



**Board of Trustees Minutes  
Special and Regular Meetings  
June 12 and 13, 2014**

**Approved July 18, 2014**

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**Present:**

Mr. Sid Morrison, Chair  
Mr. Keith Thompson, Vice Chair  
Mr. Chris Liu  
Mr. Ron Erickson  
Ms. Amy McCoy  
Ms. Annette Sandberg

**Absent:**

Mr. Glenn Johnson  
Mr. Dan Dixon

**Also present:**

Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, Vice President for Business and Financial Affairs  
Ms. Sherer Holter, Vice President for Operations  
Ms. Linda Schactler, Chief of Staff  
Mr. Stevan DeSoer, Chief Human Resources Officer  
Ms. Sandra Colson, Executive Assistant to the President and Board of Trustees

**Information – Budget Management Planning**

The President recapped legislative actions since 2011 when the trustees were granted some tuition setting authority. At that time, the university initiated a six-year budget planning program that assumed program growth and efficiencies to maintain the “flight plan.” In 2013, the legislature froze resident undergraduate tuition rates and in turn provided half the general support needed to maintain the six year plan. The legislature froze resident undergraduate tuition rates again during the 2014 legislative session, and while the state budget did not provide general support, CWU received \$1 million earmarked for enrollment growth in computer science and engineering programs. The President noted that the effect of this legislation has been to create a \$6.5 million budget gap in fiscal year 2015.

The trustees’ direction to the administration for the past two years has been to 1) maintain critical operational functions to protect health, safety and compliance issues; 2) intensify commitment to responsibility centered management; and 3) protect revenue strategies through retention efforts, targeted marketing and recruitment, growing private investment, and legislative strategies for securing state support and tuition authority. This year the university will use carryover tuition and general reserve fund to cover the \$6.5 million budget shortfall in fiscal year 2015. We also plan to retire a special bond that was taken out in the early 1990’s to pay for asbestos removal during the Shaw Smyser remodel and redirect savings to pay for additional academic advisors. The President reiterated that the

assumptions from 2010 are no longer relevant. CWU faces increased enrollment competition, flat high school graduate demographics for the next two years and declining enrollment at university centers.

The university has instituted a number of initiatives to increase revenue and reduce costs. We will target non-resident, international and veteran recruitment. We will expand our admissions process through strategies such as dual admission, running start and academic partnerships. We will target and coordinate our marketing efforts using market research and we will focus on retention with improved academic advising and customer service. The Provost has closed out the 2011 academic program task force. In consultation with the faculty, there are 38 programs identified for elimination. A new program review will be done to identify growth opportunities that leverage market demand.

At their July meeting, the Board will be asked to consider a per-credit tuition system that would reduce the current tuition discount from 10 to 12 credits. We will also inform the Board on ways to strategically use waivers to encourage enrollment and, in the case of university housing, leverage unoccupied space with approximately waivers to encourage sophomores and upperclassmen to live in residence halls.

If no additional funding is available in fiscal year 2016, either from increased tuition or from additional state general support, the budget shortfall is expected to grow to \$9.6 million. While it is estimated that budget carryover and a new tuition discount strategy will contribute \$5-6 million toward the gap, to balance the budget we must develop programs that will bring in \$2 million and reduce costs by the same amount, or the gap between our needs and our capacity will continue to grow.

The following activities will occur over the summer: 1) the fiscal year 2015 budget will be finalized; 2) programs and positions that can be eliminated or redeployed will be identified; 3) we will bargain impact of anticipated position changes with labor and 4) we will notify students of anticipated programmatic changes. A status report will be provided to the Board throughout the coming year as state revenue forecasts are released and the legislature goes into session. The university will assess the impact of a final state budget and notify faculty, students, and staff of any reductions that will be implemented on July 1, 2015.

### **Executive Session**

An executive session was convened at 5:05 p.m. for the purpose of (1) reviewing the performance of a public employee under RCW 42.30.110(1)(g); (2) acquisition of real estate under 42.30.110 (1)(b); and (3) discussing litigation or potential litigation with legal counsel under RCW 42.30.110(1)(i). The executive session concluded at 6 p.m.

The Board and members of the administrative team met for a social dinner at the University House at 6:15.

*June 13, 2014*

### **Present:**

Mr. Sid Morrison, Chair  
Mr. Keith Thompson, Vice Chair  
Mr. Dan Dixon  
Mr. Ron Erickson  
Ms. Amy McCoy  
Ms. Annette Sandberg

**Absent:**

Mr. Glenn Johnson  
Mr. Chris Liu

**Also present:**

Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, Vice President for Business and Financial Affairs  
Ms. Sherer Holter, Vice President for Operations  
Ms. Linda Schactler, Chief of Staff  
Mr. Stevan DeSoer, Chief Human Resources Officer  
Ms. Sandra Colson, Executive Assistant to the President and Board of Trustees

The regularly scheduled business meeting convened at 9:05 a.m. in Barge 412.

**Approval of the Agenda**

Chair Morrison added a discussion on security on campus to the agenda.

**Motion 14-22:** A motion to approve the agenda of June 13, 2014 as modified was presented by Ms. McCoy and seconded by Mr. Dixon. The motion was approved.

**Approval of the Minutes of the Special and Regular Meetings of April 3 and 4, 2014**

**Motion 14-23:** A motion that the Board of Trustees of Central Washington University hereby approves the minutes of the special and regular meetings of April 3 and 4, 2014 was presented by Mr. Erickson and seconded by Ms. McCoy. The motion was approved.

**Approval of the Minutes of the Special Meeting of May 14, 2014**

**Motion 14-24:** A motion that the Board of Trustees of Central Washington University hereby approves the minutes of the special meeting of May 14, 2014 was presented by Mr. Erickson and seconded by Mr. Thompson. The motion was approved.

