Sarah Scott, Administrative Operations Coordinator
Mr. Bill Eggert, McGladrey, LLP
Mr. Corey Saunders, McGladrey, LLP
Mr. Josh LaSov, McGladrey, LLP

McGladrey Project background and objectives:

In spring 2014, McGladrey LLP conducted a risk assessment and presented findings to the Board in July of 2014. The assessment identified continued cuts in state funding and erratic tuition policy as top threats to the university mission. From July through October 2014, McGladrey worked with CWU to perform the following:

1. Validation and optimization of the enrollment forecasting model
2. Validation and optimization of the tuition forecasting model
3. Benchmarking of university support functions
4. Review and optimization of the university’s Responsibility-Center Management (“RCM”) model

McGladrey staff interviewed key business stakeholders, reviewed enrollment and tuition models, RCM model, identified key metrics for each support function, and gathered benchmarks for identified metrics. The firm also assessed that CWU is moving in the right direction toward becoming a strategic business partner which utilizes best practices of leading organization.
Conclusions:
- Overall CWU support functions align with peer group benchmarks
- Areas for greater examination include Human Resources and University Advancement
- McGladrey suggests CWU management and Board of Trustees focus on the following key areas (prioritized):
  1. Increase the operating cash flow margin to improve profitability per year. This will require a combination of revenue enhancements and cost reductions, and thorough quantitative and qualitative business planning (strategic planning, budgeting and forecasting). A strong planning process, budget and forecast will be required to evaluate future performance and strategic options.
  2. Perform an assessment focusing on people, process and technology to identify and validate cost optimization opportunities for HR, Facilities (in-house maintenance and grounds cost) and University Relations.

Meeting adjourned at 4:40 PM.

Following the work session, board members attended CWU’s Diversity Awards Celebration with honored guest Wade Davis, followed by a social dinner with President and Mrs. Gaudino at the University House at 7:15 PM. No university business was discussed.

February 6, 2015

BUSINESS MEETING

Faculty 180 training commenced at 8:12 AM in Barge 412

Present:
Mr. Sid Morrison, Chair
Mr. Keith Thompson, Vice Chair
Mr. Dan Dixon
Mr. Ron Erickson
Mr. Glenn Johnson (via telephone)
Mr. Chris Liu
Mr. Robert Moser

Also present:
Dr. James Gaudino, President
Dr. Marilyn Levine, Provost / Vice President for Academic and Student Life
Mr. George Clark, Chief Financial Officer / Vice President for Business and Financial Affairs
Ms. Linda Schactler, Chief of Staff / Secretary to the Board
Mr. Stevan DeSoer, Chief of Operations
Mr. Alan Smith, Assistant Attorney General
Ms. Sarah Scott, Administrative Operations Coordinator

Faculty 180 Briefing / Training
Charlene Andrews, who developed and implemented the program, demonstrated how to access and use Faculty 180, a digital library of documents faculty accumulate in support of promotion and tenure. Trustees
may use the program to inform their action on faculty promotions and tenure recommendations. Trustees will be able to see recommendations at each level of review.

*Faculty 180* is a direct result of the authorization of iCat funding, and is the first iCat project, which was a two year effort that reflects a change in the way CWU does business. Benchmarks from *Faculty 180* will demonstrate metrics to the legislature, illustrating where CWU spends its dollars and increases its capacity. Mr. DeSoer said that a full report of metrics related to iCat costs and outcomes will be provided at the July Trustees' retreat.

### REGULAR MEETING

Chair Sid Morrison called the official business meeting to order in Barge 412 at 9:06 a.m.

**Present:**
Mr. Sid Morrison, Chair  
Mr. Keith Thompson, Vice Chair  
Mr. Ron Erickson  
Mr. Glenn Johnson (via phone)  
Mr. Chris Liu  
Mr. Robert Moser

**Also present:**
Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, CFO/Vice President for Business and Financial Affairs  
Ms. Linda Schactler, Chief of Staff/Secretary to the Board  
Mr. Stevan DeSoer, Vice President for Operations  
Mr. Alan Smith, Assistant Attorney General  
Ms. Kim Dawson, Executive Assistant to the President and Board of Trustees

**Not present:**
Mr. Dan Dixon

**Changes to the Agenda**
Chair Morrison called for changes to the agenda. Hearing none, he proceeded to the approval of the agenda.

