



BOARD OF TRUSTEES

Board of Trustees Minutes
Annual Board Planning Retreat
July 25-27, 2018

Approved October 21, 2018

July 25, 2018

Trustees, the president, chief of staff, assistant attorney general and spouses attended a social dinner at Silvara Winery in Leavenworth, WA from 6:00-8:00 p.m. No business was conducted.

July 26, 2018

Sleeping Lady Resort, Leavenworth, WA

Regular Business Meeting

The regularly scheduled business meeting was called to order at 9:06 a.m.

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Ray Conner
Robert Nellams

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

Alan Smith, Assistant Attorney General
Andreas Bohman, Associate Vice President, Information Services and Security
Bernadette Jungblut, Associate Provost, Accreditation, Academic Planning and Assessment
Delores (Kandee) Cleary, Vice President for Diversity and Inclusivity
Gail Mackin, Associate Provost, Undergraduate and Faculty Affairs
Gayla Stoner, Associate Provost, Extended Learning and Outreach
Gene Shoda, Director, Project Management
Katherine Frank, Provost/Vice President for Academic and Student Life
Kremiere Jackson, Vice President for Public Affairs
Richard Duffett, Vice President for Operations
Sarah Scott, Administrative Operations Coordinator
Scott Wade, Vice President for University Relations
Sharon O'Hare, Vice President for Enrollment Management

Invited Guests

Amy Claridge, Chair, Faculty Senate
Cody Stoddard, Outgoing Chair, Faculty Senate
Duane Dowd, Outgoing Chair, ADCO
Joseph Bryant, Chair, Exempt Employee Association
Lidia Anderson, Chair, Employee Council

Action – Approval of the Agenda

Motion 18-24: A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meetings of July 26-27, 2018 was presented by Mr. Erickson and seconded by Mr. Nellams. Motion approved.

Action – Approval of Minutes

Motion 18-25: Mr. Conner moved that the Board of Trustees of Central Washington University approve minutes of the regular meetings of May 17 and 18, 2018. Mr. Nellams seconded the motion. Trustee Black proposed a correction to the minutes to indicate her absence in May. The amendment was moved by Mr. Conner and seconded by Mr. Nellams. The minutes as amended were then approved.

Introduction of Invited Guests

Chair Thompson introduced guests from CWU’s employee leadership groups:

Lidia Anderson

- Chair of the Employee Council. The council provides civil service employees with a forum for sharing timely information and facilitating employee recognition.
- PeopleSoft Business Analyst in the Department of Information Services.

Joey Bryant

- Chair of the Exempt Employee Association. The EEA provides administrators and professional staff a vehicle through which to discuss and recommend strategies to improve staff welfare and morale, and to shape personnel policy and procedures.
- Executive Director of Student Rights and Responsibilities, & Health Promotion;
- Chair of the Student Consultation Team

Amy Claridge, the incoming chair of the Faculty Senate. She is an Assistant Professor in the Department of Family and Consumer Sciences.

Cody Stoddard chaired the faculty senate last year. He is an associate professor within the Department of Law and Justice.

Duane Dowd is the past chair of “ADCO,” the Academic Department Chairs Organization. Dr. Dowd chairs the Department of Family & Consumer Sciences and is an associate professor in that department.

Discussion – Setting the Context for a Sustainable Future

President Gaudino lead a discussion intended to provide context for the general subject of institutional sustainability, on which subsequent discussions will focus.

The discussion covered many factors that are dramatically redefining the terms under which public higher education operates. These forces influence everything from the decisions of the governing board to the day-to-day experience of students.

Some of the issues include shifting public value for higher education, which some deem less essential to personal success and civic vitality. The shift is reflected in a new emphasis in public policy discussions on apprenticeships and “connected learning” instead of baccalaureate education. State and federal funding for higher education has declined for the past 25 years. In Washington state, support recently has stabilized in some ways, though the legislature has used tuition revenue to fund state responsibilities, and has held increases in tuition to a rate well below salary-increase requirements for public employees. Changes in the demographic profile of students, too, will require institutions to adapt and innovate in order to fully serve students.

Board members posed several questions for the president and cabinet to address for the future:

- Who are the students of the future and what do they want?
- How can we accommodate our gem in Ellensburg, but still help students who cannot attend Ellensburg?
- How can we connect with technical schools and draw students from there into our programs?
- How will we handle the per credit inequities in the future?
- How will we adapt to what our students want/need?

They also emphasized the need to articulate our priority core values and principles moving forward.

Meeting adjourned for lunch at 12:13 PM.

