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Board of Trustees Meeting  
Full Board Packet

October 2021



# BOARD OF TRUSTEES

## CWU TRUSTEES QUARTERLY BOARD MEETING

October 21-22, 2021

### Thursday, October 21

Barge Hall, Room 412 (Sid W. Morrison Board Room)

#### 10:00 CALL TO ORDER

- Approval of the Agenda
- Approval of July Retreat Minutes
- Official Communications
- Public Comment

#### PRESIDENT'S REPORT

#### PROVOST'S REPORT

#### BUDGET WORK SESSION

12:00-1:15 TRUSTEES LUNCH  
*University House (No business)*

#### Reconvene – 1:30 PM (Barge 412)

#### HIGH IMPACT PRACTICES

#### CULTURE OF INCLUSION

3:30-4:30 EXECUTIVE SESSION

6:00-7:30 DINNER  
*Basalt/Hotel Windrow (No business)*



Central Washington University  
Board of Trustees  
October 21, 2021

**ACTION** – Approval of the minutes of the regular meetings of July 29-30, 2021.

We recommend the following motion:

**The Board of Trustees of Central Washington University hereby approves the minutes of the regular meetings of July 29-30, 2021.**

Submitted:

A handwritten signature in black ink that reads "Linda Schactler".

Linda Schactler  
Chief of Staff

Approved for Submittal to the Board:

A handwritten signature in black ink that reads "A. James Wohlpart".

Jim Wohlpart  
President



# BOARD OF TRUSTEES

## **Board of Trustees Minutes**

**Wellington Event Center** (streamed live and recorded at [media.cwu.edu](http://media.cwu.edu))

**July 29-30, 2021**

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### **July 29, 2021**

*The Kittitas County Public Health district and CDC guidelines allowed for the board to meet in-person. All participants who met in-person were fully vaccinated, and only the people necessary for the business of the board were in the room.*

#### **WORK SESSION**

Chair Erickson convened the board work session at 9:04 a.m.

#### **Trustees Present:**

Ron Erickson, Chair  
Robert Nellams, Vice Chair  
Erin Black  
Ray Conner  
Gladys Gillis  
Paige Hall  
Jeff Hensler  
Zabrina Jenkins

#### **Staff to the Board:**

Jim Wohlpart, President  
Linda Schactler, Board Secretary & Chief of Staff  
Joel Klucking, Board Treasurer & Vice President for Business & Financial Affairs  
Kim Dawson, Executive Assistant to the President/Board of Trustees  
Alan Smith, Assistant Attorney General (via Zoom)

#### **Executive Faculty & Staff:**

Andreas Bohman, Vice President for Operations  
Josh Hibbard, Vice President for Enrollment Management  
Kandee Cleary, Vice President for Diversity, Equity, & Inclusivity  
Kremiere Jackson, Vice President of Public Affairs  
Michelle DenBeste, Provost/Vice President for Academic & Student Life

#### **Approval of Agenda**

**Motion 21-26:** Ms. Gillis moved that the Board of Trustees of Central Washington University approve the agenda of the meetings of July 29 and 30, 2021. Mr. Nellams seconded the motion, which the board unanimously approved.

## **Approval of Minutes**

**Motion 21-27:** Mr. Conner moved that the Board of Trustees of Central Washington University approve the minutes from the meetings of May 13-14, 2021 and June 24, 2021. Ms. Gillis seconded the motion. The motion was approved.

## **PUBLIC COMMENT**

No one signed up for public comment.

## **COMMUNICATIONS**

1. Letter, April 30, 2021, Katharine Whitcomb on behalf of ADCO, requesting use of Stage 3 HEERF funding to ameliorate the effects of COVID-19 on academic departments and faculty.
2. Email, June 11, 2021, Robin Feil, regarding the burning of a pride flag, and encouraging the administration to investigate thoroughly.

## **PRESIDENT'S REPORT**

President Wohlpart began by explaining that we intend to redirect our attention from crisis response to strategies that will position us to recover and thrive. He thanked the university community for their hard work during the past year and a half and presented Resolution 21-06 for consideration by the board:

WHEREAS, the COVID-19 pandemic disrupted everything we have known as “normal”; and

WHEREAS, in order to sustain service to students and the state of Washington, CWU employees adapted and responded with unprecedented speed and innovation;

WHEREAS, the pandemic separated employees from each other and from students, and from their workplace, friends, and family; and

WHEREAS, some employees have never stopped working on campus to support critical systems and operations, despite the threats posed by COVID-19; and

WHEREAS, employees continue to experience the emotional and physical effects of the fear, uncertainty, and isolation associated with the pandemic; and

WHEREAS, the pandemic has taught us that we can do hard things and emerge together a stronger institution, having learned new things about virtual teaching and learning, remote work, adaptability, and grace;

WHEREAS, Because of the innovation, patience, and hard work of employees and students, we have come through one of the greatest challenges to our institution in a century, and can redouble our commitment to academic excellence and student Success;

NOW, BE IT THEREFORE RESOLVED, that the Central Washington University Board of Trustees expresses deep gratitude to CWU employees for the professionalism, compassion, and innovation they have demonstrated in responding to the pandemic and that now position CWU to rescind the 2020 declaration of financial urgency and prepare us to respond, recover, and thrive.