**Approval of the Agenda**

*Motion 15-01*: A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meeting of February 6, 2015 was presented by Mr. Liu and seconded by Mr. Thompson. Motion approved.

**Approval of Minutes**

*Motion 15-02*: Mr. Johnson moved that the Board of Trustees of Central Washington University approve the minutes of the regular meetings of December 4 and 5, 2014, which was seconded by Mr. Erickson. Motion approved.
CHAIR REPORT
Chair Morrison reported the McGladrey presentation on February 5 benchmarked CWU against similar universities nationally. Generally, the report illustrates that CWU is on the right track, with room for improvement. Mr. Morrison enjoyed the Diversity Celebration and subsequent dinner at the University House with Dr. Wade Davis, recognizing the value of bringing someone of that caliber to campus. In the future, CWU should engage another such speaker for a three-day visit, allowing someone who is generally “unknown” to the campus community to make an impact by visiting classes and holding forums on campus and in town, culminating in a lecture held in a large venue.

PUBLIC COMMENT
One person signed up to speak during the Public Comment period. Mr. Mark Hamilton was invited to address the board. Mr. Hamilton is the Higher Education Strategic Coordinator for the Washington Federation of State Employees (WFSE).

Mr. Hamilton read a letter to the trustees articulating the appreciation of collaborative communications between WFSE and the university. Mr. Liu noted that the union represents more than 1,000 employees of the Washington State Department of Enterprise Services.

PRESIDENT’S REPORT
Celebrations

Dr. Levine, Provost and Vice President for Academic and Student Life, introduced the following nominees:

Distinguished Service:
Ms. Noella Wyatt has worked on campus for 37 years in a variety of capacities. She has worked in the library, admissions, careers services, the Controller’s office, Psychology, and finished out her career in Sociology, where her service has been commendable. She often goes above and beyond the expectations of her job and helps students to navigate a sometimes complicated system. Noella treats everyone who comes into the office with respect and gives them the attention they need. She is very hands-on when dealing with students and is easily approachable and helpful. She will be missed.

Distinguished Administrator:
Dr. Connie Lambert joined the Special Education faculty at Central Washington University in September 1996, where she earned tenured and was promoted to Associate Professor and then Professor in 2006. She began her administrative career as Associate Dean of Education in November 2007 and was later named interim Dean and then Dean of the College of Education and Professional Studies, a post from which she will retire March 31, 2015. Dr. Lambert is the epitome of an excellent university administrator. Her ability to recognize a problem and come up with an effective solution has been the hallmark of her career as Dean. Dr. Lambert has always offered a comprehensive evaluation before reaching a fair conclusion. Dr. Lambert is a true collaborator, including others’ suggestions in her decisions.

Faculty Emeritus Status:
Dr. Robert Kuhlken, a faculty member in the Department of Geography, will have completed nearly twenty years of service when he retires at the end of this year. He has served the university and the College of Sciences in many ways, including as department chair for two years and Resource Management (REM) graduate program co-director for four. Professor Kuhlken has taught thousands of students at Central,
especially in his most popular course – Geography 101: World Regional Geography. He was instrumental in curricular enhancement within the department, not only for geography courses, but also for the interdisciplinary environmental studies program, and for developing the Ecology and Culture class now cross-listed with Anthropology. His course on Oceania greatly benefited from his experience as a visiting Fulbright scholar in the Fiji Islands, where his early research focused on traditional agricultural practices. Professor Kuhlken's subsequent research has emphasized cultural ecology, historical geography, and environmental literature, resulting in numerous articles appearing in such wide-ranging journals as *Geographical Review* and *Asian Perspectives*. In 2006, he published *A Rediscovered Frontier*, a well-regarded book co-authored with a colleague from Oregon State University, which elucidates the land use challenges facing small towns in the American West dealing with rapid population growth.