Business meeting resumed at 2:21 PM

Discussion – Understanding Strategic Enrollment Management

The afternoon work session began with a discussion that centered on strategic enrollment planning. Few institutions have undertaken a comprehensive and integrated approach to institutional planning. Strategic enrollment management is more than a recruitment plan. Of course, the plan helps an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students. However, CWU intends the plan to be much more far-reaching. According to the research and planning consulting firm, [Ruffalo Noel Levitz](#), strategic enrollment management also fosters long-term fiscal health by:

- Providing realistic, quantifiable goals for student recruitment, student success, and the market position of CWU;
- Delivering clearly defined, cost-effective results by using a return-on-investment and action-item approach;
- Aligning mission and CWU’s current state with the changing market environment.

Board members received background information on recruiting first-year students and transfer students, financial aid and retention strategies, and a summary of changing student demographics, including a full report and analysis of the requirements and implications of becoming an Hispanic Serving Institution.

Key take-aways from this discussion included:

- Aspirational goals need to be reviewed and a rationale for the level of enrollment targets should be provided;
- The Hispanic serving goal statement needs to be broadened to all demographic groups with an emphasis on serving students well, regardless of their backgrounds;
- University involvement and buy-in for the plan will be key.

Discussion – Tackling the Challenges: Change Management in Higher Education

The last discussion session on Thursday centered on change management in higher education generally, and what key changes will be required in order to set a sustainable path forward for Central Washington University.

CWU has adopted project management strategies in order to ensure the timely and efficient completion of priority initiatives, from capital construction to technology development to academic reviews. Director of Project Management, Gene Shoda, briefed the trustees on the newly created Project Management Office (PMO). In order to ensure the efficient and thorough implementation of nearly 35 projects, CWU has developed an organizational unit specifically for the purpose of managing project execution.

The enhanced capacity and capabilities of CWU data systems provides a more detailed view of the university's past and a clearer vision of the future. The administration, faculty and staff have started embracing the changing landscape with innovative and creative solutions, which, in turn result in more change efforts, initiatives and projects.

Strategic planning & governance is the most important function of a PMO. They assist in the scoring of projects using predefined criteria in the strategic selection of potential projects and their planning according to the business goals of the university. The PMO will advise senior management to select candidate projects that best align with the strategic goals of the university. With regard to project governance, the PMO sets policies, functions, process, and procedures and responsibilities that define the establishment, management and control of projects, programs or portfolios.

The PMO helps to establish a common language, culture and mindset by disseminating a common project culture and mindset by informing, communicating and training employees about the different techniques, methodologies and best practices. The office also helps develop a common project language by defining milestones, metrics and key performance indicators (KPIs) so that everyone is on the same wave length.

The office also establishes **best practices & processes**, standardizing the project management process across all departments and services. A PMO can implement a repeatable project delivery process so that the university can readily manage and deliver projects. It provides consistent project management guidance, methods, systems, tools and metrics for consistent project outcomes. Thus, maintaining consistency between project managers working for different projects and departments.

The PMO **manages and allocates resources** across projects. It also manages priorities based on timelines, budgets, resource loads and what-if analysis information and accordingly provides the right resources at the right time. They also define roles and responsibilities. The PMO trains, mentors and

coaches employees in general and in particular project managers, and organizes regular workshops and training programs about project management.

Creating & maintaining project artifacts, archives and tool sets also is a responsibility of the PMO. The office provides templates, tools and software to manage project efforts. They invest in tools for managing projects which pays off in reliable data, enabling early visibility into project performance for better decision-making.

Finally, the PMO plays an important role in institutional memory. Once the project completes, or cancels, they archive all the project documents created during the project into a document repository. This is very useful for future reference, especially for lessons learned.

Meeting adjourned at 4:38 PM.

Trustees, cabinet members, assistant attorney general and spouses attended a social dinner at Kingfisher Restaurant/Sleeping Lady Resort, Leavenworth, WA from 6:00-8:00 p.m. No business was conducted.

July 27, 2018

Sleeping Lady Resort, Leavenworth, WA

Executive Session

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Ray Conner
Chris Liu
Robert Nellams
James Gaudino, President
Linda Schactler, Secretary to the Board, Chief of Staff
Alan Smith, Assistant Attorney General

An executive session was held for the purpose of reviewing the performance of a public employee and to receive a litigation update under RCW 42.30.110 (1g) and (1i). The meeting was held from 8:30-9:20 a.m. At 9:20 a.m., the session was extended another 25 minutes to 9:45 a.m. At 9:45 a.m., the session was extended another 15 minutes to 10:00 a.m. Executive session adjourned at 10:00 a.m.

