



TM

Board of Trustees Meeting
Full Board Packet

May 13 -14, 2021



BOARD OF TRUSTEES

CWU TRUSTEES QUARTERLY BOARD MEETING

May 13, 2021

Thursday, May 13

1:00 CALL TO ORDER

- Approval of the Agenda
- Approval of meeting Minutes

1:05-2:30 WORK SESSION – LONG-TERM INVESTMENTS

- Budget Overview & Forecast
- Long-term Investment Priorities

2:30-3:30 EXEC SESSION BRIEFING

- RCW 42.30.110(g).

3:45-5:00 HEALTH SCIENCES / UNIVERSITY HOUSE VISIT

5:00-6:00 BOARD RECEPTION & DINNER

- *No business will be conducted.*



Central Washington University
Board of Trustees
May 13, 2021

ACTION – Approval of the minutes of the regular meeting of February 25, 2021.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the minutes of the regular meeting of February 25, 2021.

Submitted:

A handwritten signature in black ink, appearing to read "Linda Schactler". The signature is fluid and cursive.

Linda Schactler
Chief of Staff

Approved for Submittal to the Board:

A handwritten signature in black ink, appearing to read "James L. Gaudino". The signature is fluid and cursive.

James L. Gaudino
President



BOARD OF TRUSTEES

Board of Trustees Minutes

Board Meeting (conducted virtually and streamed live and recorded at media.cwu.edu)

February 25, 2021

February 25, 2021

EXECUTIVE SESSION

The board convened in executive session at 1:03 p.m. for 30 minutes as allowed per RCW 42.30.110 (j). At 1:30 p.m. the executive session was extended an additional 10 minutes. The executive session ended at 1:40 p.m.

Trustees 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:

Michelle DenBeste, Provost/Vice President for Academic & Student Life

BUSINESS MEETING

Chair Erickson convened the board meeting at 1:41 p.m. Ms. Schactler took roll to confirm that a quorum of the Board was present.

Approval of Agenda

Motion 21-04: Ms. Gillis moved that the Board of Trustees of Central Washington University approve the agenda of the meeting of February 25, 2021. Mr. Nellams seconded the motion, which the board unanimously approved.

Approval of Minutes

Motion 21-05: Ms. Gillis moved that the Board of Trustees of Central Washington University approve the minutes from the meetings of Oct 29-30, 2020, Nov 13, 2020, Dec 18, 2020, and Jan 14, 2021. Mr. Nellams seconded the motion. The motion was approved.

PUBLIC COMMENT

- Chris Mattinson, Chair, Department of Geology, commented as a Geology faculty member and chair on CWU's challenges related to COVID-19 and the recent budget recalculations.

FALL 2021 OPENING PLAN

Provost DenBeste presented on the plans for opening in the fall. She explained that planning is well underway for a near-normal fall quarter, 2021. CWU is making several assumptions, which have been discussed with our county health partners and which are beginning to be discussed with university constituencies.

Assumptions:

1. Traditional academic schedule with fall quarter running September 22 to December 10,
2. Most students and employees will be back on campus,
3. Residential halls will be near capacity, with Munson Hall retained as quarantine space,
4. Vaccinations will be widely available to all who wish to be vaccinated,
5. Physical distancing requirements will be relaxed,
6. Mask wearing will continue to be mandatory, at least for the beginning of the fall quarter.

Many questions remain about fall planning and our planning team continues to prepare for a variety of scenarios.

BUDGET STATUS AND FORECAST

Enrollment Forecast

Vice President Hibbard began with a short enrollment forecast. He reported that it has been another unprecedented cycle in college enrollment, nationwide. The fall 2020 first-year, term-to-term persistence rate dropped from 93 percent to 87 percent compared to last year's first-year cohort. Despite these challenges, enrollment figures were in line with the 5.1-percent overall decline in fall 2020. Enrollment for winter quarter 2021 is 10,526 graduate and undergraduate students, a drop of 606 students over last year (-5.4 percent). These figures include students with admit types of first-year, transfer, post-baccalaureate, re-admit, and graduate.

Winter enrollment in high school dual credit programs (Running Start and College in the High School) experienced a year-over-year increase of 21.9 percent: from 823 in winter 2020 to 1003 in winter 2021.

Currently, 8,111 first-year students have applied for fall 2021, a 2 percent increase over last year. The next application-completion campaign will conclude March 1, 2021 and will have generated most of our first-year applications.

To date, CWU has admitted 6,556 first year students, a 4-percent decrease over last year. Additionally, 1,086 students have committed, vs 1,125 prior year (a 3-percent decrease). Overall, these figures are encouraging, given significant changes in our recruitment strategies due to the pandemic.

Financial Position and Forecast

Vice President Klucking reported that seven months into the current fiscal year, CWU's operating budget shows the widespread impacts of the pandemic on operating revenues. The budget enacted by the Board in July assumed a \$25-million reduction in operating revenues. Now, the reduction has increased to nearly \$50 million. This is due largely to the impact of having fewer students living, eating, shopping,

and seeking entertainment on campus. As well, a 5-percent decline in enrollment has had a significant impact on tuition and fee revenue.

Operating expenses are also down significantly, but not enough to offset the reduction in revenues, so without federal or state assistance the university will experience a \$12-million operating loss. Summer furloughs, FTE reductions, layoffs and reductions in goods and service spending have met or exceeded planned cost-reduction plans. However, the unplanned costs directly attributable to COVID-19 such as PPE, testing, and disinfecting have offset savings.

In spite of these very challenging circumstances, the budget outlook remains cautiously optimistic. CWU will receive federal assistance through the recent Coronavirus Response and Relief Supplemental Appropriations Act of 2021, and the governor's proposed budget had some encouraging signs, both in the biennial operating and capital budgets.

PRESIDENT'S REPORT

Long-term budgeting considerations. As CWU adjusts to new budget challenges, it will be important for the university to look forward rather than backward to the "pre-COVID" budget. CWU's reality lies ahead of us, not behind. For the past decade, CWU has embraced a long-term budget-planning philosophy. Anticipating budget opportunities and challenges has helped us prepare for the digital world that has overtaken everything we do, and carried us through two of the worst financial challenges ever to face this institution: the Great Recession and the coronavirus pandemic. As CWU emerges from the pandemic, we must be thinking about key investments necessary to ensure the university's ability to deliver relevant, efficient, and compelling educational content and services.

Approval of Development of Long-Term Investment Recommendations

Motion 21-06: Mr. Conner moved that the Board of Trustees of Central Washington University direct staff to develop and present at the May board meeting, recommendations for long-term investment. Ms. Gillis seconded the motion. The motion was approved.

Facilities Financial Sponsorship Matrices. The Department of University Advancement, in consultation with university partners, has developed a matrix to guide the financial sponsorship of two new facilities, the \$53.5-million Health Sciences facility, due to open January 2022, and the \$61-million Health

Education project, the renovation of and addition to Nicholson Pavilion. The matrices outline the cost to benefactors of naming various facilities and these charitable contributions are managed by University Advancement. The actual facility name, however, must be authorized by the president or the Board of Trustees.

Communications. The president noted communications from the Associated Students of CWU and from the Faculty Senate.

ACTION AGENDA

Approval of Consent Agenda

The formal recognition for our faculty and staff is contained in our consent agenda.

Motion 21-07: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approves the consent actions items submitted February 25, 2021. Ms. Black seconded the motion. The motion was approved.

Approval of Financial Sponsorship Plan for Health Education Building

Motion 21-08: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the financial naming roster for the new Health Education Building as presented. Mr. Hensler seconded the motion. The motion was approved.

Approval of Financial Sponsorship Plan for Health Sciences Building

Motion 21-09: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the financial naming roster for the new Health Sciences Building as presented. Ms. Gillis seconded the motion. The motion was approved.

Approval of Technology Fee Adjustment

Motion 21-10: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby restores the temporarily reduced Technology Fee to its original level, \$30 per student per quarter, beginning spring quarter 2021. Mr. Conner seconded the motion. The motion was approved.

Approval of Housing and Dining Fee Increase

Motion 21-11: Mr. Conner moved that the Board of Trustees of Central Washington University hereby approves the Auxiliary Services Housing and Dining maximum rate increase, not to exceed five percent in the aggregate, for fiscal year 2022. Ms. Gillis seconded the motion. The motion was approved.

Endorsement of Fall 2021 Opening Plan

Motion 21-12: Mr. Nellams moved that the Board of Trustees of Central Washington University endorses the recommendation of the CWU COVID Planning Team and hereby endorses the 2021 Fall Opening Plan this day February 25, 2021. Mr. McMillion seconded the motion. The motion was approved.

Approval of BS Data Science

Motion 21-13: Mr. Nellams moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate (Motion No. 19-67 and Motion No. 20-06) and hereby approves the Bachelor of Science Data Science this day February 25, 2021. Ms. Gillis seconded the motion. The motion was approved.

The next regularly scheduled meeting of the board will be in May, on the 13th and 14th.

Meeting adjourned at 3:21 p.m.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees

Central Washington University
Board of Trustees
May 13, 2021

EXECUTIVE SUMMARY – Long-term Investment

Extreme restrictions associated with the delivery of educational programs and the operation of the residential campus have placed historic stress on university resources. Federal assistance and a flat state budget have forestalled a budget crisis for now, but the future is uncertain. Public health regulations and challenges continue to shift and CWU's enrollment position will not recover fully for some time. Federal COVID-relief funds are "one-time" funds; they may only be used once, are restricted other ways in their use. Similarly, the absence of state funding cuts in FY21 also will result in the availability of funding that only can be used once.

At the board's February meeting, trustees expressed the need to plan strategically for the emergence from the pandemic. Rather than looking backward to "pre-COVID" budgets, the trustees directed that the university should look forward and construct budgets based on the work needed to support student success and to ensure a stable and effective educational environment going forward. In February the board unanimously approved a motion directing staff to "develop recommendations for long-term Investments that will position the university to deliver a unique, relevant and high-quality educational experience that differentiates CWU from other Washington universities."

At the May 13 meeting of the board, President Gaudino will outline opportunities for one-time investment, that may occur in phases over more than one year. The investments support one of CWU's three top priorities and/or reduce liability. The investments are of value to the entire enterprise of the university and fall generally into two categories: updating and upgrading information infrastructure and modernization of equipment. Following this summary is additional information for each of these investments.

Submitted by:



Linda Schactler, Secretary to the Board

Approved for Submittal to the Board:



James L. Gaudino, President

CENTRAL WASHINGTON UNIVERSITY

Board of Trustees

May 13, 2021

EXECUTIVE SUMMARY – Enrollment Management

College enrollment trends during the pandemic continue to vary greatly across institution type and region. Some of the variance can be explained by the variety of ways institutions responded to the virus. While some institutions moved to mostly online course modality and limited residential housing and programming, other institutions did not. CWU's transition to mostly distance education modalities last spring offered a safer environment for our students and community, yet negatively impacted overall enrollment.

