



BOARD OF TRUSTEES

**Board of Trustees Minutes
Board Meeting (via Zoom)
July 23-24, 2020**

Approved August 11, 2020

JULY 23, 2020

Trustees Present :

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

Staff to the Board:

James Gaudino, President
Linda Schactler, Board Secretary & Chief of Staff
Joel Klucking, Board Treasurer & Vice President for Business & Financial Affairs
Kim Dawson, Executive Assistant to the President/Board of Trustees
Alan Smith, Assistant Attorney General

Executive Faculty & Staff:

Andreas Bohman, Vice President for Operations
Delores (Kandee) Cleary, Vice President for Diversity & Inclusivity
Michelle DenBeste, Provost/Vice President for Academic & Student Life
Lynn Franken, Assistant to the President for Special Projects
Josh Hibbard, Vice President for Enrollment Management
Kremiere Jackson, Vice President for Public Affairs
Rick Paradis, Interim Vice President for University Advancement
Elvin Delgado, Faculty Senate Chair

Guests:

Julie Petersen, Kittitas Valley Healthcare (KVH)
Kevin Martin, KVH Chief Medical Officer
Mark Larson, Kittitas County Public Health Officer

Chair Erickson convened the board work session at 1:03 p.m. Ms. Schactler took roll to confirm that a quorum of the Board was present. The purpose of the meeting was for the Board to discuss planning for fall 2020.

Approval of Agenda

Motion 20-36: Mr. Nellams moved that the Board of Trustees of Central Washington University approve the agenda of the meetings of July 23 and 24, 2020. Ms. Black seconded the motion, which the board unanimously approved.

Approval of Minutes

Motion 20-37: Mr. Conner moved that the Board of Trustees of Central Washington University approve the minutes from the meeting of June 29, 2020. Mr. Nellams seconded the motion. The motion was approved.

PUBLIC COMMENT

- Bob Hickey, faculty member in the Department of Geography, commented about CWU's future with regards to budget and academics.
- Jennifer Dechaine-Berkas, faculty, Department of Biological Sciences, read a letter from several departments chairs regarding APOYO.
- Susan Kaspari, faculty, Department of Geological Sciences, discussed ideas shared with the provost about embedding APOYO in academic programming.
- Edgar Espino, Director of Government Affairs/ASCWU, regarding a resolution approved by ASCWU in support of APOYO.

PRESIDENT'S REPORT

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

For the July 24 meeting of the Board of Trustees, the Board acknowledges receipt of the following communications:

Report from the Faculty Senate including revisions to the Faculty Code. President Gaudino acknowledged his support of the Faculty Code changes.

Communications regarding the APOYO food pantry lease:

- . Email, April 28, 2020 from Hope Amason
- . Letter, May 11, 2020 from Phillip Garrison
- . Letter, May 12, 2020 from Theatre Arts
- . Email, May 13, 2020 from Hilda Pena-Alfaro
- . Email, May 15, 2020 from Patricia Garrison
- . Email, May 17, 2020 from Kem Patteson
- . Letter, July 14, 2020 from Susan Kaspari & Daniel Beck

Communications regarding the Professional Pilot Program:

- . Email, June 23, 2020 from Aaron & Jodi Childs
- . Email, June 24, 2020 from Elizabeth Akina
- . Email, June 24, 2020 from Serene Cook
- . Email, June 24, 2020 from Chad & Teresa Stoddard

- . Email, June 25, 2020 from Tami Coffman
- . Email, June 25, 2020 from Bret & Rachael Pyle
- . Email, June 25, 2020 from Wayne & Michelle Smith
- . Email, June 26, 2020 from Lowell Williams

Miscellaneous communications

- Letter, May 11, 2020 from Bob Hickey regarding CWU's future

FALL 2020 PLANNING

Fall 2020 Reopen Plan

CWU began discussing plans to open campus almost as soon as it was closed last spring. Under the leadership of President Gaudino and Interim Provost, Lynn Franken, and with the remarkable project-management skills of James Jankowski, the newly minted director of the Project Management Office, CWU has now created a comprehensive plan to welcome students and employees to campus this fall.

