



TM

Board of Trustees
Agenda
October 2020



BOARD OF TRUSTEES

BOARD OF TRUSTEES AGENDA • Virtual Meeting October 29, 2020

1:00-1:15 Welcome and Call to Order

- Agenda for October 29 and 30, 2020
- Minutes of September 16, 2020
- Public Comment

1:15-2:15 President's Report

- Official Board Communications
- Progress Toward University-wide Goals
- COVID-19 update

2:15-3:00 Business & Finance



Central Washington University
Board of Trustees
October 30, 2020

ACTION – Approval of the minutes of the Special Meeting of September 16, 2020.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the minutes of the special meeting of September 16, 2020.

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 'James L. Gaudino'.

James L. Gaudino
President



BOARD OF TRUSTEES

**Board of Trustees Minutes
Special Meeting (Virtual)
September 16, 2020**

SEPTEMBER 16, 2020

Board Business Meeting

Present:

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

Staff to the Board:

James Gaudino, 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

Executive Faculty & Staff:

Delores (Kandee) Cleary, Vice President for Diversity & Inclusivity
Josh Hibbard, Vice President for Enrollment Management
Kremiere Jackson, Vice President for Public Affairs
Michelle DenBeste, Provost/Vice President for Academic & Student Life
Rick Duffett, Interim Vice President for Operations
Rick Paradis, Interim Vice President for University Advancement
Elvin Delgado, Faculty Senate Chair

Guests:

Bill Funk, Presidential Search Consultant, R. William Funk & Associates

Chair Erickson convened the special board meeting at 9:03 a.m. Ms. Schactler took role to confirm that a quorum of the Board was present.

Approval of Agenda

Motion 20-54: Ms. Gillis moved that the Board of Trustees of Central Washington University approve the agenda of the special meeting of September 16, 2020. Mr. Nellams seconded the motion, which was approved.

Approval of Minutes

Motion 20-55: Ms. Gillis moved that the Board of Trustees of Central Washington University approve the minutes from the special meeting of August 11, 2020. Mr. Nellams seconded the motion. The motion was approved.

Approval of Honorary Degree

State law ([RCW 28B.35.205](#)) authorizes boards of trustees of comprehensive universities to confer honorary bachelor's, master's, or doctoral degrees. [CWUR 1-60-020](#) outlines the nomination and review process for honorary degrees at Central Washington University. Consistent with the honorary degree policy and procedures approved by the board, the Ad Hoc Honorary Degree Selection Committee has recommended that General James N. Mattis receive an honorary degree from Central Washington University. The degree to be awarded will be Doctor of Humane Letters.

General James N. Mattis has demonstrated significant and sustained contributions to Central Washington University consistent with the expectations of an honorary degree. General Mattis' record demonstrates a strong commitment to higher education, leadership, scholar activity and Central Washington University. He is an accomplished alumni and has maintained his connection with Central Washington University. In addition, General Mattis has an extensive record of commitment to the State of Washington and the United States.

Motion 20-56: Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the award of an honorary Doctor of Humane Letters degree to General James N. Mattis in recognition of his exceptional contributions to Central Washington University, the State of Washington, and our country. Ms. Black Seconded the motion.

The motion was unanimously approved.

Presidential Search Update

Bill Funk of R. William Funk and Associates gave an update on the presidential search. Although there had been concerns about whether it would be possible to develop a robust pool during a pandemic, Mr. Funk said that there are more than 48 diverse and highly qualified candidates in the pool, with two weeks left in the application period, during which many more strong candidates likely would apply. Based on Mr. Funk's report, the board agreed not to extend the September 30, application deadline.

Trustee Erin Black, the chair of the Trustee Search Advisory Committee (TSAC), updated the board on the work of the committee. She reminded trustees that at the Board's special meeting on June 29, 2020, trustees expanded the responsibilities of the to include working directly with the search consultant to recommend semi-finalists after a preliminary screening of the candidates. Trustees Black, Nellams, and Henslver, the three trustees serving on the TSAC, recommended that the TSAC also interview semi-finalists and recommend finalists to the board at the trustees' regular public meeting on October 29 and 30, 2020. The board affirmed that recommendation.

The special meeting adjourned at 9:52 a.m. The next regularly scheduled meeting of the board will be in October, on the 29th and 30th.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees

BOARD OF TRUSTEES
October 29, 2020

Executive Summary – University-Wide Goals to enhance Retention, Sustainability & Workforce Diversity

In October 2019, the president announced three, five-year goals for the university:

1. to increase freshman-to-sophomore retention rates from 71 percent to 80 percent in five years,
2. to increase the diversity of the university's workforce by five percent in the next five years, and
3. to reduce CWU's carbon footprint by five percent in the next five years.

Following outlines progress toward these goals over the past year.

RETENTION - Retention from freshman to sophomore improved 0.3% over fall 2019, in spite of the pressures created by the pandemic.

In the months preceding fall 2020, national predictions for student enrollment in higher education institutions projections was projected at 80-90% of the typical year's enrollments due to the COVID Pandemic. The enrollment trends over the summer mirrored these national predictions.

CWU initiated two comprehensive outreach campaigns:

- Retention of upper-level continuing students who had not yet enrolled (coordinated by the Division of Enrollment Management);
- Retention of 2019 first-year and new-transfer cohort students who had not yet enrolled (coordinated by the Office of the Associate Provosts).

These efforts and the continued support of Registrar Services, Advising, and academic department chairs resulted in increased retention rate gain of the fall 2019 cohorts and sustained continuing-student enrollment as measured over a three-year period.

The following retention and continuation data were supplied by the Department of Institutional Effectiveness.

1. 2019 First-Time Student Retention Rate: 71.6% up from 71.3% for the 2018 First Year Cohort
2. 2020 Sophomore class (the returning 2019 First year Cohort) is the largest in history: 1504 students
3. 2019 New Transfer Continuation Rate: 82.7% up from 81.7 for the 2018 New Transfer Cohort
4. The number of continuing undergraduate students (neither new First Year or Transfer) enrolled in fall has remained flat over the last three years: 7719 for fall 2020.

The CWU environment that students are engaged in this year is vastly different from anything in our recent past, especially for our new students. In order to maintain and increase first-year retention and new transfer continuation rates, it is essential to increase personal interactions between CWU and

students. A recent audit of student-centered units on campus collected more than 165 individual proactive points of contact between university employees and enrolled students. These points of contact represent a vast array of activities and initiatives directed at selective groups of students as well as the entire student population. Examples are:

1. Academic Advising: Welcome email from advisor inviting student/advisee to explore a newly designed Advising Canvas Course with specific information concerning course enrollment, major exploration and access to personalized advising assistance.
2. College of Arts & Humanities (CAH) Alumni Mentoring Program: E-mail invitation to CAH students to participate in the mentoring program in order to experience a variety of career potential opportunities.
3. Case Management: Encourage students in emergency financial circumstances (directly related to COVID for federal CARES funds) to apply for assistance; assists with students facing job loss, needing to limit work hours, etc.
4. College of Business: Continual outreach to students in academic jeopardy; encourage these students to participate in advising/tutoring/academic coaching where appropriate.
5. Student Counseling Services: Provide weekly Instagram Live videos and ongoing social media content related to mental health, coping, social justice and impact on mental health, etc.
6. Office of International Studies & Programs: Regular emails to check in with students about how they are doing with online classes and other issues brought about by COVID and lack of in person opportunities.

The Division of Academic and Student Life continues to engage students in retention-related activities such as Library programming, tutoring, academic peer coaching, one-on-one advising, etc., although now all in virtual modality. The most impressive and important endeavor, though, has been the transition of a typical in-person, university class-room experience to online course offerings, both synchronous and asynchronous. More than 250 CWU faculty have completed our Foundations for Online Learning course, familiarizing faculty with the basics of online course design, delivery, and curriculum structure. In addition, 80 have completed our Master Online Teacher Certificate. The Multimodal Learning team has been essential in this accomplishment and continues to support teaching and learning by hosting faculty-facing webinars and open labs focused on promoting student success, capitalizing on learning software offerings, and providing well-structured spaces for students to engage with courses productively.

SUSTAINABILITY - The Ellensburg campus saw a 1% drop in Scope 1 and Scope 2 Greenhouse Gas (GHG) from 2018-19 to 2019-20.

PROGRESS ON INSTITUTIONAL SUSTAINABILITY PRIORITIES

In the 2019 State of the University address, President James Gaudino challenged the university to prioritize two sustainability goals: reducing GHG emissions by 5% over 5 years and achieving AASHE STARS Gold certification within 5 years. These goals have guided campus sustainability initiatives this year and progress has been made to move the university closer to achieving these benchmarks.

Progress on 5% reduction in GHG emissions over 5 years: The Ellensburg campus saw a 1% drop in Scope 1 and Scope 2 GHG emissions from 2018 (24,038.9 MTCO₂e) to 2019 (23,885.0 MTCO₂e). The CY 2018 & 2019 GHG Mitigation Activities Report was submitted to Department of Ecology in July. This report highlighted CWU's mitigation activities from the previous biennium, including efforts to increase boiler efficiency, identify leaks, and installing LED fixtures, insulation in the Central Plant, and building-level HVAC automation controllers. We expect that 2020 emissions will be lower than predicted due to building shutdowns during the COVID-19 pandemic.