**Chair Report**

Chair Morrison noted that there is a high level of concern and interest in the upcoming legislative session and that this would be the first time that the top two candidates, regardless of party, would go forward to the general election.

He reported on the special meeting on May 14 to approve faculty tenure and promotion. He also reported that both he and Amy McCoy had attended the annual employee appreciation ceremony. He remarked that he is always gratified by the dedication of university staff and enjoys listening to their stories.

He also reported on the ground breaking ceremony for Science II, calling it one of the great accomplishments of the last legislative session. He expressed his appreciation for the involvement of everyone who attended, including representatives from the county, city, legislature, faculty, staff, as well as Keith Thompson and Amy McCoy. He noted the interesting array of people who are involved in STEM, and looked forward to seeing Central “flower at the end of that stem.”

## CELEBRATIONS

Sherer Holter, Vice President of Operations, introduced the following nominees for Distinguished Service:

*Ron Brecken*, Information Technology Specialist 2, retired on April 1 after 30 years. Ron helped kick-start the recycling program at CWU in 1988 and was instrumental toward its adoption campus wide. He continues to be active in the community and is well known for his off-campus interests including coaching and playing hockey, and building and racing solar-powered vehicles.

*Cathy Bonjorni*, Supervisor II, Dining Services, retired Feb. 28, 2014 after 30 years. Cathy has supervised the kitchen and salad production area, literally chopping tons of salad for students, faculty, staff and guests of the university. She constantly updated and improved dining selections. Cathy had a long connection with CWU, she followed in her mother's footsteps at Dining Services and worked among and beside her sisters and brother in contributing to a strong familial work ethic and service to the university.

*Terri Stevens*, retired in April after 14 years, and the last nine years has been a Secretary Senior for the English Department where she performed a dizzying array of tasks. Her department chair noted that, "She never lost sight of the fact that students are our first priority, and she worked hard to find solutions for students at every level. She mastered the details of English program requirements and general education requirements so thoroughly that faculty often consulted her about them."

Marilyn Levine, Provost and Vice President for Academic and Student Life introduced the following nominees for Emeritus Faculty:

*John Alsoszatai-Petheo*, Professor of Anthropology and Museum Studies, retires June 15, 2014. This year he completes four decades of college and university teaching, of which the last 31 years were spent at CWU. Though his research interests included the peopling of the Americas and the much earlier peopling of Europe, his professional focus centered on serving students in class and as a faculty mentor. His other focus at Central has been in the area of service. John served as faculty adviser to several student clubs and organizations. He also chaired university-wide committees such as the Code Committee, and the General Education Committee. John has served multiple terms as Senator for the Department of Anthropology. Additionally, he also served repeatedly on the Faculty Senate Executive Committee, as parliamentarian, Chair Elect, and Chair of the Faculty Senate.

*Dinara Georgeoliani*, Assistant Professor of World Language, retires June 15 after 21 years of service. She has been a central and integral member of the department of World Languages at CWU. In 1991, Dinara came to Central to join what was then the Department of Foreign Languages (now World Languages) as a visiting professor of Russian Language and Culture. Two years later, she became a Lecturer in the same department, and, in 1997, an assistant professor. Professor Georgeoliani has taught and administered the entire Russian program. She received the College of Arts and Humanities Non Tenure-Track Award for Teaching Excellence in 2006. She has continued to work on her scholarship, has published three books and and, with her translation partner Mark Halperin, she has also published more than thirty translations of short stories and poems, several of which have earned her recognition such as the Pushcart Prize and the Emily Clark Bleach prize.

*Norman J. Gierlasinski*, Professor of Accounting, will retire July 1 after teaching at CWU for 28 years. He received the Professional Service Award from the CWU School of Business, Outstanding Educator Award from the Washington Society of CPAs, the Distinguished Achievement Award from the Association of Certified Fraud Examiners, and the Outstanding Fraud Educator from the Association of Certified Fraud Examiners. Additionally, he received an Advisory Board Award for Faculty Excellence from the College of Business and is a Distinguished Professor of the university. He has served on the Board of Directors for the Washington Society of CPAs on two occasions, as well as ten years on the Board of Directors for the Pacific Northwest Chapter of the Association of Certified Fraud Examiners. Dr. Gierlasinski has been active in research and has published numerous peer-reviewed articles as a faculty member, and given many presentations regionally and nationally.

*Eldon Johnson*, Professor of Finance and Supply Chain Management, will retire July 1, after 37 years at Central Washington University. Dr. Johnson spent one year in Ellensburg and then moved to the Lynnwood center where he served in several key positions. Dr. Johnson was the Program Director of the Lynnwood Center from 1984-1987. He then served as the Co-Chair of the Business Department from 1990-1995 and then as the Program Director for Business Administration at the Lynnwood Center from 1995-1997. He chaired the Finance and Supply Chain Management Department from 2006-2013. During his tenure as Chair, the department has grown significantly in enrollment and has extended its reach to provide a specializations in Supply Chain Management as well as a minor in Finance at Lynnwood and Des Moines.

*Joseph Powell*, Professor of English, retires June 15 after 34 year of service to the university. Joseph earned his M.A. in English from CWU in 1978 and then went on to an MFA program at the University of Arizona. He has taught many courses in creative writing, poetry, composition, and modern literature. Students have described his courses as both demanding and a joy. Professor Powell has been one of the most productive scholars in the English department. In 2009, he was named Distinguished University Professor for Artistic Accomplishment. His many publications include several book-length collections of poetry and poetry chapbooks, a collection of short stories that was shortlisted for a Washington Book Award, and a textbook on poetic meter as well as many individual essays, stories, and poems.