Currently, CWU carries this decline in enrollment through spring 2021, with 584 fewer students over the prior year, a 6 percent decline. This is slightly greater than CWU's 5.4-percent, year-over-year decline last fall. These figures include students with admit types of first-year, transfer, post-baccalaureate, re-admit, and graduate. CWU continues to see year-over-year increases in re-admit (+66 students, +15 percent) and graduate (+62 students, +12 percent) student enrollment in spring 2021.

Much of the decline in year over year enrollment for spring 2021 can be attributed to fall to spring persistence. While our fall 2020 transfer cohort persisted at a similar rate than past cohorts (90.5 percent), our fall 2020 first-year cohort persistence rate from fall to spring dropped to 83.9 percent, a 3.4 percentage point drop from the prior five year average of 87.3 percent. The overall impact of the lower persistence rate is amplified by the lower than anticipated fall 2020 first-year cohort. For comparison, 1819 of our fall 2019 new first-year students were enrolled the following spring, compared to just 1402 of our new fall 2020 first-year students, a difference of 417 enrollments.

CWU is projecting a slight decline in fall 2021 overall enrollment: about 10,700 graduate and undergraduate student headcount in fall 2021, which is a decline of 471 students from the prior year. Given the plan to resume in-person learning and increase student housing this fall, enrollment declines are expected to slow, and then to rebound in the next 12-18 months.

Fall 2021 Recruitment Cycle

Currently, 9,392 first-year students have applied for fall 2021, a 1-percent increase over this time last year. These figures demonstrate application-pool strength above expectations, given the inability of CWU recruiters to visit high schools and host campus tours. Fifty-four percent of the pool is comprised of Traditionally Underrepresented Student Groups (TUSGs), a record for CWU. Eighteen percent of the application pool is domestic, non-resident, compared to just 15 percent last year.

To date, CWU has admitted 8,554 first year students, a 3-percent increase over last year; eight-percent fewer have committed (1,775 vs 1,939 last year), which may demonstrate a delay in decision-making. However, these figures are encouraging, given the significant changes in our recruitment strategies due to the pandemic. Early projection modeling suggests 1,885 to 2,068 new, first-year students will enroll in

Enrollment Management

fall 2021. However, these models do not take into account the potential impact of the changes and uncertainties associated with the pandemic.

The enrollment of transfer students is expected to continue a multiyear downward trend. National Student Clearinghouse data confirms another year of enrollment decline for those seeking an associate's degree. In spring, this sector experienced a 10.5 percent decline nationwide. These declines likely will negatively impact transfer student enrollment at CWU. However, early indicators suggest CWU is still a destination of choice for transfer students. Currently, fall 2021 transfer applications are nearly even with 2020 (1,502 vs 1,511 prior year); we have admitted 1,122 students (vs 1,224 last year). Although early in our confirmation cycle, 658 transfer students have committed to CWU (vs 670 the prior year).

Strategic Enrollment Management (SEM) Plan

The SEM plan, *Destination 2025*, is entering year-two implementation, with more than 100 projects and initiatives in support of three goals: increase new student recruitment, increase enrollment of traditionally under-represented student groups, and improve retention, persistence, and degree time-to-completion.

Currently, 63 percent of this year's project is complete. The SEM Advisory Council is moving to a bi-annual planning-refresh process, in collaboration with the Project Management Office (PMO). This will allow greater flexibility for CWU to respond to "unknowns" and direct resources where most needed most to achieve the goals outlined in the plan.

Submitted by:



Josh Hibbard, PhD
Vice President for Enrollment Management

Approved for Submittal to the Board:



James. L. Gaudino
President

Enrollment Management

BUDGET OVERVIEW

Enrollment and Finance Reports

CWU Board of Trustees – May 13, 2021

Josh Hibbard, VP of Enrollment Management

Joel Klucking, VP of Business & Financial Affairs

Spring 2021 Report

Admit Type	Spring 2020	Spring 2021	Percent Change
First Year	5,461	5,011	-8%
Transfer	3,947	3,735	-5%
Post Bacc	218	168	-23%
Readmit	447	513	+15%
Graduate	525	587	+12%
Total	10,598	10,014	-6%

Fall 2021 Indicators for First Year Students

- Applications: +1% (9,392 vs 9,271)
- Admitted students: +3% (8,554 vs 8,337)
- Confirmed/Committed Students: -8% (1,775 vs 1,939)

Fall 2021 Projections

	Fall 2020	Fall 2021	Percent Change
Undergraduate	10,507	10,050	-4.3%
Graduate	664	650	-2.1%
Total	11,171	10,700	-4.2%

From February Board Meeting

FISCAL YEAR 2021			
OPERATING FUNDS	Budget	Forecast	Better/ (Worse)
	<i>In Thousands</i>		
Revenues			
State General	123,709	122,916	(793)
Local General	31,649	28,989	(2,660)
Enterprise Funds	46,070	24,556	(21,514)
Student Funds	13,500	12,824	(676)
Total Operating Revenues	214,928	189,285	(25,643)
EXPENSES			
State General	125,925	125,069	856
Local General	34,743	30,073	4,670
Enterprise Funds	50,562	35,322	15,240
Student Funds	12,971	10,720	2,251
Total Operating Expenses	224,201	201,184	23,017
Operating Net	(9,273)	(11,899)	(2,626)

- Full year forecast shows increasing deficits (+\$2.6M)
- CWU System ~\$9M operating loss
- Does not reflect impact of federal recovery funding
- State Budget critical

Higher Ed Emergency Relief Funding

CWU HEERF Funding

	Student Aid Portion	Institutional Portion	Total Award	Remaining
HEERF I	\$3,847,692	\$3,847,692	\$7,695,384	\$0
HEERF II	\$3,847,692	\$9,740,740	\$13,588,432	\$0
HEERF III	\$12,057,896	\$12,057,895	\$24,115,791	\$24,115,791
Total	\$19,753,280	\$25,646,327	\$45,399,607	\$24,115,791

All institutional portions of HEERF I & II have been used to offset revenue losses in Enterprise Funds: Housing, Dining, Bookstore, Parking) to avoid violating bond covenants.

Federal Funding – Restricted Use

Student Direct Assistance Requirements:

- Any component of cost of attendance
- Emergency costs due to coronavirus: e.g. tuition, food, housing, health care, (including mental), child care

Institutional Assistance Requirements: only to defray lost revenue and expenses associated with coronavirus.

- Reimbursement for pandemic expenses
- Technology costs associated with a transition to distance education
- Faculty and staff training
- Payroll directly related to pandemic
- Additional financial aid grants to students

State Biennial Budget - Operating

	FY21	FY22	FY23
Maintenance Level	71,372,000	71,319,000	72,760,000
<i>Year Over Year Change</i>		<i>-0.1%</i>	<i>2.0%</i>
Policy Changes			
Student Counseling		240,000	240,000
Menstrual Products		31,000	-
Diversity Training		131,000	131,000
Police Data		16,000	16,000
BS Computer Science Des Moines		750,000	750,000
Student Teacher Facilitation		155,000	-
Veterans Mental Health		52,000	52,000
Total Policy Items		1,375,000	1,189,000
Total State Operating Allotment	71,372,000	72,694,000	73,949,000
<i>Year Over Year Change</i>		<i>1.9%</i>	<i>1.7%</i>

FY21 Forecast – Operating Funds

FISCAL YEAR 2021			
OPERATING FUNDS	Budget	Forecast	Better/ (Worse)
	<i>In Thousands</i>		
Revenues			
State General	123,709	132,060	8,351
Local General	31,649	28,489	(3,160)
Enterprise Funds	46,070	34,391	(11,679)
Student Funds	13,500	11,800	(1,700)
Total Operating Revenues	214,928	206,740	(8,188)
EXPENSES			
State General	125,925	126,029	(104)
Local General	34,743	28,760	5,983
Enterprise Funds	50,562	35,415	15,147
Student Funds	12,971	10,337	2,634
Total Operating Expenses	224,201	200,541	23,660
Revenue Less Expense	(9,273)	6,199	15,472

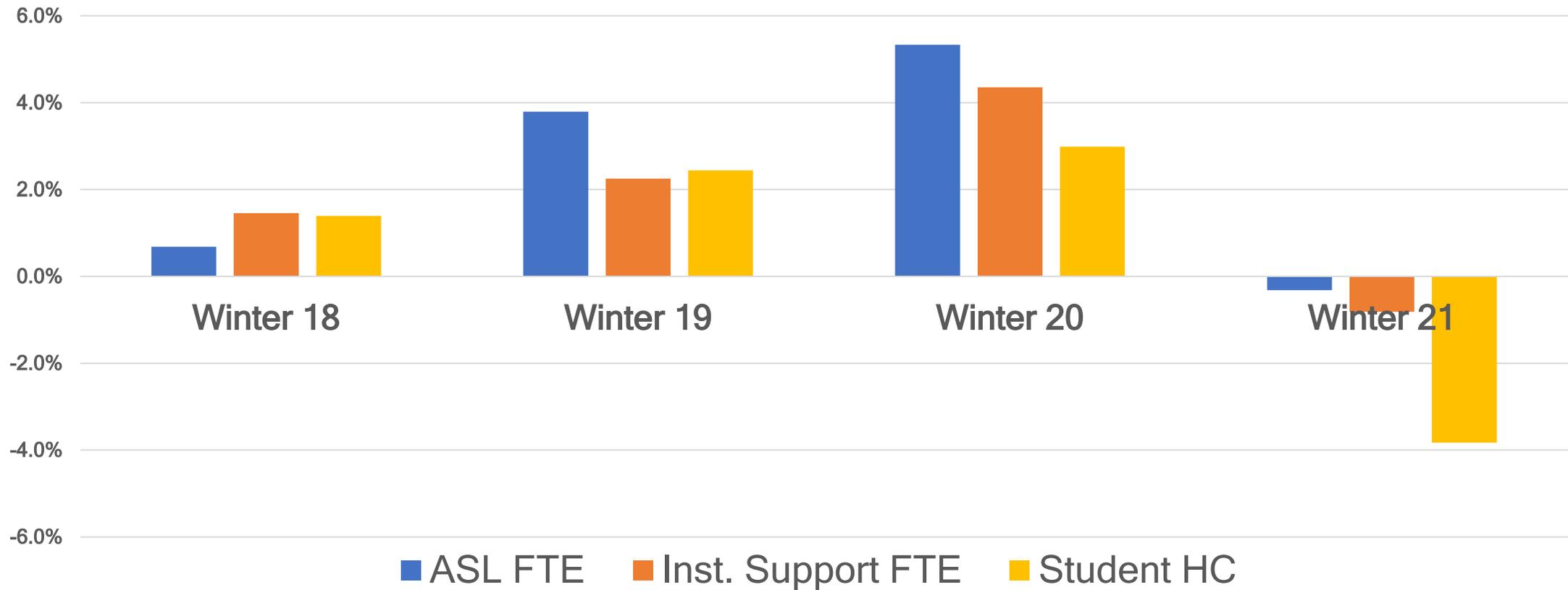
Since February Meeting:

- \$17.5M increase in operating revenues due to state and federal funding decisions
- \$0.6M decrease in operating expenses due lower staffing
- \$15.5M swing in net margin compared to budget
- Bond covenants appear to be ok

FTE Change vs. Student Headcount

Cumulative Annual Change Winter '17 - Winter '21

State General and Local General Funds



State Biennial Budget - Capital

Project	Re-Appropriation	New Funding
Health Science	17,500,000	-
Health Education	1,800,000	55,505,000
Chiller Addition	-	3,189,000
Humanities & Social Science Complex	-	5,205,000
Minor Works Program	80,000	1,000,000
Minor Works Preservation	1,000,000	7,461,000
Campus Security Enhancements	250,000	-
Total	20,630,000	72,360,000

Services & Activities Fee Quadrennial Budget

S&A Committee Recommends Quadrennial Allocation Directly to Trustees

- Committee comprised of students, staff, and faculty
- Rubric, student survey, committee deliberation

Outcome:

- \$7.45M annual base funding
- 41 programs,* ranging from \$3k-\$850k; average = \$182K

*Complete list of programs included in board packet

Mandatory Fee Change

Medical & Counseling Clinic Fee

- Currently charged only to Ellensburg students, who previously only had physical access to services.
- Proposal change would keep fee the same, however charge to all students, all of whom can access virtually.