Progress on AASHE STARS gold certification within 5 years: Initiatives across campus are being planned and implemented that will earn credits for our AASHE STARS score. If we were to recertify this year, we would receive additional points in EN-2 for implementing additional Orientation activities, EN-11 for increasing collaboration with NW universities, EN-13 for the CLCE's volunteer program, OP-1 and OP-2 for publishing a GHG inventory, PA-2 for implementing sustainability planning, and PA-9 for organizing a Council on Investor Responsibility. In order to achieve a Gold rating, many new sustainability initiatives will need to be taken on and implemented by divisions across the university.

UPCOMING RISKS

Meeting our ambitious internal sustainability goals and Washington State sustainability legislation will require an immense amount of dedication and resources. There are upcoming risks that will affect our university if we are not in compliance.

- **HB 2311: GHG emission limits for Washington State agencies:** By 2030, CWU must reduce GHG emissions 45% below 1990 levels. By 2050, a 95% reduction in emissions must be realized. Our biggest risks to compliance are our natural-gas boilers, which are responsible for 62.3% of our Scope 1 & 2 GHG emissions. We cannot meet Washington State legislation without addressing our fossil fuel fueled heating and cooling system.
- **HB 1257: EUI targets for buildings over 50,000 sq ft:** CWU has ~21 buildings on campus greater than 50,000 sq ft that must meet energy use intensity targets set by HB 1257 by June 1, 2028. We must establish a strategy to calculate the EUI of each of our buildings, conduct ASHRAE Level 2 audits of buildings to identify energy efficiency projects and secure funding to carry out these projects.

CWU is committed to reduce the university's carbon footprint by optimizing operations, administrative, and academic processes. This commitment was put into practice over the past eight months through a number of sustainability initiatives across curriculum, engagement, operations, and planning and administration.

MARCH-OCTOBER 2020 SUSTAINABILITY INITIATIVES

Curriculum:

- The first cohort of Sustainability Certificate students graduated (June 2020)
- Twenty students enrolled in ENST499 Campus Sustainability and implemented impactful campus sustainability projects (Spring 2020)
- SUST301 was submitted for inclusion in the General Education program (October 2020)

Engagement:

- A group of 16 students, faculty and staff attended the Washington Oregon Higher Education Conference at the University of Oregon (March 2020).
- The Wildcat Neighborhood Farm added [honeybees and three high tunnels](#) (March 2020).
- Campus sustainability leaders were recognized [at the 2nd annual Sustainability Champion Awards](#) (May 2020).
- Arbor Day was celebrated belatedly (due to COVID campus closure) with a tree planting and presentation of the Tree Campus USA plaque to campus (June 2020).
- Multiple virtual engagement events were held: [Earth Week community webinar](#) (April 22), Spring Quarter (April 2020) and Fall Quarter Sustainability Cafes (September 2020), and Welcome Week events (September 2020).
- The Sustainability Senator position was created within the ASCWU student senate (September 2020).

Operations:

- The Ellensburg campus [received recognition as a 2019 Tree Campus USA](#) (February 2020).
- An 82.82 kW photovoltaic system was added to the Health Sciences building design, which is being constructed to meet LEED Gold standards (February 2020).
- Many academic and administrative buildings were put into “occupied mode” as the result of the COVID pandemic (March 2020).
- Dining Services [opened Fresh Bar](#), featuring local produce from the Wildcat Farm (March 2020)
- The eco-charrette for Health Education and three pre-design workshops for the Humanities Complex were held (June-July 2020).
- Campus energy and water consumption data was submitted to EnergySTAR Higher Education Benchmarking Initiative (October 2020).
- CWUP 2-50-020 was revised to include a commitment to pursue zero-emission vehicles, zero-energy new building construction, energy efficiency projects, and 100% renewable electricity (August 2020.)

Planning & Administration:

- The Council on Investor Responsibility, consisting of staff, faculty and student representatives, was formed to assess CWU investments using ESG databases and to made recommendations for a sustainable investing policy (February 2020).
- Operations staff collaborated with Washington higher education institutions to submit comments to the Department of Commerce on HB1257’s implications for campus-scale distributed energy systems (April 2020).
- The CWU Sustainability Council developed a charter, expanded membership and set an agenda for action for the academic year (September 2020).

WORKFORCE DIVERSITY – From fall 2019 to 2020, representation in the CWU workforce increase .85% for women and 1.4% increase for minorities.

Key strategies for increasing workforce diversity have included the following:

- **Engaged the Support of the Project Management Office** to establish timelines and key performance indicators.

- **Instituted the Diversity Advocate Search Program.** Search Advocates are CWU faculty, staff, and administrators who are trained as search- and selection-process advisors. Their preparation includes a two-part workshop addressing current research about implicit bias, diversity, the changing legal landscape in hiring, inclusive employment principles, practical strategies for each stage of the search process, and effective ways to be an advocate on a search committee.
- **Developed a Faculty Fellows program to increase retention.** The Faculty Fellows initiative focuses on anti-racist training, and scholarship, and pedagogy related to faculty research. Its goal is to meet the current needs for faculty training (pedagogical and interpersonal) as a retention effort for minoritized faculty and students, as well as to enhance the intellectual and educational lives of those most at risk of marginalization on our campus.
- **Identifying the reasons that employees of color left the university.** The data collected through phone interviews so far suggests that faculty and staff of color leave the university due to lack of community, lack of mentoring both in their departments and in the university as a whole, negative campus climate, and lack of equity in review processes.
- **Supported departments** in increasing diversity of hiring by optimizing outreach processes and enhancing the presence of underrepresented people in hiring pools.
- **Supported hiring authorities** in hiring diverse employees.
- **Created campus climate assessment process** to retain employees.

The following data shows percent increases in people of color employed as classified and exempt staff, adjunct faculty, and tenured or tenure-track faculty. Data comes from the CWU’s own data dashboards and federal databases, including the federal Integrated Post-Secondary Data System (IPEDS). Employees include TT/T faculty, permanent staff, all Non-Tenure Track faculty.

Change in % People of Color Employed by CWU			
Year	Tenure/Tenure Track	Non-Tenure Track	Staff
2019	17%	13%	16%
2020	18%	14%	16%

Representation of Women and People of Color Among All Employees

The data-collection date is 5/30 of each year. Data is from CWU’s annual affirmative action plan, which analyzes information and activity between 6/1 of the first year through 5/30 of the next year. Employees include all permanent staff, tenured and tenure-track faculty, as well as full-time, nine-month non-tenure-track faculty.

Year	Total Employees	Women	Minorities
2019 (5/30/2019)	1576	836 (53.05%)	234 (14.8%)
2020 (5/30/2020)	1602	863 (53.9%)	360 (16.2%)

Way Forward in 2020-2021:

1. **Create faculty and staff mentoring program:** A faculty and staff mentoring program both within their departments and outside of their departments provides support for meeting the criteria of

review and provides a connection to the university that is able to help navigate the social environment.

2. **Institute cross-cultural communication program.** A cross-cultural communication program will help to address campus climate, microaggressions, bias and will establish skills to have “hard conversations.” The program will provide faculty, staff, administrators and students with the skills necessary to have productive conversations identifying ways in which they agree and more importantly ways in which they disagree.
3. **Provide faculty and staff development opportunities to address a variety of equity issues.** Working with the Faculty Development office and HR this program will provide opportunities for an equity certification. Programming for Faculty will focus on equity in the curriculum, equity in pedagogy, and provide concrete skills to address an equitable and safe classroom.
4. **Work across the university to provide equity in the curriculum.** Collaboration with the faculty senate to ensure that students who graduate from CWU obtain the skills to work in a diverse world and to meet the needs identified by students to see themselves in the curriculum and learn a variety of “ways of knowing.”

