



# BOARD OF TRUSTEES

**Board of Trustees Minutes**  
**February 8-9, 2018**

**Approved May 17, 2018**

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**February 8, 2018**

**Work Session**  
**CWU Sammamish**

The work session was called to order at 1:32 p.m.

**Present:**

Keith Thompson, Chair  
Ron Erickson, Vice Chair  
Chris Liu (via phone)  
Emily Washines  
Erin Black  
Glenn Johnson

Robert Nellams and Ciara White were absent.

**Staff to the Board**

James L. Gaudino, President  
Linda Schactler, Secretary to the Board, Chief of Staff,  
Joel Klucking, Treasurer to the Board, Vice President for Business and Financial Affairs  
Kim Dawson, Executive Assistant to the President and Board of Trustees

**Executive Faculty and Staff**

Delores (Kandee) Cleary, Vice President for Diversity and Inclusivity  
Katherine Frank, Provost/Vice President for Academic and Student Life  
Sharon O'Hare, Vice President for Enrollment Management  
Scott Wade, Vice President for University Relations

**Guests**

Christie Malchow, Sammamish Mayor  
Lyman Howard, Sammamish City Manager  
Marc Greenough, Foster Pepper LLC  
Susan Musselman, Public Financial Management  
Thomas Toepfer, Public Financial Management

Chair Thompson welcomed the guests who provided introductory comments. Chair Thompson noted that CWU is very pleased about the growing Running Start program, community partnerships, and outreach efforts that have emerged since CWU began operations in Sammamish, fall 2017.

## **Action – Approval of the Agenda**

**Motion 18-01:** A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meetings of February 8 and 9, 2018 was presented by Mr. Liu and seconded by Mr. Johnson. The motion was approved.

## **Approval of Minutes**

**Motion 18-02:** Ms. Black moved that the Board of Trustees of Central Washington University approve minutes of the regular meetings of November 2 and 3, 2017 and the special telephonic meeting of December 12, 2017. Mr. Johnson seconded the motion. The motion was approved.

## **Information – Academic and Student Life**

**Extended learning** - Provost Frank introduced Gayla Stoner, Associate Provost, to talk about Extended Learning and Outreach. She gave a brief update on fall and winter offerings at Sammamish and explained that CWU is positioned well for strong community outreach in the Sammamish area. Two open houses have been held, each attracting more than 200 attendees. CWU hopes to draw students from six additional high schools to the Sammamish Running Start programs in fall 2018.

Gayla then reported on transfer enrollment and recruiting at the University Centers. Total transfer student headcount in the fall of 2017 was 4411. Of that total, 873 were University Center transfer students and 968 were online transfer students. The top five online programs by enrollment are BAS ITAM, BS ITAM, Law and Justice, Psychology and Sociology.

CWU is currently working on several transfer initiatives that focus on a university-wide collaborative approach. Work groups are looking at an extended learning strategic plan, transfer students, university centers, recruitment, and marketing at university centers. In addition, admissions training is taking place at University Centers and staff are currently launching advisory councils at each of the University Centers.

**Retention** - Gail Mackin, Associate Provost for Undergraduate and Faculty Affairs, was introduced to give an update on retention. Retention rates fell by 6.29 percent from fall 2013 to fall 2016. Some of the current initiatives to enhance retention include professional development for advisors, student prep (summer bridge program), use of high-tech classrooms (Samuelson), and reconvening the retention committee.

New initiatives include:

- requiring placement testing at orientation prior to registration
- requiring developmental courses in the first year and strongly encourage foundational courses in the first year
- expanding the PALS program (supplemental instruction)
- providing an advising syllabus students can use as a roadmap for their academic planning
- requiring midterm grades, and
- conducting a comprehensive longitudinal study on persistence to graduation.