Planning has been carefully coordinated with state and local plans and directives and local health care professionals. It considers the evolving recommendations of the Centers for Disease Control and is also informed by the latest science available, thanks to the contributions of CWU faculty—microbiologist Holly Pinkart, epidemiologist, Amie Wojtnya, and Kittitas County's Public Health Officer, Dr. Mark Larson.

The plan represents one of the most complex and comprehensive strategic plans ever constructed by CWU. The goal of the plan is singular, in every sense of the word: to provide a residential campus environment that resists the spread of novel coronavirus to the greatest extent possible. Despite these efforts, it is possible—even probable—that COVID-19 infections will occur. Therefore, mitigation strategies and plans for compliance are accompanied by diagnosis, care, and recovery plans for those who fall ill and for those with whom they have had close contact.

The reopen plan includes the following key features:

- Requires masking of all individuals on university property
- Requires physical distancing of all individuals on university property
- Enhances the cleaning and disinfecting of tools and facilities
- Impresses upon employees, students, and visitors the importance of accepting personal responsibility for their health and the health of others
- Provides protocols for identifying and managing COVID-19 when it occurs.

The successful implementation of the plan will involve every employee and every student. It must be sustained for a period of time that cannot yet be known. The challenge is unprecedented and cannot succeed without the support of the entire university community, in particular, the support of the university's governing board.

FY 21 Budget

Vice President Klucking reported that, thanks to quick actions, the FY20 concluded without a deficit and having met the requirements of our bond covenants. CWU was early to implement an executive-pay reduction and broad cost-cutting measures, and first in the US to recognize financial exigency.

Looking forward to FY21, there will likely be significant challenges both financially and operationally. With the state economy forecasting a \$8.8 billion deficit, CWU was told to expect at least a 15-percent budget cut. Despite thorough plans to mitigate the impacts of COVID-19, instructional modality will play a big role in enrollment and residence life. The budget staff have prepared reflects the best information that exists at this time; we expect many budget assumptions to change.

Lower enrollment projections coupled with the anticipated cut in state support has left a projected \$13-million deficit in the State/Tuition fund. The university has taken dramatic actions to close this deficit, including furloughs, temporary FTE reductions, spending reductions, a hiring freeze, and the elimination of cost-of-living wage increases for faculty and exempt staff. These actions will reduce the deficit to about \$2 million. CWU will have to use FY20 carryforward to close the gap. These cuts are mostly one-time, so there will need to be additional reductions with longer-term impact in order to realize a balanced budget for the next two biennia. This work has commenced and will be reported at the fall meeting of the trustees.

EXECUTIVE SESSION

The board convened in executive session at 2:50 p.m. for thirty minutes for the purpose of discussing issues related to personnel, per RCW 42.30.110 (g). At 3:20 p.m., the executive session was extended another 15 minutes. Executive session ended at 3:35 p.m.

JULY 24, 2020

Trustees Present :

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

Staff to the Board:

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Michelle DenBeste, Provost/Vice President for Academic & Student Life
Lynn Franken, Assistant to the President for Special Projects
Josh Hibbard, Vice President for Enrollment Management
Kremiere Jackson, Vice President for Public Affairs
Rick Paradis, Interim Vice President for University Advancement
Elvin Delgado, Faculty Senate Chair

Delano Palmer, Director, Capital Planning & Projects
James Jankowski, Director, Project Management Office

Guests:

Bill Funk, Presidential Search Consultant
David Chamberlin, Ellensburg Coldwell Banker broker

Chair Erickson convened the board meeting at 9:02 a.m. Ms. Schactler took roll to confirm that a quorum of the Board was present.

PRESIDENTIAL SEARCH UPDATE

TSAC Interim Report:

Trustees Black, Hensler and Nellams provided an update on the presidential search listening sessions that have occurred since the preliminary report in June. The Trustee Advisory Search Committee (TSAC) conducted eight additional listening sessions between June 15 and July 10. The short- and long-term affects of COVID-19 are still at the top of the list of challenges the university will face for several years. Diversity and inclusion and resource development were also top concerns.

Trustee Black led the board in a listening session, using the same discussion guidelines as used for others. Trustees expressed the need for a person who is able to articulate a compelling, post-COVID-19 vision for public higher education, including a creative vision for digital education that is exciting and accessible and not victimizing. He or she will have to be a forward thinker, eager to go beyond what we are used to or what was the norm. Nothing will be the same when pandemic is over.

