



February 2021
Board Meeting Agenda



BOARD OF TRUSTEES

BOARD OF TRUSTEES AGENDA • Virtual Meeting February 25, 2021

1:00-1:30 Executive Session

- *The board will convene in executive session for 30 minutes per RCW 42.30.110(i).*

1:30 Welcome and Call to Order

- Agenda for February 25, 2021
- Minutes of Oct 29-30, 2020, Nov 13, 2020, Dec 18, 2020 & Jan 14, 2021
- Public Comment

1:35-2:00 Fall 2021 Opening Plan

2:00-2:30 Budget Status and Forecast

- Enrollment Forecast
- Financial Position and Forecast

2:30-3:00 President's Report

- Long-term budget planning
- Facilities Space Sponsorship
- Communications

3:00 Action Agenda

Consent Agenda

Approval of Sponsorship Plan for Health Education Building

Approval of Sponsorship Plan for Health Sciences Building

Approval of Technology Fee adjustment

Approval of Housing and Dining Fee increase

Board endorsement of Fall 2021 Opening Plan

Approval of BS Data Science



Central Washington University
Board of Trustees
February 25, 2021

ACTION – Approval of the minutes of the Regular Meetings of October 29 and 30, 2020 and the Special Meetings of November 13, 2020, December 18, 2020, and January 14, 2021.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the minutes of the regular meetings of October 29 and 30, 2020, and the special meetings of November 13, 2020, December 18, 2020, and January 14, 2021.

Submitted:

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

Linda Schactler
Chief of Staff

Approved for Submittal to the Board:

A handwritten signature in black ink that reads 'James L. Gaudino'.

James L. Gaudino
President



BOARD OF TRUSTEES

**Board of Trustees Minutes
Board Meeting (via Zoom)
October 29-30, 2020**

OCTOBER 29, 2020

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:

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

Chair Erickson convened the board meeting at 1:06 p.m. Ms. Schactler took roll to confirm that a quorum of the Board was present.

Chair Erickson reported that the executive committee of the board met with community leaders earlier in the day to discuss town-gown relationships, COVID-19 community impacts, and to thank community leaders for participating in the presidential search listening sessions.

Approval of Agenda

Motion 20-57: Mr. Nellams moved that the Board of Trustees of Central Washington University approve the agenda of the meetings of October 29 and 30, 2020. Ms. Gillis seconded the motion, which the board unanimously approved.

Approval of Minutes

Motion 20-58: Mr. Nellams moved that the Board of Trustees of Central Washington University approve the minutes from the meeting of September 16, 2020. Ms. Gillis seconded the motion. The motion was approved.

PUBLIC COMMENT

- Valdemar “Skip” Jensen, CWU Lead Custodian in student housing and President of Washington Federation of State Employees (WFSE), Local 330. Mr. Jensen addressed the subject of layoffs and concerns about the impact on employees represented by WFSE.

PRESIDENT’S REPORT

Official Board Communications

CWUP 1-70-020(3) (Protocol for Meetings) requires that written communications to the board of trustees received within seven days of a regularly scheduled board meeting will be included in board briefing materials. Communications received after that time will be shared at the following regular board meeting. As well, the president of the Associated Students of CWU, and the chairs of the Faculty Senate, Exempt Employees Association, and the Employee Council, may send a report to the board.

For the October 29 meeting of the Board of Trustees, the Board acknowledged receipt of the following communications:

- Report from the Faculty Senate
- Report from the ASCWU Student Government

University-wide Goals

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

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

Vice presidents DenBeste, Duffett and Cleary briefed the board on the progress toward these goals over the past year.

COVID-19 Update

Dr. Mark Larson, Kittitas County Public Health Officer, and Gregg Heinselman, Dean of Student Success, provided an assessment of fall quarter and plans for winter quarter. President Gaudino thanked the entire team for their collaboration, noting that communication and coordination between the campus and the county has been extraordinary.

BUDGET AND FINANCE

Historically, the “10th-day” enrollment report each fall has provided a very accurate prediction of financial health for the coming academic year. However, in fall 2020, the change in instructional modality, on-campus residency, and potential COVID-19 activity presents a higher level of uncertainty in the ability to predict the balance of the year.

As projected in spring 2020, total fall 2020 enrollment is down 5 percent (5.1 percent) over fall 2019. There are 11,110 graduate and undergraduate students, a drop of 597 students. These figures include first-year, transfer, post-baccalaureate, re-admit, and graduate students. The mix of students was slightly more favorable than anticipated, with more non-resident undergraduate students and resident

graduate students than expected. This mix should more than offset the shortfall in revenue associated with resident undergraduates. CWU appears to have waived less tuition than anticipated. Staff are cautiously optimistic that total net tuition revenue will be essentially on plan for the year with the budget assumption of \$58.2M in revenue.

Meeting adjourned at 2:28 PM.

OCTOBER 30, 2020

EXECUTIVE SESSION

The board convened in executive session at 9:02 a.m. for 75 minutes as allowed per RCW 42.30.110 (g) and (i). The executive session ended at 9:58 a.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

Guests:

Paul Crisalli, Assistant Attorney General
Bill Funk, R. William Funk & Associates

Chair Erickson convened the board business meeting at 10:17 a.m. Ms. Schactler took roll to confirm that a quorum of the Board was present.

PRESIDENTIAL SEARCH REPORT

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

Board Chair Ron Erickson appointed Trustee Erin Black to chair the committee, which she led with the support of trustees Robert Nellams and Jeff Hensler. At the Board's special meeting on June 29, 2020, the Board expanded the responsibilities of the Trustee Search Advisory Committee (TSAC) to include

working directly with the search consultant, R. William Funk & Associates, to recommend semi-finalists after a preliminary screening of the candidates.

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

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

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

Approval of TSAC Candidate Finalists

Motion 20-59: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves acceptance of TSAC's recommendation to move forward with five finalists for consideration of the trustees. Mr. Nellams seconded the motion. The motion was approved.

CWU FOUNDATION CAMPAIGN DISCUSSION

Established in 2010 by the CWU Board of Trustees, the Trustee Endowed Scholarship supports outstanding undergraduate students. Scholarship recipients are chosen each year through the university's general scholarship application process, now known as "Scholarship Central" (www.cwu.edu/scholarships).

The fund is invested along with other CWU Foundation endowments and receives an influx of funding each year, primarily through trustee donations of their travel reimbursements. In fiscal year 2020, contributions to the fund totaled more than \$1,700. In June 30, 2019, the Board of Trustees Endowed Scholarship had a balance of \$61,394.26; the balance in June 30, 2020 was \$69,073.74. The fund was able to support scholarships for two students for the 2020/2021 academic year:

- Gabriel Garcia: Majoring in Law and Justice and in Paramedicine, Gabriel will be the first in his family to graduate college and wants to be a law enforcement officer and a paramedic.
- Daisy Lara-Sanchez is a first-year student who has been accepted into the William O. Douglas Honors College and would like to pursue pre-dentistry or pre-nursing.

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

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

- 1) Unite Stakeholders Around a Compelling Vision: Establish philanthropic partners to support the university's priorities while working toward campaign readiness.

- 2) Engage Constituents: Drive deeper connections between alumni and university stakeholders through meaningful events and interactions.
- 3) Cultivate Capacity Investment: Engage with regional and business networks, corporations, and foundations in order to gain financial support to ensure the sustainability of the university.
- 4) Expand Reach: Establish the base of new and retained financial support by securing funding for now, and the future, while growing and maintaining the unrestricted fund, Students First Fund, support funding sustainability.

ACTION AGENDA

Approval of Consent Agenda

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

Motion 20-60: Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the consent actions items submitted October 30, 2020. Mr. Nellams seconded the motion. The motion was approved.

The next regularly scheduled meeting of the board will be in February, on the 25th and 26th.

Meeting adjourned at 11:16 a.m.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees



BOARD OF TRUSTEES

**Board of Trustees Minutes
Special Meeting (Virtual)
November 13, 2020**

NOVEMBER 13, 2020

Executive Session

Present:

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

Staff to the Board:

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 Staff:

Kremiere Jackson, Vice President for Public Affairs

Guests:

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

The board convened in executive session at 9:06 a.m. for the purpose of discussing the qualifications of an applicant for public employment, per RCW 42.30.110 (g). The executive session ended at 9:35 a.m.

Chair Erickson called the business meeting to order at 9:45 AM. Ms. Schactler took role to confirm that a quorum of the Board was present.

PRESIDENTIAL SEARCH UPDATE

In October the Board of trustees accepted five candidates recommended by the Trustee search Advisory Committee. Trustees interviewed finalists November 9 and 10 and identified two individuals as top candidates, Candidate A and Candidate B.

Approval of Candidate

Motion 20-61: Mr. Nellams moved that the Board of Trustees of Central Washington University endorse Candidate A and authorize the Board Executive Committee to begin negotiating a contract with the candidate. Ms. Gillis seconded the motion, which was approved.

The special meeting adjourned at 9:54 a.m. The next regularly scheduled meeting of the board will be on February 25 and 26, 2021.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees



BOARD OF TRUSTEES

**Board of Trustees Minutes
Special Meeting (Virtual)
December 18, 2020**

December 18, 2020

Trustees Present

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

Staff to the Board:

Linda Schactler, Board Secretary & Chief of Staff
Joel Klucking, Board Treasurer & Vice President for Business & Financial Affairs
Sarah Scott, Administrative Operations Coordinator, Office of the President
Alan Smith, Assistant Attorney General

Guests:

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

Executive Session

The board convened in executive session at 8:33 a.m. for eighteen minutes for the purpose of discussing the qualifications of an applicant for public employment, per RCW 42.30.110 (g). The executive session ended at 8:51 a.m.

Chair Erickson called the business meeting to order at 8:52 a.m. Ms. Schactler took role to confirm that a quorum of the Board was present. The purpose of the meeting was for the Board to discuss the presidential selection process.

Approval of Candidate

Motion 20-62: Ms. Gillis moved that Candidate A be offered the position of President of the University and that the Executive Committee be authorized to extend the offer and negotiate a contract. Mr. Nellams seconded the motion, which was unanimously approved.

The special meeting adjourned at 8:55 a.m. The next regularly scheduled meeting of the board will be in February, on the 25th and 26th.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees



BOARD OF TRUSTEES

Board of Trustees Minutes Special Meeting (Virtual) January 14, 2021

January 14, 2021

Trustees Present

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

Staff to the Board:

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

Guests:

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

Executive Session

The board convened in executive session at 9:02 a.m. for thirteen minutes for the purpose of discussing the qualifications of an applicant for public employment, per RCW 42.30.110 (g). The executive session ended at 9:15 a.m.

Chair Erickson called the business meeting to order at 9:20 a.m. Ms. Schactler took role to confirm that a quorum of the Board was present. The purpose of the meeting was for the Board to approve the presidential contract.

Approval of Agenda

Motion 21-01: Mr. Nellams moved that the Board of Trustees of Central Washington University approve the agenda of the special meeting of January 14, 2021. Mr. McMillion seconded the motion, which the board unanimously approved.

Approval of Resolution 21-01 Honoring TSAC

WHEREAS, the Board of Trustees appointed the Trustee Search Advisory Committee on May 15, 2020; and

WHEREAS, the charge of the committee was to reach out to university stakeholders to learn what they perceive to be the greatest opportunities and challenges facing the university, and to discuss what qualities are desired in presidential candidates; and

WHEREAS, the membership of the diverse committee drew leaders from many areas of the university community, including students, alumni, the CWU Foundation, staff, faculty, and University Centers; and

WHEREAS, Trustee Erin Black chaired the committee with the support of co-chair Trustees Robert Nellams and Jeff Hensler; and

WHEREAS, the search committee met with several hundred people over the course of five months, ensuring broad access into the search process and producing insights that followed the search from beginning to end; and

WHEREAS, due to the effectiveness of the committee, the board also charged the group with the review and prioritization of the 80-presidential applicant pool, the interview of semi-finalists, and recommendations of five finalists for the board to interview;

WHEREAS, the committee's, insight, and goodwill were instrumental in identifying the next leader for the university, and their investment of time and energy has truly made a difference in the future of Central Washington University.

Now BE IT THEREFORE RESOLVED, that this Board of Trustees and the university community thanks every member of the university community who participated in the process, and extends to the Trustee Search Advisory Committee the trustees' deepest gratitude for the leadership, insight, mutual respect, and passion the committee demonstrated in the search; furthermore, the Board encourages the search committee members to continue to make their insight and service available to the new president as he transitions into the presidency of Central Washington University.

ADOPTED and signed this 14th day of January 2021.

Motion 21-02: Mr. Conner moved that the Board of Trustees of Central Washington University approve Resolution 21-01 recognizing the great work of the Trustee Search Advisory Committee. Ms. Gillis seconded the motion, which was unanimously approved.

Approval of Candidate

Motion 21-03: Mr. Nellams moved that the Board of Trustees of Central Washington University appoint Dr. Wohlpart as the 15th president of the university effective no later than June 21, 2021, at a salary of \$400,000 as provided in the negotiated contract. Mr. Hensler seconded the motion, which was unanimously approved.

Chair Erickson explained that a formal presentation of Dr. Wohlpart, including remarks from him, will take place at 10:00 a.m. today. The public may view the presentation on CWU's streaming page. The remainder of today and tomorrow, Dr. Wohlpart will be meeting with numerous groups for an introduction.

The special meeting adjourned at 9:31 a.m. The next regularly scheduled meeting of the board will be in February, on the 25th and 26th.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
February 25, 2021

EXECUTIVE SUMMARY – 2021 Fall Opening

Planning is well underway for a near-normal fall quarter, 2021. CWU is making several assumptions, which we have discussed with our county health partners and which we are beginning to discuss with university constituencies.

Assumptions:

1. Normal academic schedule with normal dates for fall quarter (September 22 to December 10),
2. Most students, faculty and staff will be back on campus,
3. Residential halls will be at near normal 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.

As was true in 2020-2021, the health and safety of the university community must come first. All of our plans continue to take into account the evolving COVID situation. While we are hopeful for a near-normal academic year in 2021/22, we also understand the need to constantly assess our health-and-safety protocols.

Course scheduling for fall has already begun. A recently approved instructional modality policy codifies modality meanings. A variety of instructional modalities will continue to be offered, although the fall schedule will be weighted toward in-person offerings. Hybrid courses continue to be a popular choice for students and faculty. The new normal incorporates the lessons of remote learning while allowing us to return to much greater in-person engagement with students. Relationships with all University Centers and instructional sites, outreach to non-traditional students, and the ability to connect with alumni have been enhanced by some remote strategies and those strategies will continue to be a part of our return-to-normal plans.

Orientation/Housing. Orientation will likely be largely on-line, given uncertainties about timing of vaccine availability and ongoing safety concerns with large crowds. Plans are underway for Welcome Week activities for both new students and for our second-year students, who missed many activities due to the pandemic. Housing scheduling is already underway. We are planning for capacity housing, but will continue to leave some open space for quarantine housing.

