



# BOARD OF TRUSTEES

**Board of Trustees Minutes  
November 2-3, 2017**

**Approved February 8, 2018**

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**November 2, 2017**

**Work Session  
Barge Hall, room 412**

The work session was called to order at 1:45 p.m.

**Present:**

Keith Thompson, Chair  
Ron Erickson, Vice Chair  
Chris Liu  
Ciara White  
Emily Washines  
Erin Black  
Glenn Johnson (via phone)  
Robert Nellams (via phone)

**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**

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

**Guests**

Jeff Hensler, Chair, CWU Foundation  
Susan Musselman, Public Financial Management

Chair Thompson welcomed two new trustees: Emily Washines and Ciara White.

**Information – Budget and Enrollment Management**

Vice President Klucking explained that in July the Board of Trustees approved the fiscal year 2018 operating budget. Each year after fall census, when student enrollment levels are known, staff provide the Board with a forecast for the full year based on enrollment and other known changes. The summary is slightly more favorable in most areas due to strong enrollment growth.

Trustees have requested a longer-term forecast for the operating funds of the university. A six-year forecast for the core functions of the university was presented and provided a platform to continue long-term operational and financial planning.

Vice President O'Hare gave a brief updated on the Fall 2017 Census Enrollment Report. Enrollment is a key institutional revenue driver. Official enrollment statistics are always tabulated on the tenth instructional day of the academic year. The full Fall 2017 Census Enrollment Report includes headcounts by campus, student type, legal residence, demographics, and student enrollment by full-time equivalent. Data definitions and descriptions appear at the end of the report, and provide information helpful to interpretation. Total enrollment is up 214 students over 2016. Freshman enrollment increased by 225; total Ellensburg enrollment increased by 123. Freshman to sophomore retention fell to 72.3 percent, prompting board members to request a report in February about plans to enhance retention, as well as to report on strategies to increase enrollment at satellite locations.

### **Information – North Campus Capital Projects**

In July 2017, the Board of Trustees endorsed the development of proposals for three capital projects: a new residence hall, expanded recreation facilities, and an upgrade to Tomlinson Stadium. The board's direction was prompted by an urgent need to address a shortage of housing, increased demand for recreational facilities, and the critical erosion in the quality of the stadium.

CFO Joel Klucking is leading the development of financing options for each, including consultation with CWU's bond consultant, Public Financial Management. Chief of Staff Linda Schactler has led the coordination of the development of proposals for all three of the following projects.

**1. New Hall** is a 400-bed residence hall that will be sited at the northeast corner of the intersection of E. Dean Nicholson Blvd and N. Wildcat Way. CWU will use a design-build approach for this project, which is expected to reduce costs and construction time by three months. The project assumes the demolition of two facilities that are in very poor condition: Peterson Hall, the former location of CWU ROTC programs, and the facility that housed the Chimpanzee and Human Communication Institute until 2013. The estimated cost of the project is \$45 million, which would be funded through bond sales. Lead staff on this project has been Richard DeShields, Dean of Student Success.

**2. The Recreation Expansion** project will build a track facility in the southeast corner of North Wildcat Way and 18<sup>th</sup> Avenue, replacing the crumbling, nearly 60-year-old track now located in Tomlinson Stadium. The expansion will include lighting, perimeter fencing, and turf inside the track. The project, unanimously recommended by the Student Recreation Advisory Board, will be funded with \$4 million of Recreation Fee reserves. Non-CWU organizations and CWU units outside the Recreation Department (e.g. varsity athletics, academic departments) will pay to use the facility. Recreation is working closely with Athletics to ensure the track facility meets specifications for NCAA competition, and to coordinate design and construction services with the Tomlinson Stadium Upgrade. The lead staff for this project has been Jenna Hyatt, Associate Dean of Student Living.

**3. Tomlinson Stadium** was constructed in 1959 and has not been renovated since. The proposed renovation would make the stadium regulation size for rugby and soccer, as well as football.

It upgrades perimeter fencing and restrooms, and adds artificial turf and lights. The CWU Foundation has agreed to fund this \$4-million project. The lead staff for this project has been Athletic Director Dennis Francois.

The board reviewed the development of the site, design specifications, and financing strategies for the three projects.

Meeting adjourned at 4:51 PM.

Trustees, the president and chief of staff attended a social dinner at the University House from 5:30-8:00 p.m. No business was conducted.

**November 3, 2017**  
**Barge Hall, Room 410**

**Executive Session**

**Present:**

Keith Thompson, Chair  
Ron Erickson, Vice Chair  
Erin Black  
Glenn Johnson (via phone)  
Chris Liu  
Robert Nellams  
Emily Washines  
James Gaudino, President  
Linda Schactler, Secretary to the Board, Chief of Staff  
Joel Klucking, Treasurer to the Board, Vice President for Business & Financial Affairs  
Katherine Frank, Provost  
Alan Smith, Assistant Attorney General

An executive session was held for the purpose of discussing issues related to real estate and personnel per RCW 42.30.110. The executive session was expected to last one hour. The meeting convened at 8:00 a.m. At 8:47, the executive session was extended another 30 minutes. Executive session ended at 9:20 a.m.