*F. Lynn Richmond*, Associate Professor of Management, retires July 1 after more than 20 years at the CWU-Lynnwood campus. He is known for his caring, friendly, supportive teaching style, especially when working with non-traditional students. Dr. Richmond was awarded the 2002 College of Business Excellence in Advising Award. He has served in many leadership roles at the Department, College and University levels during his tenure. He regularly served as a faculty senator and on various faculty senate and university committees. He was the Program Director for the Business Administration Program at Lynnwood from 1997-2006, and served lengthy terms on both the College of Business Curricula and Assurance of Learning Committee and the College of Business Student Committee.

*Sharon Rosell* retires on June 30 after 25 years teaching in the Physics department as an assistant professor. She taught all levels of courses in physics. In 2011, Ms. Rosell was named Distinguished Non-Tenure-Track Faculty for Teaching. Ms. Rosell has been recognized nationally for leadership of the CWU chapter of the Society of Physics Students (SPS), which earned the Outstanding Chapter award 17 times in the 20 years she advised the club. Under her guidance, physics students at CWU formed a community that engaged in physics outside the classroom: tutoring students in introductory classes, participating in and, in many cases, planning outreach events for the community, submitting proposals for undergraduate research projects, and planning field trips to regional research facilities or employers.

This past year, Sharon received national recognition as the Outstanding Chapter Advisor from the Society of Physics Students and the Sigma Pi Sigma honor society.

*James Schwing*, Professor of Computer Science, will retire August 31 after 16 years at CWU. He has always been active in mentoring students involving many students in independent study and in SOURCE. His concern for students shows up in other ways – he was the principle investigator on National Science Foundation grants running over eight years, providing over \$410,000 in scholarships to students from underrepresented groups. In his work as Chair, he has helped guide and build a program that has had significant success. In raw terms, the program has grown over 37% between 1998 and 2014. He helped shepherd the development and initiation of the new interdisciplinary graduate program in Computational Science which accepted its first students two years ago and had its first graduate last year. Another measure of how the department has grown is the scholarly productivity of the faculty. In 16 years at Central, Jim authored or co-authored 13 peer-reviewed publications including one book, two book chapters, and ten journal articles or national conference papers - leading to a career total of 110 peer-reviewed books, papers or articles.

*Shari Stoddard*, Associate Professor of Art, retires June 15 after 14 years with the university. She arrived at Central Washington University in 2000, joining the department as the Director of the Visual Art Teaching program. With a teaching assignment that straddles two distinct teaching areas, she has been active in both scholarship for art education and creative work for her studio assignment. Dr. Stoddard has presented at several national and international conferences including the National Art Education Association conference in New York, the International College Teaching and Learning Conference in Las Vegas and the Oxford Round Table at Harris Manchester College in Oxford, Great Britain.

*Marla Wyatt*, Professor of Family and Consumer Sciences, will retire June 30 after 20 years at the university where she has served as program coordinator and primary faculty member in the Family and Consumer Sciences Career and Technical Education program. Dr. Wyatt's committee work at CWU has been outstanding. She served five years on Academic Affairs, one as chair. She sat on the Faculty Senate Curriculum Committee for six years, one as chair. She represented Family and Consumer Science as Faculty Senator or alternate for twelve years, one on the Executive Committee.

At the conclusion of the Provost's presentation, President Gaudino noted that the list of accomplishments shows the excellence of scholarship and service that the faculty bring to the university and the community. Dr. Gaudino also requested that the board consider awarding Dr. Jim Pappas both distinguished service and faculty emeritus for his administrative roles as both vice president and interim president. Chair Morrison noted that the Board will consider the nominations for distinguished service and faculty emeritus during the consent agenda.

#### Other Celebrations

Linda Schactler, Chief of Staff, announced that *Mike Luvera* was recognized this spring as Administrator of the Year by the Western Association of Campus Law Enforcement Administrators.

Sherer Holter, Vice President of Operations reported on a consultant's quality review of the iCat project. Cedar Crestone, the consultant, provides quality audits at the beginning, mid-point and at the end of each project as part of their contracted service. Last year they pointed out problems that were occurring with eTravel, eProcurement, and the Portal project and made recommendations what Central needed to

do to get those projects back on track. In their April 2014 report, Cedar Crestone very surprised at the changes we have been able to make, how well the changes have been embraced and the resultant improved efficiencies.

Chair Morrison recognized *Josephine Beedle*, graphic arts major who designed the official 2014 Holiday Card and Dr. Gaudino presented her a framed copy of her design. The Chair also reminded the Board that the meeting packet includes the *Points of Pride*.

## END OF YEAR RESOLUTIONS

### Trustee Amy McCoy was asked to read Resolution 14-05:

**WHEREAS**, members of the 2013-2014 Associated Students of Central Washington University (ASCWU) Board of Directors (BOD) served with distinction and conducted themselves in a professional manner befitting the leadership positions they held within the university; and

**WHEREAS**, the BOD respected and supported the shared governance process, engaging fully in campus committees, and establishing constructive communication and positive relationships among the ASCWU and students, faculty, staff, administrators, and the community; and

**WHEREAS**, the BOD threw their energy and inspiration into establishing new traditions around a class ring and Wildcat statue, and added to the BOD president's responsibilities, communication and coordination with the Alumni Association; and

**WHEREAS**, the BOD completed the herculean task of updating the bylaws and constitutions of the ASCWU, Student Senate, and clubs and organizations; and

**WHEREAS**, the BOD conducted an objective and thoughtful review of the voluntary fee process in order to establish clear policy; and

**WHEREAS**, the BOD provided unflinching support for key legislative priorities affecting students; and **WHEREAS**, the BOD encouraged students to become involved in discussions about issues that impacted them, to ask questions, and to look for ways to reduce costs;

**BE IT THEREFORE RESOLVED** that this Board of Trustees wishes to publicly express its appreciation to the members of the 2013-2014 ASCWU BOD for their dedicated service to Central Washington University and its students, and to wish them well in their future endeavors.