Student Engagement. Academic and non-academic activities, clubs and organizations that support the student experience at CWU are preparing for the transition to post-COVID, in-person participation.

CWU University Centers. We will cooperate with our community college partners as they decide fall modalities.

Many questions remain about fall planning and our planning team continues to prepare for a variety of scenarios. In addition to those responsible for formal planning activities, the university has benefitted from the commitment and cooperation of all constituencies within our community, including the faculty at large and faculty governance, our unions and their representatives, and our Board of Trustees. These collaborations have been noteworthy for the extent to which the interests of the whole have been identified and honored. Without question, the risks and rigors associated with COVID-19 will continue to test our institution and we will need to continue to tap into our reserves of energy, creativity, adaptability, and resilience.

A post-COVID fall quarter will allow CWU to focus on fundamental and ongoing initiatives such as college advising and student support, assessment and accreditation efforts, retention and graduation initiatives, transfer student support, inclusivity and diversity, and professional development for our faculty. We are excited to begin our “new normal” as we once again come together as a Wildcat community.

Submitted:

Approved for Submittal to the Board



Michelle DenBeste
Provost/Vice President for Academic and Student Life



James L. Gaudino
President

2021 Fall Opening Plan



Fall Reopening Assumptions

Normal Academic Schedule

Mask Wearing

Vaccinations Widely Available

Residence Halls Open

Multiple Instructional Modalities



Course Modalities

- In Person, Hybrid, Real Time Online, Online, Distance Education
- Modality Reflected in Schedule
- University Centers Scheduling
- [Training and support for employees](#)



In-Person Instruction



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The Library will be a Gathering Place and Hub for...

- Research
- Tutoring
- Peer Accountability & Connections (PAC) Program



Housing/Orientation/Activities

[Housing Application Guide](#)



Ongoing Professional Development

Multimodal Learning:

- Excellence In Teaching and Learning Certificate
- Master Online Teacher Certification
- Master Online Mentor
- Successful Online Student Strategies
- Virtual Assistance for Students



CWU Achievements

- Healthy Community
- Stable Graduation and Retention Rates
- Strong Transfer Programs
- Ongoing Student Faculty Research



<https://www.youtube.com/watch?v=19iDgS8C3ZA>

Associated Schools of Construction (ASC)
Region 7
2021 Student Competition
Central Washington University
2nd Place



Questions?



CENTRAL WASHINGTON UNIVERSITY

Board of Trustees
February 25, 2021

EXECUTIVE SUMMARY – Enrollment Management

It has been another unprecedented cycle in college enrollment, nationwide. The pandemic has altered the way we recruit, support, engage, and teach students. Central Washington University's strong residential programming and experience was challenged as most classes were moved online, and campus activities were reduced or eliminated. The fall 2020 first-year term-to-term persistence rate, which dropped from 93 percent to 87 percent compared to last year's first-year cohort, is an early sign of this impact.

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. Of note, we continue to see year over- year increases in re-admit and graduate student enrollment.

In addition, winter enrollment in high school concurrent enrollment 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.

Fall 2021 Recruitment Cycle

The recruitment cycle continues to build momentum toward our fall 2021 incoming class. Although some "elite" or "flagship" universities have reported significant increases in application volumes, these increases have not been experienced among many colleges across the nation. Two of the largest state university systems in the US, the California State University and the State University of New York systems, have reported significant declines in overall applications. However, CWU has fared well in generating a strong application pool at this point in the recruitment cycle.

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. Our early projection modeling suggests 1,885 to 2,068 new, first-year students will enroll in fall 2021.

Community and technical colleges continue to experience overall enrollment declines, which are likely to negatively affect CWU transfer enrollments. Additionally, bachelor's degree programs offered at the community and technical colleges continue increase. For example, the number of Bachelor of Applied Science degree programs has grown 34 percent since the 2018-2019 academic year. Despite these

challenges, CWU continues to implement strategies to improve our transfer outreach and transfer experience. Although early in the cycle, applications are down 4 percent over last year; there is a 2 percent increase in students who were admitted and have committed to CWU.

Strategic Enrollment Management (SEM) Plan and Enrollment Projection Modeling

The SEM plan, branded *Destination 2025*, continues to move forward as the plan enters year-two implementation. With more than 130 projects and initiatives, progress is being made toward our three goals: increase new student recruitment, increase enrollment of traditionally under-represented student groups, and improve retention, persistence, and degree time-to-completion. As we enter the third month of our annual project plan, 36 projects are complete and 93 have launched and are on-track.

Of note, the development and launch of a comprehensive enrollment projection model has been developed. The model utilizes the Holt-Winters time-series forecasting method to predict future enrollment. Holt-Winters applies three aspects of the time series: a typical value (average), a slope (trend) over time, and a cyclical repeating pattern (seasonality). The model is combined with a market-share analysis and various impact factors to provide a “low,” “medium,” and “high” enrollment projection by admitted student type, over a rolling, five-year period. Version 1.0 of the model projects fall 2021 total enrollment of 11,479. The CWU Business Intelligence office, in collaboration with Enrollment Management and the SEM Advisory Council, have developed a continuous-improvement approach to the projection model. Impact variables will be updated monthly, refining projections through each enrollment cycle.

Submitted by:



Josh Hibbard, PhD
Vice President for Enrollment Management

Approved for submittal to the Board:



James. L. Gaudino
President

Central Washington University
Board of Trustees
February 25, 2021

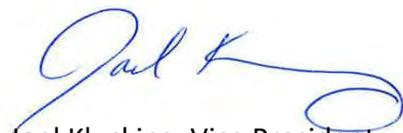
EXECUTIVE SUMMARY – Budget Update

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.

Submitted:



Joel Klucking, Vice President
Business and Financial Affairs

Approved for Submittal to the Board:



James. L. Gaudino
President

BUDGET STATUS AND FORECAST

Enrollment and Finance Reports

CWU Board of Trustees - February 25, 2021

Josh Hibbard, VP of Enrollment Management

Joel Klucking, VP of Business & Financial Affairs

As of 2/19/21. Numbers will be updated for 2/25/21

Winter Enrollment

Admit Type	Winter 2020	Winter 2021	Percent Change
First Year	5862	5313	-9.4%
Transfer	4078	3881	-4.8%
Post Bacc	233	157	-32.6%
Readmit	427	532	24.6%
Other	89	87	-2.2%
Graduate	532	643	20.9%
Total	11221	10613	-5.4%
Concurrent Enrollment	823	1003	21.9%
Grand Total	12044	11616	-3.6%

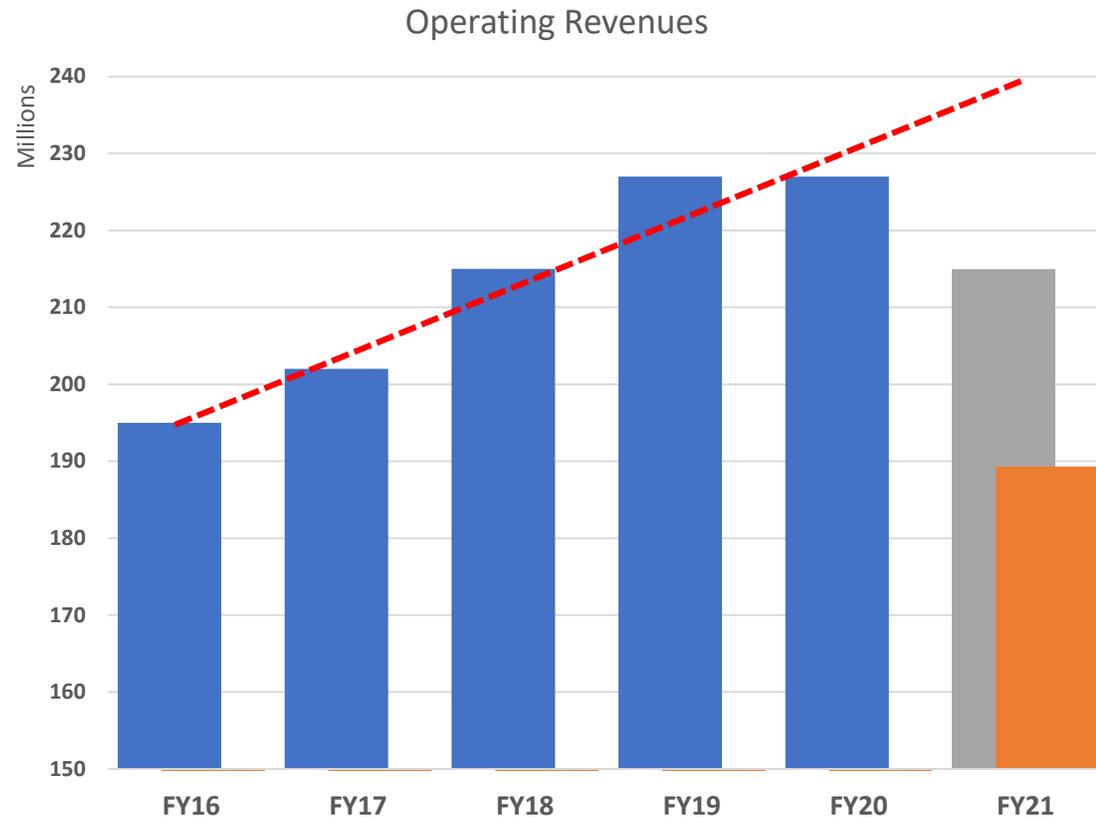
Fall 2021 Early Indicators

- Applications: +2% (8,111 vs 7,964)
- Admitted students: -4% (6,556 vs 6,861)
- Confirmed/Committed Students: -3% (1,086 vs 1,125)

Fall 2021: Early Projections

New Students	Fall 2020 Actual	Fall 2021 Projected	Percent Change
First Year	1692	1885	11.4%
Transfer	1057	1089	3.0%
Post Bacc	47	91	93.6%
Readmit	160	150	-6.3%
Graduate	268	242	-9.7%
Total New	3224	3457	7.2%
New and Continuing	Fall 2020	Fall 2021	Percent Change
Undergraduate	10507	10779	2.6%
Graduate	664	700	5.4%
Total	11171	11479	2.8%

Revenue Losses Due to the Pandemic



- Cost of pandemic to operating revenues = \$50M
- Current year forecast down \$25M due to residential occupancy

FY21 Operating Budget YTD (thru Jan)

FISCAL YEAR 2021 - YTD (January)			
OPERATING FUNDS	Current Year	Prior Year	Better/ (Worse)
<i>In Thousands</i>			
Revenues			
State General	83,414	83,042	372
Local General	18,896	23,529	(4,633)
Enterprise Funds	13,622	33,052	(19,430)
Student Funds	7,740	9,121	(1,381)
Total Operating Revenues	123,672	148,744	(25,072)
EXPENSES			
State General	69,306	72,142	2,836
Local General	15,196	19,790	4,594
Enterprise Funds	16,902	26,562	9,660
Student Funds	4,533	6,539	2,006
Total Operating Expenses	105,937	125,033	19,096
Operating Net	17,735	23,711	(5,976)

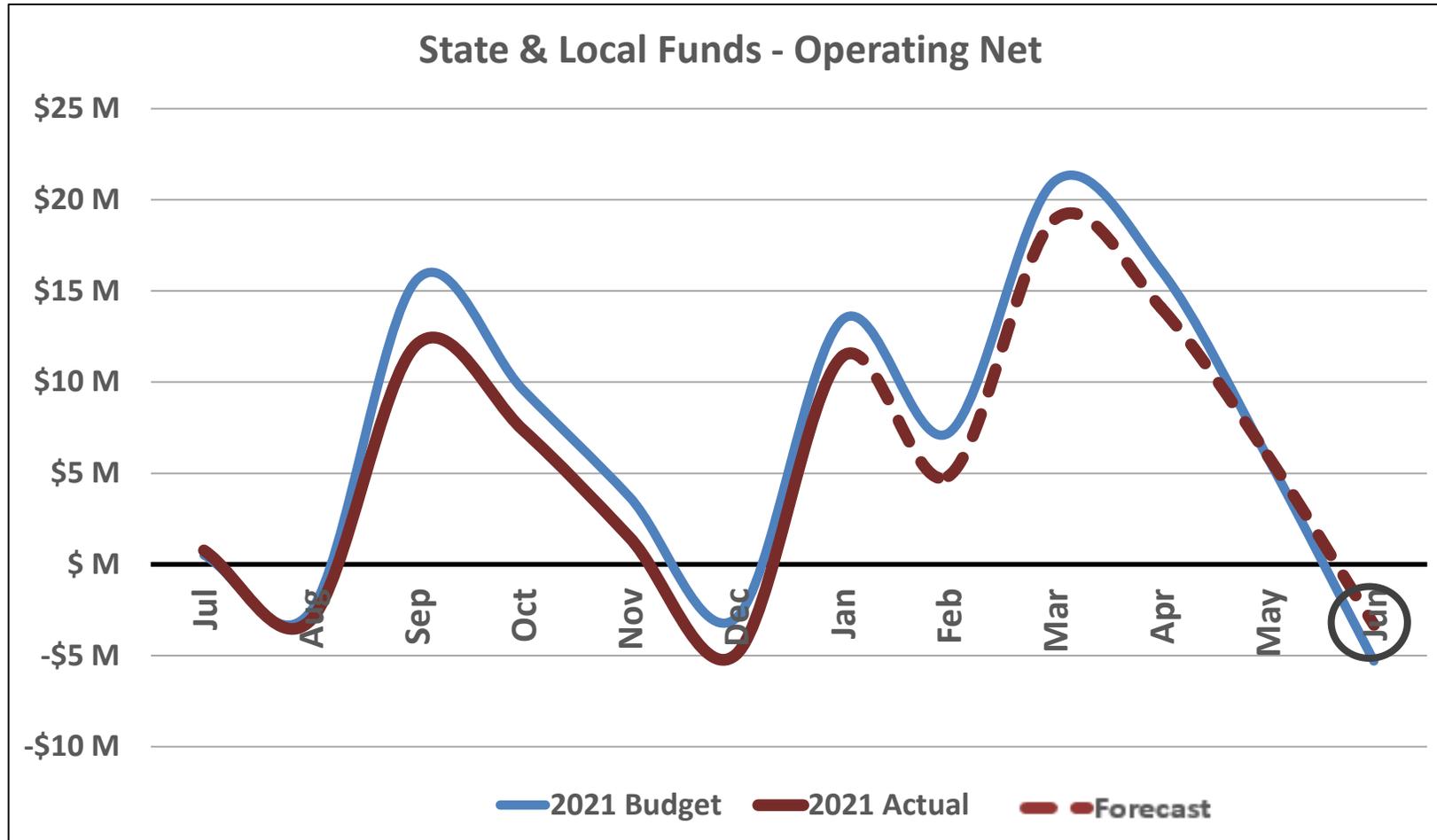
- First 7 months worse than expected
 - 5% enrollment decline
 - 33% occupancy
- Spending controls on track, offset by COVID expenses