ADOPTED and signed this 29<sup>th</sup> day of July 2021.

**Motion 21-28:** Mr. Nellams moved that the Board of Trustees of Central Washington University approve Resolution 21-06 honoring CWU employees. Ms. Black seconded the motion. The motion was unanimously approved.

President Wohlpart continued with his presentation adding that over the next year we will embark on developing a vision, mission, and strategic plan. There will be many campus conversations focused on: who do we want to be post pandemic, where are we headed together. This will give us a road map and help us to think institutionally. We will also roll out a new budget model this fall and begin to think intentionally about our high-impact practices in support of student success.

### **PROVOST'S REPORT**

Provost DenBeste reported that the work of the Fall Planning Committee and Fall Planning Task Force, is well underway for a thriving fall quarter. Planning groups have all met at least three times and are hard at work trying to consultatively and collaboratively make the best decisions possible, guided by up-to-date information from state and local authorities, for our entire Wildcat community. The members of the task force are committed to listening intently and respectfully to the ideas, concerns and preferences of each of the shared-governance groups represented. Their mission is to come together to draft a comprehensive set of recommendations that will help ensure a safe environment for students, staff, and faculty during the upcoming academic year. While we are planning a near-normal academic year in 2021/22, we also understand the need to constantly assess our protocols and planning. A post-COVID fall quarter will allow CWU to focus on fundamental and ongoing initiatives such as college advising and student support, assessment and accreditation efforts, retention and graduation initiatives, transfer student support, inclusivity and diversity, and professional development for employees.

### **CAPITAL UPDATE**

Vice President Bohman outlined CWU's policy for naming facilities and summarized several naming requests that have fulfilled policy requirements. The board will approve two of those naming requests during the business meeting on July 30. CWU has completed several major milestones associated with major capital projects:

- **An update of University House**, which included long-deferred upgrades to residential areas, guest reception areas, and infrastructure in this university facility.
- **Completion of the design of Health Education**, which moves now to the construction phase.
- **Initiation of the design phase for the Humanities and Social Sciences Complex capital project**, scheduled to go out to bid later this summer or early fall.

In August of 2022, the Government Relations and Capital Planning and Projects teams will complete the state capital budget submission for the 2023-2025 biennium next summer. Over the next several months, we will evaluate potential capital projects, review infrastructure needs, and refine and evolve the *Call for Capital* process, which will engage the entire university and community partners in the plan development. This will also influence the ongoing evolution of the [CWU 2019-2029 Capital Master Plan](#), which outlines the next decade of capital expansion and renovation.

### **BOARD BUSINESS**

Board bylaws require that a chair and vice chair are elected annually. Elections were conducted and Robert Nellams was elected board chair and Ray Conner was elected the vice chair.

## **Appointment of Committees**

Central Washington University Policy 1-60-040 provides that membership on committees of the board shall be for a one-year term and membership of committees shall be by the appointment of the chair. Committee appointments for 2021-2021 are as follows:

### Executive Committee

- Robert Nellams
- Erin Black
- Ray Conner

### Academic and Student Life

- Robert Nellams
- Ray Conner
- Paige Hall

### Business and Financial Affairs

- Ray Conner
- Gladys Gillis

### Enrollment Management

- Zabrina Jenkins
- Jeff Hensler

### Operations

- Erin Black
- Gladys Gills

With the handing over of the gavel, Chair Nellams asked Trustee Gillis to read Resolution 21-07.

WHEREAS, since 2010 Ronald Erickson has served on the Central Washington University Board of Trustees; and

WHEREAS, Ron was reared in Ellensburg, spending much of his childhood on the farm his ancestors homesteaded in 1876;

WHEREAS, Ron graduated from Ellensburg High School, earned a BA in History from Central Washington State College, an MA in American Studies from the University of Wyoming and a juris doctorate from the University of California, Davis;

WHEREAS, Ron's affinity for Central began with the service of his father, Ed K. Erickson, who was professor and chairman of the Department of Education at Central Washington State College, and whose gavel Ron has used to chair board meetings;

WHEREAS, early in his career, Ron engaged in public policy work at the White House, the Rockefeller Commission on Critical Choices in New York City, and at the Office of Economic Opportunity in Washington, D.C.;

WHEREAS, Ron has more than 35 years of experience as an attorney and entrepreneur, leading technology enterprises in the global marketplace; and

WHEREAS, Ron has been an engaged member of the Board of Trustees, helping to represent the university before the legislature and governor, strengthening board engagement with the faculty, reinforcing Central's roots in the Ellensburg community, and leading the search for CWU's new president; and

WHEREAS, Ron helped to lead the university through extraordinary times, including the Great Recession, during which state support fell by 50 percent, and during the COVID pandemic, which demanded unprecedented innovation, toughness, and grace from the entire university community; and

WHEREAS, Ron has been, in turns, inspiring, serious, brilliant, and funny, injecting board discussions—social and business-related—with philosophical musings, topical debate, and entertaining anecdotes;

NOW, THEREFORE BE IT RESOLVED that this Board of Trustees thanks Ron for his leadership, commitment to CWU, and his passion and work ethic, which have helped make our university a better place.

