

7-24-2015

July 22-24, 2015- Board of Trustees Meeting Minutes, Regular and Special Meetings

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BOARD OF TRUSTEES

CENTRAL WASHINGTON UNIVERSITY

**Board of Trustees Minutes
Annual Board Planning Retreat
July 22-24, 2015**

Approved September 18, 2015

July 22, 2015

Trustees, cabinet members, and spouses attended a social dinner at Mizuna Restaurant & Wine Bar in Spokane, WA from 6:00-8:00 p.m. No business was conducted.

July 23, 2015

Davenport Hotel, Spokane, WA

Executive Session

Present:

Mr. Sid Morrison, Chair
Mr. Keith Thompson, Vice Chair
Ms. Erin Black
Mr. Dan Dixon
Mr. Ron Erickson
Mr. Glenn Johnson
Mr. Chris Liu
Mr. James Gaudino, President
Ms. Marilyn Levine, Provost/Vice President for Academic and Student Life
Mr. George Clark, CFO/Vice President for Business and Financial Affairs
Mr. Stevan DeSoer, COO/Vice President for Operations
Mr. Alan Smith, Assistant Attorney General
Ms. Kim Dawson, Executive Assistant
Ms. Sarah Scott, Administrative Operations Coordinator

An executive session was held for the purpose of:

- (1) following up on acquisition of real estate under RCW 42.30.110 (1)(b);
- (2) discussing litigation or potential litigation with legal counsel under RCW 42.30.110(1)(i) and
- (3) reviewing the performance of a public employee under RCW 42.30.110 (1)(g).

The meeting was convened at 8:05 a.m. and adjourned at 9:45 a.m.

Business Meeting

The regularly scheduled business meeting was called to order at 9:59 a.m.

Present:

Mr. Sid Morrison, Chair
Mr. Keith Thompson, Vice Chair
Ms. Erin Black
Mr. Dan Dixon
Mr. Ron Erickson
Mr. Glenn Johnson
Mr. Chris Liu
Dr. James L. Gaudino, President
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life
Mr. George Clark, CFO/Vice President for Business and Financial Affairs
Mr. Stevan DeSoer, COO/Vice President for Operations
Ms. Kim Dawson, Executive Assistant to the President and Board of Trustees
Ms. Sarah Scott, Administrative Operations Coordinator
Mr. Alan Smith, Assistant Attorney General

Others Present:

Richard DeShields, Associate Dean for Student Living
Robert Nellams, CWU Foundation Board Chair
Gene Shoda, Associate VP Information Services and Security

Action – Approval of the Agenda

Motion 15-14: Mr. Erickson moved that the Board of Trustees of Central Washington University approve the agenda of July 22-24, 2015, which was seconded by Mr. Liu. Motion approved.

Action – Approval of the Minutes of the Regular Meeting of May 13, 2015

Motion 15-15: Mr. Liu moved that the Board of Trustees of Central Washington University approve the minutes of the regular meeting of May 13, 2015, which was seconded by Mr. Erickson. Motion approved.

Action – Approval of New Degree, BAS in Supply Chain Management

The Bachelor of Applied Science (BAS) in Supply Chain Management (SCM) builds on curriculum delivered as part of CWU's BS Business Administration, Supply Chain Specialization. The BAS SCM is designed to support those currently pursuing business-related technical degrees, as well as technical-degree recipients currently in the workforce. The BAS offers a path to bachelor's-degree completion and the prospect of further education, job enhancement and promotion. For transitioning military, the program offers a means to pursue new career opportunities that leverage military service experience.

Demand for individuals with an awareness and ability to deal with the complex nature of product and services supply chains is growing. Increased demand in the Pacific Northwest is due to a combination of trade flowing through the Ports of Seattle and Tacoma, a robust aerospace manufacturing sector, an increase in retirement rates at firms such as Boeing and PACCAR, and the continued expansion of Amazon, Starbucks and companies where supply chain management is a core business competency.

The BAS SCM will prepare graduates to start their professional careers in purchasing, demand management, logistics, transportation, account management, quality and many other related areas.

The program is administered in the College of Business. Upon approval, this program is scheduled to begin fall 2015. The Faculty Senate approved this degree on May 6, 2015.

Trustee Johnson stated he is in support of this new degree, but noted that this is the second new degree program that has come to the board where the business case states that no new faculty or staff is required for the first couple of years. He suggested an institution wide review be done to see where else we might have unused capacity. Trustee Dixon encouraged the group to utilize real companies in developing the course work.

Motion 15-16: Mr. Erickson moved that the Board of Trustees of Central Washington University endorse the recommendation of the Faculty Senate and approve the Bachelor of Applied Science in Supply Chain Management, which was seconded by Mr. Dixon. Motion approved.