FY21 Operating Budget Full Year Forecast

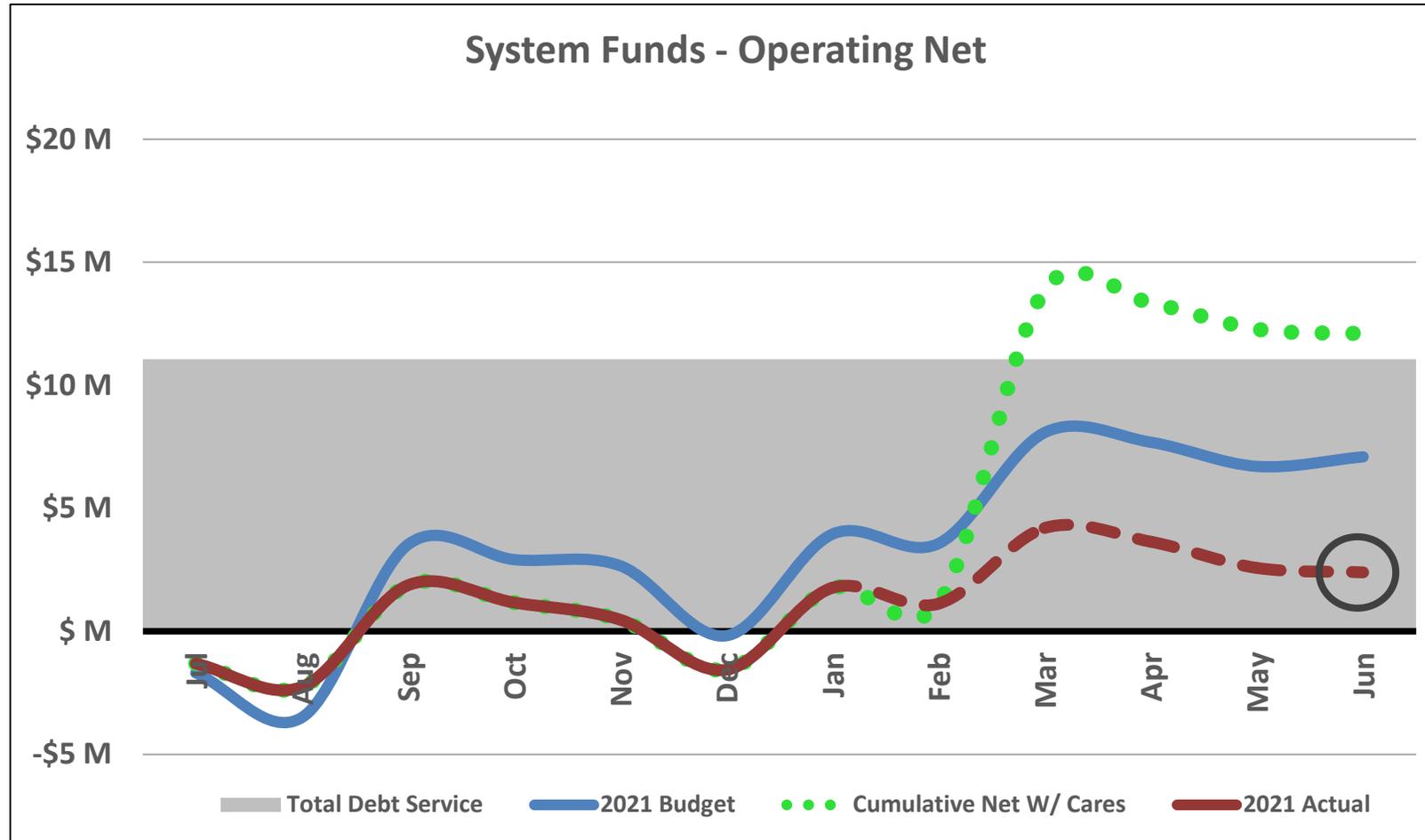
FISCAL YEAR 2021			
OPERATING FUNDS	Budget	Forecast	Better/ (Worse)
	<i>In Thousands</i>		
Revenues			
State General	123,709	122,916	(793)
Local General	31,649	28,989	(2,660)
Enterprise Funds	46,070	24,556	(21,514)
Student Funds	13,500	12,824	(676)
Total Operating Revenues	214,928	189,285	(25,643)
EXPENSES			
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

State & Local Funds – On Track



CWU System – Will Need Assistance



Fee Changes – Current Academic Year

- Athletics fee (Voluntary Fee) reduced by half to reflect cost reductions. Winter term, possibly spring
- Technology Fee (Mandatory Fee) temporarily reduced fall & winter, should be reinstated in spring

FY22 Housing/Dining Rate Proposal

Dining meal plan B: FY 21 vs FY 22

- 3% increase (~\$199.00) over FY 21
- About \$22 per month (9 months)

Housing standard double room: FY 21 vs FY 22

- 7% increase (~\$497.00) over FY 21
- About \$55 per month (9 months)

Not to exceed 5% in aggregate

FY22 Housing/Dining Rate Proposal

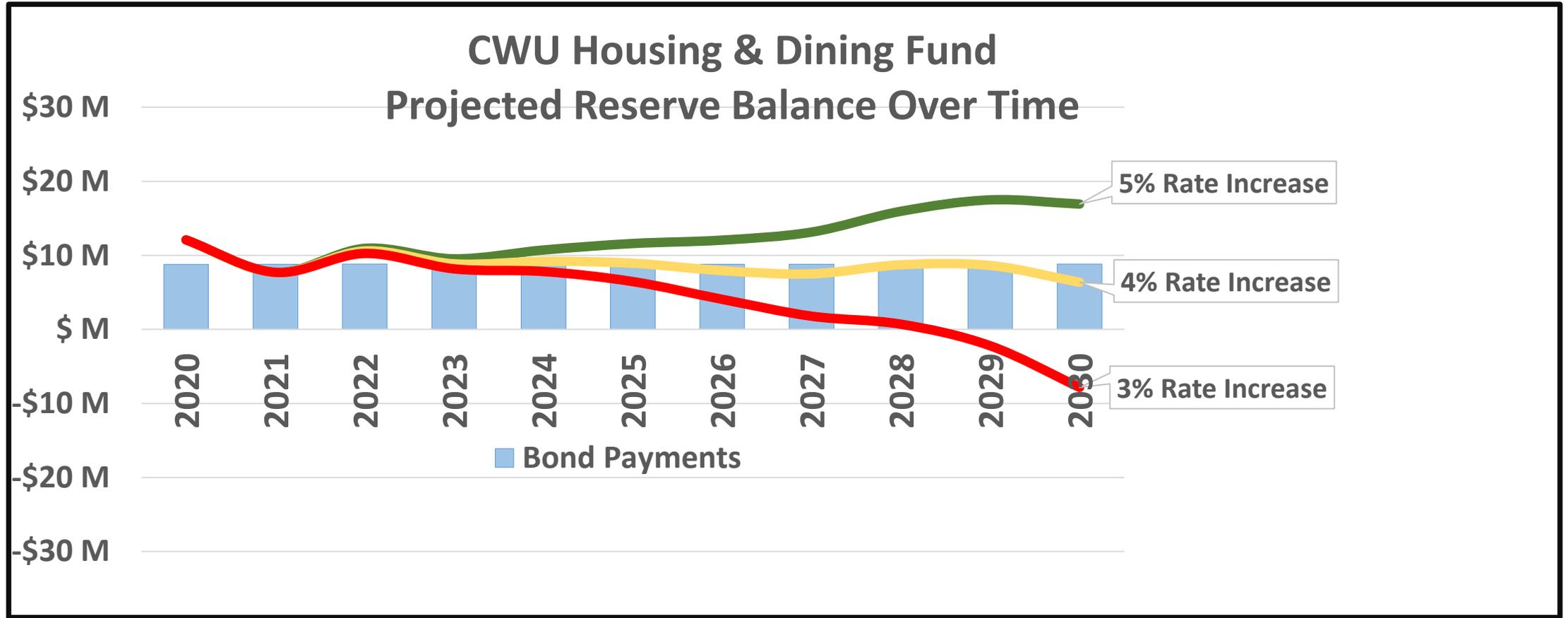
Support from stakeholders

- RHA (Residence Hall Advisory group)
- Student Government
- PBAC (President's Budget Advisory Committee)

Critical Factors

- FY21 operating losses
 - Federal funding
 - Deferred Maintenance backlog (refer to Housing & Dining Report)
-
- \$7M behind renovation plan due to COVID-19

Fee Changes – Housing & Dining Rates



QUESTIONS?



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
February 25, 2021

EXECUTIVE SUMMARY – President’s Report

Following are discussion points for this portion of the board meeting.

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. Our practice of anticipating budget opportunities and challenges has stood us in good stead, helping us prepare for the digital world that has overtaken everything we do, and carrying us through two of the worst financial challenges ever to face this institution: the Great Recession and the coronavirus pandemic. As we emerge 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.

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 board briefing materials include communications from the Associated Students of CWU and from the Faculty Senate.

Approved for Submittal to the Board:

James L. Gaudino
President



Central Washington University
Board of Trustees
February 25, 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 February 25, 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

Rick Duffett, Vice President
Operations

Linda Schactler
Chief of Staff

Approved for Submittal to the Board:

James L. Gaudino
President

CONSENT ACTION/REPORT LIST
February 25, 2021

CONSENT PERSONNEL ACTIONS

Distinguished Service Recognition

<i>Name</i>	<i>Title</i>	<i>Department</i>	<i>Effective</i>	<i># Years</i>
Jeff St. John	Sergeant/Officer	University Policy & Public Safety	Jan 17, 2021	20

Faculty Sabbatical Leave Appointments

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Effective</i>
Avey, James	Professor	Management	Fall 2021
Boersma, Stuart	Professor	Mathematics	AY 2021-22
Chueh, Yvonne	Professor	Mathematics	AY 2021-22
Flanagan, Barbara	Professor	Political Science	AY 2021-22
Ge, Yingbin	Professor	Chemistry	Fall 2021
Holtfreter, Robert	Professor	Accounting	Spring 2022
Hoxmeier, Jill	Assoc. Professor	Health Sciences	AY 2021-22
Johnson, Michael	Assoc. Professor	World Languages and Cultures	Winter & Spring 2022
Mattinson, Christopher	Professor	Geological Sciences	AY 2021-22
Perkins, Robert	Professor	Sports and Movement Studies	Spring 2022
Revels, Craig	Assoc. Professor	Geography	AY 2021-22
Samples, Mark	Assoc. Professor	Music	Fall 2021
Snowden, Darci	Assoc. Professor	Physics	AY 2021-22
Stryker, Gabrielle	Assoc. Professor	Biological Sciences	AY 2021-22
Szeliga, Walter	Assoc. Professor	Geological Sciences	AY 2021-22

CONSENT PERSONNEL REPORTS

Faculty Sabbatical Leave Reports

<i>Name</i>	<i>Rank</i>	<i>Department</i>	<i>Quarter(s)</i>
Altman, Matthew	Professor	Philosophy and Religious Studies	Fall 2019 & Winter 2020
Bisgard, James	Professor	Mathematics	AY 2019-20
Bowen, John	Professor	Geography	AY 2019-20
Carnell, Lucinda	Professor	Biological Sciences	AY 2019-20
Chachava, Maya	Assoc. Professor	Art & Design	Fall 2019 & Winter 2020
Ghosh, Koushik	Professor	Economics	Fall 2019 & Winter 2020
Hughes, Craig	Professor	Education, Development, Teaching, and Learning	AY 2019-20
MacInnes, Breanyn	Assoc. Professor	Geological Sciences	AY 2019-20



Petersen, Naomi	Professor	Curriculum, Supervision, and Educational Leadership	Winter 2020
Sheeran, Lori	Professor	Anthropology and Museum Studies	AY 2019-20
Temple, Kathryn	Professor	Mathematics	AY 2019-20
Wilson, Theresa	Assoc. Professor	Management	Spring 2020



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
February 25, 2021

ACTION – Naming Roster for the new Health Education Building

CWU has submitted a request to the legislature for \$55 million for the renovation of and addition to Nicholson Pavilion, designated the “Health Education” project. The legislative session is underway and the outcome of the budget process will not be final until late spring. However, so far, the governor has supported CWU’s request in his proposed 2021-2023 capital budget.

In 1959, when the building was constructed, the total enrollment at “Central Washington College of Education” was fewer than 1,600 students. Today, the facility serves more than 10,000 students and more than 40,000 visitors each year. The project modernizes and expands facilities for the MS in Health and Physical Education and the BS in Physical Education and School Health programs, which are among the largest providers of public-school health and fitness teachers for Washington. The program also serves the MS in Sport and Athletic Administration and undergraduate programs in sport coaching, sport business, recreation management, and dance. The facility hosts numerous conferences and physical activity courses, which serve more than 1,000 students each quarter.

In order to support the facility and the activities it hosts, the Dept. of University Advancement, in partnership with stakeholders, has developed financial incentives for naming spaces within the building. Advancement reviewed financial naming levels utilizing recent and historical price points as well as costs and prominence of spaces for guidance. Program administrators have approved the sponsorship structure.

University Advancement staff will identify individuals interested in sponsoring spaces. However, the authority to approve the names still lies with the president and the Board of Trustees (CWUP 2-10-080). The president approves the naming of minor facilities, such as classrooms and labs; the board authorizes the naming of major facilities, such as large foyers or entire buildings. The process for facilities naming ensures the appropriate and thoughtful naming of facilities, once a donor proposes to fund a naming opportunity.

Attached please find a proposed naming roster for spaces associated with the new Health Education Building. The roster shows both major and minor naming opportunities. Minor naming authority remains in the purview of the president, however, as a courtesy it is included here. In no way does Board of Trustee approval of this document serve to by-pass standard CWU naming procedures.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the naming roster for the new Health Education Building as presented.