Wildcat Care 365 to provide support 24/7/365 Telehealth, Teletherapy, TalkNow (crisis support), Wellness Coaching & Psychiatry

Long Term Investments Proposal Form

At the February 25th Board of Trustee meeting, the Trustees directed staff to prepare a list of investments that would help position CWU for the post-COVID environment. The investments also should help CWU distinguish itself from other institutions of higher education.

For this purpose, “investments” could mean something new, more of something we are currently doing, or something to mitigate liabilities that could inhibit future success.

These investments should align with the three institutional priorities articulated by President Gaudino: retention, workforce diversity, sustainability.

1. Short descriptive name for investment:

Admissions Website and Prospective Student Portal

2. Investment Description:

- What does the investment buy and whom or what purpose does it serve?

The purpose of this investment is to increase yield of new students. Each year, ~10,000 students are admitted to CWU, yet only a small portion enroll. This investment will enhance the admissions and financial aid websites and integrate these sites with our CRM through a custom “portal.” This work will allow students to better understand their admissions status and their financial aid offer during the recruitment process. It will also allow CWU to connect prospective student engagement on the website with the student data in the CRM. These data insights will allow targeted engagement, financial optimization of tuition waivers, and increases in yield.

- Is all or part of the investment one-time or continuing?

This is a one-time investment. Consulting and CRM development organization will complete the work within 12-months.

3. Describe How the investment:

- Supports one or more of the three institutional priorities.

Resources are required to meet each of the institutional priorities. Increase yield of new students will generate additional revenue for the university, leading to increases in all three priorities.

- Mitigates liability.

4. Over what time period would this investment be implemented?

Within 12 months of funding.

5. Does this investment have a *directly related* revenue stream or cost savings? (For example, an investment in an instructional site would have a directly related revenue stream in the form of tuition or fees. Or an effort to replace all lightbulbs on campus with LED would have a directly related cost savings)

Yes. This investment will lead to an increase in yield. If applying projected increases in yield to our Fall 2020 admit pool, a 1-percentage point increase would lead to an increase of 105 new first year students and a 5-percentage point increase would lead to 525 additional new first year students. These increases would bring a potential \$5.1M to \$25.5M increase in projected revenue when applied to the expected net tuition revenue of the first year entering cohort alone.

6. If investment will require additional employees, please indicate quantity and type (faculty, admin, classified, student). If it will lead do fewer employees, please enter as a negative #

N/A

7. If investment will require additional Goods & Services, please indicate estimated type and amounts below. Indicate reductions of Goods & Services as negative numbers.

Goods & Service Type	FY22	FY23	FY24
Web and CRM integration/Development work	\$185,000		

Please be as specific as possible, add more rows as needed

Board of Trustees
May 13, 2021
VP Operations, Andreas Bohman

Executive Summary – Capital and Energy Master Plan

Over the last 10 years, the Capital Planning & Projects team executed several landmark expansions of the Ellensburg campus and several significant renovations, including the restructuring of the science neighborhood. Projects included the construction of Samuelson Hall, Discovery Hall, Science 1, and culminated with the final flagship project, Health Sciences, which will open in January 2022.

As the previous capital master plan nears the end of its 10-year cycle, capital planning is pivoting into the next phase of non-STEM-related programming, which includes Health Education and Humanities and Social Sciences. This next stage of development should be guided by a renewed Capital and Energy Master Plan. This proposal outlines a \$1.2 million investment designed to realize this plan, using external expertise acquired through a competitive bidding process. This plan will be an implementable roadmap that outlines the next decade of innovative capital construction, energy conservation and resource stewardship, community engagement, and aligned with CWU's core themes and purpose.

The Capital and Energy Master Plan will set an ambitious phased strategy for supporting academic excellence, improving the sustainability of the built environment, preserving the character of campus, enhancing pedestrian access, and preserving green spaces. As the largest employer in Kittitas County, CWU is uniquely positioned to influence and collaborate with community partners by sharing in sustainability efforts that impact daily commuters as well as sharing in the local economic development.

This iteration of the plan will outline the next decade of capital expansion and renovation and will include considerations such as:

- General historic preservation balanced with instructional modernization through planned campus growth
- Addressing critical deferred maintenance of academic, residential, recreational, and dining facilities
- Ensuring the significance of greenspaces, personal mobility and maximizing parking efficiency
- Sustainability considerations will be a driving priority in the next phase of capital projects and will be implemented across phases and project variations.

In addition, the Capital and Energy Master Plan will include a technical roadmap for long-term energy planning in alignment with university strategy, and Washington State legislation on Energy Use Intensities (EUI) and Greenhouse Gas (GHG) emissions. Similar to the Abacus study that supplied the technical data of the previous iteration of the Capital Master Plan, the proposed energy plan will provide baseline energy consumption and use data, identify opportunities to enhance energy efficiency of campus infrastructure to meet our internal sustainability goals and the regulatory requirements of critical energy measurement legislation such as House Bill 1257 and 2311.

Long Term Investments Proposal Form – Capital Master Plan

At the February 25th Board of Trustee meeting, the Trustees directed staff to prepare a list of investments that would help position CWU for the post-COVID environment. The investments also should help CWU distinguish itself from other institutions of higher education.

For this purpose, “investments” could mean something new, more of something we are currently doing, or something to mitigate liabilities that could inhibit future success.

These investments should align with the three institutional priorities articulated by President Gaudino: retention, workforce diversity, sustainability.

1. Short descriptive name for investment:

This request proposes utilizing external expertise to prepare the next iteration of the 10-year Capital and Energy Master Plan, which will set an ambitious phased strategy for improving campus facilities to support institutional academic strategy, achieve sustainability objectives, and broaden community impact.

2. Investment Description:

- What does the investment buy and whom or what purpose does it serve?

The investment will utilize the expertise of seasoned higher education consultants to craft a 10-year Capital and Energy Master Plan. This will allow CWU to obtain an unbiased and professional review of the university’s current strengths, weakness, and opportunities in its capital expansion and renovation strategy and energy management plan.

A subsection of the Master Plan will be a comprehensive, long-term energy plan that will include a critical technical data assessment, a calculation of baseline EUI (Energy Use Intensity) for all campus buildings, and strategically developed engineered details outlining sustainable energy improvements through project phasing that would coincide with the biennial Capital requests to OFM.

The revised Capital and Energy Master Plan would also improve the overall quality of our biannual Capital request by utilizing energy master plan data and outlining the tactical approach the university intends to take to address critical energy management legislature such as House Bill 1257. Sustainability will serve as a recurring theme by establishing new or revised objectives in the execution of capital projects, such as targeting LEED accreditation on all new and renovated buildings on campus. Throughout the execution of every phase and variation of Capital project or minor works, considerations will be made to ensure projects are supportive of sustainability objectives such as evaluating Green House Gas (GHG) reduction, carbon neutrality opportunities and supporting renewable energy targets.

- Is all or part of the investment one-time or continuing?

The intention is that the cost of utilizing consultants for development of the Capital and Energy Master Plan will be a one-time investment. The estimated \$1.2 million investment will result in the minimum 10-year plan outlining the next 5 biennium of major capital, supplemental and minor work investments for the university. Considering the institution averages one major project each biennium at \$50M plus, one in design at \$5M, and one in pre-design (\$300k) and on average \$8M for minor works; the estimated 10-year Capital and Energy Master Plan will be worth approximately \$316M. A \$1.2M dollar investment to strategically formulate the phased execution of the Capital and Energy Master Plan would represent .004% of the cost. The ROI is unavoidably beneficial.

3. Describe How the investment:

- Supports one or more of the three institutional priorities.

In his 2019 State of the University addresses, President Gaudino set an institutional priority to decrease the university's carbon footprint by 5%. The Capital and Energy Master Plan will outline sustainable metrics to far exceed the 5% goal by proposing a project list and implementation plan for driving down campus energy usage and GHG emissions and further integrating sustainability in the execution of capital projects.

- Mitigates liability.

Revising the Capital and Energy Master Plan by utilizing experienced consultants provides the avenue to eliminate the liability associated with major break and fix projects by facilitating a prioritization of campus needs. In addition, it establishes an implementable plan to avoid the fiscal penalties associated with House Bill 1257 for building EUI that begins reporting in 2026.

4. Over what time period would this investment be implemented?

The estimated time period for this proposal is 18 months.

5. Does this investment have a *directly related revenue stream or cost savings*? (For example, an investment in an instructional site would have a directly related revenue stream in the form of tuition or fees. Or an effort to replace all lightbulbs on campus with LED would have a directly related cost savings)

The Capital and Energy Master Plan will identify energy conservation and efficiency projects that could be implemented to create energy savings. This investment serves as long term cost savings of building operations due to high energy usage, the additional FTE associated with managing the high energy use, as well and the monetary impacts related regulatory requirements. These realized savings could be funneled into a Green Revolving Loan to fund future energy conservation projects. The potential cost-savings strategies will come into more focus as the project matures.

6. If investment will require additional employees, please indicate quantity and type (faculty, admin, classified, student). If it will lead do fewer employees, please enter as a negative #

New Employee Type	FY22-FTE	FY23-FTE	FY24-FTE	FY25-FTE	FY26-FTE
N/A					
Total New FTE					

Note: If investment will decrease FTE, enter as a negative

7. If investment will require additional Goods & Services, please indicate estimated type and amounts below. Indicate reductions of Goods & Services as negative numbers.

Goods & Service Type	FY22	FY23	FY24	FY25	FY26
N/A					

Please be as specific as possible, add more rows as needed

Board of Trustees
May 13, 2021
VP Operations, Andreas Bohman

Executive Summary – Cloud Strategy

PROJECT OVERVIEW

The **ERP to Cloud** Strategy project proposes to move CWU’s core business systems to the cloud to enhance the student experience, reduce our risk exposure, provide enhanced business insights, and streamline job processes. We are proposing a phased multi-year approach to address more immediate risks in the short term and position us for long-term success.

