FEBRUARY 21, 2019

WORK SESSION
CWU Sammamish
Sammamish, WA

The work session was called to order at 1:38 p.m.

Present:
Ron Erickson, Chair
Robert Nellams, Vice Chair
Erin Black (via phone)
Ray Conner
Gary Epp
Keith Thompson

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
Andreas Bohman, Vice President for Operations
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
Michelle Bennett, Sammamish Chief of Police
Ramiro Valderrama, City Councilman

Action – Approval of Amending the Agenda

Motion 19-01: Mr. Nellams made a motion to amend the agenda of February 22, 2019 in order to expand the subject matter of the executive session to include subsection “b” of RCW 42.30.110(1), which addresses the acquisition of real estate. Mr. Conner seconded the motion. The motion was approved.
Action – Approval of the Agenda

**Motion 19-02:** Mr. Nellams moved the Board of Trustees of Central Washington University approve the amended agenda of the meetings of February 21 and 22, 2019. Mr. Thompson seconded the motion, which the board unanimously approved.

Approval of Minutes

**Motion 19-03:** Mr. Thompson moved that the Board of Trustees of Central Washington University approve minutes of the regular meeting of October 22, 2018. Mr. Nellams seconded the motion. The motion was approved.

Chair Erickson invited Mayor Malchow, Chief Bennett, and Councilman Valderrama to the table to say a few words. Each reported that CWU Sammamish has been very well received in the community. They appreciate the partnership and the breadth of opportunity for the community.

Sammamish Update

Central Washington University opened CWU-Sammamish in September 2017. The learning center has been very well received by the community. The location currently provides general education undergraduate classes, which are available to the public, including high school students. CWU also partners with the City of Sammamish to offer community events and Continuing Education programs, including lifelong-earning opportunities, education, and professional development programs.

The students participating in the Running Start Program comprise a significant population of those taking credit-bearing courses. In fall 2017 there were 74 Running Start enrollments; Running Start Enrollments for fall 2018 were 258. To support this increased demand, CWU has added a fulltime Advisor/Recruiter to the Sammamish team.

**CWU Major Achievements:** Since launching the instructional site in the fall quarter of 2017, CWU-Sammamish has received strong support from Sammamish community members to provide educational access. Some achievements include:

- partnering with the City of Sammamish and local organizations to host community events,
- delivering a Business Executive Professional Development Program, and
- establishing an Advisory Board to enhance understanding of community needs.

We expanded outreach to regional high schools leading up to fall 2018. Outreach approaches included:

- holding six meetings with surrounding high schools to discuss Running Start programming,
- offering 31 information sessions at CWU-Sammamish with 327 students and parents, and
- participating in five area high school information sessions with 596 high school students.

**Community and Academic Engagement:** During the past 16 months, academic engagements with the community have resulted in multiple outreach events and partnership programs at CWU-Sammamish. Community events and programs delivered on-site include the following:

- “Boo Sammamish,” a Halloween event featuring science experiments, face painting, and other events drew more than 500 community members,
- Lunar New Year Celebration served nearly 3,000 community members, and
- 2017 National Audubon Photography Exhibit, which drew more than 100 community members.
**Looking Ahead:** CWU is working with the newly formed Advisory Board to identify the community needs for education. Future initiatives include:

- launching a summer youth camp,
- offering a graduate degree program, and
- prospective delivery of professional development programs.

**Introduction of New Administrators**
Provost Frank introduced the new deans in ASL:

- Shawnte Elbert, Associate Dean, Health and Wellness
- Greg Heinselman, Dean, Student Success
- Rebecca Lubas Dean of Libraries
- Jeff Stinson, Dean, College of Business

**NWCCU After-Action Report**
On 11 January, President Gaudino, Provost Frank, Dr. Amy Claridge (Faculty Senate Chair), Lidia Anderson (Classified Staff Council Chair), and Dr. Bernadette Jungblut (Associate Provost – Accreditation, Academic Planning, and Assessment) attended the NWCCU commissioners’ meeting in Seattle. Prior to that meeting, all 21 commissioners had an opportunity to review the CWU Mission Fulfillment and Sustainability Self-Evaluation Report; the SharePoint evidence repository; the Accreditation Data Dashboard; and the site visit Evaluation Committee’s report.