Trustees added that the next president must be able to advocate effectively for the new vision of higher education and the value it brings to society. CWU needs an individual who can make the argument that earning a higher education degree will help you for the rest of your life, will place you on the path to success, and help you learn and grow as an individual. The leader who can do that will have to be centered, and understand their own values and how they connect to higher education.

The next president will have to understand the complex budget context within which the university functions. The activity-based budgeting model is constructed to adapt to the changes in public higher education funding over the past decade. CWU employees may not appreciate the jeopardy we face now and for the foreseeable future—but they need to, and the president must understand the imperative to communicate clearly about the challenges before us.

Other issues trustees discussed include:

- Create corporate partnerships that demonstrate CWU can provide the employees the Washington workforce needs so that the corporate world doesn't create educational programs itself.
- Embrace inclusiveness fully, understanding that And also one that embraces macro perspective on diversity. It's more than just the student – faculty, curriculum and how the business backs it.
- Enhance marketing with a focus on the fundamentals of sales and marketing.
- Prioritize service to students, rather than requiring students to adapt to old university service practices. We should “meet students where they are” and be “that third place” where students can convene and connect.

Presidential Housing:

Ellensburg Coldwell Banker realtor, David Chamberlin, briefed the board on the Ellensburg housing market. He discussed what is available in “executive housing,” including homes that could serve as a traditional “presidential residence.”

Until the past decade, housing has been a standard element of compensation for university presidents. Universities purchased homes or estates in which to house presidents and host executive and other university functions. CWU built such a facility in 1947 and it has housed presidents ever since.

As CWU begins a search for President Gaudino’s successor, a factor will be compensation and within that package, how the board wishes to address housing. The Board of Trustees could require the next president to live in the University House and Event Center, or allow the new president to choose where he/she lives: to reside at University House for the length of his/her tenure here; to live there only while seeking a private residence; or not to live there at all. *Under all of these scenarios, the University House and Event Center could continue to host executive functions.*

Section VII. of President Gaudino’s contract requires him to live in the University House and Event Center, located at the corner of 10th Avenue and Wildcat Way, northwest of Hebel Hall. Due to the possibility of some renovations needed prior to a new president arriving, the board agreed that a revision to President Gaudino’s contract was required.

Approval of Revision to Section VII of the President’s Contract

Motion 20-38: Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the following motion, “In order to accommodate the timely renovation of the president’s residence in advance of the presidential transition, the board and the president mutually agree that the president shall vacate the president’s residence on or before September 15, 2020, and shall be reimbursed for his relocation costs in accordance with the provisions of Article XIV of the presidential contract. Mr. Nellams seconded the motion. The motion was approved.

Endorsement of Fall 2020 Plan

The board received a comprehensive update regarding the reopening of campus for fall quarter. As we move forward, the following motion was offered:

Motion 20-39: Mr. Conner moved that the Board of Trustees of Central Washington University endorses the Fall 2020 Opening Plan, which allows faculty to choose teaching modalities, restricts residence-hall occupancy to 1800, and adheres to the COVID-19 prevention guidelines of the Centers for Disease Control, the Washington State Department of Health, and the Kittitas County Department of Public Health. Ms. Gillis seconded the motion. The motion was approved.

Financial Exigency Status

Board members discussed concerns that have been raised regarding the university’s status of financial exigency that was approved by motion 20-13 on March 20, 2020. The board agreed to make a revision to that motion and offered the following motion:

Motion 20-40: Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the adoption of a resolution declaring a state of Financial “Urgency.” Mr. Nellams seconded the motion. The motion was approved.

Board Elections

Board bylaws require that a chair and vice chair are elected annually. Elections were conducted and Ron Erickson will continue as board chair and Robert Nellams will continue as vice chair.

Appointment of Committees

Central Washington University Policy 1-60-040 provides that membership on committees of the board shall be for a one-year term and membership of committees shall be by the appointment of the chair. Committee appointments for 2020-2021 are as follows:

Executive Committee

- Ron Erickson
- Robert Nellams
- Erin Black
- Ray Conner

Academic and Student Life

- Ron Erickson
- Robert Nellams
- Nate McMillion

Business and Financial Affairs

- Ray Conner
- Gladys Gillis

Enrollment Management

- Zabrina Jenkins
- Jeff Hensler

Operations

- Erin Black
- Gladys Gills

ACTION AGENDA

Approval of 2020-2021 Trustees Meeting Schedule

Motion 20-41: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby adopts the 2020-2021 meeting schedule as proposed. Ms. Gillis seconded the motion. The motion was approved.

