

11-20-2015

# November 19 and 20, 2015- Board of Trustees Meeting Minutes, Regular and Special Meetings

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**Board of Trustees Minutes  
Regular Meetings  
November 19 and 20, 2015**

*Approved March 18, 2016*

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**November 19, 2015**

**3:30 PM Retention Work Session, Barge 412**

Chair Thompson called the work session to order at 3:36 PM.

**Present:**

Mr. Keith Thompson, Chair  
Mr. Ron Erickson, Vice Chair  
Ms. Yazmin Aguilar  
Ms. Erin Black  
Mr. Dan Dixon  
Mr. Glenn Johnson

**Also present:**

Dr. James Gaudino, President  
Dr. Stephen Hulbert, Interim Provost/Vice President for Academic and Student Life  
Mr. George Clark, Chief Financial Officer/Vice President for Business and Financial Affairs  
Ms. Linda Schactler, Chief of Staff/Secretary to the Board  
Mr. Gene Shoda, Interim Vice President for Operations  
Mr. Alan Smith, Assistant Attorney General  
Ms. Kim Dawson, Executive Assistant

John Swiney, Special Assistant to the Vice President for Business and Financial Affairs, gave a brief update on fall enrollment. Enrollment is up almost 400 students from last fall. Consultant Royall & Company is expected to increase new student applications by 20 percent. Retention is key to student success, but also plays an important role in enrollment growth.

Dean of Student Success, Sarah Swager introduced her team of presenters:

- Mindie Dieu, Assoc. Dean for Student Achievement;
- Elizabeth Lee, Assoc. Director, Analytics & Research, Student Success, Strategic Planning; and
- Dan Matthews, Director of Analytics & Research

Dean Swager began by explaining that during the 2014-15 academic year, the advising program was restructured to:

- enhance the quality and quantity of advising
- employ exploratory and intensive advising prior to major declaration
- launch a new more targeted and intensive advising program

- improve consistency of advising: partner upper-division advisors with faculty, and
- arm advisors with predictive analytics

Last year's research and investment laid the groundwork for retention success. CWU is maintaining significant improvements in retention. Some factors that affect retention are financial need, academic readiness and status, demographics and transfer status. Predictive analytics from 2014 found that first year students who persist had the following characteristics:

- Declared their major early
- Attended full time
- Required some remedial course work
- Relatively low financial need
- At least one parent was college-educated
- Entry GPA above 2.8, and
- Veteran status

Dean Swager added that some of the things her staff will be working on going forward are coding and analyzing advising notes, researching why some students are dropping out at their 13<sup>th</sup> quarter, enhancing the early alert and academic recovery program, doing qualitative advising research, and developing a robust senior survey and exit survey analysis.

Meeting adjourned at 4:50 PM.

Following the work session, board members attended a social reception at the University House, followed by a performance by Casa Patas at McIntyre Hall. No university business was conducted.

### ***November 20, 2015***

#### **EXECUTIVE SESSION**

##### **Present:**

Mr. Keith Thompson, Chair  
 Mr. Ron Erickson, Vice Chair  
 Ms. Erin Black  
 Mr. Dan Dixon  
 Mr. Glenn Johnson

##### **Also present:**

Dr. James Gaudino, President  
 Dr. Stephen Hulbert, Interim Provost / Vice President for Academic and Student Life  
 Mr. George Clark, Chief Financial Officer / Vice President for Business and Financial Affairs  
 Ms. Linda Schactler, Chief of Staff / Secretary to the Board  
 Mr. Gene Shoda, Interim Vice President of Operations  
 Mr. Alan Smith, Assistant Attorney General

An executive session was held for the purpose of discussing:

- acquisition of real estate under RCW 42.30.110 (1)(b);
- litigation or potential litigation with legal counsel under RCW 42.30.110(1)(i) and

- the performance of a public employee under RCW 42.30.110 (1)(g).

The executive session was convened at 8:01 a.m. and adjourned at 8:55 a.m.

## **REGULAR MEETING**

Chair Keith Thompson called the official business meeting to order in Barge 412 at 9:02 a.m.