Action – Approval of Faculty Code Changes

The Faculty Senate, at meetings on March 4, May 6 and June 3, 2015, voted to amend the Faculty Code as follows:

- Section III.A.2 - remove the word voluntary. This brings this award area in sync with the other award areas that do not require work be voluntary.
- Section IV. F, G, H, I, J - update Faculty Senate Bylaw references.
- Section IV B.1.iii - add clarifying language on who elects University Center senators.
- Section IV.D.1.f - add new Faculty Senate Standing Committee. The Budget and Planning Committee is being added in the interest of increased shared governance and formalize faculty participation in the university budget and planning process.
- Section IV.C and Section IV.E - Section C - deleted as it duplicates information in Section IV.E.
- Section E - provide appropriate workload for the Faculty Senate Chair, Chair-Elect, Past-Chair and other members of the Executive Committee. The challenges and responsibilities of faculty in more levels of university structure, increased frequency of internal meetings, time-sensitive demand for policy renovations have substantially increased in the past 28 years. The Executive Committee leadership finds it crucial to form more of an overlapping team consisting of past-chair, current chair and chair-elect to reduce the learning curve for the new chair each year.

Motion 15-17: Mr. Erickson moved that the Board of Trustees of Central Washington University endorse the recommendation of the Faculty Senate and approve the changes to the Faculty Code, which was seconded by Mr. Johnson. Motion approved.

Information – CWU Student Conduct Code

Richard DeShields was introduced to give the board an update on CWU's Student Conduct Code. Mr. DeShields explained that Central Washington University holds students to standards identified in the Student Conduct Code. The code is currently being revised to ensure compliance with the Administrative Procedures Act [RCW 34.05.410]. State law that identifies procedures for brief adjudicative hearings held at the university.

The revisions also update processes governed by Title IX and by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f)), the landmark federal law that requires colleges and universities across the United States to disclose information about crime on and around their campuses. The law is tied to an institution's participation in federal student financial aid programs and it applies to most institutions of higher education both public and private. The Clery Act is enforced by the United States Department of Education.

Additionally the revisions address consistency with Violence Against Women's Act. Reauthorized in 2013, VAWA is a landmark piece of legislation that seeks to improve criminal justice and community-based responses to domestic violence, dating violence, sexual assault and stalking in the United States.

After a vetting process with campus constituents and a formal hearing, the CWU Student Conduct Code will come to the board in November for final approval.

Resolution Honoring Robert Moser

Chair Morrison stated that we were pleased to have Robert Moser join us last year as the student trustee.

Trustee Erickson was asked to read Resolution 15-04:

WHEREAS, Mr. Robert Moser was appointed to the Central Washington University Board of Trustees by Governor Jay Inslee on July 1, 2014, and will selflessly serve the board through June 30, 2015; and

WHEREAS, Mr. Moser was the 17th CWU student selected to serve on the board, following 1998 legislation creating a student seat on each of the governing boards of the state's six public baccalaureate institutions; and

WHEREAS, during his one-year term of service on the board, Mr. Moser reliably represented all citizens of Washington by commendably communicating his positions on a variety of substantive issues, and

WHEREAS, Mr. Moser revealed integrity, initiative, and interest when interacting with diverse public and university constituencies; and

WHEREAS, Mr. Moser provided astute advocacy for and conscientious commitment to students, their perspectives, and their concerns; and

WHEREAS, his commitment to the university's vision, mission, and goals was demonstrated through his involvement in the Student Academic Senate, Board of Academic Appeals and Academic Standing Council, Student Conduct Council, and Services and Activities Fee Committee;

NOW, THEREFORE, BE IT RESOLVED that this Board of Trustees expresses its appreciation to Mr. Robert Moser for his insightful, inspired, and intelligent service as a member of the CWU Board of Trustees.

ADOPTED and signed this 23rd day of July 2015.

Motion 15-18: A motion that the Board of Trustees of Central Washington University hereby approves [Resolution 15-04] honoring Student Trustee, Robert Moser, was presented by Mr. Erickson and seconded by Mr. Liu. Motion approved.

Public Comment

Chair Morrison noted that there were no sign-ups for public comment and moved to the next agenda item.

Information – iCAT

Vice President DeSoer thanked the board for their foresight and support of the project.

On July 1, 2015, CWU crossed the finish line for Phases I and II of the multi-year, multi-project iCAT, “improving Campus Applications and Technology.” Beginning with a Board appropriation of \$3.5 million and the first RFP in September 2012, these projects have fundamentally changed not just the university’s hardware and software infrastructure, but the efficiency and accessibility of information for every university employee and customer.