Submitted,

Rick Paradis
Interim Vice President for University Advancement

Approved for Submittal to the Board:

James L. Gaudino
President

Nicholson Pavilion Remodel Project

ROOM TYPE/TITLE	Location	Naming Costs	Academic/Athletic	Add Alternate	Sq Footage	Capacity
West 2nd Level & Concourse with Arena	1500	\$1,500,000.00	Athletic	Yes		
Fieldhouse Expansion (4-lane, 200 m track)	1900	\$4,500,000.00	Academic/Athletic	Yes		
AUX Gym- Alternate Gym		\$3,500,000.00	Academic/Athletic	Yes		
Arena/Performance Gym	1500	\$1,000,000.00	Athletic			
Court Arena Floor (* no add alternates)		\$500,000.00	Athletic			
Fieldhouse (* no add alternates)		\$500,000.00	Academic/Athletic			
Main Atrium/ Lobby	1004	\$250,000.00	Athletic			
Athletic Performance Center (Varsity Weight Rm)	1400	\$250,000.00	Athletic			
Athletic Training/Sports Medicine Room	1801	\$250,000.00	Athletic			
Student-Athlete Lounge (Purser Common Area)		\$100,000.00	Athletic			
Hall of Fame		\$50,000.00	Athletic			
Pat Lacey Hospitality Suite (pre-existing naming)		\$50,000.00	Athletic			
Athletics Office Suites						
Main Athletics Offices		\$50,000.00	Athletic			
Football Offices		\$100,000.00	Athletic			
Basketball Offices		\$100,000.00	Athletic			
Locker Rooms						
Football	1631	\$50,000.00	Athletic			
Men's Basketball	1632	\$40,000.00	Athletic			
Women's Basketball	1636	\$40,000.00	Athletic			
Volleyball	1611	\$25,000.00	Athletic			
Soccer	1617	\$25,000.00	Athletic			
Softball	1618	\$25,000.00	Athletic			
Baseball	1610	\$25,000.00	Athletic			
Men's Track & Field		\$25,000.00	Athletic			
Women's Track & Field		\$25,000.00	Athletic			
Men's Rugby		\$25,000.00	Athletic			
Women's Rugby		\$25,000.00	Athletic			
SAMS Gym (Teaching Gym)	2600	\$250,000.00	Academic			
Dance Studio		\$250,000.00	Academic			
SAMS Office Suite	1101-1134	\$100,000.00	Academic			
PE Weight Room	1018A	\$75,000.00	Academic			
PE Locker Rooms Men & Women	1807/1814	\$50,000.00	Academic			
PE Cardio Room	1018	\$50,000.00				
NW Center for Sport Office	1135	\$50,000.00	Academic			
Conference Room	1114	\$50,000.00	Academic			
Faculty Lounge	1113	\$25,000.00	Academic			
Second Floor Classrooms						
Classroom	2806	\$25,000.00	Academic			
Classroom	2302	\$25,000.00	Academic			
Classroom	2301	\$25,000.00	Academic			
Classroom	2305	\$25,000.00	Academic			

Add Alternate are priced at their cost to build

Add Alternate are priced at their cost to build

Add Alternate are priced at their cost to build

Computer Lab	2304	\$25,000.00	Academic
Exercise Room	2800	\$25,000.00	Academic
Multipurpose Room	2802	\$25,000.00	Academic



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
February 25, 2021

ACTION – Naming Roster for the new Health Sciences Building

In 2019 the state legislature appropriated \$32 million for the construction of an academic facility to house the CWU Department of Health Sciences. The department includes degree programs in Clinical Physiology, Exercise Science, Nutrition (Dietetics and Foods and Nutrition Specializations), Paramedicine, and Public Health. The new facility, located approximately on the former footprint of Hertz Hall, will open in January, 2022.

In order to support the facility and the activities of the Department of Health Sciences, the Department of University Advancement, in partnership with stakeholders, has developed financial incentives for naming spaces within the building and for the building itself. Additional research included a review of naming levels utilizing recent and historical price points as well as costs and prominence of spaces for guidance. The president and provost have reviewed and approved the sponsorship structure.

University Advancement staff will identify individuals interested in sponsoring spaces. However, the authority to approve the names still lies with the president and the Board of Trustees (CWUP 2-10-080). The president approves the naming of minor facilities, such as classrooms and labs; the board authorizes the naming of major facilities, such as large foyers or entire buildings. The process for facilities naming ensures the appropriate and thoughtful naming of facilities, once a donor proposes to fund a naming opportunity.

Attached please find a proposed naming roster for spaces associated with the new Health Sciences Building. The roster shows both major and minor naming opportunities. Minor naming authority remains in the purview of the president, however, as a courtesy it is included here. In no way does Board of Trustee approval of this document serve to by-pass standard Central Washington University naming procedures.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the naming roster for the new Health Sciences Building as presented.

Submitted,

Rick Paradis
Interim Vice President for University Advancement

Approved for Submittal to the Board:

James L. Gaudino
President

Health Sciences Building Naming Opportunities

Title of Type of Room	# of Rooms	Max Occupancy	\$ Sponsorship Value	Recognition
Building				
Naming Rights			\$5,000,000	
LEVEL #1				
Front SE Student Lobby	1	15-20 ppl	\$150,000	
West Entrance Student Lobby	1	15-20 ppl	\$150,000	
40 Seat Classroom	2	50 ppl each	\$50,000	
120 Seat Classroom	1	125 ppl	\$150,000	
Offices	3	1-5 ppl varies	\$25,000	
Clinical Physiology Lab	1	50 ppl	\$75,000	
Exercise Physiology Lab	1	50 ppl	\$75,000	
Hydro Weighing Lab	1	50 ppl	\$75,000	
Biomechanic Lab	1	50 ppl	\$75,000	
Quantity Food Lab	1	50 ppl	\$75,000	
Sensory Evaluation Lab	1	50 ppl	\$75,000	
LEVEL #2				
Student Lounge Area	5	15-20 ppl Varies	\$150,000	
Offices	24	1-5 ppl Varies	\$25,000	
Conference Room	1	17 ppl	\$50,000	
Classroom 40 *Distance Ed Component	1	50 ppl	\$50,000	
Classroom 50	1	60 ppl	\$50,000	
Nutrition Corridor and Lab Spaces	1	125 ppl	\$150,000	
Intro to Food Lab	1	50 ppl	\$75,000	
Wet Chemistry Lab	1	50 ppl	\$75,000	
Advance Food Kitchen Lab	1	50 ppl	\$75,000	
Environmental Physiology Research Lab	1	50 ppl	\$75,000	
Metabolism Research Lab	1	50 ppl	\$75,000	
Seminar Web Room- *Distance Ed	1	45 ppl	\$50,000	

Health Sciences Building Naming Opportunities

LEVEL #3				
Student Lounge	2	15 ppl each	\$75,000	
Offices	24	2-10 ppl Varies	\$25,000	
Classroom 40 seat	2	50 ppl	\$50,000	
36 Seat Computer Lab	1	40 ppl	\$50,000	
Paramedicine Simulation Area	1	100 ppl	\$150,000	
EMT/Paramedic Instruction Lab- *D. Edu.	1	75 ppl	\$150,000	
Gross Anatomy Lab	1	25 ppl	\$75,000	
Clinical Therapy Insrtuction Lab	1	35 ppl	\$75,000	
Bold are premium opportunities				

CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
February 25, 2021

ACTION – Restore the Technology Fee

The Technology Fee was established in law (RCW 28B.15.051) in 1996. It allows university governing boards to establish a fee that is paid by all students; the uses of the fee revenue must be authorized by student government or its equivalent.

At CWU this \$30 fee has funded general-use computer labs and has helped to support enterprise-wide software licenses for PeopleSoft, Microsoft and the K-20 Network. The fee also has been used to introduce to campus emergent technology such as Alexa, [augmented reality](#), and [“VR Fridays.”](#) In recent years the Technology Fee fund has carried a balance of about \$600,000, which is about what the fee generates in one quarter.

Given that surplus and with a desire to reduce the fee burden on students, in August 2020, the Board of Trustees approved motion number 20-53, authorizing a temporary reduction of the Technology Fee. In order to ensure robust resources in the Technology Fee fund, the fee now should be restored to its original amount, \$30 per quarter, beginning spring quarter 2021.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby restores the temporarily reduced Technology Fee back to its original amount, \$30 per student per quarter, beginning spring quarter 2021.

Submitted:



Joel Klucking, Vice President
Business and Financial Affairs

Approved for Submittal to the Board:



James L. Gaudino
President

Central Washington University
Board of Trustees
February 25, 2021

ACTION – FY 2022 Housing and Dining Rate Approval

The Division of Business and Financial Affairs and Department of Student Success seek authorization to increase the room-and-board rate up to 5 percent in the aggregate for the 2021-2022 academic year (fiscal year 2022).

The proposed rate is in accordance with the comprehensive Housing and Dining Financial Master Plan, which was provided to the Board last February (also attached to current meeting materials). The Master Plan provides long-term strategies to fund building preservation and enhancement, to address the asset renewal backlog, and to cover costs associated with inflationary pressure.

Finally, the rate increase will help offset the impacts of COVID-19. Even with federal assistance, the impact of the pandemic has been to eliminate more than \$7 million of funding dedicated to offset the effects of asset depreciation, as noted above.

The Residence Hall Advisory group, Associated Students of CWU Student Government, President's Budget Advisory Committee, Cabinet and President support the draft request.

We recommend the following motion:

The Board of Trustees of Central Washington University hereby approves the Auxiliary Services Housing and Dining maximum rate increase, not to exceed 5 percent in the aggregate, for fiscal year 2022.

Submitted:



Joel Klucking, Vice President
Business and Financial Affairs

Approved for Submittal to the Board:



James L. Gaudino
President



Central Washington University

HOUSING & DINING PLAN



Joel Klucking, Vice President of Business & Financial Affairs

February 13, 2020

Introduction

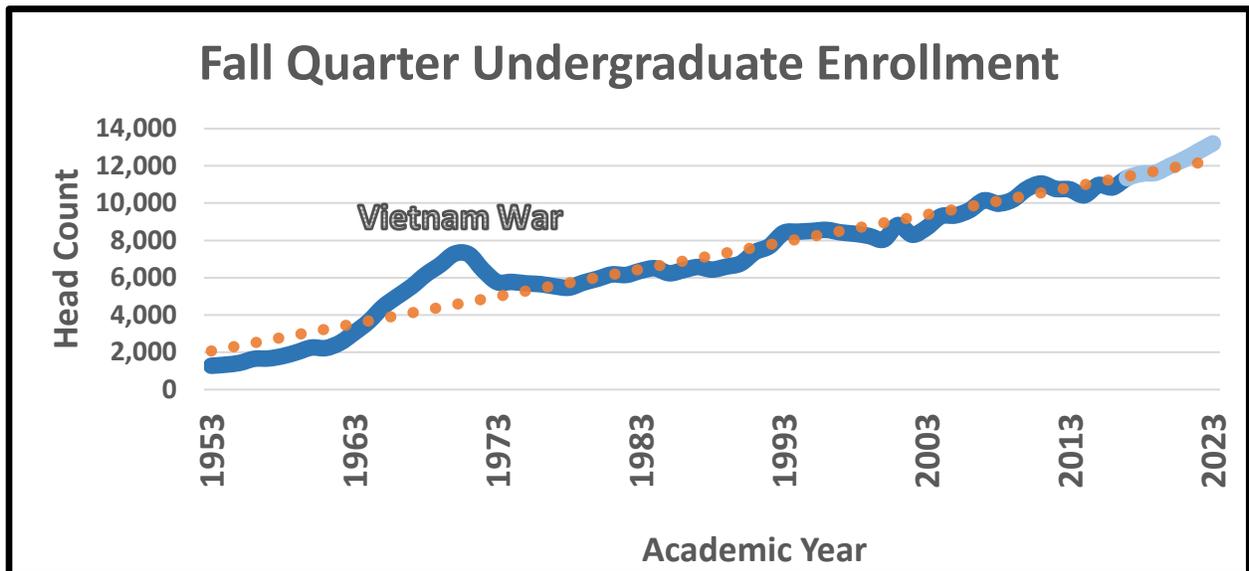
At the October 2019 meeting of the Board of Trustees, trustees asked staff to take a deeper look at the need to raise housing and dining rates above inflation every year. Specifically, trustees asked, “Is it sustainable to increase rates 5 percent every year for the next 20 years?” That would effectively double housing and dining rates (ignoring inflation) over 20 years. Trustees wanted to know, “Is it possible that students can absorb that kind of increase, and won’t we outpace the local housing market?”

The intent of this report is primarily to provide enough information for the Board to make annual rate-increase decisions armed with current and historical context, as well as potential alternatives to rate increases. This report is organized by the following topics:

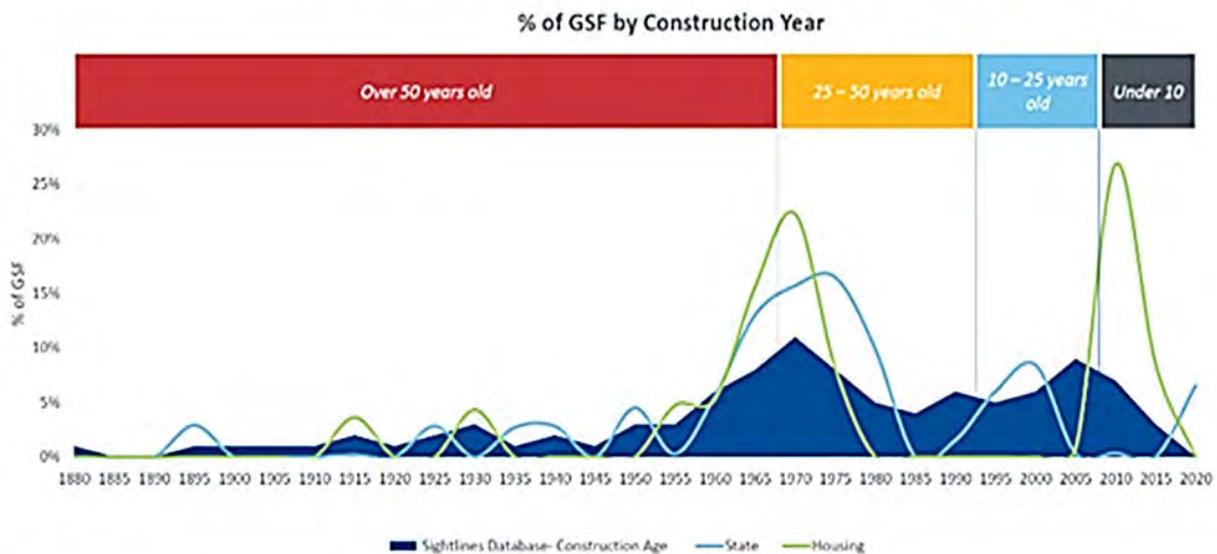
<u>Topic</u>	<u>Page #</u>
Historical Perspective.....	3
Long Term Housing & Dining Master Plan.....	4
Potential Alternatives to Rate Increases.....	8
Local Market Comparisons.....	9
Satisfaction Benchmarking.....	12
Trends for Student Housing.....	13
Summary.....	14

Historical Perspective

The university embarked on an aggressive building campaign in the 1960s in response to soaring enrollment in the Vietnam War era. Many new residential facilities were built in this timeframe (Beck, Hitchcock, Meisner, Davies, Quigley, Holmes Dining and Warehouse, Student Village, Brooklane Village, Wahle, Kennedy, Green, Alford Montgomery) and were all funded by 30-year bonded debt.



Construction Trends Provide Context for Age Profile



When the Vietnam War ended, the demand for on-campus housing declined rapidly. The annual bond payments did not.