**NWCCU Reaccreditation** - Bernadette Jungblut, Associate Provost for Accreditation, Academic Planning, and Assessment, gave an update on accreditation and strategic planning. The NWCCU Reaffirmation of

Accreditation Site Visit is October 22-24, 2018. Trustees will hold their fall quarter board meeting at this time.

Dr. Jungblut explained that the Mission Fulfillment web presence communicates key information about strategic planning, the Baccalaureate Task Force, General Education redesign, and assessment and continuous improvement. Following are the URLs for these web presentations:

- Mission Fulfillment: <http://www.cwu.edu/mission/>
- Strategic Planning: <http://www.cwu.edu/mission/strategic-planning>
- Baccalaureate Task Force: <http://www.cwu.edu/mission/baccalaureate>
- Assessment and Improvement: <http://www.cwu.edu/mission/assessment-improvement>
- Accreditation: <http://www.cwu.edu/mission/accreditation/about>

## **Information – Business and Financial Affairs**

### **North Campus Development Update:**

#### **New Hall Financing**

Susan Musselman, and Thomas Toepfer from Public Financial Management and Marc Greenough from Foster Pepper LLC were introduced to talk about the financing piece of the North Campus Development Project. CWU plans to issue up to \$45 million of revenue bonds to finance a new residence hall. The expectation is to sell the bonds in mid-March with a closing in April.

The new residence hall will add approximately 400 beds and is expected to open in the fall of 2019. The proposed bond resolution was drafted by bond counsel (Foster Pepper) and was reviewed by Alan Smith. The series resolution that is being considered authorizes a sale of bonds in order to generate approximately \$45 million, pursuant to an official statement to be distributed to prospective investors. A special telephonic meeting will be scheduled on the day of the sale in order to approve the bond sale resolution.

#### **Construction Overview**

CWU Construction Project Manager Scott Carlson provided a brief background on the projects. In July 2017, the Board of Trustees endorsed the development of three capital projects: a new residence hall, expanded recreation facilities, and an upgrade to Tomlinson Stadium.

Project teams have completed a topographical survey of the entire site and a geo-technical report; CWU received state authorization to use a progressive design-build approach on New Hall—CWU's first use of this methodology. Trustees approved programming specifications and financing strategies in November 2017.

The design work for Recreation Expansion and Tomlinson Stadium Upgrades projects were combined to maximize overall efficiencies. D.A. Hogan & Associates was selected through an RFQ process to design the projects, refine the project budgets, and produce documents for construction. DA Hogan will work closely with the Lydig-Mahlum team engaged in the New Hall project to ensure a seamless design and look across the North Campus projects.

The initial \$4-million portion of the Recreation Expansion project is funded from Student Union Recreation Center (SURC) reserves. This revenue is generated by the SURC building fee and recreation fees. An additional \$2 million will be secured through a loan from the Housing/Auxiliary fund, to be paid back by non-recreation facility users at \$200,000 per year over a ten-year period.

Tomlinson Stadium renovation will remove the track, provide regulation-size field space required for rugby, soccer, and football fields. The project upgrades include the installation of artificial turf, stadium lighting, new perimeter fencing, renovations to the restrooms, as well as new entry gates and ticketing space. The project creates “Wildcat Plaza” at the south end of the field and expands the capacity of the stadium from 4,000 to 5,000.

In November 2017, the Board of Trustees authorized this project at an estimated cost of \$4 million, to be funded entirely by the CWU Foundation. In January, the CWU Alumni Association committed \$250,000 toward the construction of an “Alumni Plaza” at the north end of the field. Soon after, an individual alumnus committed \$100,000 to augment that initiative. In February, the CWU Foundation had received \$3 million in commitments for the Tomlinson Stadium Renovation.

#### **Information – University Advancement Report**

The CWU Foundation is enjoying its most successful fundraising results in recent history. As of December 31, 2017, total fundraising activity for the year approached \$6 million, easily surpassing the 12-month totals of each of the past six fiscal years. Significant major gift commitments for the Tomlinson project are driving these exciting results, in addition to a \$1 million gift received for STEM scholarships and an \$800,000 gift for STEM education.

