



**Board of Trustees Minutes  
Special and Regular Meetings  
April 3 and 4, 2014**

Approved June 13, 2014

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***April 3, 2014***

**Present:**

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

**Absent:**

Mr. Ron Erickson

**Also present:**

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

On Thursday evening the board toured the new office of the CWU Foundation, located at 421 Main Street. From there they proceeded to Gallery One, 408 N. Pearl, for a special community reception. The purpose of the reception was to recognize the important role of public service and community engagement in the university's strategic plan. Attendees included the city council, county commissioners, legislators, business and civic organization leaders. A social dinner attended by the board and cabinet was held at the Dakota Cafe.

***April 4, 2014***

**Present:**

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

**Also present:**

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

The board met for casual conversation and coffee at 8:15 a.m. in Barge 410. The room was open to the public and no business was conducted. The regular business meeting was called to order in Barge 412 at 9:05 a.m.

**Changes to the Agenda**

Chair Morrison asked if there were any changes to the agenda. Hearing none, he requested a motion to approve the agenda.

**Approval of the Agenda**

**Motion 14-12:** A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meeting of April 4 was presented by Ms. Sandberg and seconded by Mr. Dixon. The motion was approved.

**Approval of the Minutes of the Regular Meeting of February 7, 2014**

**Motion 14-13:** A motion that the Board of Trustees of Central Washington University hereby approves the minutes of the meetings of February 7, 2014 was presented by Ms. Sandberg and seconded by Mr. Dixon. The motion was approved.

**Approval of the Minutes of the Special Meetings of March 2014.**

**Motion 14-14:** A motion that the Board of Trustees of Central Washington University hereby approves the minutes of the special meetings of March 3, March 17 and March 25, 2014 was presented by Ms. Sandberg and seconded by Mr. Dixon. The motion was approved.

**CHAIR REPORT AND CELEBRATIONS**

Chair Morrison noted that the board held three special meetings during the month of March. He expressed his appreciation for the commitment of the trustees to make themselves available for these important meetings even though it meant extra driving, time away from clients and customers, and some very difficult conversations. He said discussion indicated that each of the trustees considers the welfare of our students and this institution as the highest priority of their work, and that their goal is to ensure a strong and stable financial path forward, in spite of limitations placed by state lawmakers.

Mr. Morrison expressed his enthusiasm for the new location of the CWU Foundation on Main Street. He sees the Foundation moving downtown as a logical extension of input from the community during a series of breakfast meetings last year. He thanked local business owner and CWU Foundation Chair, Brad Fitterer, who chaired those meetings on behalf of the Board.

Chair Morrison also reported on the community reception at Gallery One and stated that the opportunity to provide service to the community is a positive experience that students will carry throughout the rest of their lives.

### 2014 Distinguished Faculty

Chair Morrison recognized the Dr. Eric Cheney, chair of the Faculty Senate, who introduced the 2014 Distinguished Faculty nominees. Dr. Cheney noted that the board will act on these nominations during the consent agenda.

#### *Dr. Matthew Altman, Distinguished Professor of Research*

Dr. Altman has an impressive record of accomplishment. He is one of two faculty who have received distinguished professor honors twice; in 2009 he was recognized as the distinguished non-tenure track teaching award. He received the College of Arts and Humanities 2008 outstanding teaching award and 2012 outstanding service award. He also received the Phi Kappa Phi's CWU scholar of the year award in 2013. Dr. Altman directed the Douglas Honors College for six years and is now the chair of the department of Philosophy and Religious Studies.

#### *Dr. Sheri Stoddard, Distinguished Professor of Teaching*

Dr. Stoddard came to CWU in 2000 and is the director of the visual arts teaching program and sole art educator. During her career here she established the highly successful Friday Children's Art Classes, where her students teach art to the youth of our community. She has also served as an Academic Service Learning Faculty Fellow. Dr. Stoddard is also the recipient of the Professional Education Advisory Board Crystal Apple Award for Excellence in pre-service teacher preparation.

#### *Dr. Lila Harper, Distinguished Non-Tenure Track Teaching*

Dr. Harper has taught at CWU for 24 years and her classes include composition, introduction to literature, professional writing and editing and technical writing. She has also delivered lectures on women travel writers of the nineteenth century for the Douglas Honors College. Her book, *Solitary Travelers: Nineteenth-Century Women's Travel Narratives and the Scientific Vocation*, was published in 2001 was named an Outstanding Academic Book for 2001 by *Choice*, the official review magazine of the Association of College and Research Libraries (American Library Association).