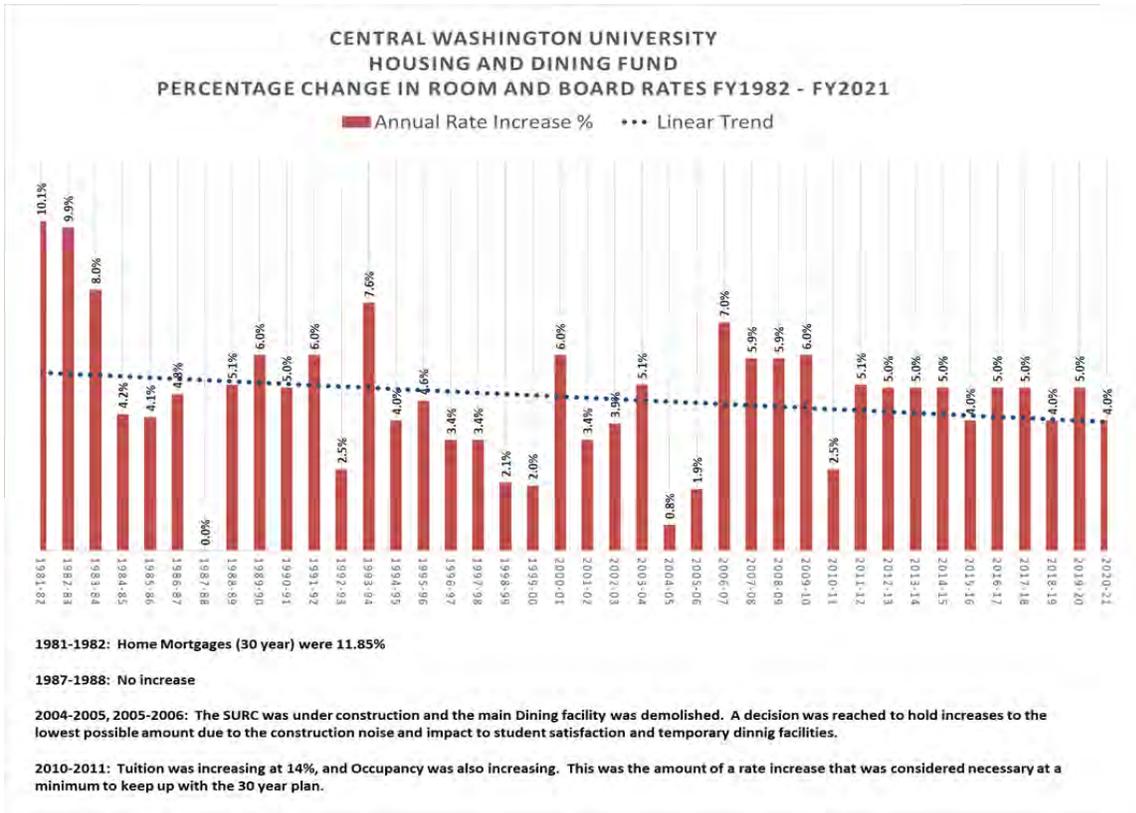
For the next two decades the primary focus of the housing and dining system was simply to earn enough money to pay the debt. Repairs and improvements were postponed. Price sensitivity did not allow for rate increases, as all colleges and universities were in the same situation. The debt was completely paid off around the year 2000.

Long Term Housing & Dining Master Plan

In the new millennium, the trustees asked for a long-term plan, as it seemed that a planned approach would be a more prudent path forward than simply repairing what could be afforded when possible. With the bonds paid off and enrollment growing slowly over time, there would be borrowing capacity to renovate deteriorating properties.

In 2004, Kamola and Sue Lombard Halls, historic buildings on E. University Way, that had been mothballed for many years and were in complete disrepair. The Board approved a complete renovation of both facilities and authorized \$20 million in revenue bonds, to be paid back over 30 years.

Also in 2004, the university contracted with a consulting firm to develop a 30-year housing and dining financial master plan. This plan identified the looming backlog of deferred maintenance at \$150 million. The report forecasted what funds would be available and when, in order to re-invest in these assets, either through complete renovation or replacement. Essential to this forecast were assumed annual rate increases, and assumed occupancy rates. The university had been increasing rates over time, however very sporadically until 2006 when the long-term financial plan was put in place. After that time rate increases stabilized and became more predictable – helpful for planning for both the university and students.



Rate increases since the development of the long-term financial plan have been divided into two parts. The first part is intended to offset wage, benefit, and goods & services inflationary pressures. The second part goes above and beyond this inflation to add funds to the asset re-investment pool. At the October 2019 Board meeting, a rate increase of 4 percent in the aggregate (between housing & dining) was requested with the following split:

Dining

	FY20 Budget	% Increase	FY21 Increase
Staff Wage	2,849,280	3.0%	85,478
Student Wage	3,342,170	4.0%	133,687
Benefit	1,335,294	4.0%	53,412
Utilities	367,812	4.9%	18,023
Maintenance	409,150	4.0%	16,366
Cost of Food	6,214,000	2.8%	173,992
Other G&S	1,000,040	2.8%	28,001
Total Cash Expenses	15,517,746		508,959
Revenues	19,613,320	2.6%	508,959
Asset Stewardship Fund		0.4%	75,000
Rate Increase Requested		3.0%	

Housing

	FY20 Budget	% Increase	FY21 Increase
Staff Wage	2,863,909	3.0%	85,917
Student Wage	2,604,846	4.0%	104,194
Benefit	1,071,478	4.0%	42,859
Utilities	2,719,171	4.9%	133,239
Maintenance	2,900,390	4.0%	116,016
Other G&S	3,440,899	2.8%	96,345
Total Cash Expenses	15,600,693		578,570
Revenues	24,104,364	2.4%	578,570
Asset Stewardship Fund		2.6%	625,000
Rate Increase Requested		5.0%	

Dining requested a 2.6-percent general inflationary increase just to maintain the current financial outcomes, and an additional 0.4 percent to put toward the asset stewardship fund. Housing requested 2.4 percent for general inflation and an additional 2.6 percent for the asset stewardship fund. Over time, the goal of the asset stewardship fund is to buy down the current deferred maintenance backlog, which may go unnoticed in the short run by students living in the facilities (e.g. a new roof). But it is also important to make improvements to the spaces that students will notice, such as new built-in furniture, windows, and bathrooms.

CWU is now in year 16 of the plan and the current estimated, immediate, deferred-maintenance backlog is \$38 million. With the addition of Dugmore Hall, CWU now has more modern rooms available than “vintage” rooms, which students seem to appreciate. In addition, inventory now includes 700 more beds than in 2006, which will support the long-term growth in enrollment that the university expects.

The basic elements of the plan are not exceptionally novel. The combination of efficient operations, strong occupancy, and steady rates that are competitive yet provide enough funds for asset re-investment are critical to our the long-term health of the housing and dining system.

Of course, an additional benefit of the 30-year plan is that it is not static. It has changed significantly over time as the environment around the housing and dining system has changed; the current plan would be unrecognizable to the original drafters. For example, the original plan had Courson and Muzzall Halls (the two “high-rise” buildings formerly next to Munson Hall) in place and in service until 2034. Instead, they were demolished in 2008 and replaced by Wendell Hill Hall. This is a prime example of eliminating a significant portion of the deferred maintenance backlog by replacing old beds with new beds. If each key element of the plan is considered (rates, occupancy and efficient operations) and the outcome provides better amenities to the students, while also reducing the asset re-investment backlog, the plan works.

Other Washington universities face the same issues, they are just further behind in the repair and improvement plans. We know this because they have come to ask us what we have done to get to where we are today.

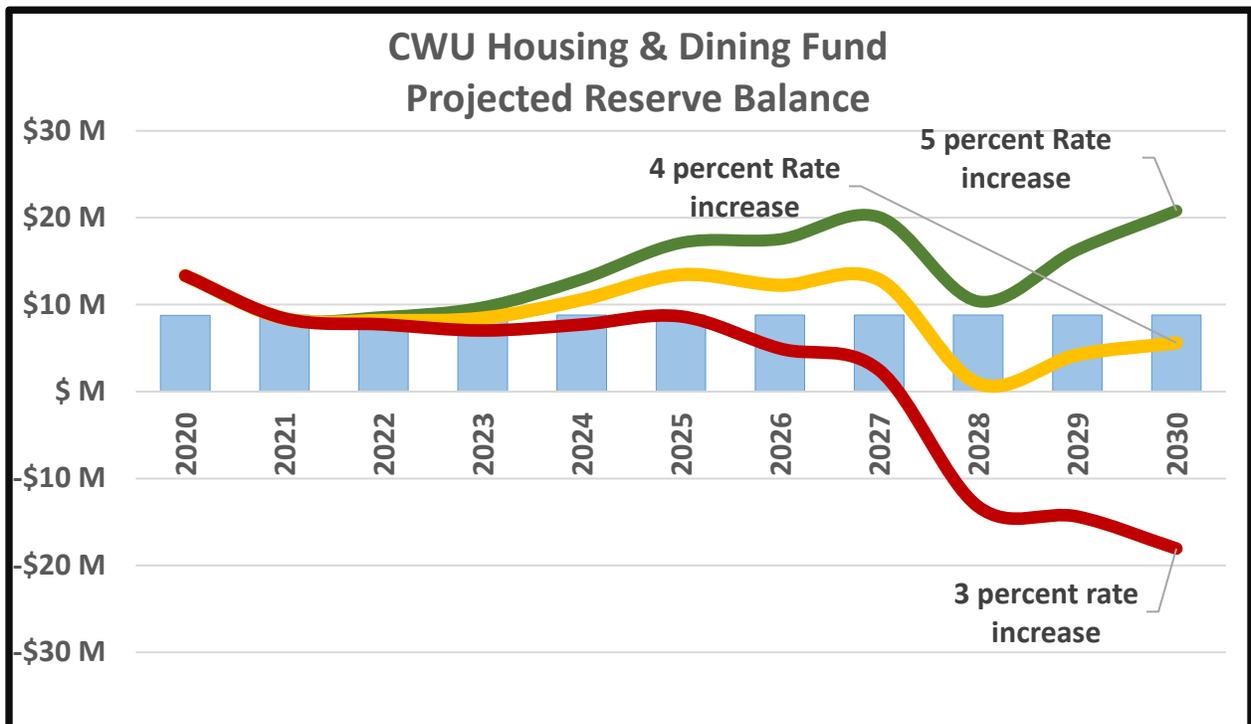
Life-Cycle Costs of a Building

The purpose of raising rates above standard inflation is to set aside enough money to re-invest in physical assets over time. Industry standard is to set aside 3 percent of the total asset value each year, which would effectively reserve nearly enough money to replace each building after 30 years—if it weren’t for inflation. Considering the effects of inflation, particularly construction-cost inflation, which has historically been more than double the general inflation rate, a 3-percent annual set-aside should provide for basic system replacement over the life of the building (HVAC, roofs & windows, plumbing, electrical, etc.). After 30 years, the original bonds should be paid off and the building would likely be antiquated, from a student’s perspective, but in reasonably good physical condition. At some point a decision has to be made to either do an extensive remodel, or tear down and replace the building, and the cycle starts over again.

When applied to Central’s housing and dining system, a 3-percent annual set-aside would equal more than \$7 million on an asset valuation of around \$240 million. So here we have a serious problem, as the annual cash generated from the system is typically between \$3 million and \$5 million. In order to generate more cash, rates would have to increase so far above what is bearable for students, and would put CWU so far out of what is reasonable in the marketplace, that it becomes an unreasonable answer. It seems far more reasonable to increase rates steadily over time, acknowledging that strategic choices will have to be made in the future.

Housing and Dining has a 10-year asset renewal plan. The plan removes a significant amount of the deferred maintenance backlog and also makes visible improvements to student spaces. Using funds accumulated from prior operations as well as projected resources (including rate increases above general inflation), we plan to invest more than \$40 million in asset stewardship over the next ten years.

The chart below identifies the required reserve for CWU’s debt policy (equal to one year’s bond payments). The red line projects our reserve balance when we spend according to plan, but only increase housing and dining rates 3 percent annually. Clearly we would have to make other choices after 2021 in order to maintain compliance with our debt policy. The yellow line represents our projected reserve balance with a 4 percent rate increase annually, which would allow us to carry out our plan until about 2027. Finally, the green line represents a 5 percent annual rate increase, would allow us to fully fund our investment plan, and leave some funds available for the next investment plan after 2030.



Potential Alternatives to Rate Increases

Cut expenses to generate more free cash flow

Benchmarks with professional organizations, such as the National Association of College & University Food Services and the Association of College and University Housing Officers-International, show that CWU already is more efficient than other schools (see below for recent results). We could improve cash-flow by making significant cuts in programming and staffing, at least in the short run. In the long run, our students would likely vote with their feet and occupancy levels would decline to the point that even maintaining our current cash-flow would be unlikely.

Public Private Partnership (P3)

The next consideration could be a Public Private Partnership, commonly referred to as a P3. A P3 is a risk-sharing arrangement and can be an attractive option under certain circumstances, such as when the university cannot borrow the funds it needs, lacks operational expertise, or is growing so fast the institution cannot keep up with housing requirements. The typical P3 means that the public partner contributes something, usually land, and the private partner borrows, builds, and potentially operates the housing facility. At the end of the 30- to 60-year term, the asset is turned over to the public partner for a nominal fee (sometimes \$1).

CWU has explored P3 opportunities extensively in the past, up to the point of having one of the nation's largest campus housing P3 firms prepare an evaluation of a possible P3 in 2016. Their conclusion was straightforward: a P3 is difficult to establish in a rural location, however this could be overcome if the university's annual growth rate was projected to be at or above 4-5 percent. Our annual growth rate for the past three years has been 0.3 percent, not enough to be attractive to a well-qualified, experienced campus housing P3 firm. Nor do we lack the ability to borrow funds to build and operate our own facility.

Additionally, there is a hurdle to overcome related to bond covenants. When we borrow money to build new facilities, we pledge future revenues (typically 30 years). But we also make certain other pledges. One of them is that we will not enter into any other agreements that compete with the Housing/Dining "System." A P3 is not necessarily inherently direct competition, however one common requirement that the private partner is that there is a "fill clause," meaning we agree to fill their facility with students first, then fill ours. This is an excellent way to minimize the occupancy risk of the private partner, but would create an explicit competitor to the university's Housing/Dining "System," in violation of our bond covenants, and an unreasonable transfer of risk to the university.

Defer Asset Re-investment

The final option would be to delay renovations and repairs. This is the most obvious and adopted alternative at all universities, as it is very difficult to set money aside for renovations when resources are constrained to begin with. Immediate needs are chosen in favor of long term needs, sometimes that is a fact of life. But at some point, long-term needs become immediate and end up costing significantly more in an emergency

situation. This option would simply add to the deferred maintenance backlog to be addressed by future administrations, trustees and students.