During the meeting, the two commissioners assigned to CWU (Dr. Bogdan Hoanca, Professor of Management Information Systems at the University of Alaska Anchorage, and Dr. Susan Capalbo, Senior Vice Provost at Oregon State University) had the opportunity to highlight items from the self-evaluation materials and to ask follow-up questions. Overall, the discussion was very positive, and the CWU representatives believe thorough answers were provided for all questions.

CWU’s NWCCU Year One Mission and Core Themes self-evaluation report is due March 2020. CWU is required to review and revise (as the institution sees fit) the mission, vision, and core themes. The identification of “meaningful, assessable, and verifiable indicators of achievement” will entail the revision of the university strategic plan. CWU will also need to integrate other plans with the university strategic plan: for example, the comprehensive retention plan and the strategic enrollment management plan. CWU will follow the same, university-wide inclusive process used to complete the October 2018 Mission Fulfillment and Sustainability self-evaluation report. This process is based on multiple opportunities for contributing to the enhancement of the CWU mission and core themes and strategic plan development including the following: open forums, unit-level discussions, interviews with faculty and staff, student focus groups, and opportunities for trustees’ review, feedback, and recommendations.

**Strategic Enrollment Plan**
The Board of Trustees reviewed a working draft of the Strategic Enrollment (SE) Plan 2019-2025 during the July 26-27, 2018 board retreat. The draft included three broad enrollment goals and strategies to attain those goals. Following their review of the document, the Board requested that “input be sought through broad campus conversations and that a complete draft be developed during the [AY18-19] academic year.”
In response to the Board’s direction, the Enrollment Management division expanded the level of involvement of the faculty, staff, and administrators during the plan’s development. Opportunities for extended engagement included serving for one year on the SE Plan steering committee or one of three subcommittees. Opportunities for public comment included placing the draft strategic enrollment plan on a dedicated website, providing a platform for online comments, hosting a university discussion forum centered on the goals and how to achieve them, and presenting the plan to more than 20 groups, including colleges, academic and student support departments, and Faculty Senate representatives.

Enrollment Management is responsible for implementing tactics and indicatives that advance new student recruitment goals; the Provost is responsible for those that advance retention and graduation goals. CWU’s ethnic and cultural diversity goal is embedded within the goals for recruitment and retention.

**New Student Recruitment Initiatives:**
- Increase the number of applications using services of Royall & Company, which provides student engagement and enrollment management solutions,
- Use business intelligence for decision making, e.g. where to deploy recruiting staff, adapt to the changing Gen Z market,
- Modernize strategies and tactics at all phases of the recruitment funnel: inquiry, applicant, admitted, enrolled, and
- Adopt CRM (customer relationship management) best practices and technology.

**Comprehensive Retention Plan Overview**

**Guiding Principles:** Central Washington University’s Comprehensive Retention Plan is based on the following:
- CWU provides access to a university education and four-year degree to students who might not otherwise have this opportunity due to demographics, socio-economic status, prior levels of academic experience and achievement, and other background characteristics.
- All CWU students, no matter their background, will have the opportunity to receive the support they need to be academically, professionally, and personally successful at CWU.
- CWU strives to provide the right combination of challenge in terms of academic rigor and support so that all students feel a sense of connectedness and belongingness to the university community.

**Components:** CWU’s Comprehensive Retention Plan has four (4) primary objectives and related components.

1. CWU is engaged in the design, implementation, assessment, and continuous improvement of best-practice retention programming focused on the primary student characteristics Academic and Student Life has determined are associated with attrition. These retention initiatives consist of courses, targeted programs, student services, and policies, procedures, and practices.

2. CWU’s retention program development is grounded in extensive analyses of student data, prior to enrollment at CWU, during students’ time at the university, and afterward.