Submitted:



Michelle DenBeste
Provost



Rick Duffett
Interim Vice President for Operations



Delores (Kandee) Cleary
Vice President for Inclusivity &
Diversity

Approved for Submittal to the Board:



James L. Gaudino
President



STATE OF WASHINGTON
OFFICE OF THE GOVERNOR

P.O. Box 40002 • Olympia, Washington 98504-0002 • (360) 902-4111 • www.governor.wa.gov

**PROCLAMATION BY THE GOVERNOR
AMENDING PROCLAMATIONS 20-05 AND 20-12**

**20-12.2
Higher Education**

WHEREAS, on February 29, 2020, I issued Proclamation 20-05, proclaiming a State of Emergency for all counties throughout Washington State as a result of the coronavirus disease 2019 (COVID-19) outbreak in the United States and confirmed person-to-person spread of COVID-19 in Washington State; and

WHEREAS, as a result of the continued worldwide spread of COVID-19, its significant progression in Washington State, and the high risk it poses to our most vulnerable populations, I have subsequently issued several amendatory proclamations, exercising my emergency powers under RCW 43.06.220 by prohibiting certain activities and waiving and suspending specified laws and regulations, including issuance of Proclamations 20-25, et seq., which prohibited all people in Washington State from leaving their homes except to participate in certain permitted activities, within the limitations therein; and

WHEREAS, the COVID-19 disease, caused by a virus that spreads easily from person to person, which may result in serious illness or death and has been classified by the World Health Organization as a worldwide pandemic, has broadly spread throughout Washington State and remains a significant health risk to all of our people, especially members of our most vulnerable populations; and

WHEREAS, during early stages of the COVID-19 pandemic, health professionals and epidemiological modeling experts indicated that the spread of COVID-19, if left unchecked, threatened to overwhelm portions of Washington's public and private health-care system; and

WHEREAS, health professionals and epidemiological modeling experts indicated that continued normal operation of public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs could increase the spread of COVID-19 throughout Washington and would increase the threat to our residents and our health system; and

WHEREAS, many public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs recognized the risk of continued in-person classes and unilaterally moved to remote instruction or implemented alternative learning options to address physical distancing recommendations; and

WHEREAS, on March 13, 2020, I issued Proclamation 20-12 prohibiting public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs from conducting in-person classroom instruction and lectures related to all educational and apprenticeship related programs; and

WHEREAS, the prohibitions in Proclamation 20-12 expired on April 24, 2020, but public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs have remained in modified operation, including remote learning and certain programs for essential workers; and

WHEREAS, Washington's public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs are an important part of our economy and are vital to the educational, social, and economic needs of Washingtonians; and

WHEREAS, using remote learning to replace most classroom instruction creates challenges to access for many Washingtonians; and

WHEREAS, the progression of COVID-19 in Washington State shows ethnic disparities in health impacts which are likely to increase ethnic disparities in access and success in post-secondary education requiring the State and all of our campuses and programs to understand how these challenges affect our students and to work to minimize these impacts; and

WHEREAS, although public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs have made tremendous efforts to continue to function through remote learning, returning to campus and these facilities as soon as can be safely accomplished will benefit Washington; and

WHEREAS, although the Department of Health indicates that COVID-19 is an ongoing, present threat in Washington State, health professionals predict that we can safely return to campus at our public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs in fall 2020 if appropriate safety measure are in place and if both students and personnel adhere to those measures; and

WHEREAS, the nature of COVID-19 viral transmission, including both asymptomatic and symptomatic spread as well as the relatively high infectious nature, suggests it is appropriate to physically return to campus and programs at public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs only through a science-based approach the incorporates safety, sanitation, and physical distancing guidelines; and

WHEREAS, during the initial return to campus in the fall of 2020, there have been more than 35 COVID-19 outbreaks linked to public and private institutions of higher education, and some higher education institutions have seen a substantial increase in COVID-19 positive cases that are tied to both congregate living arrangements, including fraternities and sororities, and also large social gatherings of students, thereby triggering the need to increase safety measures to address these outbreaks; and

WHEREAS, public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs will continue to need to prepare to be flexible to pivot in whole or in part to remote learning if there is an increase of COVID-19 in their county or within their educational community, or to impose or enforce additional safety measures when causes of outbreaks are identified; and

WHEREAS, the worldwide COVID-19 pandemic and its progression in Washington State continue to threaten the life and health of our people as well as the economy of Washington State, and remain a public disaster affecting life, health, property or the public peace; and

WHEREAS, the Washington State Department of Health continues to maintain a Public Health Incident Management Team in coordination with the State Emergency Operations Center and other supporting state agencies to manage the public health aspects of the incident; and

WHEREAS, the Washington State Military Department Emergency Management Division, through the State Emergency Operations Center, continues coordinating resources across state government to support the Department of Health and local health officials in alleviating the impacts to people, property, and infrastructure, and continues coordinating with the Department of Health in assessing the impacts and long-term effects of the incident on Washington State and its people.

NOW, THEREFORE, I, Jay Inslee, Governor of the state of Washington, as a result of the above-noted situation, and under Chapters 38.08, 38.52 and 43.06 RCW, do hereby proclaim and order that a State of Emergency continues to exist in all counties of Washington State, that Proclamation 20-05 and all amendments thereto remain in effect as amended, and that, to help preserve and maintain life, health, property or the public peace pursuant to RCW 43.06.220(1)(h), Proclamations 20-05 and 20-25, et seq., continue in effect except as amended herein, to allow for a physical return in fall 2020 to campuses and programs at public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs and continued housing in fraternities, sororities, and similar congregate student housing provided certain requirements are and continue to be satisfied.

FURTHERMORE, public and private universities, colleges, technical schools, apprenticeship programs, and similar schools and programs, in all phases of reopening, are prohibited from providing general instruction, to include in-person classroom instruction, lectures and similar educational gatherings, except when they implement, follow, and enforce the requirements specified below, subject to any directions, requirements, or exceptions issued by, in order of precedence, the Governor, the Secretary of Health, a local health officer, or a delegate of thereof. **Higher education facilities in counties in Phase 1 or modified Phase 1 are further prohibited from operating except as allowed by local health departments in consultation with the state health department.**

CAMPUS SAFETY

- Adhere to all federal, state and local public health and workplace safety requirements;
- Develop comprehensive plans (“Safe Back to School Plan”) based on the [Campus Reopening Guide](#) prepared by the Higher Education Re-Opening Work Group. The plan must meet all standards for reopening in accordance with federal, state and local health requirements (to

include *Safe Start* proclamations and guidance), and make available a copy of these plans at each location on campus;

- Follow state return to work guidance to include allowing work from home for operations able to be performed remotely;
- Maintain minimum physical distancing whenever possible of six feet between all on-campus personnel, including with visitors, and where physical distancing cannot be maintained, implement administrative or engineering controls to minimize exposure;
- Implement and maintain frequent and adequate hand washing policies and include adequate maintenance of supplies;
- Use disposable gloves and other Personal Protective Equipment (PPE) where safe and applicable to prevent transmission on shared items;
- Implement and maintain adequate sanitization of high-touch surfaces and shared resources (e.g., doorknobs, elevators, vending machines, points of sales);
- Implement and maintain a self-certification program through which students and personnel are asked to self-certify that they have experienced no COVID-19 symptoms since last visit to campus facility;
- If students or personnel are experiencing any known COVID-19 symptoms, require that they stay home in isolation or, as provided below, in isolation or quarantine housing provided by the institution, and safely seek COVID-19 testing or medical assessment, being careful to wear a face covering while seeking medical care and minimizing close contact with others;
- Require that students and personnel self-quarantine or isolate per local public health guidelines if they are confirmed to have COVID-19 or have been exposed to a confirmed case;
 - Refer to guidance from the Washington State Department of Health (DOH):
<https://www.doh.wa.gov/Portals/1/Documents/1600/coronavirus/COVIDExposed.pdf>;
- Develop response protocols for students, personnel, and visitors reporting symptoms and/or confirmed to have COVID-19;
- Avoid non-essential travel by school personnel and require school personnel to self-quarantine per local public health and worker safety guidelines after any high-risk travel as defined by the Centers for Disease Control and Prevention (CDC) or DOH (e.g., international travel);
- Follow state reopening guidelines for travel;
- Follow state guidelines for logging onsite personnel by, to the extent feasible, implementing a program to log students, personnel, and visitors;
- Provide contact information to all students/personnel to report concerns and/or potential violations of the Safe Back-to-School Plan;
- Regularly self-monitor and update the Safe Back-to-School Plan;
- Communicate the Safe Back-to-School Plan to all students and personnel including any future modifications;
- For institutions that operate residential facilities:
 - Limit the occupancy of bedrooms to no more than two residents. This limit does not apply to family members residing together. For purposes of this proclamation, “family member” means an aunt, child, cousin, domestic partner, grandchild, grandparent, parent, sibling, spouse, or uncle, whether biological, adoptive, step, foster, de facto, in loco parentis, or by guardianship. Those sharing a bedroom are not required to wear face coverings when they are in their bedroom, unless a visitor is present, and they are

