While reviewing the image, I have noted the following details:

**Board of Trustees Minutes**
**Regular Meetings**
**March 17 and 18, 2016**
**Approved May 20, 2016**

**March 17, 2016**

**2:30 PM Work session on capital facilities needs and resources, Barge 412**
Chair Thompson called the work session to order at 2:32 PM.

**Present:**
Keith Thompson, Chair
Ron Erickson, Vice Chair
Yazmin Aguilar
Erin Black
Dan Dixon
Chris Liu

**Also present:**
James Gaudino, President
Stephen Hulbert, Provost/Vice President for Academic and Student Life
Joel Klucking, Chief Financial Officer/Vice President for Business and Financial Affairs
Linda Schactler, Chief of Staff/Secretary to the Board
Gene Shoda, Vice President for Operations
Alan Smith, Assistant Attorney General
Ms. Kim Dawson, Executive Assistant
Ms. Susan Musselman, Financial Advisory Director with the PFM Group
Mr. Hugh Spitzer, Attorney, Foster Pepper
Mr. Jim Dugan, Parametrix

Chair Thompson explained that the purpose of the work session is to provide the board a comprehensive briefing on the short- and long-term capital/infrastructure needs of the university, and the resources and strategies that may be available to accomplish those needs.

**Short and Long-term Capital Needs** - Vice President for Operations, Gene Shoda, discussed 2015-2017 state projects and outline future capital growth and development options for CWU’s existing footprint, as well as adjacent properties.

**Capital Funding Alternatives Overview** – Vice President for Business and Financial Affairs, Joel Klucking, led a discussion and provided an overview of funding sources CWU has historically relied upon for facility construction and maintenance. The discussion covered state bond commitments and capacity, state certificates of participation, revenue bonds, CWU Foundation resources, and other sources.
Additional information on the university bond position was provided by Susan Musselman, Financial Advisory Director with the PFM Group, who discussed bonding capacity. Hugh Spitzer, an attorney specializing in municipal and public finance law for the Seattle law firm, Foster Pepper, discussed CWU’s authority as it pertains to land acquisition, capital construction, bonding, and various types of partnerships.

**Eastern Washington University Alternative Funding Model** - Jim Dugan, Parametrix, presented an overview of an alternative development approach created for EWU, which faces similar challenges for development of non-academic facilities.

Work session adjourned at 4:40 PM.

**EXECUTIVE SESSION**

**Present:**
- Mr. Keith Thompson, Chair
- Mr. Ron Erickson, Vice Chair
- Ms. Erin Black
- Mr. Dan Dixon
- Mr. Chris Liu

**Also present:**
- Dr. James Gaudino, President
- Dr. Stephen Hulbert, Provost / Vice President for Academic and Student Life
- Mr. Joel Klucking, Chief Financial Officer / Vice President for Business and Financial Affairs
- Ms. Linda Schactler, Chief of Staff / Secretary to the Board
- Mr. Gene Shoda, Vice President of Operations
- Mr. Alan Smith, Assistant Attorney General
- Ms. Kim Dawson, Executive Assistant

An executive session was held for the purpose of discussing acquisition of real estate under RCW 42.30.110 (1)(b).

The executive session was convened at 4:45 p.m. and adjourned at 5:30 p.m.

Following the executive session, board and cabinet members attended a social dinner at the University House. No business was conducted.

**March 18, 2016**

**REGULAR MEETING**

Chair Keith Thompson called the official business meeting to order in Barge 412 at 9:02 a.m.

**Present:**
- Keith Thompson, Chair
- Ron Erickson, Vice Chair
- Yazmin Aguilar
- Erin Black
- Dan Dixon
Glenn Johnson (via phone)
Chris Liu

Also present:
James Gaudino, President
Stephen Hulbert, Provost/Vice President for Academic and Student Life
Joel Klucking, Chief Financial Officer/Vice President for Business and Financial Affairs
Linda Schactler, Chief of Staff/Secretary to the Board
Gene Shoda, Vice President of Operations
Alan Smith, Assistant Attorney General
Kim Dawson, Executive Assistant to the President and Board of Trustees

Changes to the Agenda
Chair Thompson called for changes to the agenda. Hearing none, he proceeded to the approval of the agenda.