Local Market Comparisons

Housing

The housing market in Ellensburg is currently fairly tight. Modest growth in CWU enrollment and the relative affordability compared to the Puget Sound area is drawing residents to the community. The private market is responding with an increase in single-family homes; the development of a very large apartment complex northeast of campus is helping take the pressure off the local housing market.

Three-fourths of the 4,000 beds on campus are in residence halls, which require a meal plan and are generally occupied by first- and second-year students. Residence halls are staffed with resident advisors and other support staff to ensure a superior overall student experience; intentional programming keeps students engaged in student and academic life. There are no easy comparisons in the Ellensburg marketplace.

There are a range of comparisons to on-campus apartments, which have the advantage of location, and generally offer furnished, utility-inclusive, month-to-month leases to students. These advantages are somewhat tempered by the general age and condition of the facilities, and while there is strong demand for on-campus apartments, there are vacant spaces. Apartments are at 90 percent occupancy in February 2020. Each spring quarter we receive information from the City of Ellensburg related to off-campus housing rates to ensure we are maintaining price relevance within the market. This past fall quarter, we determined through an annual assessment that there was availability in most apartment complexes in town and multiple homes still for rent.

Current on-campus apartment rates range from \$657-\$1200 per month. Because we have a variety of types of units, there are price points that are attractive to most students. Our most popular units include three-bedroom and one-bedroom units. Our one-bedroom rates are at the middle of the market for cost at \$789. Lease rates for new apartments in the community vary from \$1030-\$1545 per month. Our most expensive three bedroom units cost \$1200 per month. We typically do not allow more than three people in our units. Below is a comparison of our apartment complexes compared to several local options.

Student Village	19-20 Rates	5%	Ellensburg Average*
Studio	\$ 657	\$ 689	-
Large Studio	\$ 789	\$ 828	-
One Bedroom	\$ 789	\$ 828	\$ 908
Two Bedroom	\$ 1,083	\$ 1,137	\$ 1,148
Three Bedroom	\$ 1,200	\$ 1,260	\$ 1,317

Getz-Short	19-20 Rates	5%	Ellensburg Average*
One Bedroom	\$ 789	\$ 828	\$ 908
Two Bedroom	\$ 1,083	\$ 1,187	\$ 1,148

Wahle	19-20 Rates	5%	Ellensburg Average*
Two Bedroom	\$ 1,034	\$ 1,085	\$ 1,148

Brooklane Village	19-20 Rates	5%	Ellensburg Average*
One Bedroom	\$ 727	\$ 763	\$ 908
Two Bedroom	\$ 1,011	\$ 1,061	\$ 1,148
Three Bedroom	\$ 1,097	\$ 1,151	\$ 1,317

*As per the "Creating Affordable Housing In Ellensburg" document put forth by the City of Ellensburg's Affordable Housing Commission, the average for an apartment is \$1242/mo which they take from a Zillow analysis. The numbers here are based on Zillow listings as of the week of December 9, 2019

University Park and Place	
Two Bedroom	\$1086 - \$ 1196

Accolade Properties	
One Bedroom	\$ 950
Two Bedroom	\$1100 - \$1350
Three Bedroom	\$1200 - \$1450

Central Park	
One Bedroom	\$1,030
Two Bedroom	\$1,300
Three Bedroom	\$1,545

The Meadows	
One Bedroom	**
Two Bedroom	\$1,082
Three Bedroom	**

**As per their website - pricing and availability are subject to change. Rent is based on monthly frequency

The Verge***	
Two Bedroom	\$1,390
Three Bedroom	\$1,965

*** The Verge leases on a per person rate, not a per apartment rate. The Verge also works on a tiered system for rentals, the early you sign up the better a rate you lock in. As a result they don't publicize their rates. They were called and asked about rates for Fall, and the (full apt) rates listed above were as of signing the lease now (the wk of 12/15/19)

Dining: Food Away From Home

College and university dining programs reference the consumer price index (CPI), food away from home category, when calculating projections for food cost increases. Food away from home encompasses all meals, including breakfast and brunch, lunch, dinner and snacks, including non-alcoholic beverages. The context for this category includes fast food, take-out, delivery, concession stands, buffet and cafeteria, full-service restaurants, vending machines, mobile vendors, and include campus dining meal plans. The CPI for food away from home rose over three percent this current year. With projections expected to continue the trend of consistent rate increases, in the range of 2.0 and 3.0 percent in 2021. A snapshot view below reflects the trend is not a novelty, rather a reflection of ongoing increases to commodities, which historically have and continue to impact the food and beverage industry.



Local Dining Benchmark

We compared high-demand food items from CWU Dining to similar items in the local marketplace (as similar as possible). As reflected in the chart below, the comparison demonstrates that pricing at CWU is in-line, if not below local market benchmarking, despite a relatively generous benefits package, competitive wage structure, and operating within a unionized environment. CWU does not charge sales tax to resident students, nor is tipping allowed.

CWU Food item	Price	Local Location	Like item	Price	Difference
Cheeseburger with fries	\$7.70	Burger	Cheeseburger	\$8.55	\$0.85
Ham Eggwich	\$3.00	Burger	Sausage Egg McMuffin	\$3.49	\$0.49
10" Wildcat Pizza	\$7.75	Pizza	Carnivore size small	\$9.99	\$2.24
Eggs, Bacon, Breakfast Potato, w/Pancake	\$8.50	Breakfast	Bacon Egg w/Country Potato	\$10.49	\$1.99
Waffle	\$3.35	Breakfast	Waffle	\$5.99	\$2.64
Americano 16 oz.	\$2.90	Coffee	Americano 16 oz.	\$2.95	\$0.05
Frappuccino 20 oz.	\$5.25	Coffee	Frappuccino 20 oz.	\$5.25	\$0.00
3 entrée 1 side (customers choice)	\$9.40	Chinese	#1 Combo Dinner	\$9.50	\$0.10
2 Spring Rolls	\$1.95	Chinese	2 Spring Rolls	\$1.90	-\$0.05
Garlic Tonkotsu Ramen with Pork	\$7.50	Chinese	Barbequed Pork Noodles	\$8.75	\$1.25
Take and Bake 1 topping 16"	\$13.20	Pizza	16" take and bake 1 topping	\$14.50	\$1.30
Grilled Salmon Special (1 entrée + 2 sides)	\$8.50	Breakfast	Tilapia Florentine	\$12.49	\$3.99
Pasta with Sauce +Protein + Focaccia Bread	\$8.25	Restaurant	Sm Spaghetti w/Meat Sauce, Garlic Bread	\$8.79	\$0.54
Quesadilla w/ Meat and Side of Rice and Beans	\$6.00	Mexican	Quesadilla with Meat, No Sides	\$7.75	\$1.75

Satisfaction Benchmarking

We participate in an annual benchmarking instrument of our on-campus housing. Multiple factors are measured including overall housing satisfaction. This measurement includes satisfaction with the on-campus housing experience, fulfilling expectations and whether students would recommend living in on campus housing to new students. Below is a graph showing the longitudinal results and how we compare to our select six institutions (n=7), our Carnegie Class (n=44), and overall institutions who participate in the benchmark study (n=250). Our demographics of those who participated in the survey are closely correlated to University demographics. Those participating in the survey include 55.9 percent women, 44.1 percent men; 68.7 percent white, 31.3 percent other; 58.9 percent first year student, 41.1 percent all other.

Q111 // Overall Evaluation // Overall Value: Comparing cost to quality, rate the overall value of the residence hall experience

A summary of Q111 is provided. Please visit Skyfactor's Online Reporting to understand how different populations perceive this question.

A comparison of your institution's results with your external benchmarking groups is shown below. In addition to current performance, Skyfactor reports the range of means across the external benchmarking groups and the rank of your institution within those groups.

EXTERNAL BENCHMARKING										
	N	MEAN	STD DEV	MEAN RANGE		RANK	STAT SIG	PERFORMANCE		
				MIN	MAX					
Your Institution	1,734	4.47	1.72	--	--	--	--	57.8%	✘	
Select 6	8,378	4.20	1.65	3.63	4.58	2/7	▲	53.3%	✘	
Carnegie Class	45,136	4.28	1.70	3.38	5.01	10/59	▲	54.7%	✘	
All Institutions	216,597	4.18	1.69	2.69	5.37	40/246	▲	53.0%	✘	

0 ----- PERFORMANCE ----- 100%

FACTOR PERFORMANCE										
	N	MEAN	STD DEV	MEAN RANGE		RANK	STAT SIG	PERFORMANCE		
				MIN	MAX					
Your Institution	1,780	5.51	1.38	--	--	--	--	75.2%	✔	
Select 6	8,485	5.32	1.44	4.98	5.65	3/7	▲	72.0%	!	
Carnegie Class	45,767	5.38	1.46	4.44	5.86	14/59	▲	73.0%	!	
All Institutions	219,608	5.36	1.46	3.31	6.00	57/246	▲	72.7%	!	

0 ----- PERFORMANCE ----- 100%

FACTOR QUESTION PERFORMANCE										
	SELECT 6	CARNEGIE CLASS	ALL INST.	N	MEAN	STD DEV	PERFORMANCE			
Q109 // Will you recommend living in on-campus housing to new students?	▲	▲	▲	1,748	5.61	1.61	76.8%	✔		
Q107 // Are you satisfied with your on-campus housing experience this year?	▲	▲	▲	1,766	5.56	1.50	76.0%	✔		
Q105 // Sense of belonging to this institution	▲	▲	▲	1,728	5.38	1.61	73.0%	!		

0 ----- PERFORMANCE ----- 100%

Overall Satisfaction

As the above charts indicate, we are performing at a higher rate than our benchmark institutions and are performing higher on the individual questions in this factor, exception for “Will you recommend living on campus housing to new students” where we were not statistically higher. In short 3 out of 4 residents indicate a high-quality experience living in residence.

Trends for Student Housing

It’s important for the university to continue to provide a variety of housing types. For example, we currently provide the following:

Res Halls room types– singles, doubles, triples with communal bathrooms, as well as single room suites, double room suites.

Apartments – Studios, 1-Bedroom, 2-Bedroom, 3-Bedroom, three bedroom suite style, three bedroom apartment, studio apartment, and loft apartment.

One of the items identified in the “21st Century Housing Project” as part of the Association of College and University Housing Officers-International, is the ability to have modular-style units that create flexibility of living units. Central has always been a leader in our types of housing options. We currently have an apartment complex that allows us to adjust from a one-bedroom and three-bedroom configuration to a two-bedroom and two-bedroom configuration.

The university is anticipating growth in enrollment, however the focus of this growth will be at University Centers and online, so housing and dining have the capacity to meet the growth demands of the university and should continue looking to focus on asset re-investment needs and ways to modernize the experience instead increasing capacity. But as noted above, the plan is flexible, so if demand increases, so can capacity.

Generation Alpha

A few notes on Gen Alpha characteristics in the context of student life: Anti-sharing, increased security and privacy, abstract thinkers and boundless, bio-tech interests, Ai, NOTOMO & GITMOE (no tomorrow/give it to me vs. FOMO), adapt behaviors quickly, intergenerational, socially networked world, non-binary, multiple identities, decrease in the tech social-economic divide.

Potential Housing & Dining adaptations to Gen Alpha:

- Adapt key system to be prox access or voice/bio activated
- Increased services provided 24/7
- Concierge services such as ordering food to room from on line app
- Converting and increasing single style room from existing double rooms (taking beds off line)
- Specialized furniture and customized accommodations
- Increased wireless access
- Adaptive residential learning environments
- Moving rooms more frequently and break housing needs
- Residential Curriculum

- Proximity parking at/by their residence hall as a part of their housing rate (as do off campus apartments provide)
- Increased gender inclusive accommodations (non binary)
- Housing contract dates expanding from AY to 11-12 months

“Less is More. Generation alpha is looking for integrated technology to customize their experiences. They are entrepreneurial. Research expects that this generation will extend their longevity of life time learning and look for continuous acquisition of knowledge, albeit informally as open source knowledge. Artificial Intelligence (AI) virtual models of learning will need to be developed further. Alpha will be in a job market which provides open career paths, that are hyper specialized. Alpha will disrupt current pedagogy and current borders/constructs of systems and enterprises, while seeking highly personalized space and experiences. They will seek industry and academic mentors working together, driven to solve global challenges. We will need adapted retail experiences, access to services 24/7 immediate without delay for this generation has no construct of time for scheduling, as open source, touch screen, voice activated, security and privacy will be the new currency.”

Higher Education prep for Gen Alpha: (David Berkowitz, 2019)

Summary

In conclusion, there are many factors that go into the decision to raise rates on CWU housing & dining services. Is a 5-percent rate increase sustainable over a 20 year span? Using history as a guide, it seems to be possible. Rates increased on average higher than 5 percent over the past 20 years, and so has the local market place. *Should* rates increase 5 percent annually is the more difficult question. Future rate proposals and ultimate decisions by the Board need to consider a wide variety of things including but not limited to: our student’s ability to pay, enrollment/vacancy context, asset stewardship needs, wage and construction inflation, financial viability, bond covenants, and the impact on our Moody’s bond ratings. A long-term plan must continue to exist and be adhered to for the whole thing to work.



CENTRAL WASHINGTON UNIVERSITY
Board of Trustees
February 25, 2021

ACTION – 2021 Fall Opening

As CWU plans for a near-normal fall quarter, 2021, we are making several assumptions about operations, which we have discussed with our county health partners and which we are beginning to discuss with university constituencies:

1. A normal academic schedule with traditional dates for fall quarter (Sept. 22 to Dec. 10);
2. Most students, faculty and staff will be back on campus;
3. Residential halls will be at near normal 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; and
6. Mask wearing will continue to be mandatory, at least for the beginning of the fall quarter.

As was true in 2020-2021, the health and safety of the university community must come first. All of our plans continue to take into account the evolving COVID situation. While we are hopeful for a near-normal academic year in 2021/22, we also understand the need to constantly assess our health-and-safety protocols.

Many questions remain about fall planning and our planning team continues to prepare for a variety of scenarios. In addition to those responsible for formal planning activities, the university has benefitted from the commitment and cooperation of all constituencies within our community, including the faculty at large and faculty governance, our unions and their representatives, and our Board of Trustees.

A post-COVID fall quarter will allow CWU to focus on fundamental and ongoing initiatives such as college advising and student support, assessment and accreditation efforts, retention and graduation initiatives, transfer student support, inclusivity and diversity, and professional development for our faculty. We are excited to begin our “new normal” as we once again come together as a Wildcat community.

We recommend the following motion:

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.

Submitted:

Michelle DenBeste
Provost/Vice President for Academic and Student Life

Approved for Submittal to the Board

James L. Gaudino
President



Central Washington University
Board of Trustees
February 25, 2021

ACTION – Bachelor of Science Data Science

The Departments of Mathematics and Computer Science have collaboratively developed a new Data Science degree at CWU. This degree combines both math and computer science courses that focus on producing graduates with the skills needed to query, analyze, and model large datasets. Graduates with a degree in Data Science will be prepared to mine and analyze large, complex, structured, and unstructured data sets to uncover hidden solutions to business, industry, public, and technology challenges.

