

12-5-2014

## Deember 5, 2014- Board of Trustees Meeting Minutes, Regular and Special Meetings

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**Board of Trustees Minutes  
Regular Meetings  
December 4 and 5, 2014**

*Approved February 6, 2015*

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***December 4, 2014***

**4:00 PM Retention Work Session, Barge 412**

Vice Chair Thompson called the work session to order at 4:11 PM.

**Present:**

Mr. Keith Thompson, Vice Chair  
Mr. Dan Dixon  
Mr. Ron Erickson  
Mr. Chris Liu  
Mr. Robert Moser

**Also present:**

Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, CFO/Vice President for Business and Financial Affairs  
Ms. Linda Schactler, Chief of Staff/Secretary to the Board  
Mr. Stevan DeSoer, Vice President for Operations  
Dr. Sarah Swager, Dean of Student Success  
Dr. James DePaepe, Executive Director, Organizational Effectiveness  
Mr. Alan Smith, Assistant Attorney General  
Ms. Kim Dawson, Executive Assistant to the President and Board of Trustees

Vice Chair Thompson introduced Dr. Sarah Swager and Dr. James DePaepe to present strategies for enhancing retention at CWU. Dr. Swager explained that there are two key imperatives for improving retention: our obligation to student success, and enrollment and financial sustainability. Strategies to enhance recruitment include: enhancing the quality and quantity of advising; restructuring our advising program; and sharpening advising and retention tools.

Dr. DePaepe described a recent study analyzing the persistence behaviors of freshmen and of transfer students. The eight-year longitudinal study sought to identify the points in academic careers at which students are most likely to drop out. The results of the study allow the Office of Organizational Effectiveness (OE) to identify individual students most at risk of dropping out and to provide those names to advisors for intervention/advising.

Dr. Swager added that we currently have several campus-wide retention and completion initiatives. The Retention Task Force includes faculty and staff from a broad spectrum of departments. The task force meets bi-weekly to discuss emergent and on-going retention concerns and remedies. Another key strategy is requiring all freshmen to participate in Orientation, First Year Experience, and UNIV 101. These programs are

designed to help students adjust to life at the university and provide them with tangible resources for successes. CWU also offers robust student engagement opportunities, internships, study abroad, and career planning. Advisors are working assertively to help students identify areas of interest and potential majors earlier in their academic careers; research shows that students who identify with an academic area feel affinity with the university and are more likely to continue to completion.

Beta testing of online/in person counseling for students with anxiety is currently being conducted with the help of the University of Florida. They are providing testing for a counseling module that uses student on-line assessments to enhance the quality and efficiency of the in-person contacts with students who experience situational anxiety at college. The program is intended to serve these low-risk students quickly and effectively and to allow us to use counselor time efficiently. The program will allow us to eliminate waiting lists and to assure that higher-risk students are seen promptly.

Meeting adjourned at 5:27 PM.

Following the work session, Board members met for a reception and social dinner with the President and Mrs. Gaudino at the University House at 5:30 PM. No university business was discussed.

***December 5, 2014***

#### **BUSINESS MEETING**

Chair Sid Morrison called the business meeting to order in Barge 412 at 9: 01 a.m.

#### **Present:**

Mr. Sid Morrison, Chair  
Mr. Keith Thompson, Vice Chair  
Mr. Dan Dixon  
Mr. Ron Erickson  
Mr. Glenn Johnson (via phone)  
Mr. Chris Liu  
Mr. Robert Moser

#### **Also present:**

Dr. James Gaudino, President  
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life  
Mr. George Clark, CFO/Vice President for Business and Financial Affairs  
Ms. Linda Schactler, Chief of Staff/Secretary to the Board  
Mr. Stevan DeSoer, Vice President for Operations  
Mr. Alan Smith, Assistant Attorney General  
Ms. Kim Dawson, Executive Assistant to the President and Board of Trustees

#### **Changes to the Agenda**

Chair Morrison called for changes to the agenda. Hearing none, he proceeded to the approval of the agenda.