**Distinguished Service Status:**
Mr. Laury Berner was hired as a carpenter 27 years ago and will retire as a Maintenance Mechanic II for the Facilities Management Division. Throughout Mr. Berner’s career, he has demonstrated the ability to just get the job done. His ability to listen to his customers and to deliver what they needed, rather than what they wanted, has been documented multiple times in letters the department received, thanking him for his collegial approach to the work. He has demonstrated time and time again an insight into the work necessary to ensure his buildings function as they are supposed to, and are in the safest possible condition. He brings a sense of humor and honesty to the job every day. Congratulations were extolled on behalf of the tens of thousands of individuals that he has impacted through his work at the university.

**Approval of the Consent Agenda**
**Motion 15-03:** Mr. Liu moved to approve the consent action items to recommend distinguished status for the preceding individuals, submitted to the Board of Trustees of Central Washington University on February 6, 2015. Mr. Johnson seconded. Motion carried.

**Other Celebrations / Points of Pride:**

**Music Department**
Department chair Dr. Todd Shiver provided a synopsis of the following achievements:

**Alder Street Quartet**
- Advancing to the national competition finals of the Music Teachers National Association held in Las Vegas in March.

**Monterey Jazz Festival**
- Jazz Band I earned a coveted invitation to compete at the “Next Generation Jazz Festival,” on March 27. The winners advance to perform at the Monterey Jazz Festival in September.

**Boots & Cats - International Championship Collegiate A Cappella**
- Won first place overall at regional competition held at Western Washington University in Bellingham; Antonio Fernandez won Best Vocal Percussion. The group is moving on to LA to semi-finals.

**Research and Teaching**
**NIH World Health Grant**
• Professors Blaise Dondji, Biological Sciences and Gil Bilofsky, Chemistry, won $300,000 to study plant extracts to treat hookworm in Africa.

National Top 30 ranking
• Online BS Psychology ranked among the top 30 in the nation for 2015 by the Affordable Colleges Foundation.

Welcoming New Employees
President Gaudino welcomed two new deans:

Stacey Robertson - Dean of the College of Arts and Humanities
• Formerly interim dean, director of Women's Studies and Oglesby Professor of American Heritage at Bradley University
• PhD, MA in History from UC Santa Barbara

Paul Ballard - Dean of the College of Education and Professional Studies
• Coming from Metropolitan State University of Denver
• PhD, MEd from Temple University

Communications
The President reported that the Board received one communication from Bob Hickey, Professor of Geography, on December 9, 2014, regarding the implementation of RCM at CWU.

Reports

No reports from the Employee Council or the Exempt Employee Association.

Student Government of the Associated Students of CWU
• Hosted Lobby Day in Olympia on January 28, 2015. An estimated 40 students met with legislators. Topics included CWU Operating Budget, Samuelson STEM building, Lind Hall. By all accounts, students were extremely professional and Government Relations staff is hearing wonderful feedback from legislators.
• Media outreach has included weekly interviews with ASCWU board members twice a week during a program titled ‘News Central’ on 88.1 The ‘Burg.
• Worked to increase visibility of the ZIPCAR program on campus.
• Continued interactive, interdepartmental collaboration on social media.
• Streamlined Wellington Wildcat event request process.
• Improved professionalism of student government through timely presentation of meeting agendas and minutes, working on consistency of use of Robert’s Rules of Order, and improvement of ASCWU constitution and by-laws.
• Organized the Central Class Ring selection and ring ceremony.
• Student Government elections will be held through a Single Sign-On system tied to MyCWU. Candidate recruitment begins in February.
• Continuity has been addressed through development of on-boarding procedures and leadership training for officers-elect, facilitated by Dr. Keith Champagne.
• Other relevant issues included the purchase of a Wildcat statue for the east patio of the SURC, installation of improved lighting between Black Hall and the SURC, extending hours of Central Transit, and an initiative to engage students about services provided by Student Medical & Counseling Services and the plan to accept medical insurance.