Approval of the Agenda
Motion 16-01: A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meeting of March 18, 2016 was presented by Mr. Dixon and seconded by Mr. Liu. Motion approved.

Before beginning the remainder of the business meeting, Chair Thompson thanked the newest trustees, Erin Black and Yazmin Aguilar, for completing training on the state’s Open Public Meetings Act. This training is required for all local and statewide appointed and elected officials and records officers. He also thanked our Assistant Attorney General, Alan Smith, for providing the training.

Motion 16-02: Mr. Liu moved that the Board of Trustees of Central Washington University approve the minutes of the regular meetings of November 19-20, 2015, which was seconded by Mr. Dixon. Motion approved.

PRESIDENT’S REPORT
Celebrations

President Gaudino asked Provost Hulbert to introduce his retirees. Dr. Hulbert introduced the following nominees for distinguished or emeritus status:

Distinguished Civil Service:
Ms. Susan Van De Venter - was an employee of CWU for 35 years. Ms. Van De Venter was the office manager providing administrative support for the Military Science (Army ROTC) Department, the English Department, and finally for the Engineering Technologies, Safety, and Construction Department. Prior to that Susan worked for various business services departments on campus. Susan was instrumental in the planning and implementation of the Hogue Technology Building’s construction and remodel process and was influential in developing operation and safety procedures for the new facility that provide for the safety of the students, faculty, and laboratory equipment and the efficient and effective use of the building and its associated resources.
Faculty Emeritus:
For more than 35 years CWU Professor Karen Martinis taught, advised and inspired students to acquire knowledge and pursue certification in the field of accounting. As an MBA and CPA with real-world accounting experience, she brought students and employers together, paving the way for solid accounting careers. Her students consistently applauded her enthusiasm, availability for advising and sincere interest in their learning. She was instrumental in supporting career readiness by coordinating department recruiting events and preparatory workshops. Professor Martinis also served as a role model by donating her time and expertise to many philanthropic organizations in our community. She has been active in her profession, dedicated to service within the university and the department, and consistently ranked among the best educators in the College of Business.

Adjunct Emeritus:
Leona Lindvig has loved libraries and has worked in them for almost 40 years. She has worked in small public libraries, public school libraries, prison libraries, academic libraries, and most recently at the Educational Tech Center, which became the Multimodal Education Center (MEC) in Black Hall. Ms. Lindvig was employed at CWU in 1997 as a Library Specialist. She also held the following positions: Supervisor, Educational Technology Center and Senior Lecturer in the former Department of Advanced Programs. Ms. Lindvig consistently encouraged and supported the professional growth of all who work for her. Additionally, she was quick to sincerely notice and appreciate contributions to the success of the department or a job well done. Ms. Lindvig was a student-centered lecturer, which was evidenced by her excellent SEOI scores and student comments.

Adjunct Emeritus:
Dr. Juan Robertson started teaching as an adjunct for the Electronics Engineering Technology program of the Dept. of Engineering Technologies, Safety, and Construction—formerly the Industrial and Engineering Technology Department—in the late 1980s. In 2000 Dr. Robertson worked with the department chair, Dr. Walter Kaminski, in developing the Master of Science in Engineering Technology program and from that time until his retirement in 2013 was a full time non-tenure track member of the department. Dr. Robertson made it possible for the ETSC department to have an MSET program and to make it available to technology professionals in western Washington at CWU Des Moines. Juan was the program coordinator, chaired many MSET graduate committees, and mentored many CWU alumni in their career progressions.

Vice President Joel Klucking introduced the following nominee for distinguished status:

Distinguished Civil Service:
Shawn Fagalde was hired in 1985 as an Accounting Assistant 1 for the Conference Program, where she served for all of her 30 years at Central. In that time the program grew and changed, and so did Shawn’s position and responsibilities. At the time of her retirement, Shawn was heavily involved not only in fiscal matters for the Conference Program, but also those of Catering Services, The Observer student newspaper, and Wildcat Printing. Her position description was limited to fiscal work, but Shawn willingly took on more responsibility. Her knowledge and opinion was a trusted resource when important decisions needed to be made. Known for her loyalty, objectivity, positivity and honesty, Shawn always wanted the best for those whom she worked with, the Conference Program, and for Central Washington University as a whole. Shawn has been a model employee in her years of service; her dedication and work ethic are unparalleled.