SCOPE AND PHASES OF WORK

The first phase of the project would include migrating current PeopleSoft modules to an “infrastructure as a service” (IaaS) solution. IaaS solutions such as Oracle and Amazon allow us to move our existing Peoplesoft servers into to the cloud while maintaining our current structure, integrations, and business processes. The second phase will be an RFP process to identify solutions and vendors to change from Peoplesoft’s Human Resource and Finance modules to a “software as a service” (SaaS) solution. SaaS solutions, such as Oracle Cloud or Workday, are a software licensing and delivery model in which software is licensed on a subscription basis and is hosted by the provider. Moving the Peoplesoft student management module to a SaaS solution will also be evaluated. After completing contracting with vendors, the third phase would be the implementation of the SaaS solution and would also include integrations with other applications.

COST ESTIMATES

Cost estimates of this project are based on information collected up to this point. In addition, there may be internal cost savings as we realign resources and staff to support this new cloud-based environment. Current Oracle and PeopleSoft licensing costs will also be diminished/eliminated, depending on the final solution. None of these potential cost-saving strategies are included in the estimate below. As new information is gathered, these estimates will be refined.

	One Time Costs	Ongoing Annual Costs Year 1	Ongoing Annual Costs Year 2
Phase 1 (PS to IaaS)	\$300,000 - \$440,000	\$740,000-\$1.1M	\$350,000
Phase 2 (RFP & Contracting)	\$0 - \$100,000 (if vendor assistance needed)	None	None
Phase 3 (Move to SaaS)	\$3M - \$5M	None	\$1.1 - \$1.8M

This project assumes the Peoplesoft student management module will remain on an IaaS platform until a suitable replacement is identified. Both Workday and Oracle Cloud are actively developing student management modules but are not in widespread use yet.

TIMELINE

The overall timeline estimate for this project is 18 - 27 months. Phase 1 is estimated to take 6 - 9 months while Phase 2 is estimated to take 4 – 6 months but can be run concurrently with Phase 1. Phase 3 is estimated to take 12 - 18 months, depending on the SaaS solution selected.

BENEFITS

The key benefits of this project and phased approach are:

- Modernize business practices, interfaces, and business process improvement.
- Increase security posture related to data breaches, outages, and cyberattacks.
- Transition away from a legacy and on-premises business system.
- Enhance the student experience.
- Rapid scalability for our critical software applications and depending on need.
- Access to software innovations, new features, and quicker release cycles.
- Modern business analytics platforms included directly into SaaS solution.

RISKS

The following are risks to the success of this project.

- Lack of executive stakeholder engagement and input.
- University resistance to business process and operational changes.
- Unanticipated costs or complications that extend the timeline and budget.

Long Term Investments Proposal Form – ERP to Cloud

At the February 25th Board of Trustee meeting, the Trustees directed staff to prepare a list of investments that would help position CWU for the post-COVID environment. The investments also should help CWU distinguish itself from other institutions of higher education.

For this purpose, “investments” could mean something new, more of something we are currently doing, or something to mitigate liabilities that could inhibit future success.

These investments should align with the three institutional priorities articulated by President Gaudino: retention, workforce diversity, sustainability.

1. Short descriptive name for investment:

EPR to Cloud and Conversion to SaaS

2. Investment Description:

- What does the investment buy and whom or what purpose does it serve?

The ERP to Cloud Strategy project proposes to move CWU’s core business applications (Peoplesoft Human Resources, Financials and Student) to the cloud to enhance the student experience, reduce our risk exposure, provide enhanced business insights, and streamline job processes. We are proposing a phased multi-year approach to address more immediate risks in the short term while positioning CWU for long-term success.

The first phase would be to move our existing Peoplesoft systems to an infrastructure as a service (IaaS) solution, such as Oracle or Amazon. Moving our current systems to the cloud will provide redundancy and disaster recovery that we currently do not have in place and mitigate an immediate risk.

At the same time, ISS will lead a campus-wide effort to assess and evaluate solutions to move the HR and Finance applications to a software as a service platform (SaaS). There are several vendors offering best of breed SaaS solutions for HR and Finance, including Oracle and Workday. Once the evaluation is complete and a vendor is selected, the final phase of the project would be the implementation of the move to a SaaS solution.

While evaluating solutions for HR and Finance, we would also look at possibly moving the student management as well. If a viable solution is identified, we would look to include that in the scope of the project.

- Is all or part of the investment one-time or continuing?

There are one-time costs for implementation as well as continuing costs to maintain operations.

3. Describe How the investment:

- Supports one or more of the three institutional priorities.

This project will modernize CWU's business practices, processes, and self-service capabilities. This will result in a better student experience by simplifying their interactions with the administrative systems and will lead to greater student retention through more accurate information and quicker responses to student needs.

- Mitigates liability.

The move to a cloud hosted system mitigates the risk of outages and our incapacity to quickly recover from a disaster. It also mitigates the risk of data loss from cyber-attacks that are increasing in frequency and complexity.

4. Over what time period would this investment be implemented?

The investment would be implemented over a 3-year time span. The first phase (move systems to the cloud) will take approximately 6 - 9 months. The second phase (assess vendor SaaS solutions) would take 4 - 6 months but could be run concurrently with phase 1. The third phase (implementation to SaaS) would take approximately 12 - 18 months.

5. Does this investment have a *directly related* revenue stream or cost savings? (For example, an investment in an instructional site would have a directly related revenue stream in the form of tuition or fees. Or an effort to replace all lightbulbs on campus with LED would have a directly related cost savings)

There may be internal cost savings as we realign resources and staff to support this new cloud-based environment. Current Oracle and PeopleSoft licensing costs will also be diminished/eliminated, depending on the final solution.

6. If investment will require additional employees, please indicate quantity and type (faculty, admin, classified, student). If it will lead to fewer employees, please enter as a negative #

Cloud technologies require a new set of skills that we do not currently have on staff. ISS plans to retrain existing FTE to manage the new services.

New Employee Type	FY22-FTE	FY23-FTE	FY24-FTE	FY25-FTE	FY26-FTE
Total New FTE					

Note: If investment will decrease FTE, enter as a negative

7. If investment will require additional Goods & Services, please indicate estimated type and amounts below. Indicate reductions of Goods & Services as negative numbers.

Goods & Service Type	FY22	FY23	FY24	FY25	FY26
IaaS Cloud Hosting	\$250k-\$380k	\$250k-\$380k	\$100k	\$100k	\$100k
IaaS Management Services	\$500k -\$800k	\$500k -\$800k	\$250K	\$250K	\$250k
IT Implementation	\$300k-\$440k	\$3M - \$5M			
Application assessment consult	\$100K				
SaaS Software			\$1.1M -\$1.5M	\$1.1M -\$1.5M	\$1.1M - \$1.5M

Please be as specific as possible, add more rows as needed

Board of Trustees
May 13, 2021
VP Operations, Andreas Bohman

EXECUTIVE SUMMARY – ESports Center

As part of our long-term investment proposal process, an eSports Center should be considered as a concept for future enrollment potential and increasing student retention. High schools are building eSports teams at an impressive rate and 97% of students between the ages of 12-17 play video games¹. The global eSports market is valued at \$1.1 billion and is predicted to grow to \$6.3 billion in 2027². There are currently 175 colleges and universities that have varsity level eSports programs³. An eSports Center has desirable marketing potential, can attract new students, and enhance student engagement, which in turn may increase student retention.

The investment proposes an adaptive reuse of the vacated data center building allowing for the establishment of a fully functional eSports facility. The proposal will also evaluate alternate locations if the primary location is not suitable for the stated purpose. The one-time cost of this investment is estimated to be \$2 million, which would include design, renovation, and furnishing the data center with infrastructure, furniture, fixtures, and equipment. The recurring costs are estimated to be \$130,000 per year covering operational costs such as payroll, maintenance, and subscription services.

From a revenue perspective, a use fee could be established to fund the operations of the facility. However, this is generally thought to work against the primary goal of student engagement. Tech-fee augmentation is a likely source to offset some of the recurring costs. Food services would be included in the facility, but minimum profit is anticipated. Nonetheless, there are revenue opportunities in sponsorship, advertising, merchandise and tickets, publisher fees, and media rights if the project is implemented well.

This proposal does not take into account the opportunities for a complementing curriculum or affiliating eSports program concurrent with CWU Athletics. Both of these opportunities would increase the attractiveness of the institution to a large set of high school gamers and athletes. A BS in eSports management, a major in business with a minor, or a certificate in eSports management are likely targets for academic expansion within eSports. A varsity eSports athletics program would as well open opportunities for global brand recognition.

¹ <https://www.ncsasports.org/college-esports-scholarships/varsity-esports>

² <https://www.globenewswire.com/news-release/2021/04/22/2214832/0/en/Global-e-sports-market-size-to-showcase-24-4-CAGR-over-2020-2027.html>

³ <https://www.ncsasports.org/college-esports-scholarships/varsity-esports>

Long Term Investments Proposal Form – eSports Center

At the February 25th Board of Trustee meeting, the Trustees directed staff to prepare a list of investments that would help position CWU for the post-COVID environment. The investments also should help CWU distinguish itself from other institutions of higher education.

For this purpose, “investments” could mean something new, more of something we are currently doing, or something to mitigate liabilities that could inhibit future success.

These investments should align with the three institutional priorities articulated by President Gaudino: retention, workforce diversity, sustainability.

1. Short descriptive name for investment:

Student eSports Center

2. Investment Description:

- What does the investment buy and whom or what purpose does it serve?

This investment proposes an adaptive reuse project of the vacated Computer Center building, or other suitable location. This renovation would allow for the establishment of an eSports facility where students can gather and engage in eSports activities.

University eSports venues have been shown to enhance student engagement and retention as well as drive up enrollments of like-minded students. According to a study performed by Pew Research, 97% of students between the ages of 12-17 play video games¹.

The global eSports market was valued at USD 1.48 billion in 2020 and is expected to expand at a compound annual growth rate (CAGR) of 24.4% from 2021 to 2027². The increasing audience reach and engagement opportunities for universities presents a significant growth potential. Students are considering eSports as a professional career owing to the increase in popularity of the gaming tournaments, impressive international prize pools, streaming revenues, and one-to-one sponsorships. Moreover, universities and colleges are starting dedicated eSports curriculum to develop skilled professionals. And it is not only universities that are adding eSports to their curriculum; hundreds of high schools have launched dedicated eSports programs alongside their traditional soccer and football teams. There are currently 175 colleges and universities that have varsity level eSports programs³.

There are also opportunities for community engagement and corporate sponsorships.

¹ <https://www.pewresearch.org/internet/2008/09/16/teens-video-games-and-civics/>

² <https://www.globenewswire.com/news-release/2021/04/22/2214832/0/en/Global-e-sports-market-size-to-showcase-24-4-CAGR-over-2020-2027.html>

³ <https://www.ncsasports.org/college-esports-scholarships/varsity-esports>

- Is all or part of the investment one-time or continuing?