Faculty Senate
• Individual Studies Ad Hoc Committee has reviewed student programs of study for those students with declared majors and for those students wanting to declare the Individual Studies major. All students have been dealt with quickly and efficiently. The committee is now working on recommendations for the continuation of the program;
• Curriculum Committee approved a new minor in Project Management, 18 new courses, three special topics courses, ten program changes, ten course changes, two reactivated courses, ten course deletions and one program deletion;
• General Education Committee has been reviewing course proposals to be included in the current general education program starting fall 2015. The proposal will be on the February 4, 2015 Faculty Senate agenda. The committee is in the process of reviewing course proposals for the revised General Education requirements that will start fall 2016;
• Academic Affairs committee is working on policies and procedures for class attendance and student bereavement. These will be coming to the Faculty Senate soon and make their way to the University Policy Advisory Committee;
• Evaluation and Assessment Committee is working on the Evaluation of Academic Administrators that will be administered this spring. The committee is reviewing the questions and will be soliciting input from the administrators and faculty;
• Executive Committee is working on policies and procedures to help clarify shared governance.

Strategic Planning and Accreditation

Strategic Planning
• Teams are developing strategies for achieving objectives
• Organizational Effectiveness is building dashboards that display data required for accreditation
• Public Affairs is creating a brochure that will help distribute strategic planning goals and strategies throughout the community.

Accreditation
• Fall 2018 is the target for the Year-7 evaluation
• Developing organization to provide integrated leadership for 2018 accreditation report.

LEGISLATIVE REPORT

Linda Schactler provided the legislative update for the Board of Trustees.
Legislative session commenced four weeks ago. Biennial budget is currently in development. Governor’s budget has almost everything we asked for in capital requests. All CWU priorities were in top 15 of state priorities.

**Capital Budget**

- Samuelson STEM Project: CWU Requested $64.5M - $58.6M proposed in Inslee budget;
- Health Sciences: Requested $4.3M - $4.3M proposed;
- Combined Utilities / Infrastructure: Requested $12M - $8M proposed;
- Lind Renovation: Requested $4.9M - $4.9M proposed;
- Old Heat Annex (demolition and construction): Requested $4.9M - $4.9M proposed;
- Old Heat Welcome Center Renovation*: Requested $8.4M - $8.4M proposed;
- Bouillon Preservation: Requested $4.9M - $4.98M proposed.

*Certificates of Participation

**Inselee Proposed Operating Budget**

**Net gain to CWU would be about $3.8 million:**

- $1.8 million for cost-of-living adjustments
- $2 million to increase degree production in STEM fields

**Revisions to Running Start may affect service to students:**

- CWU is a leader in providing baccalaureate content to 100 high schools
- CWU Running Start had been slated to generate more than $1M in FY 15

**Freeze tuition and rewrite state tuition law:**

- Place tuition-setting authority firmly within the purview of the legislature and governor
- Revoke some of the accountability and tuition-mitigation requirements of current law

President Gaudino thanked FMD, Public Affairs, and Budget staff for their work related to legislative budget development. He added that the tuition freeze and rewriting the state tuition law would essentially take all tuition decisions away from the Board of Trustees. Steve DuPont (Public Affairs - Government Relations) is testifying before the budget committee on this topic today to clarify that, in the face of legislative turnover, there is an assumption that the universities have just “taken that ball and run with it,” (related to significant tuition increases), when in reality, the consecutive 30 percent cuts in state funding to the institutions is the reason. We really start over with every legislative session – reminding and educating representatives that the real reason for significant increases in tuition is that the legislature made the increases during the Great Recession.

President Gaudino mentioned his recent legislative meetings in Olympia (40 meetings in four days), and he noted very little support among lawmakers for any tuition increases. Freezing tuition may cost students more in the long run because they will have to take a fifth or sixth year to complete their degrees.

**CWU Faculty and Staff in Olympia**

Elvin Delgado testified before the House Technology and Economic Development work session on CWU Institute for Integrated Energy Studies. Bill Yarwood was the only regional university representative asked to present before a Senate Ways & Means Capital Budget hearing in a response to an inquiry about how CWU capital projects always manage to come in under budget and on time. Why is CWU so efficient in its capital projects? Richard DeShields represented regional institutions before the Senate Higher Education committee.
in a work session about sexual assault policy development. Cassie DuBore (ASCWU Legislative representative) organized a successful student lobby day; scheduling the meetings with representatives, setting up students by district, nametags, talking points, etc.