- Bryan Elliott, President
- Jacob Wittmann, Executive Vice President
- Spencer Flores, Vice President for Equity and Community Affairs
- Scott Kazmi, Vice President for Student Life and Facilities
- Mary Orthmann, Vice President for Clubs and Organizations
- Kelsie Miller, Vice President for Academic Affairs
- Cassandra Dubore, Vice President for Legislative Affairs

**ADOPTED** and signed this 13th day of June, 2014.

Sid Morrison, Chair; Keith Thompson, Vice Chair; Dan Dixon, Ron Erickson, Chris Liu, Annette Sandberg, and Amy McCoy

**Motion 14-25:** A motion that the Board of Trustees of Central Washington University hereby approves [[Resolution 14-05](#)] honoring the 2013-2014 ASCWU Board of Directors was presented by Ms. McCoy and seconded by Ms. Sandberg. The motion was approved.

**Trustee Ron Erickson was asked to read Resolution 14-09:**

**WHEREAS**, the Faculty Senate is the primary means by which faculty collectively share in the governance of Central Washington University by shaping the university's academic environment; and

**WHEREAS**, the Faculty Senate Executive Committee serves a leadership role for the Senate by receiving, evaluating, and directing the disposition of items under Senate consideration; and

**WHEREAS**, the Faculty Senate Executive Committee represents the Senate in discussions with various committees, administrators, and other university groups on issues related to the academic mission of the university; and

**WHEREAS**, the Faculty Senate Executive Committee completed a number of important initiatives during the 2013-2014 academic year including updates to the Faculty Code and Faculty Senate Bylaws, completed updates to academic affairs policies and procedures and curriculum policies and procedures, investigated the impacts on faculty of a proposed creation of a new college, held forums on issues impacting faculty such as student evaluation of instruction, initiated a series of Faculty Friday events at the Mary Grupe Faculty Center, and

**WHEREAS**, Faculty Senate Executive Committee members were key participants on the Academic Planning Task Force and worked with the Provost on the reorganization of the Office of the Associate Provost to more efficiently and effectively meet the needs of faculty; and

**WHEREAS**, the Faculty Senate Executive Committee, in coordination with the Curriculum Committee, also guided two new degree types – an executive master and professional science master - as well as a master's degree in information technology and administrative management, bachelor of science in business and marketing education, bachelor of science in geography and bachelor of arts in instructional foundations, thereby expanding opportunities for our students that meet the needs of their intellectual growth as well as preparing them for the job market;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of Central Washington University extends its grateful appreciation to the Faculty Senate Executive Committee:

- Eric Cheney, Chair
- Katharine Whitcomb, Chair-Elect
- John Alsoszatai-Petheo
- Michael Young
- Sathy Rajendran
- Bret Smith
- Lene Pedersen and
- Ian Loverro

for their hard work and dedication in articulating the academic mission of the university as it moves forward to meet its challenges.

**ADOPTED** in a regular meeting assembled this 13th day of June, 2014.

Sid Morrison, Chair; Keith Thompson, Vice Chair; Dan Dixon, Ron Erickson, Chris Liu, Annette Sandberg, and Amy McCoy

**Motion 14-26:** A motion that the Board of Trustees of Central Washington University hereby approves [[Resolution 14-09](#)] honoring the Faculty Senate Executive Committee was presented by Mr. Erickson and seconded by Ms. McCoy. The motion was approved.

**Trustee Dan Dixon was asked to read Resolution 14-06:**

**WHEREAS**, Ms. Amy McCoy was appointed to the Central Washington University Board of Trustees by Governor Jay Inslee on August 6, 2012, and will have served with distinction until June 30, 2014; and

**WHEREAS**, Ms. McCoy was the sixteenth CWU student selected to serve on the board, following 1998 legislation creating a student seat on each of the governing boards of the state's six public baccalaureate institutions; and

**WHEREAS**, during her one-year term of service on the board, Ms. McCoy thoughtfully represented all citizens of Washington by communicating her positions on many substantive issues, and

**WHEREAS**, Ms. McCoy provided advocacy and conscientious commitment to students, their perspectives, and their concerns; and

**WHEREAS**, her commitment to the university's vision, mission, and goals was revealed through her involvement in a variety of university functions and activities, at which she served as an official representative of this board; and

**AND WHEREAS**, Ms. McCoy consistently demonstrated integrity, initiative, enthusiasm, and skill in interacting with diverse university and public constituencies;

**NOW, THEREFORE, BE IT RESOLVED** that this Board of Trustees expresses appreciation to Ms. McCoy for her effective, intelligent, and dedicated service as a member of the Central Washington University Board of Trustees.

**ADOPTED** and signed this 13th day of June, 2014.

Sid Morrison, Chair; Keith Thompson, Vice Chair; Dan Dixon, Ron Erickson, Chris Liu, and Annette Sandberg

**Motion 14-27:** A motion that the Board of Trustees of Central Washington University hereby approves [[Resolution 14-06](#)] honoring the Ms. Amy McCoy for her service on the Board of Trustees was presented by Mr. Dixon and seconded by Ms. Sandberg. The motion was approved.