Vice President Gene Shoda introduced the following nominee for distinguished status:
Distinguished Civil Service:

Gregory Poe began his service with the university on October 23, 1978 and came to CWU as a custodian. He was promoted to a custodian lead position, and subsequently served as maintenance custodian, maintenance custodian lead, maintenance custodian supervisor, interim grounds and custodial manager before being appointed to the permanent grounds and custodian services manager position in October 1996. Throughout Greg’s time at the university, he has demonstrated the ability to get the job done. His willingness to listen to his customers and to deliver on their request has been a hallmark of his tenure. He has been a valuable asset to Central Washington University and the community.

Ron Munson came to CWU as the environmental health and safety manager on July 1, 1986. During that time, EH&S has been a part of various campus departments beginning with Business Services and Contracts, Human Resources and ending his career with FMD. He is a talented manager who is able to do almost anything he sets his mind to. He is always professional, whether it is working with administrators, faculty, staff, co-workers and the students we serve.

Approval of the Consent Agenda

Motion 16-03: Mr. Dixon moved to approve distinguished and emeritus status for individuals named in the consent agenda, submitted to the Board of Trustees of Central Washington University on March 18, 2016. Mr. Liu seconded. Motion carried.

Other Celebrations / Points of Pride:

Service and Teaching:
Stuart Boersma, 2016 Meritorious Service Award, Mathematics Association of America - Pacific Northwest section

KCWU
• Best PSA (Flu Shots) & Best Talk Show (“The Nerd Herders”)
• Now on iHeartRadio—one of only a handful of college radio stations offered by the service

Thank you FMD Snow Clearance Crews
• We had about 16 inches this year, more than double the average of 7.5 inches.
• FMD crews: plow walkways to and from residence halls, ADA walkways, shuttle bus areas, ramps, pathways from parking lots to classrooms and administration buildings—and the tarmac at the airport!

Other Accolades

Athletics:
• Women’s Rugby named College Team of the Year
• Volleyball qualified for the NCAA Regional Championships
• Katie Fry named volleyball All-American for the 3rd time
• Joseph Stroud, basketball, 1st Team All-GNAC and the GNAC Defensive Player of the Year
• Mandy Steward, basketball, GNAC Freshman of the Year
• Dani Eggleston, competing at national Track and Field Championships
• 140 on Dean’s list fall quarter; 29 4.0 GPAs
• 16 soccer student-athletes earned GNAC All-Academic honors (highest number in the GNAC)
University Advancement:
Recent gifts:
• $250K commitment, Dave Beaverlo, CWU alumnus & member of Athletics Hall of Fame
• $250K commitment, anonymous alumnus, Athletics
• $200K grant from PACCAR Foundation, Supply Chain Management
• $291K grant for Scanning Electron Microscope, Murdock Foundation, Science II
• $100K equipment donation from Test Equity, Science II.

President Gaudino added that a news conference will be held on March 29 regarding CWU’s Real Madrid Foundation and Microsoft partnership. He thanked Chief of Staff Linda Schactler for all her work on this project.

Welcoming New Employees
President Gaudino welcomed the following individuals to their new positions at CWU:
• Joel Klucking, Chief Financial Officer/Vice President for Business & Financial Affairs
• Nina Oman, Executive Director of Institutional Effectiveness
• Bernadette Jungblut, Associate Provost for Accreditation, Academic Planning & Assessment

Reports
No reports were submitted by the ASCWU Student Government, Employee Council or the Exempt Employee Association.