- not required to maintain physical distancing from one another in or out of their bedroom;
- Limit gatherings in residential facilities as follows:
 - A gathering in a bedroom must be limited to the two people who reside in the room and one visitor at a time;
 - A gathering in a residential unit, outside of a bedroom, must be limited to five people at a time, and only one such gathering may occur in a residential unit at a time;
 - A gathering in a residential facility, outside of a residential unit, must be limited to five people at a time in any one room;
 - A gathering in a residential facility, outside of a residential unit, may exceed the limit above if it is for educational purposes and is authorized by the institution, subject to any requirements imposed by the local health officer or DOH;
 - All people gathered must wear face coverings and maintain physical distancing of at least six feet, except as otherwise provided herein or in [Order of the Secretary of Health 20-03.1, and any subsequent amendments thereto](#);
 - Furniture must be moved, gathering spaces must be modified, and attendance must be limited to accommodate the required physical distancing of those gathered. If a gathering space cannot accommodate physical distancing, it must not be used;
 - Family members who reside together are exempt from the above limits on gatherings in bedrooms, residential units, and residential facilities. Family members who reside together may gather anywhere in a residential facility with up to two visitors. Family members who reside together must maintain physical distancing of at least six feet from visitors, but not from one another, when gathered. They must also wear face coverings when gathered with visitors anywhere in a residential facility and when gathered outside the residential unit with or without visitors, except as otherwise provided in [Order of the Secretary of Health 20-03.1, and any subsequent amendments thereto](#);
 - Provide isolation and quarantine housing and support services as follows:
 - The institution must provide isolation and quarantine housing and support services to any campus personnel who live in institution-provided housing, any residential student, and any non-residential student who lives in shared housing in proximity to campus who needs to be isolated or quarantined pursuant to this proclamation and cannot be safely isolated or quarantined in their usual place of residence;
 - The institution must provide prompt access to isolation or quarantine housing and support services when informed by personnel or a student that they meet the above criteria for such housing;
 - The institution may charge students and personnel for the costs of providing housing and support services consistent with its policies on institutional aid for students demonstrating financial need and policies on fee waivers;
 - Isolation housing must be sufficiently separated from quarantine housing so that isolated individuals and quarantined individuals can avoid coming into close

- contact or using the same spaces or facilities in the housing. Isolation housing must not share a ventilation system with quarantine housing;
 - Support services are those services required to meet the individual’s daily needs, including, but not limited to, food and drink, basic supplies, health monitoring, and internet access and other appropriate means of communication;
 - The institution must inform all personnel and students of the availability of and directions for obtaining needed access to isolation and quarantine housing;
 - Make diligent efforts to monitor and enforce compliance with the requirements of this proclamation by students and personnel within the institution’s disciplinary authority and procedures and any other applicable authority;
 - Make diligent efforts to arrange for local law enforcement agencies with appropriate jurisdiction to patrol the areas surrounding the campus and enforce the legal requirements imposed by state and local officials limiting the size of gatherings, requiring the wearing of face coverings, requiring physical distancing, and imposing other obligations intended to control and prevent the spread of COVID-19;
 - For institutions with police forces, undertake the patrol and enforcement activities described above in areas within the police force’s jurisdiction; and
- For institutions that do not operate residential facilities, develop a plan with the relevant local health jurisdiction to address the isolation and quarantine needs of any personnel and students who have confirmed or suspected COVID-19 or exposure to an individual confirmed to have COVID-19 and are unable to isolate or quarantine in their usual place of residence.

STUDENT AND PERSONNEL SUPPORT

- Adhere to state and federal law for health and workplace safety during COVID-19 including state "Safe Start" guidance and State Department of Labor & Industries guidelines;
- Provide students and personnel with PPE such as gloves, goggles, face shields, and/or masks as appropriate or required for students/personnel not working alone (e.g. any public-facing job and/or those whose responsibility includes operating within physical distancing limits of six feet), and shut down or suspend any activity if PPE cannot be provided;
- Follow Washington State Department of Labor and Industries guidelines for masks: <https://www.lni.wa.gov/forms-publications/F414-168-000.pdf>;
- Require students, visitors, and other non-employees to wear face coverings on institution property as required by [*Order of the Secretary of Health 20-03.1*](#) and any subsequent amendments thereto;
- Identify available alternative arrangements for students and personnel upon requests or refusals to work due to concerns related to campus safety. Priority should be given for students/personnel who are considered high-risk or vulnerable as defined by public health officials; following state guidelines (to include *Safe Start* guidance) for COVID-19 scenarios and benefits; and
- Educate students and personnel on symptom detection, sources of high risk to COVID-19, prevention measures, and leave benefits/policies (e.g., UI for personnel that need to self-quarantine); following any education requirements for employers per state COVID-19 *Safe Start* plan.

VISITOR EXPECTATIONS

- Limit or prohibit visitors; and
- Post visible entry point signage for students, personnel, and visitors describing shared on-campus responsibilities, to include guidance regarding proper hygiene and sanitization, physical distancing and PPE guidance, staying home if feeling sick, information on how and when to report concerns, and other information as appropriate or required.

FOOD SERVICES

- Follow Washington State reopening guidelines for restaurants, except as provided below;
- Limit capacity of the dining area to no more than fifty percent and enforce such limit (e.g., enforced at point of entry with clickers);
- Allow only those who share a bedroom and family members who reside together to be within six feet of one another while dining. For purposes of this proclamation, “family member” means an aunt, child, cousin, domestic partner, grandchild, grandparent, parent, sibling, spouse, or uncle, whether biological, adoptive, step, foster, de facto, in loco parentis, or by guardianship. For purposes of this proclamation, members of a fraternity, sorority, or similar organization are not family members by virtue of their membership in the organization. An institution may provide authorization to the members of a university-sanctioned cohort of up to five persons to be within six feet of one another while dining, provided that the members are separated by physical barriers to prevent droplet spread. Those who share a bedroom and family members who reside together are not required to be separated by physical barriers;
- Implement floor markings to promote physical distancing;
- Post signs to remind students/personnel of physical distancing, PPE requirements, and to use hand sanitizer;
- Complete routine sanitization of high-touch surfaces and shared resources (e.g., door handles, points of sales);
- Restrict cash payments; allow payments only by card or contactless payment; and
- Require all patrons to wear cloth face coverings except while eating.

FURTHERMORE, because higher education student congregate living settings have experienced multiple outbreaks of COVID-19 and present an ongoing serious risk of subsequent outbreaks, fraternities, sororities, and other organizations that provide higher education student congregate housing that is similarly organized and administered are prohibited from providing housing to higher education students or any other individuals unless they implement, follow, and enforce the requirements specified below inside their houses and, for fraternities and sororities, require any members who live together in live-out, annex, or alternate properties outside of their main houses to implement, follow, and enforce such requirements in such properties, subject to any directions, requirements, or exceptions issued by, in order of precedence, the Governor, the Secretary of Health, a local health officer, or a delegate of thereof. Fraternities, sororities, and other organizations that provide higher education student congregate housing that is similarly organized and administered are exempt from the prohibition set out in Proclamation 20-19, et seq., including 20-19.4 *Evictions and Related Housing Practices*, to the extent it would preclude discontinuing providing housing to residents due to a violation of the requirements of this proclamation.

- Residents must always wear face coverings inside the house when they are outside their bedrooms and otherwise comply with *Order of the Secretary of Health 20-03.1*, and any subsequent amendments thereto;
- No more than five visitors may be on the premises, including in the house or on the outside grounds, at any given time, regardless of the Safe Start Phase of the county in which the residents are located. Subject to this limit of five visitors on the premises at a time, residents may gather with only the number of people per week authorized in the Safe Start Phase of the county in which they are located (currently five non-household members in Phase 2 and ten non-household members in Phase 3). A record of those visiting, including name, date, time in and out, and mobile phone number, must be maintained for 30 days from the date of visit, and is to be made available upon demand to public health officials for purposes of conducting outbreak investigations or case investigation and contact tracing. While on the premises, visitors must be required to wear face coverings in compliance with *Order of the Secretary of Health 20-03.1*, and any subsequent amendments thereto;
- Bedrooms or other sleeping quarters must be limited to an occupancy of no more than two residents of the house. Those sharing a bedroom or other sleeping quarters are not required to wear face coverings in their bedroom or other sleeping quarters, unless a visitor is present, and they are not required to maintain physical distancing from one another in or out of their bedroom or other sleeping quarters, but are required to wear a face covering, unless eating;
- No more than five people, whether residents, visitors, or a combination thereof, may gather in any one room in a house at a time. Groups of up to five people may gather in different rooms within a house. Gatherings in bedrooms or other sleeping quarters must be limited to the two people who reside in the room and one visitor. Those gathered must wear face coverings and maintain physical distancing of at least six feet;
- Sanitization of high-touch surfaces and shared resources must be completed daily;
- A person must always be on the premises who is responsible for actively monitoring compliance with and enforcing the requirements of this proclamation. The identity and contact information of this individual must be promptly and regularly reported to the associated higher education institution. The fraternity, sorority, organization, and higher education institution must promptly provide this person's information to public health officials upon demand;
- A disciplinary process must be implemented for those who refuse to comply or are repeat offenders; and
- Residents who are confirmed or suspected of being infected with COVID-19 or are close contacts of someone who is infected with COVID-19 must not be automatically required to leave the house. Plans must be made and implemented to safely quarantine those who are close contacts and safely isolate those who are confirmed or suspected of being infected with COVID-19. Residents must be isolated or quarantined in the house, unless it would be unsafe to do so. If safe quarantine or isolation is not possible in the house, the fraternity, sorority, or organization must make arrangements with the higher education institution with which it is associated to provide isolation and quarantine facilities and wraparound services for their residents.