3. CWU’s retention programming entails an ongoing audit of current courses, programs, services, and policies.
4. CWU’s retention planning is grounded in solid project-management practices. This includes participation by, and collaboration among, all divisions; timely, university-wide communication; timelines and specified roles and responsibilities; risk assessment; and recalibration as needed.

**Programming:** In February 2018, ASL committed to: 1) implementing a Summer Developmental Math Bridge Program; 2) removing barriers to student success; 3) forming a Retention Steering Committee with representation from ASL, the Faculty Senate, and the Academic Department Chairs Organization (ADCO); 4) forming an Undergraduate Academic Advising Collaborative; and 5) creating new opportunities for faculty professional development emphasizing student achievement. All five of these initiatives have been implemented and are moving forward.

In addition to the implementation of the summer 2018 Developmental Math Bridge Program, other AY 2018-19 retention programming has focused on providing support to students with the five characteristics listed above.

**Meeting adjourned at 5:12 PM.**

Trustees, the president, cabinet members, and the assistant attorney general attended a social dinner at Blu Sardinia Restaurant in Redmond from 6:00-8:00 p.m. No business was conducted.

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**FEBRUARY 22, 2019**

Seattle Marriott Redmond Hotel  
M Space Conference Room  
Redmond, WA

**Executive Session**

**Present:**  
Ron Erickson, Chair  
Robert Nellams, Vice Chair  
Erin Black (via phone)  
Ray Conner  
Keith Thompson  
James Gaudino, President  
Linda Schactler, Board Sec’y, Chief of Staff  
Andreas Bohman, VP Operations  
Joel Klucking, Board Treasurer, VP & Financial Affairs  
Katherine Frank, Provost  
Alan Smith, Assistant Attorney General

The board convened in executive session at 8:30 a.m. for one hour for the purpose of discussing issues related to real estate and litigation, per RCW 42.30.110. At 9:30 a.m., the executive session was extended another 45 minutes. Executive session ended at 10:15 a.m.

**Regular Business Meeting**

The regularly scheduled business meeting was called to order at 10:20 a.m.

**Present:**  
Ron Erickson, Chair  
Robert Nellams, Vice Chair
President’s Report
Chair Erickson reported that the board had had an in-depth review of retention practices and strategies on the previous day, but noted that the discussion had not included the importance of a diverse workforce in teaching and providing support for an increasingly diverse student body. He asked staff to address this at the May 2019 board meeting.

Chair Erickson brought forth the renaming of the Business and Finance Committee of the Board to the Finance and Audit Committee as the first order of business in order to make the board committee structure consistent with the new Internal Audit Policy.

Four Board Resolutions were read into record.

Vice President Bohman read Resolution 19-01:

WHEREAS, the highest priority of the Department of University Police & Public Safety is the security and safety of students, employees, and visitors; and

WHEREAS, on February 6, 2019, miscommunicated information prompted an emergency Alert! and response at Central Washington University in Ellensburg; and

WHEREAS, under the leadership of Chief Jason Berthon-Koch, CWU police responded with impressive speed and efficiency to the perceived threat, which was spread through social media speculation;

WHEREAS, CWU Police coordinated seamlessly with more than 12 emergency response units from all over Central Washington University, and ultimately secured more than 15 buildings, including the 228,000 square-foot student union building; and

WHEREAS, the University Police & Public Safety Department exhibited exceptional professionalism in the manner in which officers interacted with students and employees; and
WHEREAS, the Western Association of Campus Law Enforcement Administrators (WACLEA) recognized the excellence of the CWU Department of Police & Public Safety with the 2018 Department of the Year award, and naming CWU Officer Pete Ross, 2018 Officer of the Year;

NOW THEREFORE BE IT RESOLVED that the CWU Board of Trustees and the university community express their appreciation to the members of the University Police & Public Safety for the department’s exceptional work during the recent emergency response.

ADOPTED and signed this day of February 22, 2019.