Faculty Senate
• Curriculum Committee handled 239 pieces of curriculum during January and February. The committee processed one new program, 59 program changes, 52 new courses, 9 special topics course, 111 course changes, 6 deleted courses and 2 reactivated courses. The committee is currently working on updates to 5-50 Curriculum policy and 2-50 Curriculum procedure.
• Academic Affairs Committee has presented policy and procedure language for revising “scholastic standards” and for adding “creation and reorganization of academic units.”
• Evaluation and Assessment Committee is continuing to meet with a student government representative to discuss the issue of low SEOI response rates, potential solutions and creation of a video. Discussion will continue during spring quarter.
• The Budget & Planning committee has been meeting all quarter. The committee has divided up into sub-groups: Indirect ASL funding, RCM model, summer/base funding and Overhead. The committee will be continuing to meet spring quarter and will be presenting ideas and recommendations to the Faculty Senate spring quarter.
• Procedures for “consultation with faculty” were passed by Faculty Senate at the March 2 meeting.
• Senate has collected feedback from faculty on a new interface for the CWU system of Academic Early Alert for students, and input to assist in developing procedures for following up on Early Alerts.
• Senate has collected feedback from faculty to a proposal to create a School of Education within CEPS.
• A full revised General Education proposal was discussed at the March Faculty Senate meeting. The proposal was tabled for the General Education Task Force to consider potential amendments, and may be un-tabled for a vote at the April Faculty Senate meeting.

• Three Executive Committee members (chair, past chair, and incoming chair), and the Director of Assessment, along with President Gaudino, attended the AAC&U conference on general education in New Orleans in February. We will move forward with the design and implementation of a process for developing a new General Education Program at CWU, with broad-based buy-in.

PUBLIC COMMENT
One person signed up to speak during the Public Comment period. Mark Hamilton, Higher Education Strategic Coordinator, for Council 28 of the American Federation of State, County and Municipal Employees, AFL-CIO introduced himself to the board. He welcomed the new trustees and reported that local 330 is preparing for negotiations in the fall. The group would like to continue partnering with CWU administration in ensuring a collaborative relationship.

LEGISLATIVE REPORT
Linda Schactler gave a brief summary of the legislative session. Regular session ended March 10 and now the legislature is in special session. The 2016 session registered few significant changes for CWU. Both the House and Senate budgets propose to pay the settlement of a class-action lawsuit without the use of state general funds. In Moore v. Health Care Authority and State of Washington, the trial court found that the state wrongfully denied health benefits to a number of its part-time employees. The impact to CWU is a reduction of $995,000.

SUBCOMMITTEE REPORTS

Business and Financial Affairs – Trustees Johnson and Thompson

Action – Approval of Summer Session Budget Proposal
After review and approval by the Budget and Finance Committee and Provost, the Summer Session 2016 Budget Proposal was approved for submission to the Board of Trustees. As noted in the proposal, the summer session rate has historically been equal to the tuition rate applied to the previous fall quarter. However, with last fall's tuition decrease of 5 percent, staff recommend keeping the summer session 2016 rate flat, with zero change from the previous summer session (2015).

Motion 16-04: Mr. Johnson presented a motion that the Board of Trustees of Central Washington University approves the Summer Session 2016 Budget Proposal with no changes to the current rate. Mr. Erickson seconded the motion, which was approved.

Action - Approval of the Update to CWU Investment Resolution 16-01
The CWU Investment Resolution identifies CWU employees who are authorized to execute transactions involving the university’s investment portfolio with the corporate treasury division of U.S. Bank. Board Resolution 16-01 supersedes Resolution 14-10, approved in July 18, 2014, and updates the list of employees so authorized.
**Motion 16-05:** Mr. Johnson moved that the Board of Trustees of Central Washington University approves Resolution 16-01 authorizing any two of the following employees to execute transactions involving the university’s investment portfolio: Joel Klucking, CFO/Vice President for Business and Financial Affairs; Adrian Naranjo, Assistant Vice President for Financial Planning and Analysis; and Chris Huss, Director of Financial Services. The motion was seconded by Mr. Dixon. Motion approved.

**Action – Approval of the Local Government Investment Pool (LGIP) Resolution 16-02**
The Local Government Investment Pool is a voluntary investment vehicle operated by the Washington 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 pooled-fund investment portfolio of between $7 billion and $11 billion. 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-percent liquidity to participants.

Staff seek board authorization to participate in the pool. The resolution authorizing CWU’s participation in the LGIP designates the Chief Financial Officer of Business and Financial Affairs, as the “authorized individual” for amendments, changes, or alterations to the form or any other documentation. This includes the designation of other individuals to make contributions and withdrawals on behalf of the Central Washington University.