The investment contains both one-time costs to evaluate, renovate, and furnish the computer center and the recurring costs of staffing and operating the facility.

3. Describe How the investment:

- Supports one or more of the three institutional priorities.

This investment would support the increased retention priority by offering a facility where students can gather, engage, spectate and participate in group events. Study after study shows that students who engage are more likely to stay connected to the campus and thus increase retention.

It also supports the Destination 2025 enrollment growth goal by providing a new ability to attract and build credibility with high schoolers, many of which game on a regular basis.

4. Over what time period would this investment be implemented?

The one-time investment could begin immediately and be completed in 9-12 months.

5. Does this investment have a *directly related* revenue stream or cost savings? (For example, an investment in an instructional site would have a directly related revenue stream in the form of tuition or fees. Or an effort to replace all lightbulbs on campus with LED would have a directly related cost savings)

Although a use fee could be established to fund the facility, this is generally thought to work against the primary goal of student engagement. Tec- fee augmentation is a likely source to offset some of the recurring operating costs. Food services would be included in the facility but minimum profit is anticipated. Done well, there are revenue opportunities in sponsorship, advertising, merchandise & tickets, publisher fees and media rights.

6. If investment will require additional employees, please indicate quantity and type (faculty, admin, classified, student). If it will lead do fewer employees, please enter as a negative #

New Employee Type	FY22-FTE	FY23-FTE	FY24-FTE	FY25-FTE	FY26-FTE
Classified	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Student		\$10,000	\$10,000	\$10,000	\$10,000
Student		\$10,000	\$10,000	\$10,000	\$10,000
Student		\$10,000	\$10,000	\$10,000	\$10,000
Total New FTE	1	2	2	2	2

Note: If investment will decrease FTE, enter as a negative

7. If investment will require additional Goods & Services, please indicate estimated type and amounts below. Indicate reductions of Goods & Services as negative numbers.

Goods & Service Type	FY22	FY23	FY24	FY25	FY26
Renovation Design	\$99,970				
Construction	\$1,600,000				
FFE	\$400,000	\$10,000	\$10,000	\$10,000	\$10,000
Subscriptions		\$20,000	\$20,000	\$20,000	\$20,000

Please be as specific as possible, add more rows as needed

Long Term Investments Proposal Form

At the February 25th Board of Trustee meeting, the Trustees directed staff to prepare a list of investments that would help position CWU for the post-COVID environment. The investments also should help CWU distinguish itself from other institutions of higher education.

For this purpose, “investments” could mean something new, more of something we are currently doing, or something to mitigate liabilities that could inhibit future success.

These investments should align with the three institutional priorities articulated by President Gaudino: retention, workforce diversity, sustainability.

1. Short descriptive name for investment:

Creating and maintaining an innovative CWU website with bold, user-friendly design and compelling content that will attract new students to the university and serve the needs of CWU employees, customers, stakeholders, and existing students.

2. Investment Description:

- What does the investment buy and whom or what purpose does it serve?

The investment buys and maintains a new website, including design, programming, hosting, training, technical support, and ongoing maintenance. The investment serves every employee and every student, as well as key stakeholders, including community members, alumni, business partners and policymakers.

Marketing is a primary function. An attractive, functional university website that makes a good first impression enhances the institution’s image and sets the tone for how that university will be perceived. The new site will position CWU as a cutting-edge university in the forefront of technology, innovation, and design, and tells potential students and their parents that Central understands what they’re going to want to study in order to succeed in today’s world.

Current students use the website to request transcripts, monitor degree completion, and apply for graduation. Disabled students engage services through the web; students use cwu.edu to access medical and mental health counseling, as well as academic advising.

The website supports key business functions including the annual budget Summit Process and governance activities of the trustees, the President, Faculty Senate, and student government, among others. Employees request facilities maintenance, sign up for moving services, and report accidents through the website. The website engages philanthropic organizations and individuals and guides visitors, employees, and students with interactive mapping. In short, the website is the university’s most critical business tool and the one most in need of investment.

- Is all or part of the investment one-time or continuing?

This investment is both. The first phase of the proposal pays for a transition audit (for technical requirements, content strategy, web governance, and transition plan), design, programming, hosting, and content management system (CMS). The second phase is a continual investment for FTE for ongoing web maintenance, training, and technical support, ongoing hosting, CMS, accessibility compliance and search tools. CWU has not invested meaningfully in website construction over the years, relying on existing employees for this complex and daunting function, and engaging a freeware platform. Very little has been invested in maintenance. This proposal encompasses both construction and maintenance needs, which are equally critical to the success of the website.

3. Describe How the investment:

- Supports one or more of the three institutional priorities.

A new website supports all three institutional priorities. 1.) Enrollment and retention: By directly supporting all recruitment efforts, it serves as a repository for admissions, housing, financial aid, academic programs and degree information, organizational policies, and other crucial information. It enhances the goal of improving retention by providing more user-friendly and accessible important information in such areas as enrolling in classes or applying for financial aid, degree progress monitoring, advising and other critical functions. 2.) Sustainability: the website provides information, hosts activities, and engages external partners in support of sustainability. 3.) Workforce Diversity. The website promotes educational events, presents to potential employees an inclusive and diverse institution, and supports an effective and engaging portal for job applications.

- Mitigates liability.

Establishing an effective and modern platform mitigates risk by ensuring accurate and timely access to and response to critical business functions, for example: enrollment inquiries and applications, public records requests, contracting, accident reporting, behaviors of concern reporting, and facilities maintenance requests.

4. Over what time period would this investment be implemented?

The first phase of the investment will be implemented during FY22. The second phase would be ongoing, with a likely reevaluation after 3 or 5 years (FY23 or FY26).

5. **Does this investment have a *directly related* revenue stream or cost savings?** (For example, an investment in an instructional site would have a directly related revenue stream in the form of tuition or fees. Or an effort to replace all lightbulbs on campus with LED would have a directly related cost savings)

The most obvious revenue stream is enrollment. An appealing and intuitive website will more effectively engage and enroll interested students. A strong, alluring website is an asset for any university marketing campaign, communication plan, or organic search engine contact because it is the portal through which those campaigns, plans, search engine contacts will pass. The more useful and attractive the institution appears on the web, the more likely a person making contact through the web is to want to learn more/enroll/return. Think of the website as like the cover on a wonderful book that you purchase because it compels you to believe it will be a good read.

6. If investment will require additional employees, please indicate quantity and type (faculty,

New Employee Type	FY22-FTE	FY23-FTE	FY24-FTE	FY25-FTE	FY26-FTE
Web Programmer	2	2	2	2	2
Web Designer	3	3	3	3	3
Web Writer	3	3	3	3	3
Student (PT)	2	2	2	2	2
Total New FTE	8	8	8	8	8

Note: If investment will decrease FTE, enter as a negative

The funding for total projected FTEs is not incorporated in the total cost of this proposal.

7. If investment will require additional Goods & Services, please indicate estimated type and amounts below. Indicate reductions of Goods & Services as negative numbers.

Goods & Service Type	FY22	FY23	FY24	FY25	FY26
Technical transition audit/plan (consulting / strategy)	\$50k	0	0	0	0
Web hosting (service) with Service-level Agreement (SLA)	\$100K	\$100K	100K	\$110K	\$110K
Content Management System (service/product)	\$75K	\$75K	\$75K	\$82K	\$82K
Design (design/technical)	\$150k	0	0	0	0
Programming (technical)	\$220k	\$20k	\$20k	\$20k	\$20k
Content migration (technical)	\$130k	\$20k	\$20k	\$20k	\$20k
Web content strategy and web governance (consulting)	\$75k	0	0	\$40k	0
Internal Training	\$25k	0	0	0	0
Accessibility and management tools (service / products)	\$120k	\$120k	\$120k	\$132k	\$132k
Total	\$945k	\$335k	\$335k	\$404k	\$364k

* These are estimated figures to be reviewed at a date closer to the execution of the project.

** The final funding of the items above will be driven by CWU's bid/proposal process.



BOARD OF TRUSTEES

CWU TRUSTEES QUARTERLY BOARD MEETING

May 14, 2021

Friday, May 14

9:00 AM CALL TO ORDER

- Public Comment

9:15-9:45 ACADEMIC & STUDENT LIFE

- Fall Opening Update
- Promotion, Tenure, and Post-tenure Review

9:45-10:30 PRESIDENT'S REPORT

- Communications

10:30-11:15 PRESIDENTIAL TRANSITION

11:15-11:30 ACTION AGENDA

- Action - A. James Wohlpart contract amendment
- Action - Consent Agenda
- Action - Promotion, Tenure, Post-Tenure Review
- Action - Distinguished Faculty
- Action - Sasha Wohlpart Designation
- Action - Services & Activities Fee Quadrennial Budget
- Action – Mandatory Fee: Student Medical & Counseling Clinic Fee
- Endorsement – Long-term Investment Outline



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
May 14, 2021

EXECUTIVE SUMMARY – Fall Opening

CWU opening plans for academic year 2021-22 have been developed in conjunction with the Kittitas County Public Health Department Medical Director, Dr. Mark Larson. The health and safety of the university community continues to be of utmost importance. All of our plans continue to take into account the evolving COVID situation. While we are hopeful for a near-normal academic year 2021-22, we also understand the need to constantly assess our health-and-safety protocols. Working with CWU leadership and Dr. Larson’s guidance, the opening plans assumes that:

- Vaccinations will be widely available and an adequate number of individuals at CWU and in the community will be vaccinated prior to the start of Fall 2021.
- The spread of COVID and/or any of its variants is under enough control that KCPHD is comfortable supporting the return of students and employees to campus.
- Physically distance restrictions will no longer be required in classrooms, offices, or around campus in general assuming a high enough vaccination rate.
- Facial coverings will continue to be required on all university locations.
- The Academic Calendar will remain as approved by Academic Senate: Beginning September 22nd and ending December 10th.
- Faculty and staff will return to work over the summer with full capacity by the beginning of the fall term.
- CWU will offer a hybrid orientation with both in person opportunities and on-line options for prospective students and their families.
- The Live-on requirements for first year students will be reinstated with the resumption of pre-COVID occupancy levels.
- Student Support Services such as the Library, Student Financial Affairs, Registrar Services, Academic Advising, Student Health and Student Counseling Centers, the Diversity and Equity Center and Special Programs will welcome and serve students in person and continue to expand opportunity through virtual options for center and online students.
- Student Clubs and Organizations, Student Recreation and Student Life programming will resume in-person activities with safety protocols as prescribed by federal, state and local public health guidelines.

As we continually review and react to the dynamics of the COVID-19 pandemic, we look forward to returning our attention and energy to 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 our faculty. We are excited to resume “up-close and personal” interactions (albeit modified) between faculty, students and staff that we are renowned for.