ADOPTED and signed this 29<sup>th</sup> day of July, 2021.

**Motion 21-29:** Mr. Conner moved that the Board of Trustees of Central Washington University approve Resolution 21-07 honoring Ron Erickson. Ms. Gillis seconded the motion. The motion was unanimously approved.

### **FACULTY/STUDENT EXPERIENCE**

Board members have expressed a desire to learn more about the academic experience of students and faculty. On July 29, trustees joined Professor Greg Lyman at Hogue Hall to learn how a grant from the National Science Foundation is supporting students and faculty research and invention.

Dr. Lyman, who is the 2021-2022 Faculty Senate Chair, is leading CWU's work in a project that measures the impact of wind on building "appurtenances," in this case, the solar panel array on top of Hogue. Dr. Lyman is an Associate Professor and Program Coordinator for Electronics Engineering Technology. His specialization in instrumentation requires him to work with sensors and data acquisition systems.

The goal of the project is to influence the development of building codes for rooftop structures. CWU has the wind required for the study, as well as solidly attached appurtenances on the roof of Hogue. CWU is the test site for the study. Students and faculty developed programming and manufactured unique apparatus to measure wind load, including new technology for testing air pressure on roofs. Florida International University, a study partner, will build a full-scale version of the test site in their wind tunnel—the size of a hangar, constructed for hurricane research. Trustees met and spoke with two recent graduates who worked on the program, Emily Raney and Cameron Gordon.

### **WORK SESSION FY22 BUDGET**

Vice President Hibbard reported that overall, CWU's fall 2021 forecast remains at 10,700 students, which is a decline of 471 students from fall 2020. This includes a projection of 1800 new, first-year students, 1000 new transfer students, and 260 new graduate students. Last fall some students chose to take a year off from college; staff continue to engage these students to encourage enrollment. In addition, multiple campaigns and outreach efforts have launched to support student persistence.

Vice President Klucking explained that in July 2020, the Trustees approved a FY2021 budget that assumed a total operating deficit of \$9.0 million. The budget included an assumption of a 15% cut in state funding as directed by the Office of Financial Management, 50% maximum on-campus occupancy as directed by the Trustees to minimize disease transmission, and a 5% drop in total enrollment. FY22 operating revenue growth is anticipated again as we recover from restrictions related to the pandemic, despite lower overall enrollment, mostly due to increases in expected room and board revenues.

Given the current law regarding resident undergraduate tuition increases allowed as well as our positioning relative to other institutions in the other three categories, the full 2.8 percent increase for resident undergraduate tuition is recommended along with a 2.8 percent increase in all other tuition categories.

The work session adjourned at 5:00 p.m.

Board members and President and Mrs. Wohlpart attended a dinner at Basalt Restaurant in downtown Ellensburg at 6:00 p.m. No business was conducted.

### **July 30, 2021**

#### **BOARD RETREAT**

Trustees and the Executive Leadership Team participated in a retreat discussion centered on James Collins's book, *Good to Great* at Hotel Windrow from 8:00-10:00 a.m.

#### **BUSINESS MEETING**

The group returned to Wellington Event Center and Chair Nellams convened the board business meeting at 10:35 a.m.

#### **Trustees Present**

Robert Nellams, Chair  
Ray Conner, Vice Chair  
Erin Black  
Gladys Gillis  
Paige Hall  
Jeff Hensler  
Zabrina Jenkins

#### **Staff to the Board:**

Jim Wohlpart, President  
Linda Schactler, Board Secretary & Chief of Staff  
Joel Klucking, Board Treasurer & Vice President for Business & Financial Affairs  
Kim Dawson, Executive Assistant to the President/Board of Trustees  
Alan Smith, Assistant Attorney General (via Zoom)

#### **Executive Faculty & Staff:**

Michelle DenBeste, Provost/Vice President for Academic & Student Life  
Andreas Bohman, Vice President for Operations  
Josh Hibbard, Vice President for Enrollment Management  
Kandee Cleary, Vice President for Diversity, Equity and Inclusivity

## **BOARD PLANNING**

Chair Nellams gave a quick recap of the retreat discussion on leadership, and President Wohlpart identified his goals and priorities for 2021-2024.

## **ACTION AGENDA**

### **Approval of Consent Agenda**

The formal recognition of employees is contained in our consent agenda.