Regular Business Meeting

The regularly scheduled business meeting was called to order at 10:06 a.m.

Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Erin Black
Ray Conner
Chris Liu
Robert Nellams

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

Alan Smith, Assistant Attorney General
Andreas Bohman, Associate Vice President, Information Services and Security
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
Richard Duffett, Vice President for Operations
Sarah Scott, Administrative Operations Coordinator
Scott Wade, Vice President for University Relations
Sharon O'Hare, Vice President for Enrollment Management

Public Comment

Chair Thompson reported that two people signed up for public comment.

1. Ken Smith, Chair, Department of Accounting, commented on the budget for FY 2019.
2. Kathryn Martell, retiring Dean of the College of Business, thanked the board and administration for their trust in her during her service as dean.

Board Communications

The Board acknowledges receipt of the following communications:

1. Email dated May 22, 2018, from Professor Ken Smith regarding BEC meeting and discussion materials
2. Letter and report dated May 29, 2018, from Professor Paul Knepper regarding the Department of Law & Justice Annual Report.
3. Letter dated July 20, 2018, from Professors Ethan Bergman and Vince Nethery regarding the Health Sciences building.

Book Discussion

In advance of the meeting, trustees and cabinet members read two books dealing with sustainability in higher education:

- *American Higher Education in Crisis: What Everyone Needs to Know*, by Goldie Blumenstyk;
- *The Last Professors: The Corporate University and the Fate of the Humanities*, by Frank Donoghue.

The first book described the change that is reshaping just about every aspect of higher education, and the second book talked about how the change is redefining the role of faculty.

During the course of discussion Trustee Nellams suggested that the university create a dashboard where employees, students, trustees and stakeholders could track progress on key goals. Board members agreed on the need for continued strong leadership from President Gaudino in order to complete the university's ambitious agenda and to engage the entire university community in the change process.

Action Items

Action – Approval of 2018-19 Board Meeting Schedule

Central Washington University Policy 1-10-030 states that the Board shall hold a regular meeting at least once each calendar quarter and may establish a schedule of regular meetings. The proposed schedule for the coming year identifies dates for one telephonic meeting and four, two-day meetings. For each quarterly meeting, the board will hold an afternoon work session and social dinner on the first day, and a business meeting the following day.

The proposed schedule for 2018-19:

- September 28, 2018 [telephonic]
- October 21-22, 2018 [coincides with NWCCU visit]
- February 21 & 22, 2019
- May 16 & 17, 2019
- July 25 & 26, 2019 [annual planning retreat]

Motion 18-26: Ms. Black moved that the Board of Trustees of Central Washington University hereby adopts the 2018-2019 meeting schedule as proposed. Mr. Nellams seconded the motion. Motion passed.

Discussion: Trustee Erickson suggested that one meeting be held at one of our University Centers and that we think about holding next year's planning retreat in Ellensburg if possible.

Action – Approval of FY19 Tuition Increase

Washington State law limits the rate by which CWU is allowed to increase resident undergraduate tuition to the 14-year average of wage inflation, which is currently 2.2 percent. However, there is no limit on other types of tuition (non-resident undergraduate, resident and non-resident graduate).

Given the current law regarding resident undergraduate tuition increases, as well as our positioning relative to other institutions in the other three tuition categories, we are recommending a 2.2 percent increase for resident undergraduate tuition and 5.0 percent increases in all other categories (non-resident undergraduate, resident and non-resident graduate) for academic year 2018-2019.

Motion 18-27: Mr. Liu moved that the Board of Trustees of Central Washington University hereby approves a 2.2 percent resident undergraduate tuition increase, and a 5 percent increase in non-resident undergraduate and graduate tuition (resident and non-resident) for academic year 2018-2019. Robert Nellams seconded the motion. Motion approved.

Action – Approval of FY19 Budget

Central Washington University's anticipated revenue for Fiscal Year 2019, including all funding sources, will be approximately \$307 million. Total university expenses are anticipated to be \$307 million. The FY19 operating fund revenues and related expenses are budgeted at \$223 million, and \$221 million respectively. These budgets reflect the favorable impact of growing enrollment, cost-control initiatives, and strategic investments in our core functions.

Operating budgets have been developed using a driver-based methodology informed by history of rates, projected headcounts and FTE, and expected margins. Undergraduate enrollment is the main driver. The increase is attributable to many factors, including strategic investments in recruiting, marketing and a continued focus on improving retention.

Motion 18-28: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby approves the proposed budget for Fiscal Year 2019 as presented. Mr. Nellams seconded the motion. Motion approved.