## Approval of the Agenda

**Motion 14-50:** A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meeting of December 5, 2014 was presented by Mr. Erickson and seconded by Mr. Dixon. Motion approved.

## Approval of Minutes

**Motion 14-51:** Mr. Dixon moved that the Board of Trustees of Central Washington University hereby approves the minutes of the regular meetings of October 2 and 3, 2014. Mr. Erickson seconded the motion, which the board approved.

## CHAIR REPORT

Chair Morrison reported that CWU was a major sponsor of the Annual Yakima Rotary Auction at the end of November. Ann Anderson organized CWU's sponsorship, which included filling two 10-person tables for the event. CWU hosted Representative-Elect Gina McCabe and Congressman-Elect Dan Newhouse, as well as several CWU alumni, CWU Alumni Board members, and CWU administrators. It was a very successful event and CWU received many accolades.

Mr. Morrison thanked Mr. Thompson for chairing Thursday's work session on retention. Dr. Swager and Dr. DePaepe presented the board with predictive analytics and strategies for enhancing retention at CWU. Mr. Dixon stated that the presentation was one of the most optimistic presentations he's seen since his time on the board. He was very impressed with the humanistic approach of dealing with data. Mr. Liu added that data-driven decisions are important for the future of the university.

## PUBLIC COMMENT

One person signed up to speak during the Public Comment period. Mr. **Joe O'Leary** was invited to address the board about the Aviation Program.

Mr. O'Leary expressed concerns related to CWU's new flight contract.

Assistant Attorney General Alan Smith explained the contract process to the board and commended the team effort of Linda Schactler, Connie Lambert, Amy Hoover and Stuart Thompson on getting the agreement in place. Trustee Johnson added that he was supportive of the agreement.

## PRESIDENT'S REPORT

### Celebrations

Marilyn Levine, Provost and Vice President for Academic and Student Life, introduced the following nominee for Faculty Emeritus Status:

**Dorothy Chase**, has been a valued faculty member at CWU and in the Department of Family and Consumer Sciences for fourteen years and has amassed a stellar record of Teaching, Scholarship, and Service. Dr. Chase taught a variety of courses in travel and tourism. In 2014 she co-authored a textbook that is used in Career and Technical Education programs in high schools nationally. She has been a club advisor, is the founding advisor for a new student chapter of Meeting Professionals International, and was elected co-

chair of the Family and Consumer Sciences Department in 2011. Dr. Chase also enriches our community through her involvement as a board member for the Thorp Mill Town Historical Preservation Society, as the founding director of the Ellensburg Downtown Association, and member of Historic Ellensburg.

**Robert Fordan**, has been a faculty member at CWU for 23 years. Dr. Fordan has taught more than 25 courses in a variety of areas such as broadcast news, and media and journalism history. He was responsible for the creation of a chapter of the national honor society, Alpha Epsilon Rho, for the purpose of emphasizing superior scholarship and creative participation in broadcast journalism and telecommunication production. Professor Fordan has also been an active researcher and professional. He produced a number of scholarly articles concerning media and politics as well as dozens of video production/creative works and professional conference presentations. Students appreciated his passion, his real-world experience, his knowledge of the field, and the practical applications of his courses.

Stevan DeSoer, Vice President of Operations, introduced the following nominees for Distinguished Service:

**Don Allen**, Systems Engineer ITS-4, retired February 28, 2014 with 17 years of service. Don's relationship with CWU actually began 28 years ago in 1986 when, as a contractor, he provided support for CWU's mainframe computers. He joined CWU in January of 1997 and his responsibilities included mainframe support as well as support for many other technology services and systems. Don's specialty was – and still is – fixing things, whether it was computers, software or engines. Don set a high standard for implementing reliable systems and his after-hours and on-call reliability was an example for all. Don was a well-liked, respected and valued CWU employee. His devotion to the university is unquestioned and his career worthy of Distinguished Civil Service Employee consideration.