**Motion 21-30:** Mr. Conner moved that the Board of Trustees of Central Washington University hereby approves the consent actions items submitted July 30, 2021. Ms. Gillis seconded the motion. The motion was approved.

### **Approval of FY22 Budget**

**Motion 21-31:** Mr. Hensler moved that the Board of Trustees of Central Washington University hereby approves the proposed budget for Fiscal Year 2022 as presented. Ms. Gillis seconded the motion. The motion was approved.

### **Approval of Tuition Increase**

**Motion 21-32:** Ms. Jenkins moved that the Board of Trustees of Central Washington University hereby approves a 2.8 percent increase for all categories (resident and non-resident undergraduate, resident and non-resident graduate) for academic year 2021-2022. Mr. Conner seconded the motion. The motion was approved.

### **Approval of Athletic Budget**

**Motion 21-33:** Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the athletic budget of \$6,836,097 for Fiscal Year 2022 as presented. Mr. Hensler seconded the motion. The motion was approved.

### **Approval of Athletics Hall of Fame Naming**

**Motion 21-34:** Mr. Hensler moved that the Board of Trustees of Central Washington University hereby approves the proposed Athletics Hall of Fame naming as presented. Ms. Gillis seconded the motion. The motion was approved.

### **Approval of Athletics Main Lobby Naming**

**Motion 21-35:** Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the proposed Athletics Main Lobby naming as presented. Ms. Black seconded the motion. The motion was approved.

### **Approval of Bachelor of Arts Biochemistry**

**Motion 21-36:** Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the proposed Bachelor of Arts Biochemistry as presented. Ms. Jenkins seconded the motion. The motion was approved.

### **Approval of 2021-22 Board Meeting Schedule**

**Motion 21-37:** Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the proposed 2021-22 Board meeting schedule as presented. Mr. Conner seconded the motion. The motion was approved.

The next regularly scheduled meeting of the board will be October 21-22, 2021.

Meeting adjourned at 10:58 a.m.



Linda Schactler, Secretary to the  
CWU Board of Trustees



Robert Nellams, Chair  
CWU Board of Trustees



CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 21, 2021

**EXECUTIVE SUMMARY – Board Communication Report**

The Board acknowledges receipt of the following communications:

1. Letter, September 17, 2021, CWU Alumni Soccer players/community supporters, regarding the resignation of Women's Soccer Coach, Michael Farrand.
2. Letter, September 20, 2021, Hanna Haile, regarding a class issue.
3. Letter, September 21, 2021, Kaycie (Hutchins) Boardeaux, Hillary (Franks) Robey, Caelyn (CJ) Balstad, Hilary (Davidson) Wood, Jessica (Andrews) Gran, Hannah (Bridges) Sandvig, regarding the resignation of Women's Soccer Coach, Michael Farrand.
4. Email, October 11, 2021, Julee Simmons, regarding vaccination exemptions.

Submitted:

A handwritten signature in black ink that reads 'Linda Schactler'.

Linda Schactler  
Chief of Staff

Approved for Submittal to the Board:

A handwritten signature in black ink that reads 'A. James Wohlpart'.

Jim Wohlpart  
President

CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 21, 2021

**EXECUTIVE SUMMARY – High Impact Practices to Improve Student Retention**

A central strategy for improving student retention and overall success is the use of “high-impact” practices (HIPs) in teaching and research. HIPs engage students by providing richer more lasting, and more personal connections to subject matter. HIPs demand considerable investments of time and effort by students and often highlight “real-world” applications and relevance. The approach offers meaningful interactions between faculty and students and frequent and substantive feedback, as well as collaboration across disciplines and cultures.

Examples of these practices include capstone courses and projects, study abroad, internships, community-based learning/service learning, undergraduate research, writing intensive coursework, common intellectual experiences, first year seminars, ePortfolios, and collaborative assignments and projects.

CWU provides an excellent array of such opportunities but they are not necessarily organized in an intentional way nor are they accessible to all students. In order to improve graduation rates, enhance students’ sense of belonging, and ensure they are prepared for the workplace, universities must ensure that all students have access to more than one high-impact practice during their university careers.

How can CWU scale HIPs so that more students can participate? How can we ensure that students from all backgrounds are able to participate in HIPs? Do we have appropriate learning outcomes around HIPs? In the year ahead, we will be working with faculty and student success to answer many of these questions.

Submitted:



Michelle DenBeste  
Provost/Vice President for Academic and Student Life

Approved for Submittal to the Board



Jim Wohlpart  
President

CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 22, 2021

**Executive Summary – Budget Update**

Fall-quarter enrollment is the official benchmark used by the state and the university for budgeting. As student enrollment is CWU's main budgetary driver, fall-quarter data allows us to evaluate the assumptions made during the budget development process throughout the preceding months. In July, the board reviews and approves a draft budget, including proposed investments, estimated enrollment, and other factors. The budget is finalized in October based on official enrollment data.