Submitted:



Michelle DenBeste
Provost/Vice President for Academic and
Student Life

Approved for Submittal to the Board:



James L. Gaudino
President



Fall Reopening

Operating Assumptions

1. Vaccinations will be widely available. A sufficient number of individuals at CWU and in the community will be vaccinated prior to the start of Fall 2021.
2. We will not be required to physically distance in classrooms, offices, or around campus.
3. Facial coverings will continue to be a part of our lives.
4. The academic calendar will remain as approved by Academic Senate. Classes will begin September 22nd and end December 10th.



LEARN. DO. LIVE.

A photograph of a student wearing a blue t-shirt and a white cap, looking at a smartphone. The student is standing in front of a large tree with pink cherry blossoms. A blue car is visible in the background.

Academic Colleges

- New modalities
- Multimodal support
- Information Services support with instructional technology
- 65 percent in-person courses
- Continued support for pedagogy
- Increased emphasis on on-line processes—forms, signatures, etc.



Housing and Residence Life

- Full occupancy
- Normal move-in schedule
- Residence hall programs operational (training, meetings, Resident Assistants, residential life curriculum)



Advising

Multi-pronged advising structure:

- College-based
- Transfer Center
- Exploratory
- Advising will transition to in-person operations, but will continue to offer on-line advising.
- Advisors return to work in June, but may offer virtual advising until August.



#CWUTogether

Orientation

- Planning is proceeding for a hybrid orientation process
- In-person sessions will be groups of 100 (divided in half) with on-campus tours and meetings
- Some advising will happen virtually
- All students will have the option to complete their advising program virtually.

Student Union and Recreation

Return to Normal.
SURC have had lots of practice
this year with smaller operations!
Face coverings required.
Additional cleaning protocols.



#CWUTogether

International

Remains disrupted

No study abroad for summer or fall

Will evaluate after fall

Our own international students still face challenges with visas and travel

Some students may begin fall 2021 from their home country



#CWUTogether

Collaboration with County Health



#CWU *Together*

Vaccine Clinics

Testing

Protocols and compliance with state and local mandates

Open Questions

University Centers - Some are open; some are closed.

Testing/Vaccine Administration

Policies on vaccination requirements



Central Washington University
Board of Trustees
5/4/2021

EXECUTIVE SUMMARY – 2021 Washington State Legislative Session

The 2021 Regular Session of the Washington State Legislature adjourned on April 25, 2021; however, the budgets and bills still require Governor Jay Inslee's signature to become law. The governor has through May 18, 2021 to sign a bill to become law, veto all or any part of a bill, or set the bill aside in which case the bill becomes law without the governor's signature. The most significant pieces of legislation for CWU that the governor will consider during that timeframe are the operating and capital budget bills.

2021-2023 OPERATING BUDGET (ESSB 5092):

- **Computer Science at CWU-Des Moines - \$1.5 million** funding to launch a Bachelor of Science in Computer Science at the University Center.
- **Mental & Behavioral Health**
 - **\$584,000:** Part of a broader package requesting support for underrepresented students, the legislature appropriated \$480,000 to expand access to mental health counseling for underrepresented students.
 - **\$104,000** to hire a mental health counselor with experience working with veterans.
- **Diversity, Equity, and Inclusion and Anti-Racism training - \$262,000:** Provides funding to develop and implement employee and student training required by E2SSB 5227.
- **Remote supervision technology - \$155,000:** Provides one-time funding to purchase cameras and software to remotely supervise student teachers

CAPITAL BUDGET (SHB 1080)

- **Health Education: \$55.5 million** to renovate and expand Nicholson Pavilion.
- **Humanities & Social Science Complex: \$5.2 million** to design a new facility that will replace Farrell Hall and the Language & Literature Building, and upgrade a portion of the library.
- **Chiller Addition: \$3.2 million** to add a new industrial chiller at the physical plant, which extends campus cooling capacity for present and future growth.
- **Barge Hall: \$2.1 million** to restore the historic building from flood damage and replace the roof.

Minor Works includes small capital projects, each valued at less than \$2 million for higher education, and can be completed within one biennium. CWU received \$9.922 for projects in three categories:

- **Preservation - \$6.5 million** to preserve and extend the life of state facilities and assets.
- **Preventive Maintenance & Building System Repairs - \$2.422 million**
- **Program - \$1 million** to change or improve existing space to meet program requirements.

LEGISLATIVE POLICIES

- **SHB 1016 (Rep. Morgan):** This bill establishes June 19 as a state holiday called *Juneteenth*, which celebrates the emancipation of those who have been enslaved in the United States. This will create a paid holiday for state employees effective January of 2023.
- **2SHB 1028 (Rep. Bergquist):** This bill eliminates the state requirement that teacher candidates pass the edTPA, a performance-based assessment.
- **E2SSB 5227 (Sen. Randall):** This bill directs public universities and community colleges to require diversity, equity, and inclusion and anti-racism training for faculty, staff, and students. It includes a requirement that institutions perform regular climate assessments.
- **SSB 5401 (Sen. Nguyen):** This bill authorizes all community and technical colleges to develop and offer Bachelor of Science degree programs in computer science.
- **HR 4611 (Rep. Sells)/ SR 8615 (Sen. Warnick):** These companion resolutions honor President Jim Gaudino for his over 12 years of service to Central Washington University, while managing a variety of challenges faced by the State of Washington and CWU.

For more information on the bills referenced here and on other legislative activities, please see <https://apps.leg.wa.gov/billinfo/>. To watch for gubernatorial action on bills, please see www.governor.wa.gov/office-governor/official-actions/bill-action.

Submitted:



Linda Schactler, Chief of Staff

Approved for Submittal to the Board:



James L. Gaudino, President



Central Washington University
Board of Trustees
May 14, 2021

EXECUTIVE SUMMARY – Presidential Transition

On January 14, 2021, the Board of Trustees appointed A. James Wohlpart, Ph.D. to be the next president of CWU. The president’s contract stipulated that the appointment would run for a term of three years, beginning June 21, 2021. However, the board and university community indicated to Dr. Wohlpart that an earlier start date also would be welcome. Dr. Wohlpart now is able to begin his appointment on June 7, 2021. On May 14, the board will review an amendment to Dr. Wohlpart’s contract that revises the first day of service accordingly.

The spouse of the president plays a key role in the success of the president and the overall university. The spouse is a critical ambassador to university stakeholders, from students and employees, to alumni and policymakers. Spouses of presidents at CWU receive an appointment that makes this role official. At the May 14 board meeting, trustees will review the appointment of Sasha Wohlpart, Jim Wohlpart’s wife, as Associate to the University, which is the same appointment held by President Gaudino’s wife.

Submitted by:

Linda Schactler, Secretary to the Board

Approved for submission:

Ron Erickson, Board Chair

Central Washington University
Board of Trustees
May 14, 2021

ACTION – A. James Wohlpart Contract Amendment

On January 14, 2021, the Board of Trustees appointed A. James Wohlpart, Ph.D. to be the next president of CWU. The president's contract stipulated that the appointment would run for a term of three years, beginning June 21, 2021. However, the board and university community indicated to Dr. Wohlpart that an earlier start date also would be welcome. Dr. Wohlpart now is able to begin his appointment on June 7, 2021. On May 14, the board will review an amendment to Dr. Wohlpart's contract that revises the first day of service accordingly.

We Recommend the following motion:

The Board of Trustees of Central Washington University hereby adopts Addendum No. 1 to the Presidential Contract, amending Article II, "Appointment," to provide for the appointment of A. James Wohlpart as President effective June 7, 2021.

Submitted by:



Linda Schactler, Secretary to the Board

Approved for submission:



Ron Erickson, Board Chairman



Central Washington University
Board of Trustees
May 14, 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, Enrollment Management, Operations, and the President.

We recommend the following motion:

The Board of Trustees approves the consent action items submitted May 14, 2021.

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

Andreas Bohman, Vice President
Operations

Linda Schactler
Chief of Staff

Approved for Submittal to the Board:

James L. Gaudino
President

CONSENT ACTION/REPORT LIST
May 14, 2021

CONSENT PERSONNEL ACTIONS

Distinguished Service Recognition

<i>Name</i>	<i>Title</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Henderson, Tom	Director, Academic Assessment	Provost Office	April 1, 2021	15 yrs. 8 mos.
Hodges, Barbara	HR Consultant A2	Human Resources	June 2021	34 yrs.
Kurtz, Martha	Associate Dean	College of the Sciences	August 16, 2021	25 yrs. 11 mos.

Faculty Emeritus Status

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Lewis, Scott	Professor	Mathematics	June 16, 2021	32 yrs. 9 mos.
Morgan, Marji	Professor	History	June 16, 2021	15 yrs. 11.5 mos.

Reappointment to Third Probationary Year

<i>Name</i>	<i>Department</i>
Dacass, Tennecia	Economics
Dahlin, Sean	Sports and Movement Studies
Dang, Hongtao	Engineering Technologies, Safety, and Construction
Dickinson, Jared	Health Sciences
Ghazali, Marwa	Anthropology
Herrera-Dulcet, Andrea	World Languages and Cultures
Lawless, Timothy	Education, Development, Teaching, and Learning
Martin, Dan	English
O'Mahony, Geraldine	Political Science
Seth, James	English
Summers, Nikolas	Sociology
Vidalon, Astrid	Family & Consumer Sciences

Reappointment to Fourth Probationary Year

<i>Name</i>	<i>Department</i>
Beckman, Justin	Art & Design
Campbell, Benjamin "Steele"	Finance & Supply Chain Management
Choi, Jeunghwan "John"	Engineering Technologies, Safety, and Construction

Reappointment to Fifth Probationary Year

<i>Name</i>	<i>Department</i>
Beard, Judy	Sports and Movement Studies
Klosterman, Peter	Mathematics
Leitert, Arne	Computer Science
Liang, Tanjian	Sports and Movement Studies
O'Brien, Michelle	English
Pengilly, Cynthia	English

Reappointment to Sixth Probationary Year

<i>Name</i>	<i>Department</i>
Jastremski, Nicole	Anthropology

Reappointment to Seventh Probationary Year

<i>Name</i>	<i>Department</i>
Castillo, Wendie	Education, Development, Teaching, and Learning

Phased Retirements

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>
Hennessy, Judith	Professor	Sociology	September 15, 2021



Central Washington University
Board of Trustees
May 14, 2021

ACTION ITEM – 2021 Faculty Tenure, Promotion and Post Tenure Review

State law (RCW28B.35.120) delineates the powers and responsibilities of the Board of Trustees to include employment of all employees, including tenure and promotion and post-tenure review of faculty. Each year the board is asked to approve the recommendations for tenure and promotion, which are the result of the comprehensive process. Trustees have requested that they be provided information to inform this approval. Through Faculty 180, trustees were able to review evaluations forwarded at each stage of tenure and promotion.