Hundreds of individuals working thousands of hours transitioned old systems, created new systems, reconfigured workflow processes and upgraded connectivity abilities for every single CWU student, faculty, staff, and visitor. The iCAT projects touched literally everything the university does: activities on the Ellensburg campus and at a University Centers; classes on-line; website business and browsing; and daily university tasks like registering, purchasing, and reporting time.

Equally important are the changes to the university’s business practices. iCAT initiated an enterprise approach to technology acquisition and implementation, emphasizing “industry standards, best practices, and vanilla implementation.” CWU moved to using business cases for proposing and implementing changes that impact the enterprise as a whole. Governance structures were created to evaluate the business cases and make recommendations prior to the commitment of university fiscal, physical, and human resources. By using the approach of “implement, adapt, and evolve”— which focused on first implementing the modules, then adapting our work flow processes to fit the modules being implemented—CWU was able to do in fewer than three years what normally would have taken ten.

Now that Phases I & II (Implement and Adapt) are complete, we are already moving into Phase III, “Evolve.” Our Information Services team is circling back to the original projects and checking to see what works, what doesn’t, and how we need to evolve to meet changes in technology or changes in university needs.

Trustee Johnson asked if we have the appropriate security now that all of this is in place. Vice President DeSoer explained that we are PCI compliant and we have Andreas Bohman, who is highly trained in this area.

Information – Legislative Update

Ann Anderson was introduced to give the group a brief legislative update. This was the longest session in the state's history. Some of the policy changes in 2015 include new definitions for dual credit programs, changes in funding priority/framework for dual credit programs, addition of Computer Science teaching endorsements, and a tuition policy rewrite, which returns full tuition control to the legislature.

The 2015-17 Biennial Operating Budget reduces resident undergraduate tuition 20 percent over the biennium: 5 percent or \$347 in 2015-16 and 15 percent or \$991 in 2016-17. The good news is the tuition cut will be backfilled with \$13.4M appropriation. The bad news is the backfill is based on a high FTE estimate that may be adjusted downward in the 2016 session. Other appropriations include \$1.5M for degree completion and \$5.6M to fund classified bargaining agreements and compensation for other state employees.

CWU received a record \$103M Capital Authorization. This is more than any university for the second consecutive biennium. This is due to aggressive interim communications with alumni, participation of students and faculty, and scoring highest possible on the prioritized project list.

We will now start working on supplemental budget requests and develop new legislative task forces to look at the capital scoring process, improving dual credit programs especially low-income participation, developing metrics that can be tied to tuition growth, and developing Computer Science endorsement standards.

Information – Capital Management/Development

Vice President DeSoer explained that recent legislative actions have provided capital funding that will transform the Ellensburg campus—literally and figuratively. The appropriations fund a range of capital expenditures: building design, construction, demolition, renovation, remodel, and expansion, as well as utility upgrades and modernization associated with academic programs.

The associated work will involve the movement/relocation of programs, personnel, and functions; all students, faculty, staff, and visitors will be impacted. Aligned like dominoes, each project activity and decision-point in the plan triggers a cascading series of decisions and actions—each of which triggers the next domino. When Science II is completed, Lind will empty. When Lind empties, ROTC moves in and Peterson Hall is demolished; some direct student services will fill the first floor of Lind and empty other space to be renovated and occupied by another unit—and so on and so on.

Information – Budget & Enrollment Update

Vice President Clark provided the group with an update on state revenue and auxiliary and student success budgets. CWU's cost of attendance will fall slightly this fall and an additional 15 percent fall 2017. However, we hope to increase enrollment by 100-300 in the next two years. Housing/Dining rate increases will be needed due to the anticipated increases in minimum wage, general inflation, and for maintenance and renovation. We have some major challenges still ahead. Academic and Student Life needs to reach the alternative revenue targets, enrollment targets are still a stretch goal, and we have a backlog of building maintenance. The good news is for the first time in 5-6 years, we will not need to address major reductions and/or use carryover to fill out year deficits. The marketing/recruitment investments are paying dividends with increased enrollment and our budget streamlining positioned us for stability in FY16. However, we still need ASL to hit revenue targets in FY16 and FY17 to create budget flexibility.

Action – Approval of Fiscal Year 2016 and 2017 Operating Budget:

Central Washington University's anticipated operating revenue, including all fund sources, will be approximately \$315 million for FY 2016 and \$326M for FY 2017. As a result of state operating budget appropriations, the university does not anticipate use of carryover funds to sustain university functions in fiscal years 2016 and 2017.

Within the total revenue forecast, the state/tuition operating budgets are estimated to be \$114.8M and \$119.6M for FY 2016 and 2017, respectively.