Each year after the tenth day of classes, when students have added or dropped classes and enrollment has stabilized, staff create a fresh revenue forecast for the remainder of the year for all fund groups. Historically, this has provided a very accurate prediction of the full-year financial activities. We have taken the same care with this year's forecast as in the past, but need to insert some cautionary notes; the change in instructional modality, on-campus residency, and potential COVID-19 activity presents a higher level of uncertainty in the ability to predict the balance of the year.

Fall 2021 enrollment was originally projected to be down about 4% compared to the prior fall, due mostly to circumstances created by the global pandemic. Actual enrollment at Fall 2021 10<sup>th</sup> day census was 10,212, down 8.8% from the prior year fall. The majority of the decline is the result of lower first-year and new transfer students; continuing student persistence remained relatively strong. This overall enrollment is projected to result in relatively minor adjustment to revenues and related operating expenses.

Submitted:

  
Joel Klucking, Vice President  
Business and Financial Affairs

Approved for Submittal to the Board:

  
Jim Wohlpart  
President

CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 21, 2021

**EXECUTIVE SUMMARY – High Impact Practices in the Teach STEM program**

During this portion of the board meeting, students and faculty in the Teach STEM program will demonstrate some of the ways that the principles of high impact practices are integrated into their degree program.

**Jennifer M. Dechaine, Ph.D.**, is a professor in the Departments of Science and Mathematics Education and Biological Sciences. She also serves as the department chair of Science and Mathematics Education and co-director of CWU's UTeach program. [CWU Teach STEM](#) is the only UTeach program in Washington state. The program was funded by a \$2.19 million state grant to develop and implement an innovative STEM teacher-preparation program. The program, based on the University of Texas-Austin's UTeach model, is customized for Washington State to meet the Washington's teacher-preparation requirements.

The program is an innovative teacher preparation model that includes collaboration between sciences and education that supports students seeking teaching certification in science and mathematics fields. The STEM Teaching Program uniquely supports students, who can immediately apply what they learn in K-12 classrooms, from their first course throughout the entire program.

The presentation to the board will involve the following students:

- Matthew Changer, CWU Teach STEM and Geology
- Tiffany "Casey" Casey, CWU Teach STEM (Des Moines)
- Yaheely Ruiz, CWU Teach STEM and Biology

In addition to professor Dechaine, the following faculty also will participate in the presentation to the board.:

- Allyson Rogan-Klyve, Assistant Professor of Science and Mathematics Education
- Darin Knapp, Associate Director for CWU Des Moines and Clinical Faculty in Science and Mathematics Education.

Submitted:



Michelle DenBeste  
Provost/Vice President for Academic and Student Life

Approved for Submittal to the Board



Jim Wohlpart  
President

# High Impact Practices

**CWU Board of Trustees  
October 21-22, 2021**



# What are High Impact Practices (HIPs)?

- ✿ First Year Seminars
- ✿ Common Intellectual Experiences
- ✿ Learning Communities
- ✿ Writing Intensive Courses
- ✿ Collaborative Assignments and Projects
- ✿ Undergraduate Research
- ✿ Diversity/Global Learning
- ✿ ePortfolios
- ✿ Service-Learning/Community-Based Learning
- ✿ Internships
- ✿ Capstone Courses and Projects



# Why do High Impact Practices matter?

- ❁ Transformative effect on student's personal development and growth.
- ❁ Associated with improved graduation rates and narrowed achievement gaps.

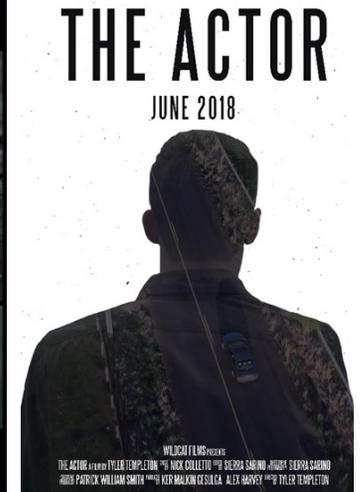


# What are we already doing?

🐾 Film Program Undergraduate Film Festival

🐾 Department of Art & Design Undergraduate Juried Contest

🐾 Internships/Externships



LEARN. DO. LIVE.