Critical to UA fundraising efforts is a continued focus on alumni engagement. In the months of February and March we will be conducting a “Wildcat Alumni Road Show,” bringing alumni engagement activities/events to all parts of Washington state, Northern California, Southern California, Palm Springs, Arizona and Washington D.C. There is even a playlist for this road trip that alumni can download on Spotify (see “Wildcat Drive for 5”). The name of the playlist corresponds with UA’s goal of having a total membership of 5,000 members in the CWU Alumni Association.

#### **Information – Budget and Finance Briefing**

Vice President Klucking gave an update on FY 18 and 19 budgets, the state capital budget, and the recent state financial audit.

#### **Information – John Wayne Trail Easement**

Due to time constraints, this agenda item was moved to Friday, February 9.

Meeting adjourned at 5:07 PM.

Trustees, the president, chief of staff, and the assistant attorney general attended a social dinner at Flat Iron Restaurant in Issaquah from 5:30-8:00 p.m. No business was conducted.

### ***February 9, 2018***

**Homewood Suites, Issaquah**

**Ridlon Conference Room**

#### **Executive Session**

##### **Present:**

Keith Thompson, Chair

Ron Erickson, Vice Chair

Erin Black

Glenn Johnson

Chris Liu (via phone)  
Emily Washines  
James Gaudino, President  
Linda Schactler, Secretary to the Board, Chief of Staff  
Joel Klucking, Treasurer to the Board, Vice President for Business & Financial Affairs  
Katherine Frank, Provost  
Alan Smith, Assistant Attorney General

The board convened in executive session at 8:00 a.m. for one hour and 15 minutes for the purpose of discussing issues related to real estate and personnel per RCW 42.30.110. At 9:15 a.m., the executive session was extended another 15 minutes. Executive session ended at 9:30 a.m.

### **Regular Business Meeting**

The regularly scheduled business meeting was called to order at 9:35 a.m.

#### **Present:**

Keith Thompson, Chair  
Ron Erickson, Vice Chair  
Chris Liu (via phone)  
Emily Washines  
Erin Black  
Glenn Johnson

#### **Staff to the Board**

James L. Gaudino, President  
Linda Schactler, Secretary to the Board, Chief of Staff,  
Joel Klucking, Treasurer to the Board, Vice President for Business and Financial Affairs  
Kim Dawson, Executive Assistant to the President and Board of Trustees

#### **Executive Faculty and Staff**

Delores (Kandee) Cleary, Vice President for Diversity and Inclusivity  
Katherine Frank, Provost/Vice President for Academic and Student Life  
Kremiere Jackson, Vice President for Public Affairs  
Sharon O'Hare, Vice President for Enrollment Management  
Scott Wade, Vice President for University Relations

#### **Others Present:**

Amy Claridge, Faculty Senate Chair Elect  
Cody Stoddard, Faculty Senate Chair

#### **Public Comment**

Chair Thompson reported that no one signed up for public comment.

#### **Information – Data Warehouse Development**

Nick Valcik, Executive Director of Institutional Effectiveness, and Andreas Bohman, Chief Information Officer, presented on the status of CWU's data environment and the work needed to create a fully realized data warehouse:

1. Provide a separate methodology for extracting transactional data for operational uses and decision-making.

2. Provide consistent data accessible for self-service analytics and that decision-makers can use for business-management practices;
3. Provide data for official governmental reports that is accurate and can be reproduced;
4. The data warehouse strategy will work in conjunction with public-facing data to provide credibility for the organization, both internal (e.g. dashboards) and external (university web pages); and
5. Create a methodology to produced edits for the functional users to correct host system (e.g. PeopleSoft) data before static files are transferred to the warehouse.

**The need for additional resources** to decrease the time necessary for engineering the data environment, delivering existing commitments, achieving the five objectives, and enhancing capabilities was the main focus of the presentation. The greater the investment now the more quickly the project will be completed.