**Trustee Keith Thompson was asked to read Resolution 14-07:**

**WHEREAS**, Sherer M. Holter began her career Central Washington University on January 3, 2006, and has served the university with distinction for eight years, through June 30, 2014, and

**WHEREAS**, Sherer Holter brought an amazing set of skills to the university and has been put in positions of responsibility that have used them all, first as assistant vice president of human resources, then as chief of staff for President James L. Gaudino, and finally as vice president for operations, and

**WHEREAS**, she has consistently demonstrated commitment to the university and its students, through her cool, calm and collected approach to addressing challenges in times of great change, and has served as a wise mentor and example of professionalism to everyone around her, and

**WHEREAS**, her accomplishments are too innumerable to list but some of the most notable are:

- Providing innovative strategies that protected jobs when state budget cuts reduced public funding by half;
- Providing creative organizational solutions to enable the university to adapt to the new budget environment;
- Leading the review of all university policies and procedures, to ensure they comply with university standards, and federal and state law;
- Reorganizing and revitalizing the university standing committee structure to ensure open and transparent shared governance;
- Researching and successfully proposing a unique tuition waiver for family members of our faculty and staff;

- Enhancing communication with Puget Sound-area corporate and government leaders, alumni, donors, and prospective students by bringing CWU closer to the homes and businesses of the majority of its students by successfully opening CWU Westlake;
- Managing external reviews of administrative functions such as our information systems, athletics, and information technology departments and the using the data to strengthen those areas; and
- Managing an upgrade of our PeopleSoft system to improve the quality and accessibility of information; and
- Leading the iCAT project to move paper functions into the digital age.

And **WHEREAS**, through her service as secretary of our board of trustees from 2009 through 2013, Ms. Holter showed empathy, integrity and leadership, always looking ahead to ease the way for others,

**NOW, THEREFORE, BE IT RESOLVED**, that this Board of Trustees honors Sherer M. Holter and affirms her title of Distinguished Administrator.

**ADOPTED** and signed this 13<sup>th</sup> day of June, 2014

Sid Morrison, Chair, Keith Thompson, Vice Chair, Dan Dixon, Ron Erickson, Annette Sandberg, Chris Liu and Amy McCoy.

**Motion 14-28:** A motion that the Board of Trustees of Central Washington University hereby approves [Resolution 14-07] honoring the Ms. Sherer M. Holter and affirming her the title Distinguished Administrator was presented by Mr. Thompson and seconded by Ms. Sandberg. The motion was approved.

#### **Public Comment**

Chair Morrison noted that there were no sign-ups for public comment and moved to the next agenda item.

#### **Summary of Communications**

President Gaudino summarized the following communications and reports that were submitted to the Board since the previous meeting:

- 1.) Letter from Marcus Ulland concerning his son Micah. President Gaudino reported that the university had done a thorough review of the allegations and that he was confident that it had done all that it could to assist this student.
- 2.) The Faculty Senate report noted the following accomplishments: updating the Faculty Code and Faculty Senate Bylaws; updating the academic affairs policies and procedures and curriculum policies and procedures; examining the impact of the proposed creation of new college (splitting CEPS); holding faculty forums and events at Mary Grupe Faculty Center; participating in Distinguished faculty event held April 15 honoring 37 years of distinguished faculty and producing a narrative from the pros and cons of converting to a semester system.
- 3.) The ASCWU Board of Directors report highlighted the following accomplishments: working with the City of Ellensburg on a new route and schedule for Central Transit; establishing student representation on City's transit committee and signing a memorandum of understanding with the City that protects students from ridership fees. The student government also convened a task force

that studied the issue of converting from a quarter system to a semester system. Based on over 1700 survey responses, the BOD recommended against such a conversion. The students also conducted a survey on second-hand smoke. Based on over 1000 responses, a Fresh Air Initiative was launched and a recommendation to ban smoking on the east and west patio of the Student Union and Recreation Center was forwarded to the administration. This recommendation will go through normal university processes. The BOD also collaborated with the Government Relations office on legislative issues. Two of the issues for which they provided support were the passage of the Dream Act (Real Hope Act) and in-state tuition for veterans. The students also proposed a change to the Fee Policy, updating it to conform to RCW. Students voted to approve \$5 per student/per quarter peer tutoring fee. Other accomplishments include a Zipcar service which will be available by fall quarter, increased student involvement in campus committees, reviewing student government constitution and bylaws, increasing election turnout by 40% and collaborating with University Advancement on a class ring.

### **President's Report**

The President repeated his Budget Management Report from the special meeting on June 12 for the public meeting audience.

### **Strategic Plan – Theme 5**

Melody Madlem, Strategic Planning Director, began the presentation by noting that Theme 5, Resource Development and Stewardship, has four objectives. The first two, maximizing financial resources and meeting enrollment objectives, are discussed at each Board meeting during the business and finance committee and that this presentation focuses on the second two objectives: ensuring the human resources necessary to accomplish objectives and providing the facility and technology infrastructure to maximize sustainability and stewardship.

Scott Wade, Executive Director of University Advancement, discussed how building long term relationships helps to secure support for the benefit of the institution. He noted that since engagement proceeds investment, the alumni and constituent relations staff are developing a presence and partnerships both on and off campus and expanding regional alumni networks to connect alumni with students and industry. Mr. Wade reported that charitable and non-charitable donations as of May 15, 2014 are up \$700,000 from the same point last year and that he believes that the gifts are larger as a result of inviting people to give to solutions rather than problems. The total number of donors is also up approximately 600 from last year, which he attributed to the reintroduction of a call center on campus. University Advancement is now in the preparation phase for a capital campaign. They are working to identify campaign priorities and have contracted with Ologie, a consulting agency, to develop a clear, concise brand for alumni and donor communication efforts. The rest of this year and 2015 will be spent identifying and securing leadership gifts for top campaign priorities; the public phase of the campaign will launch in 2016.