I again direct that the plans and procedures of the *Washington State Comprehensive Emergency Management Plan* be implemented throughout state government. State agencies and departments are directed to continue utilizing state resources and doing everything reasonably possible to support

implementation of the *Washington State Comprehensive Emergency Management Plan* and to assist affected political subdivisions in an effort to respond to and recover from the COVID-19 pandemic.

As a result of this event, I continue to order into active state service the organized militia of Washington State to include the National Guard and the State Guard, or such part thereof as may be necessary in the opinion of The Adjutant General to address the circumstances described above, to perform such duties as directed by competent authority of the Washington State Military Department in addressing the outbreak. Additionally, I continue to direct the Department of Health, the Washington State Military Department Emergency Management Division, and other agencies to identify and provide appropriate personnel for conducting necessary and ongoing incident related assessments.

Violators of this order may be subject to criminal penalties pursuant to RCW 43.06.220(5). A fraternity, sorority, or other organization that provides higher education student congregate housing that is similarly organized and administered that violates the requirements of this proclamation may be subject to adverse action by their governing body or associated higher education institution and may be ordered by a local health officer or the Secretary of Health to take corrective action or to close their house.

Signed and sealed with the official seal of the state of Washington on this 20th day of October, A.D., Two Thousand and Twenty at Olympia, Washington.

By:

/s/
Jay Inslee, Governor

BY THE GOVERNOR:

/s/
Secretary of State

CENTRAL WASHINGTON UNIVERSITY

Board of Trustees

October 29, 2020

Executive Summary - Strategic Enrollment Management Plan Update

It has been an unprecedented year in college enrollment, nationwide. Five months ago, national projections suggested a 15-20% decline in overall enrollment due to the impact of the COVID-19 pandemic. During spring quarter, we prepared for a 5% decline in overall enrollments. Official enrollment counts occur on the tenth day of the quarter, after students have had the opportunity to add and drop classes, etc.

This census indicates CWU began the fall 2020 term on target with 11,110 graduate and undergraduate students, a drop of 597 students (-5.1%). These figures include students with admit types of first-year, transfer, post-baccalaureate, re-admit, and graduate.

These downward trends are not unique to CWU: the latest report from the National Student Clearinghouse reveals an enrollment decline across the nation, with the largest declines in first-year students. Additionally, community colleges are experiencing a decline of over 9%, which is alarming, as this sector typically experiences an increase enrollment during a recession and high unemployment.

However, there are a few bright spots in fall 2020 enrollment:

- **Traditionally Under-represented Student Groups (TUSGs) did not experience a disproportionate decline in enrollment.** This is a significant achievement as early figures indicate a significant national decline in TUSGs this fall due to the impact of the COVID-19 pandemic. And we experienced an overall growth in African American/Black students, Alaska/Native American students, and Asian students.
- Although the most significant decline was in new first year and transfer students (3292 in fall 2019 vs 2741 in fall 2020), **nearly 300 new students deferred to a future term.**
- **Retention of 2019 first-year students is the same as the prior year, at approximately 71%.** This rate is strong considering the traditionally lower retention rates associated with online coursework.
- **Graduate enrollment grew by over 100 students (20%),** the largest increase of any admit category.
- **Increased outreach and engagement efforts across the university are paying dividends.** For example, the investment in a modern Customer Relationship Management (CRM) system just over two years ago has supported multiple campaigns. Since the launch of the CRM system, we have sent over 220,000 text messages to prospective students, applicants, new students, continuing students, and stop-out students. These campaigns, and the ability to send text message “nudges” have contributed to a 12%-increase in re-admit student types, enrolling nearly 500 students this fall in this category.
- CWU experienced a record year in new first year and transfer student applications, with nearly 15,000 total applications (12,400 in fall 2019 vs 14,862 in fall 2020). In addition, this is our most diverse applicant pool, with over 52% TUSG. Although applicants did not yield into desired enrollment targets, these figures provide a positive indicator that Central continues to be a destination of choice.

Fall 2021 Recruitment Cycle

The fall 2021 cycle is in full swing. Many adjustments were made to the fall 2021 recruitment plan in response to the COVID-19 pandemic. Based on the strong inquiry pools developed over the last two years, CWU has launched a Senior Search marketing campaign to over 86,000 inquiries, a 10% increase over prior year and nearly 2000 applications for fall 2021. Of these applications, CWU has admitted over 1600, a 9% increase over this time last year. Although there is much uncertainty in projected yield rates, indicators suggest we are on track for a strong fall 2021 first-year cohort.

Community and technical colleges continue to experience enrollment declines, which likely will continue to negatively affect CWU transfer enrollments. However, multiple initiatives are continuously being launched to increase our services and recruitment of transfer students. The departments of Admissions, Extended Learning and Outreach, Registrar Services, Student Success, Public Affairs and others are collaborating to improve the preparation, transition, and progression of our transfer students. Although early in the recruitment cycle for transfer students, we have a 13% application increase over prior year.

Although this enrollment cycle has perhaps more external factors with the potential to influence enrollment, the university's strategy is strong, and our implementation plans are comprehensive. It is clear our faculty and staff are resilient in our commitment to support and serve students in ways that lead to student success and degree completion.

***Destination 2025* Implementation**

The Strategic Enrollment Management (SEM) plan continues to make progress. The year-one implementation plan is a success at 97% complete. More than 143 measures have been met, which contribute to the SEM plan goals: increase new student recruitment, increase enrollment of traditionally under-represented student groups (TUSGs), and improve retention, persistence, and degree time-to-completion.

As we enter year two of *Destination 2025*, the SEM efforts have increased to over 100 projects and initiatives contributing to over 200 measures. These efforts include activities such as expanding our online student experience, building stronger partnerships with community colleges, and diversifying recruitment channels, to name a few. Year two of *Destination 2025* will kick-off in November 2020.

Submitted by:



Josh Hibbard, PhD
Vice President for Enrollment Management

Approved for submittal to the Board:



James L. Gaudino
President

Central Washington University
Board of Trustees
October 29, 2020

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.

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 2020 enrollment was projected to be down 500 total students from the prior fall, due mostly to circumstances created by the global pandemic. Actual enrollment in Fall 2020 was only 32 students short of that estimate. In addition, the mix of students was slightly more favorable than anticipated, with more non-resident undergraduate students and resident graduate students than expected. This mix should more than offset the shortfall in revenue associated with resident undergraduates.

CWU appears to have waived less tuition than anticipated. We are cautiously optimistic that total net tuition revenue will be essentially on plan for the year with the budget assumption of \$58.2M in revenue.

Submitted:



Joel Klucking, Vice President
Business and Financial Affairs

Approved for submittal to the Board:



James L. Gaudino
President

Board of Trustees Update

October 29, 2020



Josh Hibbard, PhD
VP Enrollment Management

Joel Klucking
VP Business & Financial Affairs



Fall 2020 – Bright Spots

- TUSG – did not experience a disproportionate decline
- New students – nearly 300 deferred to future terms
- First-year cohort retention – 71% (same as prior year)
- Transfer cohort persistence rate – 83% (+1%)
- New student applications (record) – 14,862 vs 12,400 in 2019
- Graduate Enrollment (+112, +20%)
- Re-Enroll Campaign – (497, +12%)



Fall 2020 – Enrollment Update

- Fall New Student Enrollment
 - New First Year student's down 20% (1686 vs 2102 Fall 2019)
 - New Transfer down 9% (1077 vs 1190 Fall 2019)
 - All new students down 16% (2763 vs 3292 Fall 2019)
- First Year Retention – 71%
- All undergraduate and graduate enrollment (total)
 - Down 5% = -597 students
 - 11110 Fall 2020 vs 11707 Fall 2019