Action – Approval of Proposed Parking Fees for 2019-2023

Currently, Central Washington University provides parking services for faculty, staff, students and campus visitors. The university maintains 44 parking lots with 4,171 individual parking spaces on the residential campus in Ellensburg. Parking fees, fines and revenue from parking meters support parking services. In recent years the revenues generated are not sufficient to cover costs of increased maintenance and operating expenses for parking services.

Parking permit fees have not been increased since 2010 and it is necessary to do so now. It is recommended that parking fees be increased over a five-year period, beginning with a 10-percent increase in fall of 2019, and 5 percent annually over the next four years.

Motion 18-29: Mr. Liu moved that the Board of Trustees of Central Washington University approves a 10-percent increase in employee and student parking permits for fall of 2019, and annual increases of 5 percent in each of the next four years, which was seconded by Mr. Nellams. Motion approved.

Action – Approval of Capital Master Plan 2019-2029

Central Washington University takes a long-range approach to capital budget planning and campus master planning. The process includes developing a plan of proposed capital spending for a 10-year period each biennium. The legislature requires baccalaureate institutions to submit capital budget priorities and project funding proposals to the Office of Financial Management (OFM) every even-numbered year of each biennium. The long-range capital plan, also referred to as the capital budget, needs to support the mission, goals and objectives of the university’s strategic plan and campus master plan.

Motion 18-30: Mr. Liu moved that the Board of Trustees of Central Washington University hereby approves the Capital Master Plan 2019-2029, as recommended. Mr. Nellams seconded the motion. Motion approved.

Action – Approval of Biennial Legislative Capital Priorities

The legislature requires baccalaureate institutions to submit capital budget priorities to the Office of Financial Management (OFM) in the even-numbered year of each biennium. Upon the authorization of the Board of Trustees, the university proposes to request construction funding for the top 10 projects listed in the ten-year capital plan.

- | | |
|------------------------------|-------------------------------------|
| 1. Health Sciences - \$35M | 6. Farrell Hall - \$3.9M |
| 2. Energy Efficiency - \$15M | 7. Randall/Michaelsen - \$9.9M |
| 3. Aviation - \$9.9M | 8. Psychology Renovation - \$300K |
| 4. Aviation - \$5M | 9. Lind Hall Phase 2 - \$9.9M |
| 5. Health Education - \$6.9M | 10. Bouillon Hall, Phase 2 - \$9.6M |

Motion 18-31: Ms. Black moved that the Board of Trustees of Central Washington University hereby approves the 2019-2021 Capital Budget priorities, as recommended. Mr. Nellams seconded the motion. Motion approved.

Action – Approval of Endorsement of Working Document Strategic Enrollment Management Plan

Since January 2018, CWU has been engaged in a robust and collaborative process to create a six-year strategic enrollment management plan that aligns with the university’s mission and values. The plan will be completed later this year.

A working document draft of the plan has defined mission goals, sub-goals, and strategies to pursue that will produce needed enrollment for the next six years while meeting our university strategic goals. Those goals, sub-goals and strategies are delineated in the 7-13-18 Working Document Strategic Enrollment Management Plan.

Motion 18-32: Mr. Liu moved that the Board of Trustees of Central Washington University endorses the mission goals and sub-goals within the 7-13-18 Working Document of the Strategic Enrollment Management Plan, which was seconded by Mr. Nellams. Mr. Erickson offered a revision to the motion.

Motion 18-33: Mr. Liu moved to amend the motion that the Board of Trustees of Central Washington University applauds the concept of a strategic enrollment plan that supports the CWU Strategic Plan and that includes recruitment and retention of undergrad and graduate students attending programs at CWU's Ellensburg Campus and learning Centers and who participate in online programs. The Board agrees that input to the plan be sought through broad campus conversations and that a complete draft be developed during the coming academic year. Mr. Nellams seconded the motion. Motion passed.

Action – Approval of New Degree Program, Master of Science Safety and Health Management

The Master of Science in Safety and Health Management (MS-SHM) degree program provides a two-year professional learning experience (45 credits) for post-baccalaureate students with at least four years of full-time experience in the safety and health management field. Students in this program can continue working full-time while taking two online courses per quarter.

Based on a feasibility study that included a review of 113 related programs across the United States and a survey of CWU alumni from the Bachelor of Science in Safety and Health Management program, program employers, and safety professionals in the Pacific Northwest, it is anticipated this fully online degree program will be in high demand by busy, career-driven safety professionals

The Faculty Senate approved this new degree program on May 30, 2018 (Motion No. 17-69).