Motion 19-04: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-01 honoring University Police and Public Safety, which was seconded by Mr. Thompson. The motion was approved.

Vice President Bohman read Resolution 19-02:

WHEREAS, CWU’s Facilities Management Department (FMD) maintains more than 255 acres of property, including 94 facilities totaling 3.2 million gross square feet (GSF); and

WHEREAS, the Ellensburg campus experienced several days of extreme weather between February 8 and February 14, including blizzard conditions and snowfall of nearly a foot; and

WHEREAS, under the cheerful and effective leadership of Associate Vice President Shane Scott, Facilities Management had all hands on deck each week day and throughout the weekends, 24 hours a day; and

WHEREAS, each day, throughout the day, facilities staff cleared snow on roads and walks, spread sand and gravel, plowed parking lots, and cleared building steps and entranceways, prioritizing ADA routes; and

WHEREAS, in the midst of the weather response, crews rapidly addressed a burst pipe that flooded part of Randall Hall; and

WHEREAS, FMD staff began their work “days” between midnight and 4:00 AM;

WHEREAS, FMD plowed 73 acres or 3.1 million square feet of sidewalks and parking lots every day; and

WHEREAS, FMD removed nearly 1.6 million cubic feet of snow during the storm;

WHEREAS, FMD accomplished this feat through the dedicated labor of 13 grounds crew with the assistance of two custodians, seven maintenance mechanics, and nine custodial staff who normally focus on office moves; and 65 custodians who worked to maintain safe entryways to all buildings;

NOW THEREFORE BE IT RESOLVED that this Board of Trustees and the university community express their deep appreciation and thanks to the staff of the Facilities Management Department and recognize them for their extraordinary work to maintain a safe and snow-free campus environment.

ADOPTED and signed this 22nd day of February, 2019.
Motion 19-05: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-02 honoring CWU’s Facilities Management Department, which was seconded by Mr. Thompson. The motion was approved.

Vice President Bohman read Resolution 19-03:

WHEREAS, the Ellensburg Police Department responded immediately to the 911 call, offering assistance and support to CWU Police; and

WHEREAS, the Ellensburg Police Department helped to secure the Ellensburg campus, offering the highest level of professional emergency support; and

WHEREAS, the Ellensburg Police Department launched the investigation that ultimately established that the report was a case of misinformation spread through social media; and

WHEREAS, Ellensburg Police Department has long been a valued CWU partner for community policing; and

WHEREAS, under the leadership of the Ellensburg Chief of Police, Ken Wade, CWU enjoys a close and productive relationship based on mutual respect and cooperation with the EPD;

NOW THEREFORE BE IT RESOLVED that the CWU Board of Trustees and the university community extend their most sincere thanks and appreciation to the Ellensburg Police Department for emergency response and support on February 6, 2019.

ADOPTED and signed this 22nd day of February, 2019.

Motion 19-06: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-03 honoring Ellensburg Police Department, which was seconded by Mr. Thompson. The motion was approved.

Vice President Jackson read Resolution 19-04:

WHEREAS, Dawn Alford leads emergency response for Public Affairs, and has completed the highest levels of state and federal training of the Federal Emergency Management Agency for public information management; and

WHEREAS, Dawn’s emergency responsibilities began to increase Sunday, February 3 when heavy snow forecast for western Washington shut down University Centers; and

WHEREAS, when the snowstorm overtook the entire state, Dawn’s work began to fill 20 hours a day, 7 days a week, communicating with University Center directors and coordinating the work of Public Affairs staff, pushing information out via traditional information channels as well as through social media, creating a new emergency-update web page, and responding to concerned employees, students and others; and
WHEREAS, Dawn’s responsibilities grew again on February 6 when a 911 emergency shook the campus and the community, requiring intensive and targeted outreach, including organizing listening sessions for students and employees; and

WHEREAS, Dawn’s effectiveness is due to her intelligence, experience, responsiveness, and training, but also to her remarkably positive outlook and kind and funny personality, which is a particularly desirable trait when waking up administrators in the middle of the night to deliver bad news; and

WHEREAS, Dawn’s leadership has supported the management of several crisis, including region-wide wildfire response and participation in county-wide emergency operations centers; and

WHEREAS, Dawn has actively participated in the Kittitas Emergency Management Council and coordinated several campus emergency management exercises;

NOW THEREFORE BE IT RESOLVED that this Board of Trustees and the university community express their deep gratitude to Dawn Alford for her leadership, excellence in communication, and good humor under pressure.