CWU anticipates an increase in resident undergraduate enrollment of about 111 for FY 2016, which will bring enrollment to 10,278 headcount. CWU further anticipates an enrollment increase for 2017 to 10,440 headcount. The increased forecast is based on a new strategic approach to enrollment management and retention.

The university will maintain an emergency reserve of 6 percent of the state/tuition operating budget or approximately \$6.9 million, which the trustees have set aside as emergency reserve funds.

Motion 15-19: Mr. Thompson moved that the Board of Trustees of Central Washington University approve the following budget guidelines:

- \$315M and \$326M total projected revenue forecasts for FY 2016 and 2017
- \$114.8M and \$119.6M state/tuition operating budget forecasts for FY 2016 and 2017
- Maintain an emergency reserve of 6 percent of the state/tuition operating budget or approximately \$6.9M as required for BOT mandated reserve funds.

Mr. Liu seconded the motion. Motion approved.

Information – President's Report: Risk Management & Institutional Sustainability

The board invited the President's Administrative Team and leaders of the Foundation Board and Alumni Association to a roundtable discussion about how each of us is preparing to position the university for prosperity and student success.

President Gaudino explained that the sustainability of the university in the face of dramatic fiscal, demographic, technological and market changes over the last four years is our top priority. Change is particularly evident in the transition from reliance on permanent funding to dependence on one-time funding. Enrollment will be the primary driver for us.

Participants shared ideas, experiences, and engaged thoughtfully in the discussion. Two primary, immediate goals surfaced during this conversation: the need to increase recruitment and the need to increase retention. The discussion surfaced many suggestions for activities and strategies to promote university goals. These strategies will be reviewed by the President's Administrative Team and incorporate in the work of the university.

Meeting adjourned at 4:18 p.m.

July 24, 2015

Davenport Hotel, Spokane, WA

Business Meeting

The regularly scheduled business meeting was called to order at 9:01 a.m.

Present:

Mr. Sid Morrison, Chair

Mr. Keith Thompson, Vice Chair

Mr. Dan Dixon

Mr. Ron Erickson

Mr. Glenn Johnson

Mr. Chris Liu

Dr. James L. Gaudino, President

Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life

Mr. George Clark, CFO/Vice President for Business and Financial Affairs

Mr. Stevan DeSoer, COO/Vice President for Operations

Ms. Kim Dawson, Executive Assistant to the President and Board of Trustees

Ms. Sarah Scott, Administrative Operations Coordinator

Mr. Alan Smith, Assistant Attorney General

Others Present:

Richard DeShields, Associate Dean for Student Living

Adrian Naranjo, Director, Budget & Budget Development

Antonio Sanchez, Special Assistant to the President for International, Community & Business Relations

Action – Election of Officers

Central Washington University Policy 1-60-070, Officers of the Board, 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. In the event of an interim vacancy in the office of the chair or vice chair, successors may be elected to hold office for the unexpired term.

Mr. Erickson nominated Keith Thompson for board chair.

Motion 15-20: A motion that the Board of Trustees of Central Washington University hereby elects Keith Thompson as board chair for the 2015-2016 year was presented by Mr. Dixon and seconded by Mr. Liu. Motion approved.

Mr. Liu nominated Ron Erickson for board vice chair.

Motion 15-21: A motion that the Board of Trustees of Central Washington University hereby elects Ron Erickson as board vice chair for the 2015-2016 year was presented by Mr. Morrison and seconded by Mr. Dixon. Motion approved.

Information – Committee Assignments

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.

Chair Thompson announced the following committee assignments for the 2015-2016 year:

Academic and Student Life: Ron Erickson (chair) and Erin Black

Business and Finance: Glenn Johnson (chair) and Keith Thompson

Operations: Chris Liu (chair) and Dan Dixon

Action – Approval of Proposed 2015-2016 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 five meeting dates, on which the board will hold a work session in the afternoon, a board social dinner in the evening, and a business meeting the following day:

- November 19 & 20, 2015
- January 21 & 22, 2016
- March 17 & 18, 2016
- May 19 & 20, 2016
- July 28 and 29, 2016 [annual planning retreat]

The meeting schedule was amended to include a telephonic meeting in mid-September. Ms. Dawson will contact board members in the next couple of weeks to finalize a date for this meeting.

Motion 15-22: Mr. Dixon moved that the Board of Trustees of Central Washington University adopt the 2015-2016 meeting schedule with the addition of a telephonic meeting in September, which was seconded by Mr. Johnson. Motion approved.

Chair Thompson announced that the next special and regular meetings of the Board will be November 19 and 20, 2015 in Ellensburg.

The meeting was adjourned at 9:28 a.m.



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



Sid Morrison, Chair
Board of Trustees
Central Washington University