Headcount Mix

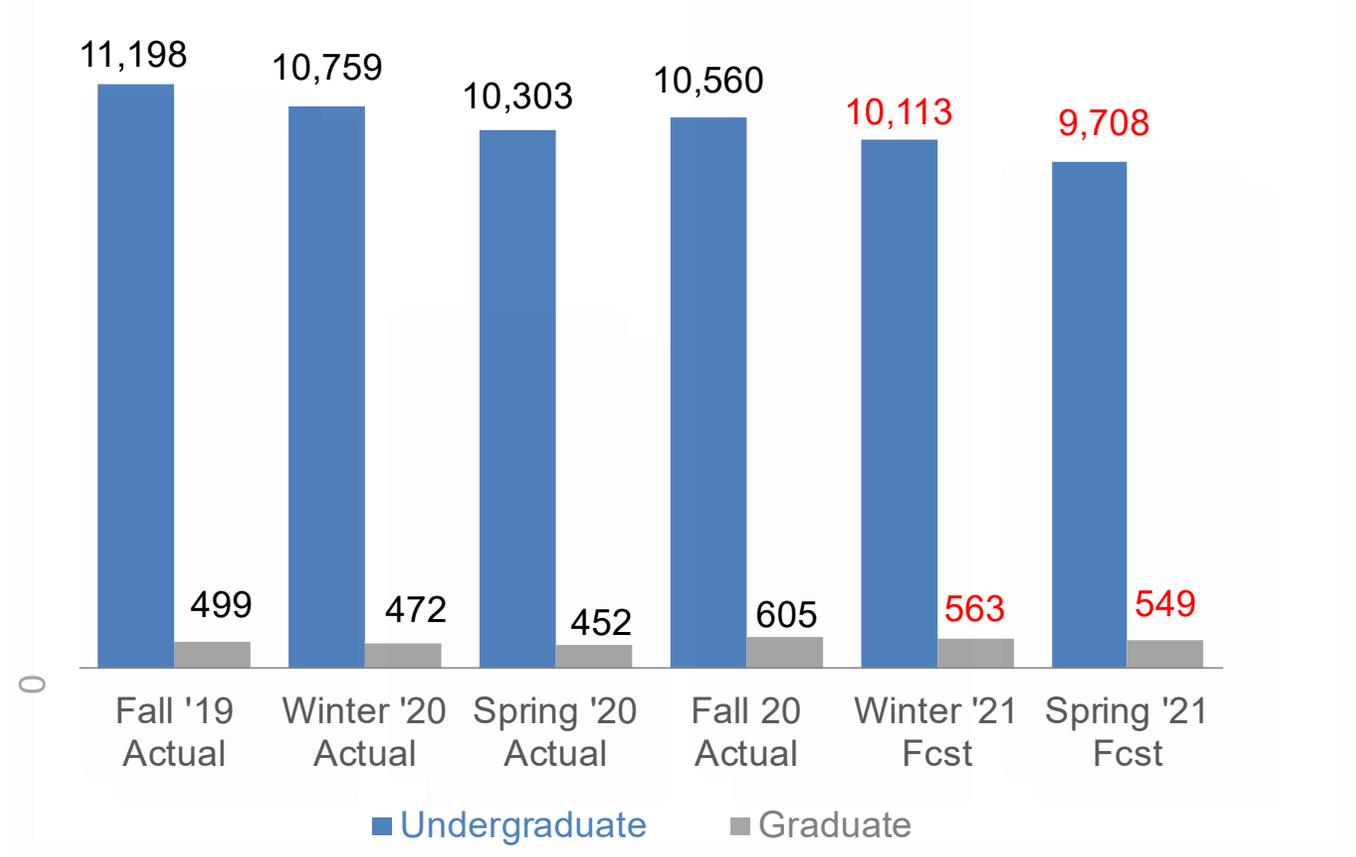
Increase in NRUG & GRAD

	Fall '19 Actual	% of Total	Fall '20 Budget	% of Total	Fall '20 Actual	% of Total	Fall '20 Budget vs Actual	Fall '20 vs Fall '19
Resident UG	10,310	88.6%	9,958	85.6%	9,727	83.6%	(231)	(583)
Non-Resident UG	888	7.6%	761	6.5%	833	7.2%	72	(55)
Total UG	11,198	96.3%	10,719	92.1%	10,560	90.8%	(159)	(638)
Resident Graduate	388	3.3%	371	3.2%	501	4.3%	130	113
Non-Resident Graduate	111	1.0%	106	0.9%	104	0.9%	(2)	(7)
Total Graduate	499	4.3%	477	4.1%	605	5.2%	128	106
Total Enrollment	11,697	100%	11,196	100%	11,165	100%	(31)	(532)



State Funded Enrollment

Fall Quarter Headcount

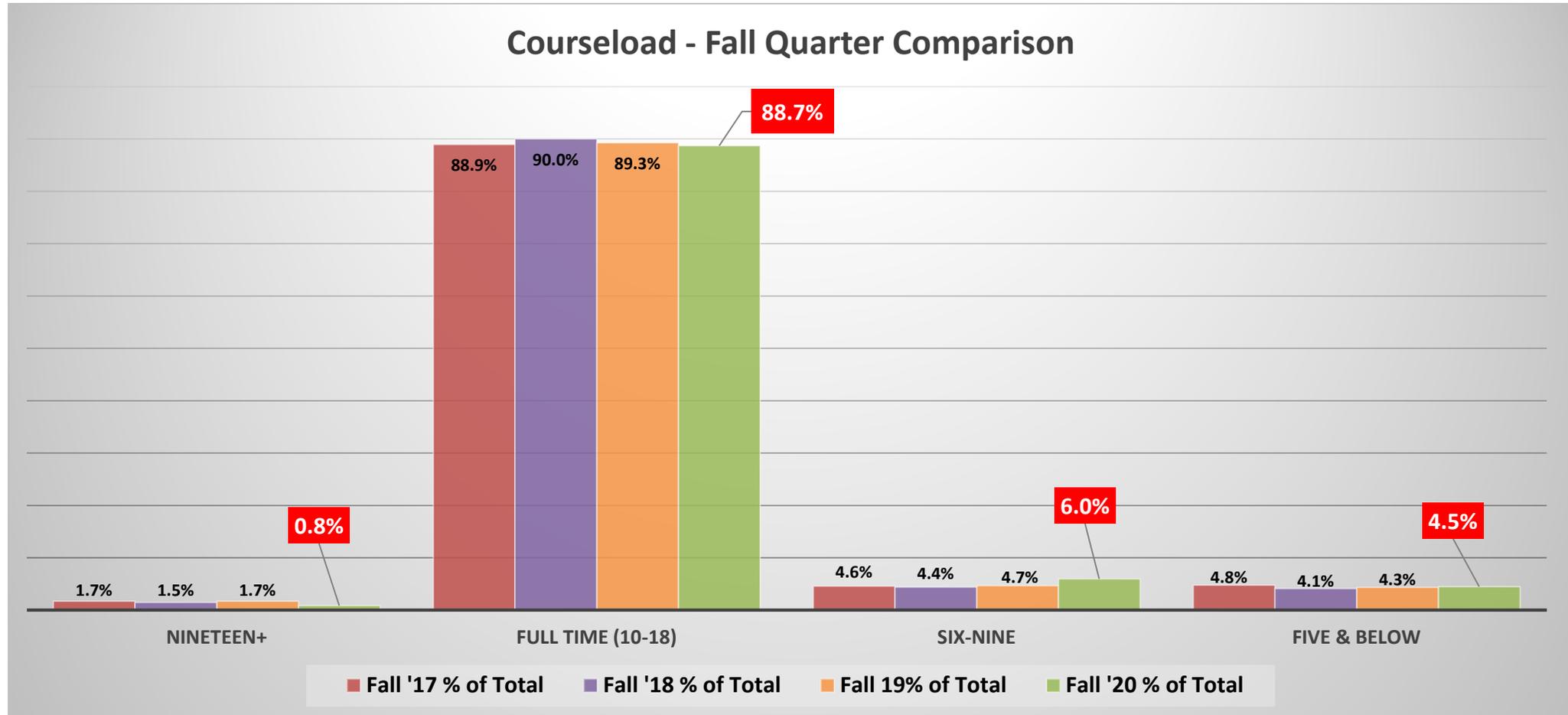


Takeaways:

- Winter & Spring “melt” may not be as predictable as in the past
- May make tuition forecasting less reliable



Student Course Load



Net Tuition Forecast

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Budget	FY21 Forecast	Better/ (Worse)
Gross Tuition	71,374	74,467	76,623	74,507	75,498	992
State Backfill	11,104	11,572	11,803	12,063	12,063	
Tuition Waivers	(15,124)	(17,068)	(17,264)	(16,302)	(16,498)	(197)
Net Tuition	67,354	68,971	71,162	70,268	71,063	795
<i>Discount Rate</i>	<i>18.3%</i>	<i>19.8%</i>	<i>19.5%</i>	<i>18.8%</i>	<i>18.8%</i>	<i>0.0%</i>
Net Tuition per Capita	5,817	5,928	6,084	6,294	6,365	71

- Gross Tuition Revenue slightly higher than plan
- Tuition Waivers currently slightly lower than plan – too early to call



Questions?





BOARD OF TRUSTEES

BOARD OF TRUSTEES AGENDA • Virtual Meeting October 30, 2020

9:00-10:15 AM Executive Session

- *The board will convene in executive session for one hour and 15 minutes per RCW 42.30.110(g) and (i).*

10:15 AM Business Meeting

10:15 Call to Order

10:15-10:30 Presidential Search Report

10:30-11:30 CWU Foundation Campaign Discussion

11:30-11:45 Action Agenda

- Consent

11:45 - Adjourn

Central Washington University
Board of Trustees
October 30, 2020

EXECUTIVE SUMMARY – Presidential Search Update

Background - On May 15, 2020, the Central Washington University Board of Trustees established the Trustee Search Advisory Committee (TSAC) to inform the search for President Gaudino’s successor. The committee was comprised of people in leadership across the institution, including representatives of alumni and the CWU Foundation, the Faculty Senate, exempt and classified employees, student government, charge to the committee was to reach out to university stakeholders to learn what they perceive to be the greatest opportunities and challenges facing the university, and to discuss what qualities are desired in presidential candidates.