ADOPTED and signed this 22nd day of February, 2019.

Motion 19-07: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approve Resolution 19-04 honoring Dawn Alford, which was seconded by Mr. Thompson. The motion was approved.

Public Comment
Chair Erickson reported that no one signed up for public comment.

Data Warehouse Update
CWU’s data footprint is approximately 200 terabytes (TB); CWU generates over 20 TB of data each year. The extraction and transformation of these data into accurate and actionable information is mission-critical; we need to be able to understand our data to evolve our institution and ensure the success of our students.

The Board of Trustees authorized funding for the Data Warehouse Expansion (DWE) project in February 2018. The data warehouse is a platform for faculty, staff, and external stakeholders to consume data through several different vehicles, such as self-service analytics, self-guided reports, web portals, and state/federal reporting tools. The DWE project was managed by the CWU Project Management Office (PMO) and will be completed on March 1, 2019 with a soft go-live.

Project Management Prioritization: Rapid change and increasing financial and political pressure has made more urgent CWU’s increasing need to engage in integrated planning—for infrastructure, academic assessment, retention management, accreditation, and financial projects. The Project Management Office (PMO) prioritizes projects using a scoring matrix that emphasizes the value the project provides to the institution. The five top-priority projects being managed now are:

1. General Education Implementation
2. Health Sciences construction
3. Dugmore Hall construction
4. Data Warehouse Expansion
5. Capital Planning & Minor Works
**Action – Acceptance of Consolidated Annual Financial Report**

On February 8, the Washington State Auditor’s Office held an exit conference with representatives of the Board of Trustees and Business & Finance Affairs for the purpose of reviewing the results of the independent audits of fiscal year 2018, and to provide an open forum for discussion. The SAO performed two audits:

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

Over the past few years, the university has implemented several new, highly complex, accounting standards related to pensions and OPEB (other post-employment benefits) and is pleased with another clean audit with no findings. Moreover, the results of operations in fiscal year 2018 indicate significant progress toward improving operating margins, summarized below:

- 2018 operating revenues increased $8.3M, or 5.4% over 2017
- 2018 operating expenses increased only $1.1M or .45% over 2017
  - Of the $1.1M increase in operating expenses, Instruction & Student Services expenses *increased* by nearly $5.9M (5.3%), while all other expenses, including depreciation, *decreased* by $4.8M (3.5%)

**Motion 19-08:** Mr. Nellams moved that the Board of Trustees of Central Washington University hereby accepts the Audited Financial Statements for Fiscal Year 2018 as presented, which was seconded by Mr. Conner. The motion was approved.

**Action – Approval of Bachelor of Applied Science and Bachelor of Science in Risk, Insurance, and Safety Management**

The Bachelor of Applied Science and Bachelor of Science in Risk, Insurance, and Safety Management (BAS/BS-RISM) degree programs have been designed to prepare students for rewarding careers as risk, insurance, and/or safety management professionals. The BAS-RISM allows individuals who have worked, or are currently working, in the industry to enhance their career opportunities and earnings potential by utilizing their community/technical college education and on-the-job experience to earn a baccalaureate degree following completion of upper-division coursework. The BS-RISM will provide a degree program to existing CWU students, and has strong potential to attract additional students to the university. These degree programs will be delivered 100-percent online and therefore are able to serve place-bound students.

**Motion 19-09:** Mr. Nellams moved that the Board of Trustees of Central Washington University approves the Bachelor of Science and Bachelor of Applied Science degree programs this day February 22, 2019, which was seconded by Mr. Thompson. The motion was approved.