**Pam Noland**, Custodian with Conference Programs, retired November 1, 2014 after 28.5 years of service. She began her career at CWU in April of 1986 and has been an excellent employee; she is highly dependable, detail oriented, and very determined. Pam has always exhibited a superior work ethic. Over the years, she has directed and trained numerous custodians, students, and temporary assistants, instilling in them many of the skills and traits she possesses. As the laundry lead, Pam provided quality laundry services to many departments on campus. Processing over 160,000 pounds of laundry on a yearly basis, Pam was noted for her quick product turnaround time. Pam was greatly appreciated by the CWU departments she helped support, as well as her co-workers.

#### Other Celebrations

President Gaudino acknowledged the achievements of the following individuals:

**Janet Spybrook**, is leading CWU's adoption of "Compass 2 Campus," a youth mentoring program designed to encourage students from underrepresented and low-income backgrounds to finish high school and enroll in postsecondary education. This year, Dr. Spybrook partnered with Wapato School District, which has three elementary schools with about 280 fifth-graders. Next year Compass 2 Campus plans to expand to other school districts in central Washington.

**William Thelen**, Director of Testing Services, received the 2014 National College Testing Association Service Recognition award.

**Dr. Roy Savoian**, organized the remarkably successful “Many Faces of Entrepreneurship” program. The event was held at the Capitol Theatre in Yakima on November 18, and attracted about 710 high school students and 72 advisors from 24 schools from Yakima and Kittitas counties. Experienced entrepreneurs shared their experiences, journeys, and what it means to be an entrepreneur with the audience.

**KCWU Radio, “The Burg”**, won the College Broadcaster, Inc. 2014 National Student Production Award for Best Podcast. KCWU beat out three other finalist college radio stations from the University of North Carolina-Chapel Hill, Stanford University, and the University of Oregon.

**CWU Alumnus, Anndria Cook**, received the Washington Elementary Art Educator of the Year award. She received her bachelor’s degree in elementary education with teaching endorsements in literacy and arts education from CWU in 2012.

President Gaudino introduced Dennis Francois, Director of Athletics, to highlight the great things going on in Athletics. Dr. Francois reported that fall has been a great season.

- CWU Soccer was a conference qualifier.
- Cross Country took fifth at the GNAC regional meet, earning a berth in the national meet in Louisville, KY on December 6. The team was led by Dani Eggleston, 10<sup>th</sup> overall, Connie Morgan, 13<sup>th</sup>, and Megan Rogers, 14<sup>th</sup>.
- Four CWU football players were among 43 student-athletes selected to the 2014 GNAC all-conference football team.
- Head volleyball coach, Mario Andaya, and Chloe Solum, assistant volleyball coach, have coached CWU student-athletes to remarkable success this year. CWU Volleyball was a NCAA West Regional qualifier this season. All-American Catie Fry has been selected to the 2014 American Volleyball Coaches Association (AVCA) Division II All-West Region first team for her accomplishments this season. With the all-region selection, Fry is eligible once again to be voted as an AVCA All-American, an honor she earned as a sophomore in 2013. Coach Andaya, who scored his 300<sup>th</sup> win this season, is a ’93 CWU graduate. Coach Solum is in her 7<sup>th</sup> year as assistant coach and has been instrumental in the “Power of She” program, which encourages CWU student-athletes to support each other in all sports.

Dr. Francois added that CWU student-athletes not only perform on the court, but perform in the classroom as well. CWU student-athletes average a 3.516 GPA; 171 student-athletes made the honor roll last year.

President Gaudino introduced two new hires in the Presidents Division: Bob Ford, Senior Director for Alumni and Constituent Relations, and Dr. Antonio Sanchez, Assistant Director for Government Relations.

### **Approval of the Consent Agenda**

**Motion 14-52:** Mr. Dixon moved that the Board of Trustees of Central Washington University approves the consent action items submitted December 5, 2014. Mr. Johnson seconded the motion, which the board approved.

### Communications

The President reported that the Board received two communications from Kyle Kuhn, CWU Student, requesting information for a class project and the board responded to one of the communications prior to today’s meeting.