**Regular Business Meeting**

The regularly scheduled business meeting was called to order at 9:31 a.m.

**Present:**

Keith Thompson, Chair  
Ron Erickson, Vice Chair  
Chris Liu  
Ciara White  
Emily Washines  
Erin Black  
Glenn Johnson (via phone)  
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**

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

### **Others Present:**

Jeff Hensler, Chair, CWU Foundation

### **Action – Approval of Amending the Agenda**

**Motion 17-44:** Mr. Erickson made a motion to amend the agenda of November 2, 2017 to include one additional action items. Mr. Nellams seconded the motion. Motion approved.

### **Action – Approval of the Agenda**

**Motion 17-45:** A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meetings of November 2 and 3, 2017 was presented by Mr. Liu and seconded by Mr. Nellams. The motion was approved.

### **Approval of Minutes**

**Motion 17-46:** Mr. Liu moved that the Board of Trustees of Central Washington University approve minutes of the Annual Planning Retreat of July 20-21, 2017 and the special telephonic meeting of September 27, 2017. Mr. Johnson seconded the motion. The motion was approved.

### **Public Comment**

Chair Thompson reported that one person signed up for public comment.

Dr. Kenneth Smith, Chair of the CWU Department of Accounting offered comments on board goals and monitoring site visits.

### **Information – University Advancement Report**

At their July planning retreat, the Board asked for regular briefings on the work of the CWU Foundation and the Department of University Advancement. Vice President Wade reported that the mission of University Advancement is to “build a movement of greater community, connection and capacity for Central Washington University and is organized around five strategic areas – alumni and constituent relations, communications, development/fundraising, operations and donor relations.”

**Performance Data for FY12 To FY17.** As University Advancement has built out alumni and donor engagement capacity over the past five fiscal years, fundraising results have increased significantly – moving from total giving of \$1.7 million in FY12 to more than \$4 million over the last two fiscal years. Donor retention, alumni giving participation, and total CWU Foundation net assets also have increased.

The Board of Trustees Scholarship, as of June 30, 2017, had a balance of \$59,801 and was able to award three scholarships for the 2017/2018 academic year.

### **Information – Provost’s Report**

Provost Frank introduced the two new Associate Provosts: Dr. Gail Mackin, Associate Provost of Undergraduate and Faculty Affairs, and Dr. Gayla Stoner, Associate Provost of Extended Learning and Outreach.

Preparation for the fall 2018 accreditation site visit continues and remains on track. Revisions to Core Theme 4 and Core Theme 5 are complete and ready for Board of Trustees review.

The Provost’s Council has approved a financial template to accompany all new program proposals. This template will meet the Code of Federal Regulations and NWCCU substantive change requirements. The template is now under review by the Faculty Senate.

Drafts of the 2016-2017 Progress Grid and 2017-2018 ASL Workplan have been posted to the Provost Office webpage and there are three campus opportunities for discussion and feedback. Major initiatives include continued progress on General Education Redesign, the Baccalaureate Taskforce, and RCM/ABB implementation and refinement; strategic thinking regarding potential pursuit of HSI status; student retention; faculty recruitment and retention; and transfer students and services.

### **Action – Approval of Resolution 17-06**

Trustee Erickson read Resolution 17-06:

**WHEREAS, CWU is committed to serving external communities** for the mutually beneficial exchange of service, knowledge, and resources, and that such engagement includes the appropriate use of university resources to support existing partnerships and engage new partners to contribute to the educational, social, and economic progress of external communities (Strategic Plan Core Theme 4);

**WHEREAS, CWU must provide the facility and technology infrastructure and services** appropriate to meet university objectives, while maximizing sustainability and stewardship (Strategic Plan Core Theme 5);

**WHEREAS, Demand for pilots is high.** Aviation Industry forecasts indicate a looming shortage in skilled aviation professionals in coming years. According to the International Civil Aviation Organization, which monitors international aviation policies, airlines around the world will need 480,000 new airplane technicians and 350,000 more pilots over the next 20 years;

**WHEREAS, CWU has the experience to produce high quality aviation professionals.** A leader in educating aviation professionals since the 1940s, CWU recently has experienced significant increases in the Aviation program enrollment, and has worked aggressively to expand aviation enrollment capacity and to create comprehensive and exciting curriculum that meets industry needs; and