# What are we already doing?

## 🐾 ePortfolios

🐾 <https://kaylaginny.wixsite.com/portfolio/economics>

## 🐾 Capstone Classes

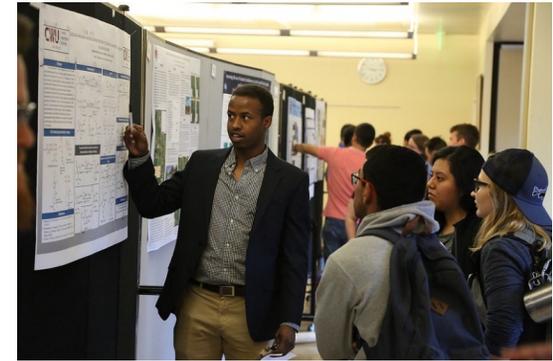
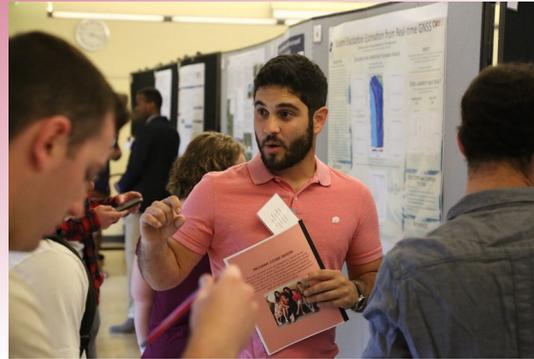
## 🐾 Peer Mentoring Program



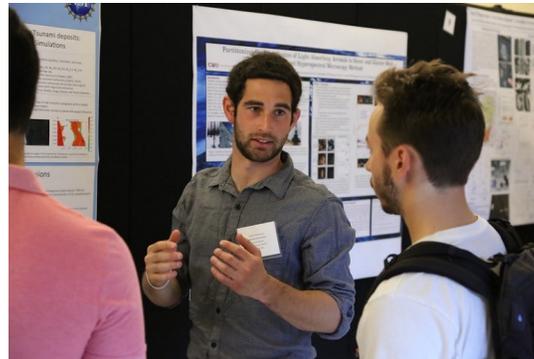
# What can we do to make High Impact Practices more intentional and impactful?

- ❃ Faculty Learning Communities
- ❃ Service-Learning Integration into the Classroom
- ❃ Broadening Opportunity
- ❃ Scaling Up





# Questions?



LEARN. DO. LIVE.



CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 21, 2021

**EXECUTIVE SUMMARY – Equity Scorecard**

This month CWU launched the [Equity Score Card](#). Both a process and a data tool, it combines a theoretical framework with practical strategies to initiate institutional change that will lead to equitable outcomes for students of color. It is a change process to solve the problem of inequitable educational outcomes and it is based on research and interdisciplinary scholarship. CWU will use the Equity Score Card to assess and make meaning of disaggregated, identify structural barriers to student success and implement best practices in removing those barriers.

The Equity Scorecard is a process developed by the Center for Urban Education at the University of Southern California and has been in use by many universities for 20 years. The process requires us to bring individuals from across campus to inquire and make sense of their own data, in the process becoming experts on areas of inequity and how policies and practices contribute to equity gaps. Teams will use the tools provided to identify how to change institutional practices that are barriers to the success of underrepresented students and employees. This approach to investigation puts the power to identify and make change in the hands of those who work directly with students and colleagues and will help to create a culture of equity-mindedness.

This fall despite a decline in overall enrollment the fall, the percent of students who are people of color has risen again -- to 42 percent. Research through the COACHE survey, a campus-wide study of employee perceptions of inclusion, and FSSE/NSSE student surveys, as well as student protests and anecdotal evidence have created a sense of urgency about the need to do more to retain underrepresented students and employees. The State of Washington has mandated that universities conduct comprehensive and robust cultural skills training to support inclusion and equity

The implementation of the Equity Scorecard will inform the expansion of the objectives and outcomes identified in Theme II of the University Strategic Plan. This will be followed by college diversity strategic plans and an equity audit. Finally, throughout the 2021-2022 academic year we will use the Scorecard to assess our progress and develop recommendations by which to increase equity for students and employees of color.

Submitted:

Kandee Cleary  
VP of Diversity, Equity, and Inclusion

Approved for submittal to the Board:

Jim Wohlpart  
President



# BOARD OF TRUSTEES

## CWU TRUSTEES QUARTERLY BOARD MEETING

October 22, 2021

### Friday, October 22

**8:30**            **BOARD RETREAT**  
*Yakama Room/Hotel Windrow*  
*502 N Main Street*  
*Ellensburg, WA*

**10:45**           **BUSINESS MEETING**

**ACTION AGENDA**



CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 22, 2021

**Executive summary – Board Retreat and Business Meeting**

On Friday, October 22, the board will meet at Hotel Windrow, in the Yakama Room, where we held the board retreat in July. We'll meet at 8:30 to discuss the transformational strategies described in *Transforming a College*, by George Keller. This book presents a case study of Elon University's transformation from a struggling college with a limited endowment into a top regional university. The Executive Leadership Team will join us for the discussion, which they already have had in a retreat in August.

Following the retreat at about 10:30 the board will have the opportunity to review and adopt the goals and metrics the president has proposed, in order to facilitate section IV of his contract, which requires an annual performance review by the trustees.