Board Chair Ron Erickson appointed Trustee Erin Black to chair the committee, which she led with the support of trustees Robert Nellams and Jeff Hensler. At the Board’s special meeting on June 29, 2020, the Board expanded the responsibilities of the Trustee Search Advisory Committee (TSAC) to include working directly with the search consultant, R. William Funk & Associates, to recommend semi-finalists after a preliminary screening of the candidates.

The board met in special session on September 16 to review the progress of the search. The discussion, led by trustees Black, Nellams, and Hensler included a recommendation that the search advisory committee interview semi-finalists on behalf of the board, and recommend finalists to the board at the trustees’ regular public meeting on October 29 and 30, 2020. The board affirmed that recommendation.

The candidate pool was comprised of 80 applicants from all over the world with a broad variety of leadership experience. The TSAC reviewed these applications and on October 12, distilled the pool to 10 candidates. The pool was comprised of four women and five people of color. All candidates had deep experience in baccalaureate education. Currently, two are serving as chancellors, five are provosts, one is a president, one is an executive vice president / chief operating officer, and one a chief executive officer. All have earned tenure in an academic discipline.

The TSAC interviewed semi-finalists on October 19 and 20 and have recommended finalists to the full board; trustees will interview finalists in November.

Submitted by:



Linda Schactler, Secretary to the Board

Approved for submittal to the Board:



Trustee Erin Black, Trustee Search Advisory Committee, chair

CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
October 30, 2020

Information – Board of Trustees Endowed Scholarship

Established in 2010 by the CWU Board of Trustees, the Trustee Endowed Scholarship supports outstanding undergraduate students. The fund is invested along with other CWU Foundation endowments and receives an influx of funding each year, primarily through trustee donations of their travel reimbursements. In fiscal year 2020, contributions to the fund totaled more than \$1,700.

Scholarship recipients are chosen each year through the university's general scholarship application process, now known as "Scholarship Central" (www.cwu.edu/scholarships).

In June 30, 2019, the Board of Trustees Endowed Scholarship had a balance of \$61,394.26; the balance in June 30, 2020 was \$69,073.74. The fund was able to support scholarships for two students for the 2020/2021 academic year:

1. Gabriel Garcia
 - a. Major(s): Law and Justice, Paramedicine
 - b. Will be the first in his family to graduate college
 - c. Wants to be a law enforcement officer and a paramedic
2. Daisy Lara-Sanchez
 - a. First year student
 - b. Would like to pursue pre-dentistry or pre-nursing
 - c. Accepted into the William O. Douglas Honors College

Submitted,



Rick Paradis
Interim Vice President, University
Advancement

Approved for submittal to the Board:



James L. Gaudino, President

CENTRAL WASHINGTON UNIVERSITY

Board of Trustees

October 30, 2020

EXECUTIVE SUMMARY – University Advancement FY20 Impact Report

The Department of University Advancement (UA) had another record-breaking fundraising year in fiscal year 20, surpassing the \$10 million mark in a single year for the first time ever. The annual CWU Foundation “Impact Report” (<https://online.flippingbook.com/view/664012/>) shows that over 4,000 donors made more than 9,000 gifts to support students and programs. UA achieved a 60-percent retention rate, which outperforms median benchmarking for public university development nationally.

The report articulates contributions from all sectors of the CWU community, from a \$1.6 million gift to the Library from the Stellingwerf estate, to the Wildcat Plaza in Tomlinson Stadium, which hosted nearly 1,400 alumni and friends. The document also reports the largest single financial commitment Central has ever received: a \$4.5-million* bequest. Below is a snapshot of additional achievements:

Alumni Association

- 1,741 members
- 2.88% alumni giving-rate
- 33.2% member giving-rate*
- More than 100 paired-mentorship relationships
- New CWU webinar series for alumni

Fundraising

- \$10.428 million total raised*
- \$6.82 million in endowment fundraising
- \$3.6 million in current-use fundraising
- \$3.6 million in support to the university
- \$1.5 million in annual giving
- \$156,379 Students First Fund giving
- 1,086 Scholarships awarded
- Major gift fundraising increased by 33%
- Donor count increased by 19%
- Parent giving up 166%*
- Corporate participation doubled in on-site giving day*

Additional Achievements

- Conducted comprehensive campaign feasibility study and internal assessment
- UA supported the student calling campaign; staff made 1,478 calls
- UA staff made and donated over 950 masks
- Increased online revenue using multi-channel marketing communication, up 52% in dollars and 60% in donors from last year
- Reached over 44,000 unlisted alumni and all 30,000 target alumni, resulting in over 108,000 social reactions and \$253,000 in sourced and influenced donations
- Implemented new online giving system
- Virtually stewarded donors through student-created thank-you videos
- Three fellowships for Master’s in Public Health at local public health departments to aid with responses to COVID-19 through support by Three Rivers Community Foundation and the Yakima Valley Resilience and Response Fund

Looking forward

Using the momentum from fiscal year 20, University Advancement will continue their efforts in supporting the university and their mission by building a movement of greater community, connection, and capacity.

In fiscal year 2021, UA aims to achieve four goals outlined below:

- 1) **Unite Stakeholders Around a Compelling Vision:** Establish philanthropic partners to support the university's priorities while working toward campaign readiness.
- 2) **Engage Constituents:** Drive deeper connections between alumni and university stakeholders through meaningful events and interactions.
- 3) **Cultivate Capacity Investment:** Engage with regional and business networks, corporations, and foundations in order to gain financial support to ensure the sustainability of the university.
- 4) **Expanding Reach:** Establish the base of new and retained financial support by securing funding for now, and the future, while growing and maintaining the unrestricted fund, Students First Fund, support funding sustainability.

Submitted,



Rick Paradis
Interim Vice President for University
Advancement

Approved for submittal to the Board:



James L. Gaudino
President

*Record results



Central Washington University
Board of Trustees
October 30, 2020

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, Enrollment Management, Operations, and the President.

We recommend the following motion:

The Board of Trustees approves the consent action items submitted October 30, 2020.

Submitted:

Michelle DenBeste
Provost/Vice President for Academic
and Student Life

Joel Klucking, Vice President
Business and Financial Affairs

Josh Hibbard, Vice President
Enrollment Management

Rick Duffett, Vice President
Operations

Linda Schactler
Chief of Staff

Approved for submittal to the Board:

James L. Gaudino
President

CONSENT ACTION/REPORT LIST
October 30, 2020

CONSENT PERSONNEL ACTIONS

Distinguished Service Recognition

<i>Name</i>	<i>Title</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Cox, Linda	Patient Services Lead	Student Health Services	June 30, 2020	15 yrs.
Henry, Velma	Administrative Specialist	College of the Sciences	January 8, 2021	27 yrs.
Ryan, Jo Ann	Program Coordinator	Career Services	June 30, 2020	15 yrs.

Faculty Emeritus Status

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Drake, George	Professor	English	June 16, 2020	22 yrs. 9 mo.
Harper, Lila	Sr. Lecturer	English	June 16, 2019	12 yrs. 9 mo.
Pimomo, Paulus	Professor	English	December 31, 2019	25 yrs. 3.5 mo.

Faculty Sabbatical Leave Appointments

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>
Ward, Paul Stefan	Associate Professor	Sport and Movement Studies	Winter 2021 & Spring 2021



ASCWU

STUDENT GOVERNMENT

2020-2021 ASCWU Student Government
Board of Directors

Meet the Board of Directors!



Jacob Robles
Director
Equity & Multicultural Affairs

Edgar Espino
Director
Governmental Affairs

Brandon Wear-Grimm
Executive Vice
President

Madeline Koval
Senate Speaker

Ashley-Sue Vizguerra
Director
Student Life & Facilities

Mickael Candelaria
ASCWU President



New ASCWU Structure

- Clubs have shifted to the Office of Student Involvement
- New Student Senate model to amplify more student voices
- Title changes from VP's to ASCWU Director and Senate Speaker.



Office of Governmental Affairs

Initiatives & Goals

- Make CWU a voter friendly campus
- Student Engagement Hub
- Get a record number of students registered to vote
- Ensure no funding is cut toward higher education during legislative session
- Set CWU legislative agenda for 2021



ASCWU.Governmental@cwu.edu



Office of Student Life & Facilities

Initiatives & Goals:

- Playground for children of CWU parents
- Sustainable charging car charging ports
- Involve Center campuses more
- Accessibility on-campus
- Continue serving on the Health Science Construction committee and the Health Education Construction Committee



Ashley-Sue Vizguerra
Director of Student Life & Facilities

ASCWU.StudentLife@cwu.edu



Office of Equity & Multicultural Affairs

Initiatives & Goals:

- Identity graduations stole funding
- ESC Support for the Center for Cultural Innovation
- Retain or expand the number of Equity organizations
- ESC representatives pay



Jacob Robles
Director of Equity & Multicultural Affairs

ASCWU.Equity@cwu.edu



ASCWU Student Senate

Initiatives & Goals:

- Launch New Student Senate and new structure and pay for senators
- Retain 23 Student Senators
- Retain Emergency Pass/ Emergency Fail policy for the rest of the academic year
- Work with Wellness center and work on personal research focusing on students' mental health during COVID-19
- Look at parking spots and sidewalks that are ADA accessible
- Student Senate Support for Center for Cultural Innovation



Madeline Koval
Senate Speaker

ASCWU.Senate@cwu.edu



Office of the Executive Vice President

Initiatives & Goals:

- To make student funds more accessible
- To reallocate funds and to source new funding to student support service and activities
- To fill every student committee position
- To support and encourage diversity & inclusion initiatives within CWU and Ellensburg community.