Tenure guarantees continuous appointment within a specific university department. Promotion is the movement from one academic rank to the next, typically from assistant professor to associate professor or from associate professor to full professor. Each process is based on departmental, college, and university criteria that include performance in teaching, scholarship, and service. There are five consecutive levels of review: the department personnel committee, the department chair, the college personnel committee, the college dean, and the provost, as outlined in articles 9.2 and 22.2 of the CWU Collective Bargaining Agreement.

Post-tenure review is the evaluation process for faculty who have already been granted tenure with CWU. A review is conducted in the fifth year following the granting of tenure for faculty, and every fifth year thereafter. As with tenure and/or promotion, each evaluation is based on a thorough review by the department personnel committee, department chair, college personnel committee, college dean, and the provost, in accordance with the criteria identified in the departmental, college, and university standards.

This year, 22 faculty submitted professional records to be considered for tenure and/or promotion; 20 were recommended for tenure and/or promotion. Twenty-five faculty members submitted professional records for post-tenure review during the regular review cycle. The faculty members recommended for tenure and/or promotion, as well as faculty who submitted for post-tenure review, are listed on Attachment A: Personnel Action Agenda.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves faculty tenure, promotion and post tenure review as recommended by the Provost this day May 14, 2021.

Submitted:

Michelle DenBeste
Provost/Vice President for Academic and
Student Life

Approved for Submittal to the Board:

James L. Gaudino
President



LEARN. DO. LIVE.

ATTACHMENT A: PERSONNEL ACTION AGENDA

Board of Trustees Approval

May 14, 2021

Faculty promotions effective September 16, 2021

Name, Department, Rank

1. Divine, Teresa, Law & Justice, Associate Professor
2. Egger, Anne, Geological Sciences/Science and Mathematics Education, Associate Professor
3. Loverro, Ian, Curriculum, Supervision, & Educational Leadership, Associate Professor
4. Martin, David, Engineering Technologies, Safety, and Construction, Associate Professor
5. Perez, Mark, Sports and Movement Studies, Associate Professor
6. Portolese, Laura, Information Technology and Administrative Management, Associate Professor
7. Thompson, James, Accounting, Associate Professor

Faculty promotions and tenure granted, effective September 16, 2021

Name, Department, Rank

1. Ambrosio, Fabio, Accounting, Assistant Professor
2. Buchanan, Tonya, Psychology, Assistant Professor
3. DeSieno, Marcus, Art & Design, Assistant Professor
4. Kuwada, Nathan, Physics, Assistant Professor
5. Lyman, Greg, Engineering Technologies, Safety, and Construction, Assistant Professor
6. Marsicano, Richard, Psychology, Assistant Professor
7. McGladrey, Brian, Sports and Movement Studies, Assistant Professor
8. O'Brien, Michelle, English, Assistant Professor
9. Quinn, Sterling, Geography, Assistant Professor
10. Schaefer, Roger, Law & Justice, Assistant Professor
11. Vajda, Szilard, Computer Science, Assistant Professor
12. Valentino, Maura, Library Services, Assistant Professor
13. White, Benjamin, Physics, Assistant Professor

Faculty post-tenure review, effective September 16, 2021

Name, Department, Rank

1. Amos, Yukari, Education, Development, Teaching, and Learning, Professor
2. Avey, James, Management, Professor
3. Belofsky, Gil, Chemistry, Associate Professor
4. Caoile, Nikolas, Music, Professor
5. Egger, Anne, Geological Sciences/Science and Mathematics Education, Associate Professor
6. Fu, Ping, Library Services, Professor

Office of the Provost/Vice President for Academic and Student Life

400 E University Way • Ellensburg WA 98926-7503 • Office: 509-963-1400 • Fax: 509-963-2025

Barge Hall Room 302 • Email: provost@cwu.edu • Web: cwu.edu/provost

EEO/AA/TITLE IX INSTITUTION • FOR ACCOMMODATION EMAIL: DS@CWU.EDU.

This is an electronic communication from Central Washington University.

7. Gabriel, Kara, Psychology, Professor
8. Garcia, Cesar, Communication, Professor
9. Georgeson, Tina, Education, Development, Teaching, and Learning, Associate Professor
10. Herman, Dan, History, Professor
11. Holden, Lad, Engineering Technologies, Safety, and Construction, Associate Professor
12. Holtfreter, Robert, Accounting, Professor
13. Martin, David, Engineering Technologies, Safety, and Construction, Associate Professor
14. Montgomery, Aaron, Mathematics, Professor
15. Neurohr, John, Music, Associate Professor
16. Petersen, Naomi, Curriculum, Supervision, & Educational Leadership, Professor
17. Piacsek, Andrew, Physics, Associate Professor
18. Portolese, Laura, Information Technology and Administrative Management, Associate Professor
19. Revels, Craig, Geography, Associate Professor
20. Schaefer, Todd, Political Science, Professor
21. Schlanger, Gregg, Art & Design, Professor
22. Sheeran, Lori, Anthropology, Professor
23. Smith, Michael, Theatre Arts, Professor
24. Thomas-Bradley, Carin, Chemistry, Professor
25. Thompson, James, Accounting, Associate Professor

Central Washington University
Board of Trustees
May 14, 2021

ACTION – Distinguished Faculty Awards

Since 1977, CWU has honored excellence in faculty teaching, service, and research or creative expression. The recognition, the highest honor for faculty at CWU, is embedded in the Faculty Code (Section III), which establishes awards for Distinguished Faculty and for Non-Tenure Track Faculty. Distinguished Faculty Awards are reserved for individuals who have, at a minimum, served for six years and have worked at least 135 WLU. The awardees are nominated by the Faculty Senate, which may choose not to make an award in any given category. Nominations are authorized by the Board of Trustees.

Recipients of the annual Distinguished Faculty Awards in teaching, scholarship, and service receive a one-time \$2,500 stipend.

☐ **Distinguished Teaching Awards** are given for teaching excellence, as demonstrated by breadth and depth of knowledge; clarity in methodology and organization of materials, and effective methods of presentation; continued scholarship and integration of scholarship into course work; assistance to students in understanding the value and relevance of the subject matter and course materials, both within the discipline and in a broader context. Following are this year's nominees.

Robert “Shaffer” Claridge, Distinguished Faculty Non-Tenure Track Teaching, Department of Law and Justice. Mr. Claridge received a law degree from the University of Oregon School of Law in May 2011, where he was in the top 22% of his class. He has contributed to the Law and Justice Department in a variety of ways since joining Central in 2014, first as a Lecturer and then as a Senior Lecturer. He has developed curriculum and taught courses in a variety of content areas, including legal history, legal research and writing, legal practice and procedure, and trial practice and strategy. Claridge is also a practicing lawyer, maintaining a small firm in Ellensburg as a member of the Washington Bar Association.

Christopher Schedler, Distinguished Faculty, Teaching, Department of English.

Professor Schedler earned his PhD in English at the University of California Santa Barbara in 1999, and he joined the CWU English Department in 2003. During his 18 years at CWU, Professor Schedler was acknowledged for his excellence in teaching several times. Professor Schedler's teaching interests and specialties are varied and include American Literature after 1865, Comparative US Ethnic, American Indian, Latinx, and Latin American literatures, as well as Modernism and Border Theory. Professor Schedler is lauded by students and colleagues alike for his expertise in all three teaching modalities--face-to-face, hybrid and online--and for being a pioneer on our campus in online teaching.

☐ **The Distinguished Service Award** recognizes endeavors that contribute to the welfare of individuals, professional organizations, university groups, the community at large, or the university. Following is this year's nominee.

Susan Kaspari, Distinguished Faculty, Service, Department of Geological Sciences. Dr. Kaspari has been a faculty member in the Geological Sciences Department and the Earth Studies Program since 2009. She came to Central Washington University after completing a PhD in Environmental Science at the University of Maine, Orono, followed by a year and a half of postdoctoral research at the Paul Scherrer Institute in Switzerland. Dr. Kaspari has continuously and relentlessly served as an advocate for sustainability on campus, in the community, and through her research. Her service has led to changes that have made CWU a greener campus with a burgeoning culture of sustainability.

☐ **The Distinguished Faculty of Research / Artistic Accomplishment Award** recognizes scholarly or scientific investigation or inquiry, conducted to advance the state of knowledge of the discipline. Artistic accomplishment is defined as the composition, creation, production or other significant and/or innovative contribution to an artistic event.

Robert Holtfreter, Distinguished Faculty, Research/Artistic Accomplishment, Department of Accounting. Dr. Holtfreter has been teaching in the Business Department at CWU for 30 years. He earned his Ph.D. in accounting from the University of Nebraska in 1978. Dr. Holtfreter is a locally, regionally, and nationally recognized scholar, specializing in the area of cyber fraud. Dr. Holtfreter's research is extensive: 112 double-blind peer-reviewed articles in numerous academic professional journals with prestige, 4 editorial reviewed journal articles, 50 research related conference proceedings/panel presentations/poster session, and 27 book chapters. All of these publications are ranked high in his field.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves appointment of the 2021 Distinguished Professors.

Submitted:



Linda Schactler, Chief of Staff

Approved for Submittal to the Board:



James L. Gaudino, President



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
May 14, 2021

ACTION – Services and Activities (S&A) Fees Base Budget Allocation for Fiscal Year 2022-25

Attachment: FY22-25 SA Base Funding Recommendation

State law [RCW 28B.15.041] directs that services and activities fees shall be used "for the express purpose of funding student activities and programs of their particular institution." Services and Activities (S&A) Fees are collected from students at registration and are allocated to programs as direct budget allocations or, indirectly, through other organizations.

The S&A Fee Committee consists of 12 voting members, including the executive vice president of the student body (ASCWU-SG). Ex officio non-voting members include the Dean of Student Success (or the dean's designee) and the student funds financial manager. The committee proposes directly to the Board of Trustees for approval programs and corresponding budget levels for organizations that are funded by S&A Fees.

The S&A Fee Committee gives priority consideration to pre-existing contractual obligations, debts incurred, legal obligations, contracted agreements recognized and approved by the committee, the Student Union and Recreation Center and support costs, and stability for programs affecting students.

The budget for S&A Fee funds is established every four years. The Fee Committee's criteria for establishing a quadrennial base budget includes support of the arts and diversity, and services to the greatest number of CWU students. Based on these criteria, the S&A Fee Committee recommends Board approval for the proposed 2022-25 base funding. The total recommended budget is \$7,450,000 per year. A copy of this budget is included in the Board's materials.

The 2022-25 base budget has also been reviewed and is endorsed by the President's Budget Advisory Committee and the Associated Students of Central Washington University board.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the Services and Activities Fee base funding allocation of \$7,450,000 per year for fiscal years 2022 through 2025.

Respectfully submitted,


Joel Klucking, Vice President
Business and Financial Affairs

Approved for Submission To The Board:


James L. Gaudino
President

Central Washington University
Board of Trustees
May 14, 2021

ACTION – Mandatory Fee: Student Medical and Counseling Clinic Fee

The Division of Academic and Student Life seeks authorization to broaden the assessment of the student medical and counseling clinic fee from only students physically located in Ellensburg to all students. The fee now is set at \$17.16 per credit up to 10 credits. Now the fee is only charged to students at the Ellensburg campus, formerly the only location where services were provided.