- **Option 1:** \$48,400 to purchase additional software and hardware and provide training to current staff.
- **Option 2:** \$633,500 for the components of Option 1 and to hire temporary personnel consultants
- **Option 3:** \$838,400 for the components of the first two options and extending the use of temporary personnel/consultants through both phases of the project.

**Motion 18-03:** Mr. Johnson moved that the Board of Trustees of Central Washington University approve option 3 using institutional reserves. Ms. Black seconded the motion. The motion was approved.

### **Information – Board Planning Committee reorganization**

The board chair announced the following committee assignments with the concurrence of the board:

- Academic & Student Life – Robert Nellams and Ciara White
- Business & Financial Affairs – Ray Conner and Keith Thompson
- Enrollment – Ron Erickson and Emily Washines
- Executive Committee – Ron Erickson and Keith Thompson
- Operations – Erin Black and Chris Liu

### **Policy Updates: Consensual Relations & Nepotism**

Trustees asked staff to review university policies on conflicts of interests in relationships. Alan Smith briefed the board on the two policies. He explained that they are closely related. The Consensual Relations Policy generally prohibits consensual relationships between employees and students or between employees and persons with respect to whom the employees are in a position of supervisory or professional responsibility. Relationships of a spousal nature are governed by the recommended Nepotism Policy. Alan will compile feedback as the various campus groups review the drafts. Both policies will come back to the board for final approval.

### **President’s Evaluation**

Last spring the board began the process of formalizing the president’s annual evaluations; each trustee had the opportunity to provide perspectives on the president through a survey instrument. These informed the formal review of President Gaudino’s performance in July. In October the board articulated in a memo to the president the subject areas on which trustees would like him to focus

during the 2017-2018 academic year. A 360 review will be conducted this spring in house through Human Resources.

### **Information – Board Communications**

The Board acknowledged receipt of the following communications:

1. Email dated December 22, 2017, from Professor Kenneth Smith, regarding a potential Faculty Code complaint.
2. Letter dated January 10, 2018, from a CWU student regarding issues with enrollment in the Mental Health Counseling Program (see Executive Content).
3. Letter dated January 25, 2018, from Professor Cody Stoddard, summarizing Faculty Senate activities since the last board meeting.

### **Action – Approval of Consent Agenda**

The consent action items are submitted by the divisions of Academic and Student Life, Business and Financial Affairs, Enrollment Management, Operations, and the President.

**Motion 18-04:** Mr. Johnson moved that the Board of Trustees of Central Washington University approves the consent action items submitted February 9, 2018, which was seconded by Ms. Black. The motion was approved.

### **Action – Approval of Trustee Conflict of Interest Policy**

Linda Schactler explained that the board expressed an interest in developing an ethics policy that is specific to trusteeship for Central Washington University. Many of the board members serve on other non-profit and corporate boards and were surprised that no such statement is required of trustees. Other Washington public institutions also have such policies. CFO Joel Klucking, who managed the Sarbanes-Oxley compliance program and the day-to-day operations of internal audit for Starbucks, has prepared a conflict of interest policy for the board to review and approve.

**Motion 18-05:** Ms. Washines moved that the Board of Trustees of Central Washington University hereby approves the proposed trustee conflict of interest policy. Mr. Erickson seconded the motion. The motion was approved.

### **Action – Approval of John Wayne Trail 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 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 40-foot-wide easement is 2,800 lineal feet, covering an area of 1.82 acres. The City of Ellensburg seeks this easement to continue progress reconnecting this portion of the John Wayne Trail with the city's non-motorized trail systems and utility easements. The Board of Trustees has previously approved an easement to the City of Ellensburg for the north CWU property reconnection segment, from 18<sup>th</sup> Avenue to the corner of 14<sup>th</sup> Avenue and Alder Street.