## Reports

The **Student Government of the Associated Students of CWU** reported that they have a final design for the class ring project and plan to hold a class ring ceremony in the spring. Bite of the Burg, Bi-Mart Night, and Fred Meyer Night were held fall quarter. Successful attendance at these events is attributed to more social media interaction and more targeted publicity to new students. Homecoming week was very successful; Wellington's Wildfire had record attendance and the new t-shirt cannon (purchased by Steve DeSoer) made its debut at halftime of the Homecoming football game. The "Get Out the Vote" campaign initiated 325 voter registrations in time for the November 4 election. To promote school spirit and tradition at CWU, the students have been raising money for a wildcat statue. They have raised \$55K, so far, and the CWU administration has agreed to assist with the cost and installation.

Central Transit's two-year grant is coming to an end. The City of Ellensburg is currently applying for a renewal, and the Student Government approved a letter of continued financial commitment for the service through a Transit Fee of \$3/quarter. They are working on extending transit hours, exploring the implementation/feasibility of taxi vouchers, and expanding the services to cover West Ellensburg.

The students' Office of Legislative Affairs is hosting Lobby Day in Olympia on January 28, 2015. Students will be provided with a set of legislative items to lobby to legislators.

The associated students board is committed to the following projects:

- improving student safety at the T-intersection of North Water and Dean Nicholson Blvd,
- providing lighting for the North Walnut foot path between SURC and Black Hall,
- getting approval for student representation on the Enterprise Information Systems Committee,
- improving publicity for Student Government elections, and
- working to have four clubs recognized as Equity and Services Organizations (Native American Student Association, First Generation Student Organization, Multi-Cultural Club, and the AUAP Friends Club).

The **Faculty Senate** reports that the Senate Budget & Planning Task Force has started to meet and will be acting as an information and communication source for faculty. Faculty Senate is collecting feedback from faculty on the priorities they would like to focus on this year.

The Senate has established an ad hoc committee to follow-up on the survey administered by the Collaborative on Academic Careers in Higher Education (COACHE) at the Harvard School of Education. The committee will be working with the survey data and faculty feedback to develop next steps.

The name of the bachelor's degree in Specialized Studies has been retitled "Individual Studies" and program oversight moved to the College of the Sciences. The Curriculum Committee approved a new certificate program in Library and Information Science, 18 new courses, two Special Topics courses, five program changes, and two program deletions. In September the Senate Executive Committee hosted a table at New Faculty Orientation.

President Gaudino reviewed the recent NWCCU Accreditation visit and progress on Strategic Planning. The accreditation review was a mid-cycle report, with the full report due in fall 2017. The mid-cycle review noted improvement in data availability and participation in academic assessment participation. Further, reviewers

said strategic planning has become a higher priority and mission evaluation is supported by specific personnel. Areas needing attention include:

- creating the NWCCU accreditation team for 2017,
- improving academic outcomes, assuring strategic planning reporting across units,
- assessing core themes yearly, and
- better connecting budget and improvement initiatives with core theme findings.

The data warehouse is key in all of this. It allows for in-depth analysis and real-time data. Mr. Liu stated that providing public access to key performance indicators should be a priority.

## **SUBCOMMITTEES**

### **Academic and Student Life – Trustees Erickson and Moser**

#### **Approval of Outbound Insurance Resolution Number 14-12**

CWU students participating in university-sponsored study-abroad or international travel programs shall be required, as a condition of participation, to purchase insurance arranged through CWU Business Services that will provide coverage for expenses arising from emergency evacuation, repatriation of remains, injury, illness, or death sustained while participating in the study or travel abroad program. Students will not be required to purchase insurance through CWU if they can furnish proof of comparable coverage under an insurance policy of their own. This policy is adopted pursuant to RCW 28B.10.660(3).

**Motion 14-53:** A motion that the Board of Trustees of Central Washington University hereby approves resolution 14-12 which herein becomes effective the start of fall quarter 2015 and is pursuant to RCW 28B.210.660(3) was presented by Mr. Erickson and seconded by Mr. Dixon. Motion approved.

Board members asked that staff develop a policy and procedure for inbound students as well. That policy will come forward in February.