**Motion 16-06:** Mr. Johnson moved that the Board of Trustees of Central Washington University approves Resolution 16-02 authorizing investment of Central Washington University funds in the Local Government Investment Pool (LGIP), and designating the acting 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 motion was seconded by Mr. Erickson. Motion approved.

**Action – Appointment of Treasurer to the Board of Trustees**
The Constitution of the CWU Board of Trustees establishes the treasurer as an officer of the board. The Constitution allows that the treasurer is not required to be a trustee. The treasurer is the financial officer of the board and, in the name of the board of trustees, conducts the following activities:

- receive and take charge of all moneys and property of the university subject to the control and direction of the board of trustees.
- make such reports on all matters pertaining to the fiscal operations of the board of trustees, as shall be requested by the board of trustees.
- receive on behalf of the board of trustees, any funds, securities, properties, or other assets distributed to the board of trustees of Central Washington University or departments or divisions thereof, from any estate or trust, or received as gifts, and to issue appropriate receipts and releases in connection therewith.
- receive and to issue receipts and releases for any funds or other assets payable or deliverable to the board of trustees of Central Washington University as a result of any court action.

Former vice President of Business and Financial Affairs, George Clark, previously held the position of treasurer of the board, which now requires a different person to fulfill the duties of that office.

**Motion 16-07:** Mr. Johnson moved that the Board of Trustees of Central Washington University approves the appointment of Joel Klucking, Interim Vice President for Business and Financial Affairs, as the Treasurer of the Board of Trustees. The motion was seconded by Mr. Erickson. Motion approved.
Information – Summary of Fiscal Year 2015 Independent Audit Results
On February 26, 2016 representatives of the Washington State Auditor’s Office held an exit conference with representatives of Central Washington University’s Board of Trustees and Business & Finance Management for the purpose of reviewing the results of the three independent audits of fiscal year 2015 and to provide an open forum for discussion. Trustee Johnson noted that he attended the audit exit briefing and stated it was very positive. He thanked Joel and his team for excellent results.

The university received a reporting packet for each of the three audits performed which included an “Independent auditor’s report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with government auditing standards”. The three audits performed were:

• The university’s Comprehensive Annual Financial Report, which included an unmodified or “clean” opinion with no findings.
• The university’s System (a combination of the housing/dining, bookstore, parking and student fee funds), which included an unmodified or “clean” opinion with no findings.
• The university Athletics’ Department, which included an unmodified or “clean” opinion with no findings.

On each of the three audits, the State Auditor also noted:

• There were no material misstatements in the financial statements corrected by management during the audit.
• No significant deficiencies in internal control over financial reporting were identified.
• No instances of noncompliance were identified that could have a direct or material effect on the determination of financial statement amounts.
• The list of uncorrected misstatements was provided and the State Auditor agreed that they were immaterial to the fair presentation of the financial statements.

An analysis of total audit costs was provided demonstrating that the cost of all three audits was similar to the prior year and on budget at $44,055.

Academic and Student Life – Trustees Erickson, Aguilar, and Black

Information – Quarter 13 Retention Intervention and Study Update
Research undertaken by CWU staff in the fall revealed that between the years of 2005-2014, 1120 students who had completed 13 or more quarters of coursework withdrew from the university prior to receiving degrees. Staff have taken the interim step of contacting every student whose academic progress places them into this “quarter-13,” at-risk category, and helping them to make deliberate steps to complete their degrees as expeditiously as possible.

In winter/spring 2016, the Department of Institutional Effectiveness and the Dean of Student Success are embarking on a study that will further define and help identify a solution to that retention/degree completion concern. The study will include quantitative evaluation of university data, and will be augmented with focus groups, individual interviews, and other qualitative methods. The ultimate goal of the study is to significantly increase the number of students who complete degrees on schedule and, to the extent possible, to eliminate impediments to degree completion for upper-division students.
Information – Accreditation, Strategic Planning, and Implementation of the Strategic Planning On-Line Tool

Bernadette Jungblut, Associate Provost for Accreditation, Academic Planning and Assessment was introduced to the board. She joined CWU on February 26, 2016.