**Action – Approval of Board Policy Amendment**

In July 2018, CWU reconstituted the in-house internal audit function, which had been outsourced since 2013. CWUP 1-80-030 is a resolution of the Board of Trustees of Central Washington University delegating certain administrative powers and duties to the president of the university. An amendment to this policy is required in order to establish the reporting relationship of the Internal Audit Manager to the Finance and Audit Committee of the Board, and, administratively, to the vice president of the Division of Business & Financial Affairs. This amendment also references the Internal Audit Charter as “Appendix A” of this policy.
Motion 19-10: Mr. Nellams moved that the Board of Trustees of Central Washington University approves the revision of policy 1-080-030 – Additional Pertinent Resolutions of the Board of Trustees, which was seconded by Mr. Thompson. The motion was approved.

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 19-11: Mr. Nellams moved that the Board of Trustees of Central Washington University approves the consent action items submitted February 22, 2019, which was seconded by Mr. Conner. The motion was approved.

Action – Approval of Dining Increase
Business and Financial Affairs seeks authorization to increase the room and board rate up to 5 percent in the aggregate for the 2019-2020 academic year (fiscal year 2020).

The proposed rates are in accordance with the comprehensive 30 year Housing and Dining Financial Master Plan which provides long term strategies to fund building preservation and enhancement, furniture replacement, improved security, as well as cover costs associated with utility rate increases, minimum wage increases, and planned salary increases.

The President’s Budget Advisory Committee, Cabinet and President supported the draft request.

Motion 19-12: Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approves the Auxiliary Services Housing and Dining maximum rate increase, not to exceed 5 percent in the aggregate, for fiscal year 2020. Mr. Conner seconded the motion. The motion was approved.

Action – Approval of Faculty Code Amendment
The Faculty Senate asks for approval of three changes to the Faculty Code which were approved at the May 30, 2018, November 28, 2019, and January 9, 2019 Senate meetings. The changes are described in more detail in the Faculty Senate Report, and brief explanations are provided here.

1.) Recommends amending Section I: This change makes clear that reorganization is an area that requires faculty consultation.

2.) Recommends amending Section III: This change adds a new distinguished faculty award to the Code. The proposed new award, the Board of Trustees Distinguished Faculty Award, will recognize faculty members with long-term records of excellence in teaching, scholarship, or artistic activities.

The revision also addresses several issues that surface every year as faculty complete the award selection process. Award-selection committee members and responses to a Faculty Senate survey have consistently articulated areas of concern in the process, including insufficient opportunities for non-tenure track faculty to participate in the process; anonymity of selection committee; and difficulty populating the committee because of required composition. The proposed Code changes address those issues to make the award process more transparent and efficient. In addition, the revision makes clear that some of the monetary award for Distinguished Faculty derives from the CWU Foundation.
3.) Recommends amending Section IV. Faculty Senate as outlined in Exhibit C.
This change describes the workload release for the new General Education Program Director and Pathway Coordinator positions. These new positions are necessary to support the coordination of the new general education as a program rather than a set of courses. The Provost and Academic Deans have committed to support these workload releases for the next three years, and following.

**Motion 19-13:** Mr. Nellams moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the changes to Faculty Code. Mr. Thompson seconded the motion. The motion was approved.

**Action – Approval of Internal Audit Charter**
In July 2018, CWU reconstituted the in-house internal audit function, which had been outsourced since 2013. The internal audit charter, which follows this summary, establishes authority granted by the Board regarding access, scope and standards, and identifies the responsibilities of the internal audit manager to the university and the Board.

**Motion 19-14:** Mr. Nellams moved that the Board of Trustees of Central Washington University hereby approves the Internal Audit Charter. Mr. Conner seconded the motion. The motion was approved.

The next meeting of the Board of Trustees is May 16 and 17, 2019 at Ellensburg, WA

Meeting adjourned at 11:34 AM.

Linda Schactler, Secretary to the CWU Board of Trustees

Ron Erickson, Chair CWU Board of Trustees