### **Present:**

Mr. Keith Thompson, Chair  
Mr. Ron Erickson, Vice Chair  
Ms. Yazmin Aguilar  
Ms. Erin Black  
Mr. Dan Dixon  
Mr. Glenn Johnson

### **Also present:**

Dr. James Gaudino, President  
Dr. Stephen Hulbert, Interim Provost/Vice President for Academic and Student Life  
Mr. George Clark, Chief Financial Officer/Vice President for Business and Financial Affairs  
Ms. Linda Schactler, Chief of Staff/Secretary to the Board  
Mr. Gene Shoda, Interim Vice President for Operations  
Mr. Alan Smith, Assistant Attorney General  
Ms. Kim Dawson, Executive Assistant to the President and Board of Trustees

### **Not present:**

Mr. Chris Liu

### **Changes to the Agenda**

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

### **Approval of the Agenda**

**Motion 15-26:** A motion that the Board of Trustees of Central Washington University hereby approves the agenda of the meeting of November 20, 2015 was presented by Mr. Dixon and seconded by Mr. Johnson. Motion approved.

### **Approval of Minutes**

**Motion 15-27:** Mr. Johnson moved that the Board of Trustees of Central Washington University approve the minutes of the special telephonic meeting of September 15, 2015, which was seconded by Mr. Dixon. Motion approved.

## **PRESIDENT'S REPORT**

### Celebrations

President Gaudino welcomed Dr. Hulbert and introduced him as the Interim Provost and Vice President for Academic and Student Life. Dr. Hulbert is a former president of Nicholls State University. He earned his doctorate in Education Administration/Higher Education Administration from the State University of New York

at Albany and his MEd in Counseling and Student Personnel Services from the University of Massachusetts, Amherst.

Dr. Hulbert introduced the following nominees for distinguished or emeritus status:

**Distinguished Administrator:**

**Dean Kirk Johnson** of the College of the Sciences served not only his College, but all the leadership, faculty, and staff with his acute understanding of issues and detailed approach to his analyses and general work that are simply brilliant. This reflects his long and distinguished career as a Sociologist. During tremendous challenges in the economy, Dean Johnson sustained ongoing programs, while helping to promote salary equity.

**Distinguished Administrator:**

**Susan "Susie" E. Beador** worked in a number of roles in her 14 years of service, including positions with the departments of Admissions, Registrar Services, Student Affairs, and, most recently, as the Director of the Veteran's Center. Ms. Beador retired on July 31, 2015. As the Director of the Veterans Center, she worked to develop a center that honors, assists and advocates for veterans students, at Central as well as with state and federal agencies. Ms. Beador always worked with a caring attitude, portrayed an inviting demeanor, dealt with veterans compassionately, and was a valuable advocate to our Veteran students.

**Faculty Emeritus:**

**Richard Hilliard** received a BA from CWU in 1976 and a Master of Science degree from CWU in 1981. He joined the CWU faculty in 1987 as a part-time instructor and he was hired as a full-time faculty member in 1988. He retired in 2013 after 25 years of service. Professor Hilliard typically taught 60 credits of general-education coursework during the academic year as well as teaching in the summer session. His teaching stamina enabled the Department of Mathematics Department to manage the great increase in enrollment over the past 15 years.

**Adjunct Faculty:**

**Dale Width** received his BS from Washington State University in 1970 and his Master of Arts from Central Washington University in 1975. Mr. Width joined CWU in 1979 working as a mail rater and joined the CWU faculty as a part-time instructor in 1988. In 2000 he was hired as a full-time faculty member. He retired in 2015 after 36 years of service to CWU. Mr. Width has been very active in the development of the general-education courses at CWU. He is the author of the solutions manual for the current text in Finite Mathematics (MATH 130), was one of four faculty members who realigned the material in Math in the Modern World (MATH 101) to meet the newly emerging Quantitative Reasoning standards, and was one of the primary developer of Mathematical Decision Making (Math 102), which expanded the department's general education offerings.

George Clark, Chief Financial Officer/Vice President for Business and Financial Affairs, introduced the following nominee for distinguished status:

**Distinguished Administrator:**

In October 2002, **Amelia Black** joined Central Washington University as an interim Student Accounts Manager to assist with the implementation of PeopleSoft. Her skills and talents were immediately noted and when her interim appointment ended, she was hired by the Financial Aid Office as the Assistant Director of Scholarships in August 2005. She transitioned to Student Accounts Manager in March 2012 where she worked until her retirement in October 2015, with 13 years of service with CWU.