President Gaudino mentioned that all quadrants (House, Senate, Democrat, Republican) are beginning to recognize that more revenue is needed for universities with the exception of UW. Legislators are beginning to realize the damage done over past six years and that the state has to supply more resources to the universities, but it will take decades to repair the damage of the budget cuts. The McCleary decision and other factors are barriers. The “one size fits all” policy doesn’t work; the Legislature needs to differentiate between institutions.

Legislative timeline:
- Feb 12: Linda encouraged all Trustees to come to the Ray Conner Legislative Reception in Olympia;
- March 11: “Dead Bill Day,” where thousands of bills have been submitted and at least half will be dead on this date;
- March 18: Revenue forecast;
- March 19 – 27: Both houses’ budget proposals ready;
- April 15: “Dead Day #2,” where Senate cuts additional bills;
- Apr 26: Last day of session;
- May 15: CWU Trustees meet; hopes that funding report will be available at that time (though it may not).

SUBCOMMITTEE REPORTS

Academic and Student Life – Trustees Erickson and Moser
Dr. Laura Milner (Interim Director, Office of International Studies and Programs) reported on status of recent auto accident in California that took the life of two international students. Two students survived. The traditional 49th Day of Remembrance was held a few weeks ago, a memorial gathering of students, staff, and faculty. Dr. Levine acknowledged the hard work of Mr. DeShields and Dean Sarah Swager in this situation.

Approval of International Student Insurance Policy (Inbound)
In December, trustees approved a new policy (Resolution 14-12) requiring CWU students participating in university-sponsored study-abroad or international travel programs to purchase insurance arranged through CWU Business Services. The insurance will provide coverage for expenses associated with emergency evacuation, repatriation of remains, injury, illness, or death sustained while participating in the study or travel abroad program. The board approved the policy pursuant to RCW 28B.10.660(3).

Trustees directed staff to follow up with a policy requiring international students to provide proof of medical insurance while enrolled at a CWU campus in the state of Washington. This policy will require international students on J1 and F1 visas, and their dependents on J2 or F2 visas, to provide proof of medical insurance during their studies at CWU.

Motion 15-04: A motion that the Board of Trustees of Central Washington University approve the International Student Insurance Policy, effective fall quarter 2015 was presented by Mr. Erickson and seconded by Mr. Liu. Motion approved.
Business and Financial Affairs – Trustees Thompson and Johnson
Information – McGladrey Report Overview / Planning, Budgeting and Forecasting Assessment:

Mr. Clark provided a report of the findings of the report provided during the Board of Trustees work session on February 5. In spring 2014, McGladrey associates met with the CWU Risk Steering Committee to identify enterprise-wide risks. They obtained current CWU risk surveys, which were analyzed, identifying commonalities and risk intersections such as compliance, management/administration, strategic planning, finance/accounting, operations, and technology. Armed with data, McGladrey prepared an initial risk universe and categorized accordingly.

Top risks include:
1. Additional state budget cuts
2. State policy and budget decisions
3. Faculty, staff, and student morale
4. Reductions in government funding
5. Insufficient personnel to meet needs
6. Failure to increase enrollment / retention of students
7. Lack of budget to hire faculty
8. Inability to increase enrollment.

Follow-up Benchmarking and Optimization (July – October 2014) includes:
• Validate, optimize enrollment forecasting model
• Validate, optimize tuition forecasting model
• Review Responsibility-Centered Management model and suggest optimization strategies

Stakeholder interviews were conducted with a variety of departments: Business and Financial Services, Operations, Academics, President’s Division. Key tasks included review of enrollment and tuition models and validate output numbers, review of RCM model with multiple CWU stakeholders, review RCM model with RPM associates, identify key metrics for each support function under scope, and gather benchmarks for the identified metrics and prepare a variance analysis. Mr. Clark observed that the CWU position by function in relation to overall benchmarks may be good or bad, depending on the category. For example, being below benchmarks for number of scholarships offered, is likely not desirable. Falling under benchmarks for staffing might be good, unless it means the university had failed to provide enough personnel to adequately perform a function. The benchmark exercise, then, is really designed to identify areas for greater analysis.