### Other Celebrations

Dr. Gaudino recognized *George Clark*, vice president for business and financial affairs. Mr. Clark was recently appointed to the finance and audit committee of the Stanford University National Accelerator Laboratory Board of Overseers. He will also serve on a review team for National Science Foundation grant proposals.

The president also expressed his appreciation for everyone who helped host the recent robotics tournament, which brought to campus some of the best and brightest high school students in the region. He reminded the board that Points of Pride detailing the recent accomplishments of faculty, students and staff were included in their meeting materials.

### **PRESIDENT'S REPORT**

President Gaudino reported that we are very close to finalizing a contract with a new flight instruction partner, IASCO Flight Training (IFT) out of Redding, California. IFT offers global crew leasing and management, customized flight training, airline management services, and full flight service. The pilot training program provides standardized and comprehensive, airline-oriented training, which prepares students for aviation careers. The partnership is expected to reduce student costs and to open commercial airline job pathways for our students.

He reported that we had a very successful bid process for the Science II construction contract. Ground breaking for this project is scheduled for May 1 and construction will take two years.

The president also reported that Rugby has transitioned to a varsity sport and the university is in the process of hiring coaches for the women's team. The men's team will play in the regional championship on April 5 and, if successful, will travel to Los Angeles for the next playoff round.

He also commended the Faculty Senate for the incredible amount of work they have accomplished since the last meeting of the Board, as noted in the Senate Chair's report.

#### **PUBLIC COMMENT**

Bryan Elliott, ASCWU President read the following statement:

"On behalf of the students I would like to formally recognize and thank the Board of Trustees and the Administration for working with us in a collaborative fashion in regards to the recent discussions on tuition. We recognize the difficult position that the Board of Trustees was placed in by the state. Nonetheless we have faith that the Board of Trustees and the Administration will be able to navigate these challenging times while preserving the unique and enriching experience we have here at CWU. The ASCWU-BOD looks forward to working with the Board of Administration to find solutions to these difficult issues. We are also committed to promoting state reinvestment in higher education as the primary means for maintaining access and growing academic programs."

#### **STRATEGIC PLANNING**

##### **Theme 4, Public Service and Community Engagement**

Melody Madlem, director of strategic planning, introduced theme 4: public service and community engagement. She noted that the goals and indicators for theme 4 are different today than they were when the strategic plan was initially endorsed by Board in 2010. At that time, the plan focused on enhancing collaboration with external communities, increasing participation in life-long learning opportunities between CWU and external communities, and strengthening the economic base of the region and the state.

Four years later, the plan has been adapted to reflect new needs and a changing economy. The university has evaluated our capacity to provide traditional continuing education and non-degreed education programs, and redefined our education services to meet the needs of external communities. We have also redefined community engagement to include focus on external partnerships and relationship building with the local community, alumni and with corporate and business partnerships.

Eric Cheney discussed the role of faculty professional service responsibilities. He said professional service provides faculty a way to apply their scholarship to a broader community. This outreach may include disciplinary-specific international, national, regional and state associations, local groups and membership in university, college, and department committees. Dr. Cheney presented data that indicated the extent of full-time faculty service within each college and the library between fall 2012 and summer 2013. Over the course of four quarters, faculty provided more than 1200 hours of service in the areas of shared governance, professional service to their discipline, professional development activities, and in the receipt of honors and awards that reflect well on their departments, colleges and the university.

Lana Abuhudra and Shannon Lowery, students from the Center for Leadership and Civic Engagement (CLCE), discussed the many ways students engage in public service activities. The number of student activities and volunteer hours quadrupled between fall 2012 and fall 2013, which Ms. Abuhudra attributed, in part, to a new system CLCE has implemented to track and record student volunteer hours. They also noted that volunteer hours are now included in student transcripts. They discussed CLCE's signature programs such as the Yakima River Cleanup, blood drives, and the annual giving tree and stocking stuffers. Other programs include the Kittitas Connect Canyon-City-Farm, and Amazing Race Ellensburg and shared that they both have grown personally and professionally through their participation in volunteer activities.