**WHEREAS, Ellensburg’s proximity to the burgeoning Puget Sound region makes regional flights from Bowers Field a possibility in the long term.** Seattle-area population has increased by more than 1,000 per week since 2010, placing tremendous pressure on greater-Seattle transportation infrastructure. Everett and Wenatchee host two airports that recently have begun to offer regional air service; Ellensburg could be next; and

**WHEREAS, Bowers Field airport has been allowed to fall into disrepair.** The neglect of this valuable facility has made uncertain the ability of CWU to continue to serve current students, let alone escalate

enrollment to meet additional educational demand. The staff of the facility owner have publicly called the airport a “liability” and stated the possibility of recommending closure of the airport by March 2018;

**NOW THEREFORE BE IT RESOLVED**, in order to support commitments to current students and to the aviation industry, CWU must make some critical choices about future aviation operations, and, as a result, directs staff, by January 1, 2018, to complete and deliver to Trustees for consideration the following analyses:

- A plan to guarantee sustainable, high quality aviation education services at Bowers Field Airport, which may include the options of purchase or long-term lease of the facility; or alternatively
- A business plan to move the CWU Aviation program from Bowers Field Airport to McAllister Field in Yakima, WA.
- A review and discussion of other alternatives which can allow CWU to better serve the requirements of the broad community as it relates to the training of aviation professionals.

**Motion 17-47:** Mr. Erickson moved that the Board of Trustees of Central Washington University hereby approves Resolution 17-06, which reiterates CWU’s commitment to Aviation. Mr. Nellams seconded the motion. The board approved the resolution and motion unanimously.

#### **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 17-48:** Mr. Nellams moved that the Board of Trustees of Central Washington University approves the consent action items submitted November 3, 2017, which was seconded by Mr. Liu. The motion was approved.

#### **Action – Approval of New Hall Proposal and Pro Forma**

CWU proposes to construct a new, 400-bed residence hall at the northeast corner of the intersection of E. Dean Nicholson Blvd and N. Wildcat Way. The estimated cost of the project is \$45 million, which includes all design and construction costs, debt issuance costs and capitalized interest. This project will be financed with revenue bonds on a 30-year repayment term. The bonds will be collateralized by CWU System revenues, which include Housing & Dining, Wildcat Shop, Parking and Student Activities funds.

**Motion 17-49:** Mr. Liu moved that the Board of Trustees of Central Washington University hereby delegates authority to the Vice President for Business and Financial Affairs, or his designee, to secure a design-build contractor and related revenue bond financing. Mr. Nellams seconded the motion. The motion was approved.

#### **Action – Approval of Recreation Expansion Proposal and Pro Forma**

The Recreation Expansion project will build a track facility in the southeast corner of North Wildcat Way and 18th Avenue. The project, unanimously recommended by the Student Recreation Advisory Board, will be funded with \$4 million of Recreation Fee reserves. Non-CWU organizations and CWU units outside the Recreation Department (e.g. varsity athletics, academic departments) will pay to use the facility. Ongoing operational costs related to the recreation expansion will be incorporated into the broader Recreation Center budget which is supported by a student fee.

**Motion 17-50:** Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the use of \$4 million in Recreation Fee reserves for the design and construction of the Recreation Expansion Project. Mr. Nellams seconded the motion. The motion was approved.

**Action – Approval of Tomlinson Stadium Upgrade**

CWU proposes to upgrade Tomlinson Stadium, which was constructed in 1959 and has not been renovated since the early nineties. The CWU Foundation has agreed to fund this \$4-million project. Ongoing operational costs due to the renovations will be the responsibility of the university.

**Motion 17-51:** Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approves the Tomlinson Stadium Upgrade project described during the November 2, 2017 work session of the board of trustees, which will be funded by \$4 million from the CWU Foundation. Mr. Liu seconded the motion. The motion was approved.

**Action – Approval of Faculty Code Changes**

At their May 31, 2017 meeting, the Faculty Senate voted to amend the Faculty Code:

- Recommend amending Senate Faculty Code Section IV.C Officers of the Senate
- Recommend adding Senate Faculty Code Section VI Vote of No Confidence

**Motion 17-52:** Mr. Nellams moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the changes to Faculty Code. Liu seconded the motion. The motion was approved.

**Action – Approval/Review of the University Strategic Plan**

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

**Motion 17-53:** 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 November 3, 2017, which was seconded by Mr. Liu. The motion was approved.

**Board/Student Engagement Activity**

Board members attended Day of the Dead festivities in the Student Union and Recreation Center from 11:00 a.m. – 12:00 p.m. as part of their student engagement activities.

The next meeting of the Board of Trustees is February 8 and 9, 2018 at CWU Sammamish.

Meeting adjourned at 12:00 PM.



Linda Schactler, Secretary to the  
CWU Board of Trustees



Keith Thompson, Chair  
CWU Board of Trustees