The goals and metrics may be adopted with the following motion:

**The Board of Trustees of Central Washington University hereby approves the proposed performance governance, student engagement, and external relations goals and metrics for President A. James Wohlpart, pursuant to the requirements of Section IV of the contract between the Board and Dr. Wohlpart signed January 14, 2021.**

Submitted:

Linda Schactler  
Chief of Staff

Approved for Submittal to the Board:

Jim Wohlpart  
President

Board of Trustees

400 East University Way • Ellensburg WA 98926-7501 • Office: 509-963-2111 • Fax: 509-963-3206  
Office location Barge Hall Room 314 • E-mail: CWU\_President@cwu.edu • Web: www.cwu.edu/president

EEO/AA/TITLE IX INSTITUTION • FOR ACCOMMODATION E-MAIL: CDS@CWU.EDU



Central Washington University  
Board of Trustees  
October 22, 2021

**ACTION** – Approval of Consent Agenda

The attached consent action/report list are submitted by the divisions of Academic and Student Life, Business and Financial Affairs, Operations, and the President.

We recommend the following motion:

**The Board of Trustees approves the consent action items submitted October 22, 2021.**

Submitted:

Michelle DenBeste  
Provost/Vice President for Academic  
and Student Life

Joel Klucking, Vice President  
Business and Financial Affairs

Linda Schactler  
Chief of Staff

Andreas Bohman, Vice President  
Operations

Approved for Submittal to the Board:

Jim Wohlpart  
President

**CONSENT ACTION/REPORT LIST**  
October 22, 2021

**CONSENT PERSONNEL ACTIONS**

**Distinguished Service Recognition**

<i>Name</i>	<i>Title</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Bach, Otto	Building & Grounds Supervisor B	Student Union	May 31, 2020	42 years

**Faculty Emeritus Status**

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Darda, David	Professor	Biological Sciences	January 4, 2022	34 years
Finke, Janet	Professor	Education Development, Teaching and Learning	March 10, 2020	11 years, 7 mos.
Gabriel, Anthony	Professor	Geography	Sept 14, 2021	21 years
Gray, Loretta	Professor	English	August 31, 2021	28 years, 11 mos.
Jull, Karen	Senior Lecturer	English	June 16, 2021	26 years, 9 mos.
Miller, Meghan	Professor	Geological Sciences	June 15, 2012	20 years, 1.5 mos.

**Phased Retirements**

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>
Norris, Lisa	Professor	English	March 16, 2022
Smith, Michael	Professor	Theatre Arts	Sept 15, 2021



CENTRAL WASHINGTON UNIVERSITY  
Board of Trustees  
October 22, 2021

**ACTION: Palouse to Cascades State Park Trail Reconnection Route Easement Approval**

Attachments: CWU-City of Ellensburg Easement Document & Trail Reconnection Segments Map.

The Palouse to Cascades State Park Trail follows a former railway roadbed for 300 miles across two-thirds of Washington, from the western slopes of the Cascade Mountains to the Idaho border. The trail was designated a National Recreation Trail in 2002. The trail was formerly known as the John Wayne Pioneer Trail; the name was changed in 2018.

The 100-mile (160 km) portion from Cedar Falls (near North Bend) to the Columbia River south of Vantage has been developed and is managed as state park. A section of this trail bisects CWU property near Brooklane Village. The Board of Trustees has previously approved an easement to the City of Ellensburg for the north CWU property connecting the trail from 18<sup>th</sup> Avenue to the corner of 14<sup>th</sup> Avenue and Alder Street.

Now the City seeks a new 300 foot, 8-foot-wide easement to continue the work of reconnecting this portion of the Palouse to Cascades State Park Trail with the city's non-motorized trail systems and utility easements. Under this agreement, the City is responsible for maintenance of the trail surface and utility (water & power) easement. CWU maintains the landscaping areas within the easement as we do today for other parts of the trail. This easement will provide an equestrian bypass and improvements that will benefit many CWU students and employees who already use the trail.

RCW 28B.35.120 grants trustees "...full control of the regional university and its property of various kinds, except as otherwise provided by law." The City of Ellensburg seeks and CWU staff recommend board approval to establish a trail and utility easement between the university and the City of Ellensburg. The conditions of this trail and utility easement document have been developed jointly by representatives of the CWU Facilities Management Department and the City of Ellensburg.