Brandon Wear-Grimm
Executive Vice President

ASCWU.ExecutiveVicePresident@cwu.edu



Office of the ASCWU President

Initiatives & Goals

- Center for Cultural Innovation-build
- Make CWU a Tobacco Free Campus
- Control COVID-19 Cases of CWU students
- Implement Student Legal Services
- Successful completion of the Presidential Search
- Restart Not in Our Kittco Movement
- Ensure students aren't negatively impacted by COVID-19



Mickael Candelaria
President

ASCWU.President@cwu.edu



Connect with us!



Associated Students of CWU



@ascwu_Sg



@ascwu_Sg



Thanks for having us!



October 20, 2020

Dear Chair Erickson and Board of Trustees Members:

I appreciate this opportunity to submit a brief overview of the activities of the Faculty Senate since the last Trustees meeting in July 2020. Since that time, the Executive Committee has been busy, along with the Senate Standing Committees, working diligently on the charges for this academic year. In addition, the Executive Committee has continued their work with different stakeholder groups at CWU to implement policies and initiatives to support students and faculty members during the COVID-19 crisis. Some of these initiatives are focused on several areas, including: curriculum, general education, instruction modalities, faculty evaluation, diversity and inclusivity, and advising. The Executive Committee has worked with Provost DenBeste and the President Gaudino to enhance the communication between the administration and faculty members. What follows is a brief overview of the work the Executive Committee is doing during the fall quarter and the priorities for the winter quarter.

Faculty Code Changes

One of the highest recognitions a faculty member could receive at the end of her/his career is the title of Emeritus Faculty. This title remains a mark of excellence awarded only to a few on retirement. A faculty member receiving such recognition has demonstrated a life of distinguished service to the University and the discipline, contributed to knowledge production through scholarship or creative expression, and inspired many students through excellent academic instruction. What resources should Emeritus Faculty expect from CWU after retirement? The Bylaws and Faculty Code Committee have been charged with revising the language regarding benefits and privileges for Emeritus Faculty as outlined in Faculty Code. The goal is to clarify these expectations and to align the language in Faculty Code with the Revised Code of Washington and the Washington State Constitution.

Diversity, Inclusivity, and Antiracism Task Force

We are navigating a difficult time in the history of the United States. The tragic events that led to the unjust death of George Floyd, Breonna Taylor, and Ahmaud Arbery have triggered a series of protests taking place across the country demanding social justice and racial equality. In response to these events, Vice President of Inclusivity & Diversity, Kandee Cleary, sent an email to the campus community on June 2nd titled *Time for Action*. The communication outlined a series of goals that she set for herself, two of which involves the Faculty Senate. The first goal states that she “will work with the academic leadership, faculty senate, and departments to integrate the topics of equity, bias, discrimination, structural racism, and restorative justice throughout their curricula.” The second goal indicates that she “will work with the Faculty Senate’s General Education core to more directly address issues of race and ethnicity, not as simply an academic course, but as an ethos that runs throughout CWU education.”

In response to this communication, the Executive Committee proposed the creation of the *Antiracism, Diversity, and Inclusivity Ad hoc Committee*, which was approved by the Faculty Senate on October 7th. This ad hoc committee will identify the main issues associated with diversity, inclusivity, inequality, discrimination, and racism at CWU. In particular, the ad hoc committee will seek full consultation at all levels including, faculty members, students, and administrator to gather input about the best ways to address issues of racism, diversity, and inclusivity in policy and curriculum. They will use surveys and listening sessions to gather opinions and recommendations and will communicate the results at the

Faculty Senate meetings. The Executive Committee sent a call for nominations on October 8th and will ratify the members of the ad hoc committee on the last Faculty Senate meeting of the Fall quarter on November 4th.

Winter 2020 Opening Plans

The Executive Committee is collaborating with the Director of Project Management, James Jankowski, to evaluate the COVID plans and protocols implemented in the Fall quarter to adjust the winter quarter opening plans. A key aspect of this process is seeking input from faculty members who have taught in face-to-face and hybrid modalities. The Executive Committee sent out a Qualtrics survey to all faculty on Thursday, October 8 where they can provide feedback on the COVID plans and protocols implemented during Fall 2020. Faculty members will be able to share their experiences and provide feedback in the following areas: (1) availability and/or issues related to technology in the classroom; (2) classroom safety protocols; and (3) adequate communication regarding updates to plans, protocols, and general COVID-related issues. A summary of the feedback will be provided to James Jankowski to help improve upon the plans and protocols for the winter quarter.

Annual Early Alert

The Director of Academic Concerns & Dispute Resolution, Carolyn Thurston, shared the Quarterly Academic Alert with the Faculty Senate last week. The report shows that faculty have increasingly utilized the system every year since it was launched. The Quarterly Early Alert is a critical tool for outreach to and intervention with our students when they may be struggling. Connecting with them early and often is crucial to student success.

ACT/SAT Removal

Another area that we will be working on this year is the ACT/SAT removal. In spring 2020, Josh Hibbard sent a memo requesting the permanent removal of ACT/SAT as a required part of the admissions process based not only on the challenges around COVID-19 (and test taking challenges), but also from an equity standpoint. In addition, he recommended improved wording for admissions policy (one that was more easily understood by prospective students/parents and high school counselors). The Faculty Senate Executive Committee worked with the Academic Affairs Committee to address this request last year. On a short-schedule, the AAC approved a policy that made test scores optional. However, due to COVID 19 and the difficulty of convening faculty senate during the campus closure, removing it completely was postponed until fall 2020. The Executive Committee is working with the Academic Affairs Committee to complete make this a permanent change this fall.

Assessment Strategies for Faculty Instruction during COVID

The COVID-19 pandemic has affected the way faculty members offer their face-to-face courses. For instance, many faculty members have had to teach completely new courses or courses in a completely new modality. Therefore, we need to identify ways to evaluate their teaching and how the Student Evaluations of Instruction (SEIs) are used to assess faculty members' teaching. This is particularly important when SEIs are used for tenure and promotion purposes. The Executive Committee is working with the Evaluation and Assessment Committee to create assessment strategies for faculty instruction during the COVID-19 pandemic.

Emergency Pass/Emergency Fail grade option

The Emergency Pass/Emergency Fail grade option was developed with input from the Academic Affairs Committee and the Executive Committee. This grade option was approved by President Gaudino last spring in response to COVID-19. However, the approval was only temporary. This grade option was extended for the summer quarter, and in July, the Provost announced the extension to the fall quarter as well. The Executive Committee would like to better define the boundaries of this grade option, with an emphasis on the following: (1) under what circumstances can this grade option be activated; (2) a clear process for de-activating the policy at the end of the emergency; and (3) clear information about who will be the entity making the decision to activate/de-activate the option.

In order to do this, we need to evaluate the potential long-term negative implications for students, which need to be assessed on a case-by-case basis. The Executive Committee is working with the Academic Affairs Committee to evaluate the implications, develop the language, and the associated policy. In addition, we are working on reviewing the existing temporary policy to make sure it addresses potential issues with the removal of Incompletes.

Presidential Search

As mentioned in the previous letter, the Faculty Senate Executive Committee Chair (Elvin Delgado) and past-Chair (Walter Szeliga) are part of the Board of Trustees Presidential Search Advisory Committee. I am happy to inform that the Trustee Search Advisory Committee has been working diligently on evaluating the pool of candidates. The search firm – *William Funk & Associates* – has done a good job reaching out to attract qualified and talented candidates to apply for this position. The pool has 80 applicants and one-third of them are minorities. Each member of the Trustee Search Advisory Committee submitted her/his list of the best ten candidates to the firm on October 8th. The Advisory Committee met on October 12th to discuss and evaluate the best candidates and will conduct preliminary interviews via Zoom on October 19th and 20th. The Advisory Committee will recommend finalists to the Board of Trustees on October 30th.

Conclusion

The Executive Committee is hopeful about the opportunity to continue and expand upon direct dialogue between faculty and the Board of Trustees over the next academic year. We appreciate the Board's efforts to genuinely embrace faculty concerns. We thank you for the opportunity to update you on our Senate initiatives. The Executive Committee looks forward to a time when we are able to return to campus-life for students, faculty, and staff and are eager to help in any way we can. We continue to remain positive about the direction of the university and look forward to future interactions with the Board. If there are any questions about any of the activities described above or any questions related to the Faculty Senate, I would be more than happy to address them.

Respectfully Submitted,



Elvin Delgado, Ph.D.
Faculty Senate Chair (2020-2021)