Dr. Jungblut reported that the revision of the CWU strategic plan is almost complete. This revision is part of CWU’s preparation for an accreditation review by the regional accrediting agency, the Northwest Commission on Colleges and Universities (NWCCU). The revision of the strategic plan is necessary to streamline the plan, and to ensure consistency of language with the Society for College and University Planning and NWCCU.

Maintaining continuity with and the integrity of previous campus-wide work on the strategic plan has been a key priority of this exercise. In particular, the exercise has entailed the clear separation of objectives, strategies, and indicators, the reduction and simplification of goals from 14 to 5, the reduction of objectives to fewer than 20 (from 70-plus), and the reduction of indicators to 35 (from 93). Additionally, indicators have been tweaked to ensure they are based on a target that shows progress.

The Strategic Planning OnLine (SPO) function is now being transferred to the Division of Academic and Student Life, under the direction of the new associate provost. The implementation is moving forward well, with all previously submitted strategic plans now uploaded to SPO. Next steps include the onboarding into SPO of the Operations Division, the finalizing of training documents and videos, and the enactment of a two-week follow-up on departmental utilization of SPO.

Operations – Trustees Dixon and Liu

Action – Approval of Resolution 16-03, CWU-City of Ellensburg Perpetual Trail & Utility Easement.

The John Wayne Pioneer Trail follows a former railway roadbed for 300 miles across two-thirds of Washington from the western slopes of the Cascade Mountains to the Idaho border. The trail is named in honor of the John Wayne Pioneer Wagons and Riders Association for their assistance in creating the trail. In 2002, it was designated a National Recreation Trail. The 100-mile (160 km) portion from Cedar Falls (near North Bend) to the Columbia River south of Vantage has been developed and is managed as the Iron Horse State Park.

A section of this trail bisects CWU property near Brooklane Village. The total length of this easement is 1.14 acres. The city seeks this easement to connect that portion of the John Wayne Trail with the city’s non-motorized trail systems and utility easements.

Under this agreement, the City of Ellensburg is responsible for maintenance of the trail surface and utility (water & power) easement. CWU maintains the landscaping areas within the easement as we do today. This easement will provide an equestrian bypass and improvements that will benefit many of our students, faculty, and staff, who use the trail for both recreation and exercise.

RCW 28B.35.120 grants trustees “...full control of the regional university and its property of various kinds, except as otherwise provided by law." Staff seek board approval to establish a perpetual trail and utility easement between the University and the City of Ellensburg is presented for Board adoption.

The conditions of this trail and utility easement document have been developed jointly by representatives of the Facilities Management Department and the City of Ellensburg.
Trustee Erickson question whether staff should reexamine the use of word “perpetual” in the agreement, and the action item was tabled. Alan Smith, Assistant Attorney General, will work with Bill Yarwood to clarify appropriate terminology, and this item will come back to the board in May.

**Board Indemnification**

**Action – Employee Defense and Indemnification**

A lawsuit, *Edna Comedy v. Central Washington University, et al.*, Cause No. 15-2-02349-4, has been filed in Thurston County Superior Court against Central Washington University and against President James L. Gaudino and Vice President Stevan DeSoer in their individual capacities. President Gaudino and Vice President DeSoer have requested defense by the Attorney General and indemnification by the State of Washington pursuant to RCW 28B.10.842. The Board of Trustees may by resolution authorize the individual defense and indemnification of a CWU employee if the Board finds and determines that the employee was in good faith performing his or her official duties. The Assistant Attorney General concurs with the recommendation concerning the Board’s adoption of Resolution No. 16-04.

**Motion 16-08:** Mr. Erickson moved that the Board of Trustees of Central Washington University adopt Board Resolution No. 16-04 authorizing the defense and indemnification of President Gaudino and Vice President DeSoer pursuant to RCW 28B.10.842. The motion was seconded by Mr. Johnson. Motion approved.

**Next Meeting:**
Chair Thompson announced that the next regular meeting of the Board of Trustees will be May 19-20, 2016 in Ellensburg. The meeting adjourned at 10:57 AM.

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

Keith Thompson, Chair
Board of Trustees
Central Washington University