Linda Schactler discussed how economic pressure and culture change is now driving the university to redefine community engagement. The mission of the seven university centers is focused toward being "portals," which provide education where and when people and businesses need it rather than at a fixed location and time. Also driving the change is the proliferation of online education, which has supplanted "distance learning" modalities like interactive television (ITV). CWU now offers more degree programs online than any other institution and more online programs than traditional classes during summer quarter.

She also reported on outreach efforts to future students through the Cornerstone and Running Start. These programs provide college-level courses three ways: online, in the high school taught by high school faculty, and here on the Ellensburg campus. The number of students in these courses has doubled since 2009, from about 1500 to more than 3000. Efforts to engage the community of friends and alumni through career networking, mentoring and internships for graduating students, and celebratory events such as SOURCE at the Experience Music Project also have greatly expanded the focus of this theme.

## **COMMITTEES**

### **Academic and Student Life – Trustees Liu and McCoy**

#### **Information – Tenure, Promotion and Post Tenure Review Process**

As requested at their February business meeting, Provost Marilyn Levine briefed the trustees on the process for faculty promotion, tenure and post-tenure review. She explained that tenure is covered under the collective bargaining agreement, article 9.2 and 22.2. Tenure guarantees continuous appointment within a specific university department. Tenure is achieved based on criteria that include faculty performance in teaching, scholarship and service. In some cases, tenure may be granted to qualified faculty when they are hired. The criteria grow in specificity from the university standards, to college standards and to department standards. Tenure protects academic freedom in the academy. In most places it is seen as a measure of lifelong employment. However, CWU has both a tenure and a post-tenure process.

Provost Levine reviewed the requirements for promotion to associate professor and to professor. She noted that most academics spend anywhere from 5-10 years obtaining their terminal degrees. She noted that while career trajectories vary, faculty teaching is a vocation and unlike many professions there only are two times that faculty are recognized. This is why the substantiation of the professional record is so important to consider in the review process for promotions.

The promotion and tenure process includes five progressive levels of review: department personnel committee, department chair, college personnel committee, dean, and provost, whose recommendations go forward to the Board of Trustees. Faculty may provide clarifications and rebuttals if they feel that a review misrepresented their record. It is the responsibility of the provost to ensure the integrity of the process and make the final recommendation to the Board.

CWU also has a post-tenure review process, which occurs on a five-year cycle. The post-tenure standards ensure that faculty maintain discipline-specific standards for research, service and teaching. Faculty determined not to be meeting these expectations must work with chairs and deans to have a professional development plan to address the deficiencies.

State law (RCW 28B.35.120) charges the Board of Trustees with the responsibility of employing all individuals at the university, including faculty. At the February meeting, the Board asked for more information on which to base their decisions about faculty promotion and tenure. To meet this request, the provost suggested developing a faculty summary information sheet that would include the faculty name, department and college and a description of the proposed action – promotion, tenure, or post tenure review. It would also describe the recommendations at each of the five levels of review.

#### **Action – Approval of Degree Program, MS ITAM**

The Master of Science in Information Technology and Administrative Management degree provides a one-year professional program for post-baccalaureate students. The program is design to develop essential skills to enhance organization competitiveness by blending high-demand technical skills with high-demand soft skills. The program has a common core with two specializations: 1) Information Technology (IT), and 2) Administrative Management (ADMG).

The common core coursework includes managerial communications, leadership and supervision, project management, financial analysis, and administrative management and policy. The ADMG specialization specifically prepares students for critical decisions in leading organizational change and innovation, managing customer relationships, and integrating social informatics. The IT specialization prepares students for critical decisions in sustainable IT, cybersecurity and risk, and strategic IT management. This new degree was approved by the Faculty Senate on March 5, 2014.

**Motion 14-15:** 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 Information Technology and Administrative Management was presented by Ms. McCoy and seconded by Mr. Liu. The motion was approved.

#### **Action – Approval of Executive Master Degree Type**

The Executive Master is a professional graduate degree intended for mid-level career professionals. The requirements for all Executive Master degrees are: (1) students must have a minimum of 5 years of professional experience in their chosen Executive Master field or equivalent training/experience as determined by the department, and (2) the degree must have an experiential component, which must include at least one capstone project.

Ms. McCoy reported that this new graduate degree type was developed following the guidelines of the Council of Graduate Schools. Establishing this new degree type will allow departments/interdisciplinary programs to begin developing new executive master degrees. This new degree type was approved by the Faculty Senate on February 5, 2014.