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 CWU students, faculty and staff who already use the trail.

RCW 28B.35.120 grants trustees "...full control of the regional university and its property of various kinds, except as otherwise provided by law." The City of Ellensburg seeks and CWU staff recommend board approval to establish a trail and utility easement between the university and the City of Ellensburg. 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.

**Motion 18-06:** Mr. Johnson moved that the Board of Trustees of Central Washington University hereby grants the City of Ellensburg a trail and utility easement for the John Wayne Trail Reconnection Route Extension, which is located at Portion Section 36, Township 18 North, Range 18 East, Willamette Meridian. Ms. Black seconded the motion. The motion was approved.

#### **Action – Approval of New Hall Authorization**

**Motion 18-07:** Mr. Johnson moved that the CWU Board of Trustees approves Resolution No. 18-02, which authorizes System Revenue Bonds, Series 2018, in the aggregate principal amount not to exceed \$45 million, for the purpose of providing funds (1) to pay all or a portion of the cost of acquiring, constructing, and equipping a new residence hall and dining facility on CWU's residential campus in Ellensburg and renovating a student apartment complex, (2) to capitalize interest on the bonds, if interest is capitalized, and (3) to pay the costs of issuance and sale of the bonds. Ms. Black seconded the motion. The motion was approved.

#### **Action – Acceptance of State Audit Report**

**Motion 18-08:** Ms. Washines moved that the Board of Trustees of Central Washington University accepts the Audited Financial Statements for Fiscal Year 2017 as presented. Mr. Johnson seconded the motion. The motion was approved.

#### **Action – Approval of Resolution for Glenn Johnson**

**WHEREAS**, Mr. Glenn S. Johnson was appointed to the Central Washington University Board of Trustees by Governor Jay Inslee on April 20, 2014 and served with distinction through February 2018; and

**WHEREAS**, during more than three years of service to this board, Mr. Johnson represented all citizens of Washington, in a thoughtful manner, by communicating his expertise, ideas, and positions on a host of substantive issues, along with offering advocacy and conscientious commitment to university students, faculty, and staff through taking into consideration their perspectives and concerns; and

**WHEREAS**, Mr. Johnson provided this board with particular guidance in regard to the university's aviation program, based on the competency and proficiencies he developed and honed as executive vice president of Alaska Airlines Group and president of Horizon Air Industries where, throughout the course of 30 years, he directed corporate real estate, customer services, finance, information technology, maintenance and engineering, operations at 40 airports across the United States and Canada, project management, and overall strategy.

**WHEREAS**, Mr. Johnson's unwavering commitment to the university's goals, mission, and vision was evident through his enthusiastic participation in a range of university functions and activities, at which he served as an official representative of this board; and

**WHEREAS**, Mr. Johnson consistently demonstrated integrity, initiative, and skill in interacting with both diverse university and public constituencies;

**NOW, THEREFORE, BE IT RESOLVED** that this Board of Trustees wishes to publicly express its appreciation to Mr. Glenn S. Johnson for his conscientious, devoted, and effectual service as a member of the Central Washington University Board of Trustees.

ADOPTED and signed this 9<sup>th</sup> day of February, 2018.

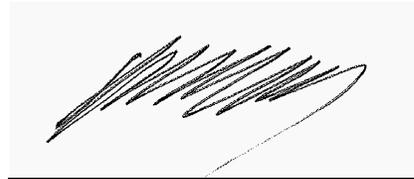
**Motion 18-09:** Mr. Erickson moved that the Board of Trustees of Central Washington University hereby approve Resolution 18-01 honoring Glenn Johnson, which was seconded by Ms. Black. The motion was approved.

The next meeting of the Board of Trustees is May 17 and 18, 2018 at Ellensburg, WA

Meeting adjourned at 11:20 AM.



Linda Schactler, Secretary to the  
CWU Board of Trustees



Keith Thompson, Chair  
CWU Board of Trustees