The review included the following findings:
• Enrollment Model is in place – forecasting model is documented and also uses key drivers to quantify the number of students expected to enroll quarterly;
• Tuition Model is working accurately – extremely accurate, within one percent;
• RCM Model is evolving nicely. Oracle Hyperion integrates and simplifies budgeting, new budgeting architecture will facilitate implementation, and a continued flattening of budget approach generates employee buy-in and accountability;
• Library is performing better than peers overall for costs per student, per collection, and salaries;
• Athletics is overall aligned with or lower than peers relating to average salary per head coach, average athletic paid per student, recruiting expense and men/women’s total revenue/expense;
• Facilities total energy costs per GSF are lower than peer group average;
• Human Resources’ total department expenses exceeded peer group average by $1.4M in 2014 and $1.1M in 2013;
• Financial Position Benchmarks: primary selectivity rate is well above average, freshman retention rate is below peer group average, and expendable resources to operations and instructional cost per student are below peer group average;
• Facilities expenses are higher than peer group average for total custodial cost ($10 per student), in-house maintenance staff-time equivalent employees (42 vs. 34) and grounds cost per student ($33 higher);
• University Advancement – average endowment for master’s universities of all sizes is $49M; CWU’s endowment is $23M.

Key findings for improvement include:
1. Financial Services:
   • Automate accounts payable;
   • Reduce payment speed to keep more cash on hand;
   • Increase outstanding payment collection speed to increase cash flow.

2. Expendable Resources to Operations: Needs a strong planning process, budget, and forecast to evaluate future performance and strategic options. Defined as an ability to use net unrestricted resources to meet operating expenses.

3. Evaluate people, processes, and technology within the following areas to identify and validate cost-optimization opportunities: Human Resources, Facilities (in-house maintenance and grounds costs) and University Advancement.

In conclusion, CWU support functions generally align with peer-group benchmarks. CWU is moving in the right direction. Systems are developing, and implementation will increase institutional stability and credit rating.

Information – State Auditor’s Office Update
The annual financial audit of the university produced no findings or recommendations. The Washington State Auditor’s Office held an exit interview with Mr. Clark, President Gaudino, and Joel Klucking. Findings noted no material misstatements, no significant deficiencies in financial controls, no instances of noncompliance, uncorrected misstatements were immaterial to presentation of financial statements. Total audit cost provided has remained annually consistent at $45,412. A final report on CWU Services and Activities fees for FY 2014 and 2015 indicates expenditures are reasonable, equitable, fully supported, and directly link to student benefits.

Chair Morrison congratulated Mr. Clark for the strong audit, with particular kudos to Associate Vice President for Business and Financial Affairs, Joel Klucking.

Approval of Summer Session Budget
After review and approval by the Budget and Finance Committee, Provost and Associate Provost, the Summer Session 2015 Budget proposal was recommended for submission to the Board of Trustees. As noted in the proposal, the Summer Session tuition increase has historically been equal to the tuition increase applied the previous fall quarter. Therefore, the proposed tuition rates for summer 2015 are zero percent for undergraduate tuition and a five percent increase for the graduate tuition.

**Motion 15-05:** A motion that the Board of Trustees of Central Washington University approves the Summer Session 2015 Budget Proposal was presented by Mr. Erickson and seconded by Mr. Johnson. Motion approved.

**Operations – Trustees Dixon and Liu**

No report from Operations subcommittee.

**Next Meeting:**
Chair Morrison announced that the next regular meetings of the Board of Trustees will be May 13, 2015 in Ellensburg. The meeting adjourned at 11:35 AM.

Linda Schactler, Secretary to the Board of Trustees
Central Washington University

Sid Morrison, Chair
Board of Trustees
Central Washington University