Veronica Gomez-Vilchis, Program Specialist for Equal Opportunity and Professional Development, explained the link between professional development and having the human resources necessary to accomplish university goals. The HR department has a number of initiatives underway to meet this goal: improving training, improving recruitment, and using a change management process to inform and support employees as we improve our enterprise business systems. They conducted a professional development needs assessment of faculty and staff and found that there was a need for performance

management training that includes leadership, coaching and dealing with difficult employees. The program that was developed to meet state compliance for supervisor training, enhance communication between generations, and reduce conflict in the workplace. Since the two-day training sessions began, more than 200 staff have completed the sessions. Follow up surveys indicate that 98% of those who have attended report that the training provided new, needed skills.

Another area of professional development that is being addressed customer service skills. Excellent customer service is vital in an enrollment-driven environment and our frontline staff engages our entire customer base which include students, parents, alumni, faculty and staff. The Facilities Management department piloted this training and, to date, close to 200 staff have completed the training, which has resulted in noticeable improvement in communication and collaboration. The university is also developing a frontline/first responder telephone customer service training program to assist staff with diagnosing customer needs and identifying additional opportunities for service. The Ellensburg business community has also been invited to participate in this training.

The recruitment process is essential in bringing in highly skilled and experienced employees. HR is employing three strategies to improve the recruitment process: 1) making HR systems easier to understand and use; 2) expanding our search outreach through use of the Higher Education Recruitment Consortium, social media, and high profile websites; and 3) targeting recruitment to reach candidates using methods such as recruitment nights.

Human Resources is also using a change management process to communicate and support faculty and staff as the university adopts new enterprise business systems.

Mike Moon, director of facilities maintenance and operations, discussed the challenges of managing a campus and technology that is not confined to the Ellensburg campus. He noted that though FMD is involved to some extent with our Centers, they concentrate on the 430 acres and 3.3 million square feet of classroom and space. The Information Services department supports the technology at each of university center in addition to the 6,500 computers on the Ellensburg campus, 1,000 of which are more than six years old. Both departments are working to break down the silos that have traditionally existed so that they can proceed together to build and maintain the facilities and technology that is needed for students, faculty and staff. To do so, they must address a triple bottom line -- they must be fiscally responsible, socially conscious, and environmentally sustainable.

To be environmentally sustainable requires the use of enterprise solutions. Some of the examples that were given include using central irrigation control to manage the water that is used for irrigation enabling CWU to move away from using City potable water for that purpose. Other examples are building automation control systems which provide clocks, fire alarm system, provide heating and ventilation controls, and sound systems. He also discussed the creating and using enterprise solutions for smart buildings which detect when someone is in the building and when they enter, turn on the right systems, and then shut them down as they leave.

Mr. Moon noted that CWU has 105 maintenance vehicles in their fleet which they are moving to alternate fuel choices such as electric, compressed natural gas, liquid natural gas, and liquefied petroleum gas. They are also using bicycles. The goal is to make the campus more inviting for students by eliminating maintenance vehicles from the core of the campus. He noted that we have four LEED-certified buildings: two residence halls and two academic buildings and that as new buildings are brought online, they too be designed to LEED standards. FMD is moving to convert maintenance

operations to that same standard so that chemicals are not introduced into the environment. We also have solar hot water heating systems in Hogue and Barto, and Science II will have a heat recovery system that is tied to the boilers.

Of equal importance is ensuring that everything they do is fiscally responsible. By using enterprise solutions, IS and FMD have partnered to reduce reliance on the stand-alone systems. These systems include workflow, space management, data collection and management of virtualized data storage, and creating classrooms in the cloud. They are building control systems and smart classrooms to enhance student recruitment and retention.

Mr. Moon noted that the challenge is to remain current, if and when we ever get there. We have 94 buildings that range in age from 2 to 120 years and accompanying that are the various technologies that came with those buildings that we haven't been able to upgrade or modernize. FMD employs a staff of about 150 full time employees which is supplemented with part time and student assistance. A critical issue is that most buildings are incapable of meeting current uses without significant reinvestment. For example, FMD provides the Office of Financial Management a facilities condition index that measures the condition of our buildings. The index is based on a 1 to 5 scale where 1 is considered a good facility. On the Ellensburg campus, there are 1.9 million square feet of academic and administrative space with an index of 2.2. The index for the 1.4 million square feet of auxiliary space is slightly worse at 2.47.

In an enrollment driven environment, FMD recognizes that the number one recruitment tool for students is the appearance of the campus. Our campus is beautifully maintained, even though we expend approximately \$1,700 per acre less for grounds maintenance than comparable master's degree granting institutions across the country. We also spend about \$.57 per square foot less for building maintenance. In all, FMD must meet the needs of the millennial generation with buildings that were built for baby boomer or earlier generations.

Mr. Moon also discussed changes to the way Information Services operates. The IS department is implementing a dozen new projects, including workflow systems, the Portal, Faculty 180, travel, chart of accounts, and time and labor. They support approximately 190 learning spaces and 30 computer labs and are working as quickly as possible to create smarter, more intuitive classrooms. Trustee Dixon asked how CWU's learning and computer labs rate in comparison with other institutions, to which Mr. Moon replied that we are behind the curve, in part because the technology is evolving so quickly.

At the conclusion of the presentation, Chair Morrison acknowledged the work of each group that presented over the past year. He appreciated that the Board has a better understanding of each theme. Dr. Madlem noted that the presentations this year were meant to provide a broad landscape of the plan and were more qualitative than quantitative. In the coming year, the Board will be given comparative data so that they may see and measure progress toward our mission.