Approval of Consent Agenda

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

Motion 20-42: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the consent actions items submitted July 24, 2020. Mr. Nellams seconded the motion. The motion was approved.

Approval of FY21 Budget

Motion 20-43: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approves the proposed budget for fiscal year 2021 as presented. Mr. McMillion seconded the motion. The motion was approved.

Approval of Tuition Increase

Motion 20-44: Mr. Hensler moved that the Board of Trustees of Central Washington University hereby approves a 2.5 percent increase for all categories (resident and non-resident undergraduate, resident and non-resident graduate) for academic year 2020-2021. Mr. Conner seconded the motion. The motion was approved.

Approval of Differential Tuition

Motion 20-45: Ms. Gillis moved that effective fall 2020, the Board of Trustees of Central Washington University hereby approves a tuition rate for the Master of Professional Accountancy, the Graduate Certificate in Accounting, the Graduate Certificate in Professional Tax Practice, and the Graduate Certificate in Human Resources Management that is equivalent to 150 percent of the rate for all other graduate programs for Washington residents and non-residents. Mr. Nellams seconded the motion. The motion was approved.

Approval of Athletics Budget

Motion 20-46: Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves the athletic budget of \$6,825,066 for fiscal year 2021 as presented. Mr. Nellams seconded the motion. The motion was approved.

Approval of Faculty Code Amendments

Motion 20-47: Ms. Black moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the changes to Faculty Code. Ms. Gillis seconded the motion. The motion was approved.

Approval of Resolution 20-05 – Lynn Franken

WHEREAS, Lynn Franken joined CWU as interim provost in July 2019, bringing with her more than 20 years of experience as a faculty member, department chair, dean, and vice president of academic affairs; and

WHEREAS, Dr. Franken’s remarkable knowledge, administrative and academic expertise, and ability to listen and truly hear concerns earned the trust and respect of the CWU community; and

WHEREAS, Dr. Franken conducted the business of the Office of the Provost with a door that was always open, and speech that was friendly, clear and direct; and

WHEREAS, Dr. Franken introduced Central to “Growth Mindset,” a way of transforming a student’s motivation to succeed in higher education settings that now will be embedded in University 101; and

WHEREAS, Dr. Franken has been Central’s chief evangelist for the “High Expectations/High Support” approach to improving student success, believing no student rises to low expectations, and, given appropriate support, students can achieve great things; and

WHEREAS, Dr. Franken rejected the deficit approach to learning and led the transformation of “remedial” coursework to “supplemental” instruction, provided as part of a student’s first year of study as needed; and

WHEREAS, Dr. Franken demonstrated steely nerve and unflagging good humor in her visits to more than 30 departments to explain the budget process; and

WHEREAS, Dr. Franken was instrumental in the development of CWU's Transfer and Transition Center, which is the focal point of recruitment and alignment of curricula across institutions, welcoming and mentoring transfer students, as individuals and as a distinct student cohort; and

WHEREAS, Dr. Franken led the creation of a year-long orientation program for new faculty that revolves around What the Best College Teachers Do, a book of teaching stories and strategies by top professors nationally;

WHEREAS, when some interim executives are simply asked to keep the lights on, Dr. Franken was instead asked to lead the most complex and difficult initiative in the history of the university: the migration of all academic instruction online and the scenario creation of opening school in the midst of a global pandemic.

BE IT THEREFORE RESOLVED that this Board of Trustees and the university community extend to Dr. Franken their deepest gratitude for her leadership, wisdom, and humor, all of which will be greatly missed.

ADOPTED and signed this 24th day of July, 2020.

Motion 20-48: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves Resolution 20-05 honoring Lynn Franken, dated July 24, 2020. Ms. Gillis seconded the motion. The motion was approved.

The next regularly scheduled meeting of the board will be in October, on the 29th and 30th.

Meeting adjourned at 11:52 a.m.



Linda Schactler, Secretary to the
CWU Board of Trustees



Ron Erickson, Chair
CWU Board of Trustees