However, in late 2020, CWU established Wildcat Care 365, an online health consultation service provided by TimelyMD, a national telehealth company. The service offers immediate and unlimited access to medical and professional mental health support consultation at any time of the day. Additional services include scheduled short-term individual psychotherapy and health and wellness coaching appointments for students; employees have access to 24/7 consultation about a student’s wellbeing. Students can access the service using a free downloadable smartphone app (TimelyMD) or through an online portal, www.wildcatcare365.com. Typically, students obtain a video consultation with a health professional within 5 to 10 minutes.

Now that health and wellness services are available to all students, everywhere, the division proposes to require the fee of all students. The proposed change will be used to cover the costs of the expansion of services to meet the needs of all CWU students, regardless of where they are.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves assessing the assessment for the Student Medical and Counseling Clinic to all CWU students in order to provide critical services regardless of physical location.

Submitted by:



Joel Klucking, Vice President
Business and Financial Affairs

Approved for submission:



James L. Gaudino
President



LEARN. DO. LIVE.

May 5, 2021

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 February 2021. The Faculty Senate Executive Committee and the standing committees have made progress on several projects and motions that are important for students, faculty members, and the university at large since the beginning of this academic year. What follows is a brief overview of the work the Executive Committee is doing during spring quarter, and the priorities for transitioning to next academic year.

Diversity, Inclusivity, and Antiracism Task Force

During spring quarter, the Diversity, Inclusivity, and Antiracism Task Force has met with campus constituents, and reviewed relevant documentation (such as Senate Bill 5227, survey results from the Office of Diversity and Inclusivity's 2018 Campus Climate Survey, and the Diversity and Equity Center's Antiracism Workshop). The committee also created the listening session schedule, scripts, and slides for different constituent groups, and a survey for faculty/staff, and one for students. There were two listening sessions for the following stakeholders: Students, Faculty, Open session; and three listening sessions for Staff. A total of 186 participants attended the listening sessions. As of May 4th, there are 267 responses to the Faculty/Staff Survey and 151 responses to the Student Survey. The committee will now work on preliminary analysis of all the data and collaborate with Academic Affairs to craft a motion for consideration at the June 2nd Faculty Senate meeting.

Fall 2021 Opening Plans

The Faculty Senate Executive Committee has been working with the administration on opening plans for Fall 2021. With several other universities, including WSU and UW, stating they intend to require vaccines for students in the fall, CWU continues to monitor and track the situation. This effort includes working with the governor's office to understand if a statewide mandate for vaccines at higher education institutions is forthcoming. In addition, work is underway to outline health and safety guidelines for students, faculty, and staff. Once those are developed, they will be shared with all. In addition, information about cleaning protocols in classrooms, offices, and common areas as well as air circulation is being compiled and will be shared with faculty and staff.

Faculty Senate

400 E University Way • Ellensburg WA 98926-7509 • Office: 509-963-3231 • Fax: 509-963-3204

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This is an electronic communication from Central Washington University.

Vaccinations

The Executive Committee sent a letter to Governor Jay Inslee on February 23rd. The letter asked Gov. Inslee to consider adding higher education personnel with face-to-face responsibilities for student success be included in the 1B tier 2 vaccine phase, along with K-12 educators. A press release was sent out by CWU's Public Relations on February 24th. In addition, the Faculty Senate Chair was interviewed about this by Victor Park, a journalist from KIMA-TV – CBS affiliate Chanel 29, on March 2nd. Since then, the Faculty Senate Executive Committee has been working with the administration on CWU's vaccination campaign. Messaging has started going out to students, faculty, and staff encouraging all faculty, staff, and students to sign up for their vaccination appointments if they have not yet done so. Faculty are also encouraged to share this information about vaccinations with students, where appropriate. The Executive Committee strongly believes that the more we can increase the number of individuals in the CWU community who are vaccinated, the more open our campus can become.

General Education Program

The implementation of the new General Education Program (GenEd) included two memorandums of understanding (MOUs) that were signed in 2018 and will expire on June 15, 2021. The Faculty Senate Executive Committee had a series of conversations with Provost DenBeste and the College Deans to reevaluate the MOUs. In response, the Executive Committee gathered input from Associate Deans, the General Education committees, and faculty through a survey and two listening sessions. Based on the feedback we received, and analysis of the GenEd situation, the Executive Committee identified GenEd Assessment and GenEd committee restructuring as the near-term priorities given the available funds. The Executive Committee discussed the results with senators at the March 3rd Faculty Senate meeting and presented a motion requesting Faculty Senate to suspend language in the Faculty Code, Senate Bylaws, and policy CWU 5-100 regarding the General Education Director and Pathway Coordinator roles as well as the General Education committee composition to help in negotiating new MOUs. The motion was approved. The Executive Committee is now working to reconfigure the GenEd committee and has appointed a new GenEd Assessment Coordinator who will work closely with the Provost Office on their assessment plans in preparation to the NWCCU mid-cycle visit in Spring 2022.

Conclusion

The Executive Committee thanks the Board of Trustees for the opportunity to update you on our Senate initiatives. We remain committed to continue working with the Board to make Central Washington University the destination for students looking for an excellent education. We look 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. 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,

A handwritten signature in blue ink, consisting of a horizontal line with a vertical stroke crossing it, and a large loop below the horizontal line.

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



**ASCWU BOARD OF DIRECTORS FOUNDATION
REPORT**

APRIL 30, 2021





Ashley-Sue Vizguerra
Director
Student Life & Facilities

Edgar Espino
Director
Governmental Affairs

Jacob Robles
Director
Equity & Multicultural Affairs

Madeline Koval
Senate Speaker

Mickael Candelaria
President

Brandon Wear-Grimm
Vice President



Executive VP Report

- Launched the annual ASCWU TopCats Leadership Scholarship. Awards range from \$1,500-\$5,000. Based on leadership and involvement
- Completed S&A base-funding request for the next four years
- Working on securing funding for the CWU Center for Cultural Innovation



Brandon Wear-Grimm
Executive Vice President



Student Senate Report

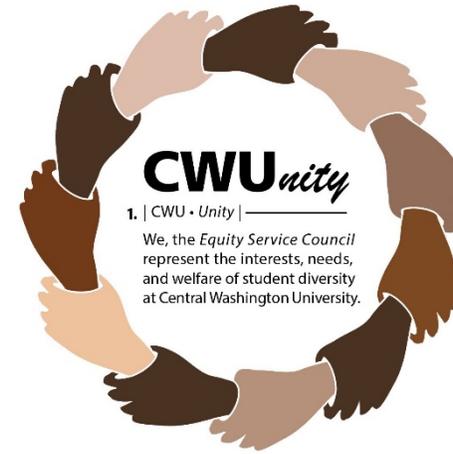


- Working with Faculty and Student Senators to educate the entire student body on Academic Grievances Process through a video
- Determined Student Senator appointment process for Fall 2021
- Various Student Senators are holding events to build community and spread the word of the new Student Senate



Director for Equity & Multicultural Affairs Report

- Hosting International Café on May 13th at noon with the Equity and Service Council Organizations
- Planning and preparing in-person ESC Block party on May 26th. Connect with our ESC orgs, build community, and have fun!
- Hosting Monday Movie Madness in collaboration with Campus Activities on May 2nd to show the movie “Onward”
- ESC orgs hosting cultural graduations virtually



Jacob Robles
Director of Equity & Multicultural Affairs



Director for Student Life & Facilities Report

- Playground initiative to get a playground on-campus for student parents.
- The Office of Student Life and Facilities is hosting the Rec and Student Activities Trivia night in June
- Co-hosted Women's Empowerment Conference with Westside Student Life in March
- Purchased a Wellington mascot suit for the Westside Center Campuses

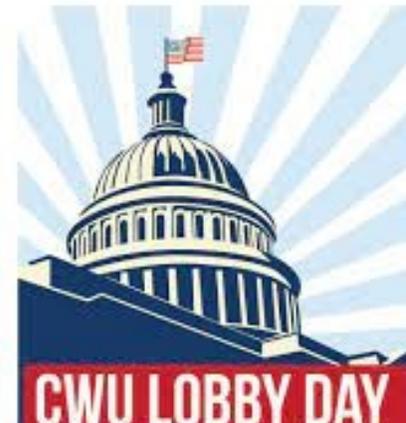


Ashley-Sue Vizguerra
Director of Student Life & Facilities



Director for Governmental Affairs Report

- Civics Week May 10-14, hold those dates for fun events to get students civically engaged on-campus.
- Launched the search committee process for the CWU Student Trustee position
- Completed the 2021 Washington State Legislative Session and advocated and lobbied on behalf of all higher ed students
- Held virtual lobby days for students to get involved



Edgar Espino
Director of Governmental Affairs



ASCWU President Report

- Held virtual “Blast from the Past: Presidential Legacy” event with the past four ASCWU Presidents
- On the Associate Dean for Equity and Access hiring committee
- Requesting funding from S&A to implement Student Legal Services on-campus
- Drafted legislation to improve the virtual teaching environment at CWU
- Organizing and planning the End of the Year virtual Awards and Recognition Night
- Developing transition and succession trainings for the new incoming Board



ASCWU Elections

Congratulations to our new student leadership team!



ASSOCIATED STUDENTS OF CENTRAL WASHINGTON UNIVERSITY

2021-2022 EXECUTIVE BOARD



President
Madeline Koval



Executive
Vice President
Geoffrey Odoch



Director of Equity &
Multicultural Affairs
Mariah Minjarez



Director of Student
Life & Facilities
Alejandra Cruz-Martinez



Senate Speaker
Rachael Medalia



Director of
Governmental Affairs
Edgar Espino



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- Email: ascwu@cwu.edu
- Social media: @ascwu_sg





Central Washington University
Board of Trustees
May 14, 2021

MEMORANDUM – Staci Sleight-Layman chosen for State Extra Mile Award

To: CWU Board of Trustees

From: Joel Klucking, VP Business & Financial Affairs

Staci Sleight-Layman received the Washington Secretary of State’s Extra Mile Award for 2021. Staci was nominated by the Human Resources Leadership Team, who recognized her qualities of leadership, strength, and inspiration. Additionally, Staci was recognized for her “Tuesday Talks with HR” webinar series, which was developed in response to COVID-19 and the subsequent shift to online learning and remote work.

“Tuesday Talks” began March 24, 2020 and has been consistently attended by over 200 people each week ever since. Staci’s calm and courageous leadership style brings comfort to many, and has created a community that did not exist before. “Tuesday Talks” now includes speakers from across the university—as well as the city and county—and plans are underway to offer similar talks for faculty and students.

The Extra Mile Award is designed for Washington State citizens and employees to nominate an individual or group who surpasses expectations for exemplary public service. To qualify for the award, employees must demonstrate innovative techniques and methods, outstanding leadership, visionary thinking, personal valor or bravery, and outstanding customer service. In 2021, 255 nominations were submitted, and 15 employees were selected for awards.