### **Campus Security**

Chair Morrison asked the President to briefly share whether recent events had brought about extra concerns from an administrative point of view, and if there was anything the Board could do to help. The President noted that we can never forget that although the world has changed dramatically, there have always been security issues on college campuses. However, the nature of the events that have been taking place were unimaginable 20 years ago. He noted that a recent article in the Seattle Times that stated that a weapon has been discharged at a school 54 times this year.

The President reported that our emergency response materials had a thorough review and the procedure has recently been re-written from a “cover any contingency” approach to more command and control, military format that can be tailored as needed by an emergent situation. This new format gives initial authority to first responders then, as the event comes under control, transfers responsibilities to a more centralized authority. The campus police work with other local agencies to ensure preparedness, and have also provided each cabinet officer with a go pack with water, flashlights, walkie talkies, etc.

We also do our best to identify individuals who are exhibiting a concerning behaviors, so that we can intervene it before becomes an issue – this is done through online notifications, walk-in notifications, and cross departmental communications. We then bring together a team of experts that have behavioral training and try to defuse that situation and getting that individual help. One of the challenges we have in Ellensburg is that we only have one practicing psychiatrist for the whole county, so we partner with county health agencies when it is necessary to refer patients for observation or treatment

Dr. Gaudino stated that every university would say that they are doing all that they can to prevent incidents and yet events still happen. He noted that we have open border campus and although we have some security camera, they are located in areas such as dining and the bookstore. Chief Luvera noted that the cameras are not monitored live and tapes are kept for a maximum of 60-90 days.

The university also has an emergency notification system. As required by the Cleary Act, we provide notification of potential threats to the affected community, as was done recently when residence hall students and staff were notified of a potential sexual predator on campus. If a major event were to happen, CWU Alert sends simultaneous notifications to cell and land line phones, text messages, and to desktops.

Chief Luvera stated that safety training begins the weekend the students move in when he spends two hours with them going through various safety scenarios. The biggest thing that he takes away from those sessions is that the students who come here now are of a generation where 80-90% have already experienced a school lockdown. Therefore, the goal of his department is to update the students’ safety training with CWU specific information.

Trustee Sandberg stated that additional signage and email reminders, particularly after an event like the shooting at Seattle Pacific, would help to keep safety issues fresh in peoples’ minds, similar to TSA announcements at airports.

## **SUBCOMMITTEES**

### Academic and Student Life – Amy McCoy

#### **Action – Degree Approval, Master of Science in Public Administration**

The Master of Science in Public Administration degree is designed to provide relevant knowledge and skills to mid-career professionals or administrators and prepare students for advancement in their occupations and positions with leadership role. Curricula focus on strengthening analytical and practical knowledge and skills in public-sector management. The program includes a comparative analysis of public administration and public policy to help students prepare to work in a more complex, diverse, and global administrative environment. The program is designed to be completed in 12 months

of full-time study or 24 months of part-time study, and does not require a thesis. This degree program will begin fall 2014. The Faculty Senate approved the Master of Science in Public Administration on May 7, 2014.

**Motion 14-29:** A motion that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Master of Science in Public Administration was presented by Ms. McCoy and seconded by Mr. Erickson. The motion was approved.

#### **Action – Degree Approval, Professional Master**

The Professional Master (PM) degree type is a graduate degree in an area other than science, technology, engineering and math (STEM). The course of study is divided into three components: 1) at least 50 percent of course content in a non-STEM areas, 2) courses in multidisciplinary professional skills areas, and 3) an internship/experiential component. In addition to these three components, the program requires an undergraduate degree in a non-STEM field or equivalent training/experience as determined by the department.

A survey of professional master programs nationwide indicates the multidisciplinary nature of professional master programs: Communication Management – communication and business; Global Interactions – economics, communication, languages, history, business; and Arts Management – business, policy, arts management. Establishing this new degree type will allow departments/interdisciplinary programs to begin developing new professional master degrees. This new degree type was approved by the Faculty Senate on June 4, 2014.

**Motion 14-30:** A motion that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Professional Master degree type was presented by Ms. McCoy and seconded by Mr. Erickson. The motion was approved.

#### Business, Finance and Audit – Keith Thompson

#### **Action – Approval of Mandatory Fee/Academic Fees**

Statute requires that mandatory fees receive approval of the Board of Trustees. Student government proposed a mandatory fee of \$5 per quarter, per student, to support peer tutoring in the Learning Commons Math and Writing Center. The fee was approved by a student ballot initiative on May 8, 2014. If approved, the services and activities (S&A) fee base funding for the Learning Commons Math and Writing will be reduced by \$43,000 per year. The Budget and Finance Committee (BFC) approved the defunding of the Learning Commons base budget, contingent upon Board approval of the new mandatory fee.

Additionally, as delegated by the Board, the President has authority to approve academic course and program fees. A list of academic course and program fees requested by departments was provided with Board materials. While approval of the entire list is not required, it was provided in total to illustrate that the BFC members carefully considered each fee request and did not fund several. The President approved those recommended by the BFC on May 19, 2014.

**Motion 14-31:** A motion that the Board of Trustees of Central Washington University hereby approves the requested mandatory fee of \$5.00 per student/per quarter for the Learning Commons Math and

Writing Center, effective July 1, 2014 was presented by Mr. Thompson and seconded by Mr. Dixon. The motion was approved.

#### **Action – Fiscal Year 2015 Operating Budget**

During the 2014 session of the state legislature, lawmakers froze tuition and general state support. CWU received \$1 million to increase enrollment in computer science and engineering programs. However, additional revenue will be required to sustain university functions.