We recommend the following motion,

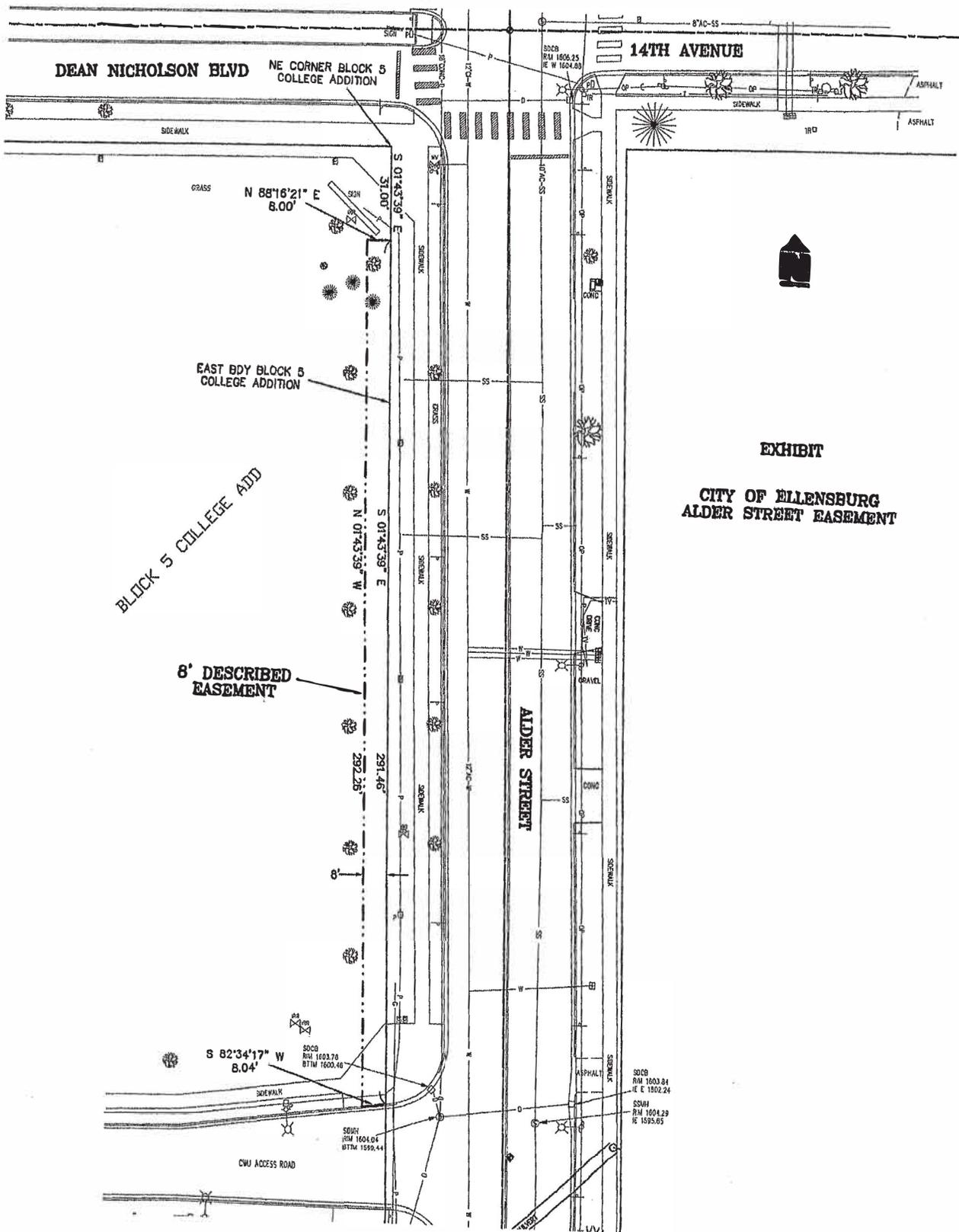
**The Board of Trustees of Central Washington University hereby grants the City of Ellensburg a trail and utility easement for Palouse to Cascades State Park Trail Reconnection Route Extension, which is located at Portion Section 36, Township 18 North, Range 18 East, Willamette Meridian.**

Submitted:

Andreas Bohman  
Vice President of Operations

Approved for Submittal to the Board:

Jim Wohlpart  
President



DEAN NICHOLSON BLVD

NE CORNER BLOCK 5 COLLEGE ADDITION

14TH AVENUE

GRASS  
N 88°16'21" E  
8.00'

EAST BDY BLOCK 5 COLLEGE ADDITION

BLOCK 5 COLLEGE ADD

8' DESCRIBED EASEMENT

ALDER STREET

S 82°34'17" W  
8.04'

CWU ACCESS ROAD

EXHIBIT

CITY OF ELLENSBURG  
ALDER STREET EASEMENT



SOCB  
RM 1003.70  
BTM 1605.40

SOCB  
RM 1604.04  
BTM 1599.44

SOCB  
RM 1003.84  
IE E 1502.24

SSM  
RM 1604.29  
IE 1595.65

Central Washington University  
Board of Trustees  
October 22, 2021

**Action – Fiscal Year 2022 Adjusted Budget Approval**

Central Washington University's projected operating revenue and expenses for Fiscal Year 2022 were presented to the Board of Trustees in July based on assumptions of key budget drivers such as total enrollment, housing occupancy and instructional modality.

After tenth day census, we are able to more accurately predict full year financial results and prepare a final FY22 operating budget of \$234 million compared to \$225 million in FY21.

We recommend the following motion:

**The Board of Trustees of Central Washington University hereby approves the final budget for Fiscal Year 2022 as presented.**

Submitted:



Joel Klucking, Vice President  
Business and Financial Affairs

Approved for Submittal to the Board:



Jim Wohlpart  
President