Mr. Erickson made note of the recent tragedy involving four of CWU's University English as a Second Language students while they were on holiday in California. Dr. Swager reported that she was very proud of the support CWU staff showed the students and their families. Everyone handled the situation well and helped the families and students through a very hard time. Chair Morrison asked for a motion to express the board's sympathy to families.

**Motion 14-54:** A motion that the Board of Trustees of Central Washington University expresses their deepest sympathy for the recent tragic incident involving four CWU ESL students was presented by Mr. Dixon and seconded by Mr. Liu. Motion approved.

### **Business and Financial Affairs – Trustees Thompson and Johnson**

Information – Mid Year Budget Report:

Associate Vice President of Enrollment, John Swiney noted that enrollment is about 50 FTE below fall 2014 and 200 below budget targets. Some of the goals for increasing enrollment include improving continuing student year-to-year retention to 90 percent, increasing freshman-to-sophomore retention by 1 percent each year, and aiming for a freshman class of 1500 each year. New market research will help inform and focus marketing to new students.



Associate Vice President for Business & Financial Affairs, Joel Klucking, advised the board that CWU is currently under current budget for tuition, but expenses are below prior year. Fund 148 is on track with prior year. Spending authority for fund 148 resides with deans, and ASL summer revenues will be distributed to the deans in December. Most of the auxiliary funds are on track, but a couple of areas are on the “watch” list.

Vice President George Clark provided an overview of the university budget, in light of the \$6.5 million deficit for fiscal year 2015. In order to close the budget gap, the university is reducing spending and generating new revenue.

Proposed cuts in the four university divisions range from 2.9 percent – 6 percent. Most of the reductions result from defunding vacant positions. Mr. Clark shared different scenarios regarding tuition increases, most of which are dependent upon legislative actions in 2015. However, because admissions letters and financial aid offers go out well before the legislature concludes, CWU must estimate what tuition will be in effect for FY 2016. CWU will use a 5 percent tuition increase as a placeholder until state and board policy are established. We will formalize the final tuition plan in May or July 2015.

#### **Operations – Trustees Dixon and Liu**

##### **Approval of Amended and Restated 401(a) Supplemental Retirement Plan Document:**

Under IRS regulations, retirement plan documents must be submitted for review every five years. CWU received a favorable determination letter from the IRS for the 401(a) Supplemental Retirement Plan. This is a housekeeping issue to ensure compliance with the regulations. No significant changes were made to the body of the plan document.

**Motion 14-55:** A motion that the Board of Trustees of Central Washington University approves the amended and restated Central Washington University 401 (a) Supplemental Retirement Plan as of January 1, 2014 was presented by Mr. Liu and seconded by Mr. Thompson. Motion approved.

#### **Information – iCAT Update**

Steve DeSoer reported that the board will receive a full iCAT report at the July retreat. At that point, we will have completed 16 projects. Active directory is up and running and we have been able to decommission over 50 servers. By consolidating licensing fees, we’ve saved about \$75K annually. Two major projects are coming soon: time and attendance and chart of accounts. With every project there are three steps: implementation, adaptation, and evolution.

#### **Information – South Neighborhood Study Update**

Science II will open September 2016. There will be a domino effect of movement from one building to another, beginning with the move of faculty and staff from Lind and Hebel to Science II.

Trustees Dixon and Liu both commented that they appreciate the transparency and that they understand the complexity of we are going through here. They both believe we are moving in the right direction.

#### **Information – Discussion of revised 2014-15 BOT meeting schedule.**

The board had revised the schedule of meetings from April through July in order to reduce administrative costs and make most efficient use of trustees’ time. The board can meet every other month -- in May and July -- instead of April, May, June and July. This schedule also recognizes that the legislative session will likely not conclude until late April or May, so it’s not possible to make budget and policy decisions.

**Next Meeting:**

Chair Morrison announced that the next regular meetings of the Board of Trustees will be February 5 and 6, 2015 in Ellensburg. The meeting adjourned at 12:17 PM.



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



Sid Morrison, Chair  
Board of Trustees  
Central Washington University