The motion requests approval to increase the non-resident undergraduate tuition and resident and non-resident graduate tuition rates by 5-percent. This increase will produce about \$300,000 annually in additional revenue, raising ledger 1 funding to \$109 million and increasing total revenue (all fund sources) to \$300 million. CWU budgets assume maintaining 9700 full-time enrollments, 10,355 headcount, and a 6-percent emergency reserve fund for fiscal year 2015.

**Motion 14-32:** A motion that the Board of Trustees of Central Washington University hereby approves a 5-percent rate increase for non-resident undergraduate, resident graduate and non-resident graduate tuition for academic year 2014-2015; a fiscal year 2015 \$115.5 million operating budget for ledger 1; and a total budget of approximately \$300 million, based on enrollment of 9700 FTE / 10,355 headcount and a 6-percent emergency reserve fund was presented by Mr. Thompson and seconded by Mr. Dixon. The motion was approved.

#### **Action – Local Government Investment Pool (LGIP) Resolution**

The Local Government Investment Pool (LGIP) is a voluntary investment vehicle operated by the State Treasurer. The LGIP allows local governments to use the State Treasurer's resources to safely invest their funds, while enjoying the economies of scale available from a \$7-\$11 billion pooled fund investment portfolio. LGIP's investment objectives are, in priority order: 1) safety of principal, 2) maintaining adequate liquidity to meet cash flows, and 3) providing a competitive interest rate relative to other comparable investment alternatives. LGIP offers 100% liquidity to its participants.

The resolution designates George Clark, Vice President/Chief Financial Officer of Business and Financial Affairs, as the “authorized individual” for amendments, changes, or alterations to the form or any other documentation, including the designation of other individuals to make contributions and withdrawals on behalf of the Central Washington University.

The U.S. Bank Master Services Agreement supersedes the Depository Services Resolutions for Governmental Entities: CWU Main Checking Account Resolution 14-03, and CWU Payroll Account Resolution 14-04. The Master Services Agreement updates the contract signers on these accounts to reflect recent personnel changes.

**Motion 14-33:** Mr. Thompson presented a motion that the Board of Trustees of Central Washington University approve [[Resolution 14-08](#)] authorizing investment of Central Washington University monies in the Local Government Investment Pool (LGIP), and designates George Clark as the “authorized individual” for amendments, changes, or alterations to the form or any other documentation, including the designation of other individuals to make contributions and withdrawals on behalf of the Central Washington University. He further moved that the Board of Trustees of Central Washington University approve and adopt the U.S. Bank Master Services Agreement as presented, which shall replace and supersede the following CWU Depository Services Resolutions for Governmental Entities: CWU Main

Checking Account [[Resolution 14-03](#)] and CWU Payroll Account [[Resolution 14-04](#)]. The motion was seconded by Mr. Dixon and approved by the Board.

#### **Action – Auxiliary Services 2015-2016 Housing and Dining Rate Approval**

In June 2013, the Board approved the Housing and Dining aggregate rate not to exceed 5 percent for fiscal year 2015. The current request is to raise the room and board rate a maximum, not to exceed 5 percent, for the 2015 academic year (FY 16). Rate increases are requested one year in advance of implementation in order to inform planning and budgeting and to market the rates prior to students signing their contracts. The lead-time also allows Housing to inform students and seek their input; this year consultation with students will begin in November 2014.

This request supports the Comprehensive Housing Master Plan, approved by the Board of Trustees in 2007. The proposed rates fund building preservation, furniture replacement, improved security and other goals, as well as support-cost increases associated with utility rate increases. The Budget and Finance Committee supported this request at the April 15, 2014 meeting.

**Motion 14-34:** A motion that the Board of Trustees of Central Washington University hereby approves the Auxiliary Services Housing and Dining maximum rate increase, not to exceed 5 percent, for fiscal year 2016, was presented by Mr. Thompson and seconded by Ms. Sandberg. The motion was approved.

#### **Operations – Dan Dixon**

No items

#### Administrative – Ron Erickson

#### **Action – Proposed 2014-2015 Board Meeting Schedule**

Central Washington University Policy 1-10-030, Meetings, states that the Board shall hold a regular meeting at least once each calendar quarter and may establish a schedule of regular meetings. The proposed schedule for the coming year identifies seven meeting dates.

October 3, 2014

December 5, 2014

February 6, 2015

April 3, 2015

May 13, 2015 [telephonic meeting]

June 12, 2015

July 16 and 17, 2015 [annual planning retreat]

**Motion 14-35:** A motion that the Board of Trustees of Central Washington University hereby adopts the 2014-2015 meeting schedule as proposed was presented by Mr. Erickson and seconded by Ms. McCoy. The motion was approved.

#### **Consent Agenda**

At the recommendation of the Board, the consent agenda was modified to recognize Dr. James Pappas as a distinguished service recipient in addition to faculty emeritus.

**Motion 14-36:** A motion that the Board of Trustees approves the consent agenda of June 13, 2014, as amended was presented by Ms. Sandberg and seconded by Mr. Erickson. The motion was approved.

Remarks at close of the meeting from Chair Morrison and Trustee McCoy. The next regularly scheduled meeting of the Board will be the annual planning retreat on July 17 and 18, 2014. The first day of the retreat will be held at the Rainer Club where the Board will be joined by the President's Advisory Board and the CWU Foundation Board. The business meeting on the second day will be held at CWU Westlake.

The meeting was adjourned at 12:20 p.m.



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Linda Schactler, Secretary to the  
Board of Trustees  
Central Washington University



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Sid Morrison, Chair  
Board of Trustees  
Central Washington University