Motion 18-34: Mr. Conner moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Master of Science Safety and Health Management, this day July 27, 2018, which was seconded by Mr. Nellams. Motion Approved.

Action – Approval of Conversion of Professional Education Program to Secondary Education Major

The Secondary Education major is designed to prepare candidates for Washington State Teacher Certification, focusing on general pedagogy, while complementing candidates' Teaching Endorsement Area majors (for example, math, science, music). The Secondary Education major replaces the current teacher Professional Education Program (PEP) with a second major, reduces overall credits toward teacher certification, and provides an opportunity for students to earn six (6) credits of General Education as part of the major. The Faculty Senate approved the Secondary Education major on May 30, 2018 (Motion No. 17-67).

Motion 18-35: Mr. Liu moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Secondary Education major, this day July 27, 2018, which was seconded by Mr. Nellams. Motion Approved.

Action – Approval of CWU Strategic Plan Core Theme Five Update

In July 2017, the trustees approved an update of Core Themes One, Two, Three, and Four of the CWU Strategic Plan. In November 2017 and May 2018, the trustees approved updates of Core Theme Five. In June 2018 discussions with the Vice President of Business and Financial Affairs and the Interim Vice President of Operations, it was determined that additional updates to Core Theme Five were needed. Outcome 5.3.4 was added to Core Theme Five in November 2017 and is no longer an issue. Indicators 5.4.2.6 and 5.4.2.9 were also added to Core Theme Five in November 2017 and, upon further consideration, are not appropriate indicators of Outcome 5.4.2.

The proposed revision to Core Theme Five is to delete Outcome 5.3.4 and Indicators 5.4.2.6 and 5.4.2.9 as shown below.

Outcome 5.3.4: Examine issues of the members of the Washington Federation of State Employees (WFSE) local 330.

Indicator 5.3.4.1: Identification of causes of WFSE members' low morale.

Indicator 5.3.4.2: Identification of causes of WFSE members' high numbers of grievances.

Outcome 5.4.2: Provide facilities, campus buildings, and grounds that are welcoming, safe, and secure.

Indicator 5.4.2.6: Assessment of the hazards created by falling limbs/branches and to take corrective action where needed.

Indicator 5.4.2.9: Reduction or elimination of the reliance on parking fees/fines to fund the security officer budget and alignment of officer salaries with competitive levels.

Motion 18-36: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby approves the revision to Strategic Plan Core Theme Five to delete Outcome 5.3.4 and Indicators 5.4.2.6 and 5.4.2.9, this day July 27, 2018, which was seconded by Mr. Nellams. Motion Approved.

Board Organization

President Gaudino's Annual Review

Chair Thompson explained that the board had discussed in detail the president's performance. The board is grateful for President Gaudino's leadership, pleased with his performance, and seeks his continued strong strategic leadership of CWU. They recognize issues are difficult and that we have a lot on our plate. President Gaudino was charged with coming back to the board with a list of priorities for the University and how to lead the process, which will include buy-in from the university community.

Board Self-Assessment

Board members completed their self-assessments in June. Members of the executive committee will be contacting each trustee to discuss in more detail responses, and ideas for the work of the board over the coming year. Some key takeaways from the survey included a need for:

- More focused engagement of trustees in fundraising activities
- Discussion of appropriate ways to enhance the board understanding of the experience of students and employees, while maintaining governing-board separation from operations
- Engaging trustees in identifying candidates for board openings.

Information – Board Elections & Committees

Elections: CWU Policy 1-60-070 states that the Board of Trustees shall elect the chair and vice chair annually at the board's summer meeting. The chair and vice chair hold their positions for one year or until their successors are elected.

Committees: Central Washington University Policy 1-60-040 states that special committees may be appointed by the chair of the Board, provided that no special committee acts for more than one year from the date of appointment, without reauthorization. Membership on committees shall be for a one-year term and shall be by the appointment of the chair.

Trustees unanimously elected Ron Erickson as Chair of the Board of Trustees, and Robert Nellams as the Vice Chair of the Board of Trustees.

Committee assignments for 2018-19 are as follows:

- Executive Committee: Ron Erickson, Robert Nellams, Keith Thompson
- Academic and Student Life: Robert Nellams, Ron Erickson. Gary Epp
- Business and Financial Affairs: Ray Conner and Keith Thompson
- Enrollment Management: Emily Washines and Ron Erickson
- Operations: Chris Liu and Erin Black

The next meeting of the Board of Trustees is October 21-22, 2018 in Ellensburg.

Meeting adjourned at 11:23 AM.



Linda Schactler, Secretary to the
CWU Board of Trustees



Keith Thompson, Chair
CWU Board of Trustees