Demand for data scientists is high nationwide and continues to grow in nearly every sector, including manufacturing, construction, communication, science, healthcare, computer science, IT, retail, sales, finance, education, government, law enforcement, and more. The *Harvard Business Review* notes that “the shortage of data scientists is becoming a serious constraint in some sectors.” With a bachelor’s degree in Data Science, graduates have employment options across a variety of ‘big data’ jobs including: data mining engineer; machine learning engineer; data architect; commercial intelligence manager; market intelligence manager; and data warehouse architect. Not only are businesses, large and small, looking for qualified individuals to manage, analyze, and model their large and complex datasets to drive decision making, they are willing to pay well even at the entry level. According to Glassdoor.com, annual salaries for entry level data analysts range from \$50,000 – \$75,000. Past the entry level, the average annual salary for data scientists is \$113,309.

Because of the relatively few undergraduate degree programs specializing in data science, CWU again finds itself at the forefront of innovation in degree offerings. The focus is on producing data scientists with strong backgrounds in mathematics, statistics, and computer programming to become leaders in the field. This new degree option enhances CWU’s overall commitment to STEM programs and is a positive response to the needs of business, industry, and the public domain.

We recommend the following motion:

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.

Submitted:

Michelle DenBeste
Provost/Vice President for Academic and Student
Life

Approved for Submittal to the Board:

James L. Gaudino
President

- What is the current G&S budget for Math & CS?
 - FY21 G&S Math: \$16,508
 - FY21 G&S CS: \$15,237
- What is the process for departments to request additional G&S funding in your college? Is this dependent upon the number of majors or faculty?
 - Chairs and department fiscal support staff meet with the COTS Budget Manager and Administrative Specialist in late Feb to propose budget allocations with monthly projections for the upcoming fiscal year. The Dean, Budget Manager, and Administrative Specialist review budget requests, modify as need to balance the overall COTS budget and approve. Chairs and department fiscal support staff meet quarterly with Budget Manager and Administrative Specialist to monitor and adjust current FY budget projections.
 - The amount of G&S provided to a department is relative to the revenue they generate during the academic year, summer session, and through grant indirects. With the current COTS budget shortfall, however, allocations are mostly based on minimum amounts needed to “keep the lights on” with a small additional amount added based on revenue generation.
- Do you anticipate needing to increase the G&S lines for these two departments if the major takes off? If so, by how much?
 - Not significantly. The G&S budgets include funds for office supplies and copiers. While the number of copies made may increase, the cost of the copier lease is the major expense. Equipment required for these programs is funded by course fees, COTS Equipment Fund, and donor funding.
- How does COTS promote its new majors? How is that paid for? Through the college or by the department?
 - New majors are promoted on the website, the COTS Newsletter, through press releases from Public Affairs, and through stakeholder communications. The CWU enrollment management and advising teams are key players in informing prospective students about the new majors. Key stakeholders for the data science major include community colleges in the Pacific Northwest, WA state high school counselors, Educational Service Districts, Regional STEM Networks, and industrial partners (for career switchers, Advisory Board membership, project ideas, internships, and employment of graduates)
- Do you anticipate promoting the Data Science major on its own or as part of the regular COTS promotional materials?
 - Both. As a new major in a high demand area, the data science program will be marketed independently to prospective students through high school counselors, community college advisors, and on our website. It will also be included in COTS overall promotional materials.
- How much are you willing to invest in promotion of the new major in the first 2 years?
 - We will invest a significant amount of staff time to ensure that the above listed stakeholders receive promotional and informational materials and that our website and newsletter showcase the new major. We will fund the development and printing of rack cards as we do for all of our departments and programs. We expect regional news outlets to pick up the announcement of the new program for free and assume that CWU Public Affairs will work with us to develop those press releases.
- Do you anticipate any new costs in software licenses necessary for teaching the Data Science courses or do you already have what is necessary?

- We already have what is necessary
- If not, what are they? What is the anticipated cost and when would they be necessary?

Data Science BS Major Proposal Brief

What: The Departments of Mathematics and Computer Science propose a new Data Science degree at CWU. This degree combines both math and computer science courses focused on producing graduates with the skills needed to query, analyze, and model large data sets. Graduates with a degree in Data Science will be prepared to mine and analyze large, complex, structured and unstructured data sets to uncover hidden solutions to business, industry, public, and technology challenges.

Who: The feasibility study conducted shows significant demand for Data Scientists nationwide. The Data Science major will serve three groups of students: traditional freshman, transfer students, and non-traditional career switcher/career enhancers. Freshman and transfer students thinking about engineering, computer science, and/or mathematics are interested in this major as evidenced by conversations with prospective students. Career switchers/enhancers will gain advanced programming and statistical skills allowing them to move up within a company or become more employable. Some students who would otherwise have been Mathematics or CS majors may switch to Data Science, but based on the feasibility study, we expect the majority of the students in the program to come to CWU because of the Data Science option. Specifically, the feasibility study states “CWU can be certain this degree option will attract high levels of interest among individuals looking to attain these skills...” The goal is 80 declared majors annually beginning in Year Five.

How: Initial implementation will be at the Ellensburg campus with online options to be explored as the program grows. Microsoft, Google, Amazon, and DocuSign are among the industry partners that have agreed to serve in an advisory capacity or have already committed to more than seven scholarships, including several for women in data science. The two departments have worked with Public Affairs to develop a plan to publicize the program for recruitment. The plan includes publishing written materials for distribution; increasing digital presence (social media and digital ads); targeting specific recruitment events; industry partnerships with potential career switcher/enhancers and STEM students; and, working with our two-year college partners, CWU advisors and recruiters, and the CWU Transfer Center.

Budget: The proposed budget assumes a gradual rollout of the program that initially uses existing faculty. The program will increase enrollments in existing upper division math and computer science courses. Also, as the impact of the new General Education program becomes clearer, it appears students are taking advantage of an enlarged set of quantitative reasoning courses, enabling math faculty to offer Data Science program courses with no additional instructional resources for the foreseeable future (See Data Science Instructional Capacity Analysis). Additional faculty may be needed in computer science, but only after course enrollments prove verge on exceeding existing capacity. The earliest possibility is included in the budget (Year 4) and, as is the case with all new faculty lines, the Dean will consider this need in the context of the total college financial picture at the time. With Samuelson having just come online, no new equipment is needed to initiate this program.

Sustainability: Numerous faculty members in both departments will be teaching courses for the program allowing flexibility and sustainability. Because all but one course in the program already exist, the increased SCH generated by the program will more than cover the cost for the College of the Sciences. The College of Arts and Humanities has proposed a grant-funded Big Data Ethics course to serve this major and other interested students.

Alignment: The Data Science major supports University, College and Department strategic goals by attracting undergraduates that would not have otherwise come to CWU. The first goal of the COTS Strategic Plan calls for an increase in undergraduate enrollment in COTS with an objective to expand recruitment of undergraduate STEM majors. Data Science recruiting will specifically target STEM students. The program supports the COTS Mission by preparing “practitioners of scientific inquiry” that “create and apply knowledge to solving human, social, and environmental problems.”



Bachelor of Science in Data Science

College of the Sciences

February.2020ⁱ

Proposal: Establish a Bachelor of Science degree in Data Science at Central Washington University (CWU).

Introduction: The departments of Mathematics and Computer Science seek to collaboratively develop a new Data Science degree at CWU. This degree will combine both Math and Computer Science courses that focus on producing graduates with the skills needed to query, analyze, and model large data sets. Initial research and analysis of this degree program are presented below with supporting data points provided. This analysis and any conclusions presented should be considered only as supporting factual evidence, and not an endorsement for or against the development of this new major.

Narrative: Graduates with a degree in Data Science will be prepared to mine and analyze large, complex, structured and unstructured data sets to uncover hidden solutions to business challenges. A degree program such as this teaches students how to bridge the gap between technology and business interests by using analytics to make informed business decisions through foundational training in the principles of statistical and mathematical analysis. Students with a Bachelor's Degree will demonstrate knowledge of computer science components, data structures, algorithms, and information visualization.ⁱⁱ

As demand for data scientists continues to grow in nearly every sector, including manufacturing, construction, communication, science, healthcare, computer science, IT, retail, sales, finance, education, government, law enforcement and more, the *Harvard Business Review* notes that "the shortage of data scientists is becoming a serious constraint in some sectors."ⁱⁱⁱ Still, there are very few undergraduate programs nationwide that offer a degree in data science. With such a degree students may find themselves qualified for a variety of 'big data' jobs including:

- Data mining engineer
- Machine learning engineer
- Data architect
- Commercial intelligence manager
- Manager of market intelligence
- Data warehouse architect

Not only are businesses, large and small, looking for qualified individuals to manage, analyze and model their large and complex data sets to drive decision making, they are willing to pay well even at the entry level. Annual salaries for entry level data analysts range from \$50,000 - \$75,000 with the average annual salary for a data scientist being \$113,309, according to Glassdoor.com.^{iv}

Research & Analysis: A search of the Bureau of Labor Statistics (BLS) website provides employment projection data across all occupations and sectors through 2028. Of the occupations considered 'fastest growing' and with the 'most job growth', those that involve the work of analysts continue to be on an upward trajectory. Management Analysts, Information Security Analysts and Operations Research Analysts all project growth between 14% and 32% through 2028. Additionally, a search on 'Data Scientists' yields results for more common jobs classifications that require similar skills, such as Mathematicians and

Statisticians. Due to the relatively recent creation of the term Data Scientist, specific labor statistics for this job classification do not exist. We can surmise that jobs such as those listed previously are adequate indicators of potential growth among Data Science jobs given the requirement of similar skill sets. The BLS Occupational Handbook reports job growth for Mathematicians and Statisticians through 2028 at 30%; much faster than the average for all other occupations, and an additional 14,400 new jobs are estimated to be added by 2028.^v

This faster than average projection of growth among these highly analytical jobs is not surprising. As small and large companies alike look to use data analytics to drive decision making, they are ever more reliant on employees that can employ critical decision making based on the data being analyzed. From this BLS search of high growth occupations a common theme runs throughout; strong analytical skills.

In 2018 all of the ‘analyst’ occupations listed above reported the need for a Bachelor’s degree to enter the field. In all instances prior work experience needed to enter was less than 5 years indicating both ease of entry into analyst related positions as well as the potential for swift advancement within an organization. Jobs for Mathematicians & Statisticians required a Master’s degree, but among all of these positions median salaries were reported at \$88,190. The higher salary ranges coupled with no prior work experience requirements indicate high demand by businesses for the skills and education needed to manage, analyze and report on big data. Companies and organizations are willing to pay a premium for people that can help steer decision making through the analysis of large and complex data sets.

An Indeed.com search of ‘Data Analytics Manager’, ‘IT Analyst’, and ‘Data Analyst’ positions yields more than 140,000 jobs, with salaries ranging from \$50,000 to \$120,000 annually, and where full-time positions make up the overwhelming majority of jobs^{vi}. This wide ranging career choice is being sought after by a variety of companies. The need for effective analysts and analytics managers can be seen in the statistics shown below:

Job Type	Number of Jobs	%
Full-time	128,182	91%
Part-time	5,830	4%
Contract	4,261	3%
Temp/Commission	1,511	1%
Internship	1,535	1%

Additionally, the level of experience needed to secure an analyst or analytics manager position remains attainable. Of the three analyst positions listed above, the IT and Data Analyst jobs reflect the easiest entry into the field with most positions classified as either

Entry or Mid-Level, while the Data Analytics Manager positions are most often classified as Senior Level.

Experience Level	Number of Jobs	%
Entry Level	26,750	24%
Mid-Level	65,750	58%
Senior Level	21,140	18%

A similar search on 'Data Scientist' results in 11,900 new jobs with salaries ranging from \$80,000 to \$125,000 annually. Work is overwhelmingly full time with internships and part-time employment trailing in second and third respectively, and the top three locations for Data Scientist jobs are New York City, Seattle, and San Francisco.

Job Type	Number of Jobs	%
Full-time	10,922	92%
Internship	352	3%
Part-time	261	2%
Contract	247	2%
Temp/Commission	164	1%

Location	Number of Jobs
New York City	798
San Francisco	561
Seattle	759
Boston, MA	340
Chicago, IL	285

Competition: This high demand field has led to the proliferation of degree programs across the country. Many online and resident campuses are offering degrees in Data Analytics and Data Science, yet the literature suggests that there continues to be a need for college graduates with the skills required to perform big data analysis across all industries. There are several degree programs in Data Analytics as well as Data Science with varying methods of delivery.

University	Degree	Delivery
University of San Francisco	Bachelor of Science in Data Science	Classroom
Drexel University	Bachelor's degree in Data Science	Classroom
George Mason University	Data Science major & minor	Classroom
Northern Kentucky University	Bachelor of Science in Data Science	Classroom
Bellevue College	Bachelor of Applied Science degree in Data Analytics	Classroom
Arizona State University	Bachelor's degree in Business Data Analytics	Classroom
Southern New Hampshire University	Bachelor's degree in Data Analytics	Online
Western Governor's University	Bachelor's degree in Data Analytics & Management	Online

Because there are relatively few degree options specific to Data Science and even fewer programs located in the West, CWU can be certain this degree option will attract high levels of interest among individuals looking to attain these skills as well as businesses looking for employees proficient in the subject of Data Science.

Conclusion: Demand for Data Analysts and Scientists remains high nationwide. The competition within industries for market share continues to drive the need for highly technical and analytical employees that can process often massive amounts of raw data in order to pin point untapped areas of growth, drive informed and strategic decision making, and identify inefficiencies within an organization.

Because of the relatively few undergraduate degree programs specializing in Data Science, CWU again finds itself at the forefront of innovation within degree offerings. This new degree option only enhances CWU's overall commitment to STEM programs and can be seen as a positive response to the needs of this industry.

ⁱ Original report created in May 2018. Updates to employment data provided February 2020

ⁱⁱ A Guide to Data Science Degrees: Exploring Academic Options and Potential Careers.

<https://www.computerscienceonline.org/degree-programs/data-science/>

ⁱⁱⁱ Harvard Business Review, *Data Scientist: The Sexiest Job of the 21st Century*

^{iv} https://www.glassdoor.com/Salaries/data-scientist-salary-SRCH_KO0,14.htm

^v US Bureau of Labor Statistics, Occupational Outlook Handbook: <https://www.bls.gov/ooh/>

^{vi} Indeed.com

Data Science BS Program

Instructional Capacity Analysis

I. Computer Science Instructional Capacity

The Computer Science Department Instructional capacity has remained relatively stable over the past four years while the number of sections/FTE and students taught/FTE has decreased indicating that there exists capacity for growth in Computer Science and Data Science majors. (See tables below.)