**Motion 14-16:** A motion that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Executive Master degree type was presented by Ms. McCoy and seconded by Ms. Sandberg. The motion was approved.

**Action – Approval of Professional Science Master Degree Type**

The Professional Science Master (PSM) degree type is a professional graduate degree in the science, technology, engineering and mathematics (STEM) area. Requirements for all PSM degrees are: (1) a majority of the course content in a STEM field, (2) a multidisciplinary professional skills component, (3) an experiential/internship component, and (4) an undergraduate degree in a STEM field or equivalent training/experience as determined by the department.

This new graduate degree type was developed following the standards of the Council of Graduate Schools and will allow departments/interdisciplinary programs to seek “PSM Recognition” through the Council of Graduate Schools. Establishing this new degree type will allow departments/interdisciplinary programs to begin developing new professional science degrees. This new degree type was approved by the Faculty Senate on February 5, 2014.

**Motion 14-17:** A motion that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Professional Science Master degree type was presented by Ms. McCoy and seconded by Mr. Liu. The motion was approved.

**Business and Financial Affairs – Trustee Thompson**

**Information – State Audit Reports**

Trustee Thompson reported that representatives of the Washington State Auditor’s Office held an exit conference with representatives of Board and Business & Finance Affairs management for the purpose of reviewing the results of the independent audit of fiscal year 2013. An unmodified opinion was issued on all financial statements which indicated they are presented fairly, in all material aspects and is considered a “clean” opinion. The 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 auditor agreed that they were immaterial to the fair presentation of the financial statements.

Mr. Thompson commented that the auditors were appreciative of the work done by Connie Williams, Chris Huss, and Patrick Stanton and the entire Business and Financial Affairs team in preparing for the audit. Mr. Clark noted that following two years of clean audits, CWU is one cycle away from earning a financial excellence designation from the auditors. This is particularly notable since the audit was done in an environment where we were changing all systems due to the iCAT project.



## Operations – Trustee Dixon

### Action – Science II Delegation of Authority

Ms. Holter reported that Science Phase II will complete a project initiated 18 years ago. Initially proposed as one large project, the project was split into two phases in 1992 by the Office of Financial Management to reduce the appropriation required for the facility. The first phase was completed in 1999. Completing the second phase will consolidate geology and physics programs into a new state-of-the-art science facility. The legislature appropriated construction funds in the 2013-2015 capital budget.

The project has been designed and bid. The university received seven competitive bids, with Lydig Construction submitting the low bid, including nine "additive-alternate" features of the project, including an astronomy tower. Lydig Construction has been the general contractor for several projects on the Ellensburg campus including Kamola Hall, Dean Hall, and Nicholson Pavilion. Construction is scheduled to be completed before fall 2016. Mr. Liu commented that he is very familiar with this firm and praised their diversity inclusion plan.

**Motion 14-18:** A motion that the Board of Trustees of Central Washington University hereby delegates authority to the Vice President of Operations or designee to award the construction contract and manage contract administration through final acceptance was presented by Mr. Dixon and seconded by Mr. Thompson. The motion was approved.

### Action – Approval of Ten Year Capital Priorities

Ms. Holter explained that in the even-numbered year of each biennium, the university submits a 10-year array of capital projects and proposed budgets to government bodies. The 10-year capital request for the 2015-2017 biennium includes three types of minor works preservation activities: health, safety and code compliance; infrastructure preservation; and facility preservation. It also includes requests to maintain and upgrade our academic and student services facilities, from small projects in minor works programs to intermediate sized projects, and major projects such as Samuelson STEM, Health Sciences, and Combined Utilities.

**Motion 14-19:** A motion that the Board of Trustees of Central Washington University hereby approves the 2015-2017 capital budget recommendations was presented Ms. McCoy and seconded by Mr. Liu. The motion was approved.

## Administrative – Trustee Erickson

No report.

### Action – Consent Agenda

**Motion 14-20:** A motion that the Board of Trustees approves the consent agenda of April 4, 2014 was presented by Mr. Dixon and seconded by Ms. Sandberg. The motion was approved.

Chair Morrison announced that the next special and regular meetings of the Board of Trustees will be held on June 12 and 13, 2014. The meeting was adjourned at 11:15 a.m.





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



Sid Morrison, Chair  
Board of Trustees  
Central Washington University