Computer Science FTE	AY18	AY19	AY20	AY21
Tenured/Tenure Track Teaching FTE	5.6	4.8	4.8	4.8
Non-Tenure Track Fulltime FTE	2.0	1.9	5.4	4.3
Part-time Adjunct FTE	1.4	2.6	0.0	0.0
Total Instructional FTE	9.0	9.3	10.2	9.1
Total Sections	156	162	143	NA
Sections/FTE	17.3	17.4	14.0	NA
Total Enrollment (SCH)	3940	4495	3265	NA
Annual Enrollment/FTE	437.8	483.3	320.1	NA

Based on the average teaching load for Computer Science faculty, the addition of the Data Science major will necessitate additional teaching FTE if the number of students in both CS and Data Science majors increases the section/FTE and Enrollment/FTE to those of the AY18 levels.

II. Mathematics Instructional Capacity

Similarly the Mathematics Department Instructional capacity has decreased over the past four years and the number of sections/FTE and students taught/FTE has decreased due to recent changes within the new General Education program. Thus there exists ample capacity for growth in Mathematics and Data Science majors. (See tables below.)

Mathematics FTE	AY18	AY19	AY20	AY21
Tenured/Tenure Track Teaching FTE	13.6	13.6	12.0	13.6
Non-Tenure Track Fulltime FTE	7.3	8.3	8.0	5.7
Part-time Adjunct FTE	1.1	1.6	0.9	1.1
Total Instructional FTE	22.0	23.5	20.9	20.4
Total Sections	187	186	171	NA
Sections/FTE	8.5	7.9	8.2	NA
Total Enrollment (SCH)	4797	4522	3882	NA
Annual Enrollment/FTE	218.0	192.4	185.7	NA

NEW PROGRAM BUDGET WORKSHEET

2019-20

Leave cells blank if the information is not applicable to your new program proposal
Please add comments and brief justifications to the right of year 5. Include a full narrative within the New Program Pre-proposal Form.
Note: Values will be updated yearly. Please ensure the correct year's form is being used.

I. PLANNED STUDENT ENROLLMENT
(click [here](#) for retention rates)

	Year 1		Year 2		Year 3		Year 4		Year 5	
	PLANNED FTE	PLANNED Headcount								
A. New Enrollments¹										
Undergrad students		10		20		25		30		33
Graduate students										
B. Prior Year's Enrollments Adjusted for Retention										
Undergrad students			0	7	0	20	0	35	0	47
Graduate students			0	0	0	0	0	0	0	0
C. Total Headcounts										
Undergrad students	0	10	0	27	0	45	0	65	0	80
Graduate students	0	0	0	0	0	0	0	0	0	0

1. New Enrollment refers to students who would otherwise not attend CWU without this program.

II. REVENUE

	Year 1		Year 2		Year 3		Year 4		Year 5	
	On-going	One-time								
1 New Appropriated Funding Request										
2 Institutional Funds										
3 Federal e.g. grant funds										
4 Est. tuition generated by program's college ²	55,596		150,109		250,181		333,575		411,409	
5 Estimated tuition generated by other colleges	0		0		0		0		0	
6 Student fees	6,516		17,592		29,320		42,159		52,125	
7 Other fees (course fees, etc.)										
8 Other (e.g. Gifts)										
TOTAL REVENUE	62,111	0	167,701	0	279,501	0	375,733	0	463,534	0
Net Revenue College:	31,056	0	83,850	0	139,751	0	187,867	0	231,767	0

Revenue notes:

2. College share of SCH generation
Other colleges' share
Increased tuition and fees
Average Residential Undergrad
Average Residential Grad

1 Note: users can change these to reflect their situation
Shares must sum to 1.0
Tuition \$5,559.58
Fees \$652
Average tuition calculated after subtracting out average waiver.
See Retention & Tuition Rate tab for more details.
Note: Fees at Centers are \$285.60

Note: full time undergrad out-of-state net tuition (after waivers) is \$12,319 for undergraduates and \$7632 for graduate students

III. EXPENDITURES

A. Additional Personnel Needed

	Year 1		Year 2		Year 3		Year 4		Year 5	
	Ongoing	One-Time	Ongoing	One-Time	Ongoing	One-Time	Ongoing	One-Time	Ongoing	One-Time
1. Faculty FTE							1		1	
2. Adjunct Faculty FTE										
3. Staff FTE										
4. Directors / Administrator FTE										
5. Classified Staff FTE										
6. Undergrad/Graduate Student FTE										
B. Personnel Costs										
1 Faculty Salary							85,000		87,550	
2 Adjunct Salary										
3 Staff Salary										
4 Directors/Administrators Salary										
5 Classified Staff										
6 Undergraduate/Graduate Student Wages										
7 Estimated Benefits ³	0	0	0	0	0	0	24,556	0	24,964	0
8 CWU's Share of Retirement	0	0	0	0	0	0	8,500	0	8,755	0
9 Other, e.g. grant funded student workers										
Total Incremental Payroll	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 118,056	\$ 0	\$ 121,269	\$ 0

3. See this worksheet for details on benefits

[Details on Benefits](#)

Note: A new TT faculty line will allow the program to grow beyond ~45 students (Year 3 anticipated enrollment). If College resources cannot support a new position at this time, enrollment will be capped.

C. Operating Expenses

	Year 1		Year 2		Year 3		Year 4		Year 5	
	Ongoing	One-Time								
1 Sft Additional office & other space ⁴										
2 Cost of space outside of college (\$21/sqft)	0	0	0	0	0	0	0	0	0	0
3 New phones, computers & furniture								2,000		
4 Travel										
5 Professional Services										
6 Other Services										
7 New faculty start up costs								2,000		
8 Communications/Promotions			5,000							
9 Library Resources (Consult Ginny Blackson)										
10 Materials and Supplies										
11 Equipment										
12 Maintenance and Repairs										
13 Assessment/accreditation										
14 Miscellaneous costs										
TOTAL OPERATING Expenses	\$ 0	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000	\$ 0	\$ 0

4. Additional Space outside of what College currently occupies/owns.

Note: the ratio of operating expense per faculty FTE is:

Year 1	Year 2	Year 3	Year 4	Year 5
\$ -	\$ -	\$ -	\$ -	\$ -

IV. NET INCOME FROM OPERATIONS

Revenue less Personnel, Operating, and Capital expense	62111.4	\$(5,000)	\$ 167,701	\$ -	\$ 279,501	\$ -	\$ 257,677	\$(4,000)	\$ 342,265	\$ -
	\$ 57,111		\$ 167,701		\$ 279,501		\$ 253,677		\$ 342,265	

V. CAPITAL FACILITIES, CONSTRUCTION, MAJOR RENOVATIONS, MAJOR EQUIPMENT

Year 1	Year 2	Year 3	Year 4	Year 5
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0



LEARN. DO. LIVE.

February 12, 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 October 2020. 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. For instance, we created the Antiracism, Diversity, and Inclusivity Task Force and ratified its members. Furthermore, the Senate amended the Emergency Pass/Emergency Fail grades as well as the policy and procedure to remove the SAT/ACT entrance requirements, curriculum rules for implementation, undergraduate admission for first year applicants, transfer applicants, reverse transfer credits, and course modality definitions. What follows is a brief overview of these policies and the work the Executive Committee is doing during winter quarter and the priorities for the spring quarter.

Diversity, Inclusivity, and Antiracism Task Force

The Faculty Senate Executive Committee received a large number of nominations from excellent candidates for the Antiracism, Diversity, and Inclusivity Task Force (ADI). We put in lot of time and effort evaluating each application carefully. Selecting the members was not easy as all applicants had incredible backgrounds and expertise. The task force is composed of faculty from each college and the Library. The ADI task force elected their co-Chairs and have met several times this quarter to start work on their charges. The task force has researched how antiracism, diversity, and inclusivity has been implemented at other universities in the Pacific Northwest. In addition, the group has met with different stakeholder groups at CWU to gather information about the different initiatives that have taken place to address similar issues. This information will allow them to identify the best path forward. The task force intends to take current efforts into consideration to move forward, developing a coordinated ADI plan across CWU campuses and communities.

Faculty Code Changes

The Faculty Senate worked with the Bylaws and Faculty Code Committee to clarify the language in Faculty Code regarding expectations for communication in emergency situations. The objective of these changes is to address expectations, timing, and consultation of faculty in regular times, but also in emergency situation. The specific changes include, a definition of “adequate consultation” with faculty in emergency situations; clearer language of the expectations for communications in emergency situations; and how to address summer consultation, timing, and expectations with faculty. We hope to have the suggested changes for BOT approval during their meeting in May.

Faculty Senate

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This is an electronic communication from Central Washington University.

Emergency Pass/Emergency Fail Grading Option for Students

The Emergency Pass/Emergency Fail (EP/EF) grading option for students was created as a temporary grading option during the COVID-19 pandemic in the spring 2020 quarter. The Executive Committee worked with the Academic Affairs Committee to revise the language and make the policy permanent under very specific circumstances. The policy stipulates: (a) under which circumstances this grade option will be made available to students; (b) a process to decide when this grade option should no longer be available to students; and (c) who will make the decision to enable or disable this grade option. The Faculty Senate approved this policy on November 4, 2020.

ACT/SAT Removal for First Year Applicants

In Spring of 2020, the Faculty Senate approved the temporary policy changes making ACT and SAT scores optional for admission decision purposes for all students applying to CWU. The Office of Admissions requested that this policy be made permanent in order to increase equity in the admissions process. The new policy language makes greater use of the Comprehensive Review process, which allows admissions to consider multiple facets of student applications. The Executive Committee worked with the Academic Affairs Committee to revise the language to avoid redundancy and improve clarity. The Faculty Senate approved CWUP 5-90-020 (2) on January 13, 2021.

Transfer Applicants

The Executive Committee worked with the Academic Affairs Committee to update the existing policy – CWUP 5-90-020 (3) – that governs transfer applications. Unfortunately, the existing policy was overly vague, and the Office of Admissions requested that a clear policy be put in effect. The new policy clarifies the criteria by which transfer students will be assessed when they apply for admission at CWU. Specifically, the changes address Direct Transfer Agreements, number of credits, and GPA. The Faculty Senate approved this policy on January 13, 2021.

Reverse Transfer

Reverse Transfer began in 2017 under the auspices of a pilot program created by an MOU between CWU and the State Board for Community and Technical Colleges (SBCTC). The purpose of reverse transfer is to allow students to come to CWU before they earn their associate's degree. These students can use CWU courses to complete the AA – send CWU transcripts back to their community college, who, then confers and posts the degree. The community college then sends us an updated transcript so that all general education is done. SBCTC has provided data in the past showing that students who earn the AA degree are significantly more likely to finish their bachelor's degree. It also provides students with a credential in case their education is later interrupted, which can be important for workforce reasons. The Executive Committee worked with the Academic Affairs Committee to codify the reverse transfer to policy CWUP 5-90-030 (5), which was approved by the Faculty Senate on January 13, 2021.

Course Modality Definitions

The Executive Committee worked with the Faculty Senate Curriculum Committee to temporarily approve course modality descriptions to help both students and faculty with the rapid changes needed during the COVID-19 pandemic emergency. These definitions were part of an MOU that was good through the end of 2020-2021 academic year. The definitions have been updated to reflect feedback from students, faculty and Registrar Services. This will make these definitions part of curriculum procedures, as course modalities have evolved during this emergency and these modalities will continue

to be used. The Faculty Senate discussed these recommendations in procedure and approved CWUR 2-50-060(13) on February 3, 2021.

Winter 2021 Opening Plans

The Executive Committee worked with the Director of Project Management, James Jankowski, to update opening plans during Winter quarter. We sent out a Qualtrics survey to Senators on October 8th asking them to provide feedback about what has worked well and what could be improved upon as it pertains to CWU's COVID plans and protocols. In particular, faculty members were asked to provide input about areas of improvement, which would provide faculty members teaching face-to-face courses more support to increase campus safety during the opening plans in the winter. Senators answered questions that focused on the following three areas:

1. Technology in the classrooms. Did faculty feel that had adequate technology in the classroom to conduct their courses? Are there any issues with the use of technology in the classroom?
2. Classroom safety protocols (masking, cleaning supplies, distancing, etc.)
3. Communication: do you feel you have been kept adequately updated on plans, protocols, and general COVID-related items? If not, how would you suggest they can better provide that information?

The Executive Committee shared the report with Mr. Jankowski on October 19th 2020 and his office made important changes to the opening plans, including updating the Daily Health Screening that faculty and staff have to complete before they go to campus.

Onboarding New President

The Executive Committee had the pleasure to meet with Dr. James Wohlpart on January 14th. We discussed what we consider to be the most important priorities that Dr. Wohlpart should consider as he begins his tenure as President of CWU in June 2021. The Executive Committee is committed to support the onboarding Dr. Wohlpart as he transitions to CWU. We are looking forward to join efforts to maintain an effective communication with faculty members as well as to provide a productive working relationship with him.

General Education Program

The implementation of the new General Education Program (GenEd) included two MOUs that were signed in 2018. One MOU delineated the funds to compensate the GenEd Program Director. This MOU was signed by former Provost Katherine Frank and the Faculty Senate Executive Committee. The second MOU delineated funds to compensate the Pathway Coordinators. This MOU was signed by the Deans of COTS, COB, CEPS, and CAH and the Faculty Senate Executive Committee. The MOUs stated that the Faculty Senate Executive Committee would reevaluate the appropriate workload release for the GenEd Director and the Pathway Coordinators for academic year 2021-2022 and that this discussion should begin in Spring 2020. Unfortunately, Covid-19 pandemic, in conjunction with the transition to a new Provost, caused a delay in these discussions in Spring 2020. The Executive Committee is currently in conversations with Provost DenBeste and the College Deans to reevaluate the MOUs, which will expire on June 15, 2021.

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, appearing to read 'Elvin Delgado', with a stylized flourish underneath.

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



ASCWU

STUDENT GOVERNMENT

FALL

ACCOMPLISHMENTS

- Implementation of New Student Senate
- Completion of Presidential Search Committee
- Removal of ACT/SAT Undergraduate Admissions testing
- 50% Reduction in Winter 2021 Athletics Student Fee
- First "Graduation Ready" Virtual Event with 300 participants
- Registered over 200 students to vote through Student Engagement Hub
- New Equity & Service Organization: Muslim Student Assoc.

WINTER

INITIATIVES

- Retain all 23 Student Senators
- Obtain funding for the Center for Cultural Innovation
- Obtain funding for a Student Parent Playground
- Facilitate new Board of Directors elections for the 2021-2022 cycle
- Pass current legislative priorities
- Look into faculty accountability for virtual learning.

Board of Directors



Mickael Candelaria
President



Brandon Wear-Grimm
Vice President



Madeline Koval
Senate Speaker



Jacob Robles
Equity & Multicultural Affairs



Ashley-Sue Vizguerra
Student Life & Facilities



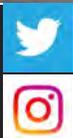
Edgar Espino
Governmental Affairs



Dr. Jenna Hyatt
Primary Co-Advisor
Assoc. Dean Student Living



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