Ms. Black's achievements include creating an electronic scholarship application process ,which continues to help hundreds of students each year meet their college needs and remains one of BFA's key process improvements. While in Student Accounts, she implemented our online payment system, created the quarterly payment plan, system generated 1098-T forms for students and immediately updated many of the SFS accounts and reconciliations which included documenting policies and procedures when none existed.

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

**Motion 15-28:** Mr. Erickson moved to approve distinguished and emeritus status for individuals named in the consent agenda, submitted to the Board of Trustees of Central Washington University on November 20, 2015. Mr. Dixon seconded. Motion carried.

### **Other Celebrations / Points of Pride:**

#### **Research and Teaching**

**Nick Zentner**, 2015 James Shea Award, National Association of Geoscience Teachers

#### **Department of Music Department**

Dean Robertson provided a synopsis of the following achievements:

**47<sup>th</sup> Annual International Horn Symposium** - CWU's Horn Ensemble was one of nine university groups invited to perform at the annual symposium.

**Monterey Jazz Festival** - Director, Chris Bruya, and Jazz Band I students performed September 18-20, 2015 at what is considered one of the world's best jazz festivals.

**Chamber Choir Performances in Spain** - Director, Gary Weidenaar, and CWU's Chamber Choir were invited to perform at the prestigious 47<sup>th</sup> Annual Tolosa International Choir Competition. Through the efforts of Spanish Honorary Consul Luis Fernando Esteban, the choir also visited León, where they presented a concert in the magnificent Basilica of San Isidoro, also called the House of Light.

**Washington Music Educators Association Conference** - This year, CWU's wind ensemble, symphonic winds, Jazz Band I, and symphony orchestra were all selected to perform in some capacity at the annual conference.

#### **Other Accolades**

- Rick Spencer, Video Production, *CENTRAL MINUTE*
- Air Force ROTC, Detachment 895 – Top Medium-sized Air Force Reserve Officer Training Corps (AFROTC) in the Northwest Region
- Scott Wade, Vice President for University Advancement, reported that CWU received \$291,000 from the Murdock Foundation for the Scanning Electron Microscope for Science II.

#### **Welcoming New Employees**

President Gaudino welcomed Gene Shoda to his new position as **Interim Vice President of Operations**. Mr. Shoda also is the Interim AVP for Information Services.

#### **Communications**

The President reported that he received one communication from Concerned Students of CWU following their rally in support of the University of Missouri's "Concerned Student 1950," a student group advocating for equal rights and respectful treatment of people of color. After hearing the student's requests, President Gaudino agreed to co-author a letter of support for students at the University of Missouri, meet monthly with

the council of students, draft a letter of support for diversification of curriculum, and develop a plan to enhance the ethnic and racial diversity of CWU faculty and staff.

## Reports

No reports were submitted by the **ASCWU Student Government**, **Employee Council** or the **Exempt Employee Association**.

## Faculty Senate

- Curriculum Committee handled 774 pieces of curriculum during the 2014-15 academic year. In October the committee processed one new program, 10 program changes, 27 new courses, 3 special topics course, 16 course changes and 6 reactivated courses.
- Academic Affairs Committee worked quickly to approve policy language for military transfer credits to meet the state deadline of December 2015. The committee is continuing to work on policy and procedures for student bereavement leave, organizational structure changes, grade changes and online teaching.
- Evaluation and Assessment Committee will continue working on a framework for scholarship and service that could be used as part of every department's retention, tenure and promotion guidelines. The committee will be working with student government to discuss and propose solutions for the issue of low response rates for Student Evaluations of Instruction (SEOI).
- General Education committee is reviewing course proposals for inclusion in the new General Education program for the 2016-17 academic year. A full proposal for the program will be submitted in December for review at the February Faculty Senate meeting.
- The Executive Committee worked over the summer on changes to the Faculty Code and Faculty Senate Bylaws to provide a clearer process for consultation with faculty, a new complaint process, a new vote of confidence policy, and clarification of the role and membership of the new Faculty Senate Budget and Planning Committee. These recommendations will be sent to the Bylaws & Faculty Code committee for vetting and potential inclusion into the existing documents.
- Since the beginning of the academic year, the Executive Committee has participated in meetings with and attending the open fora of candidates for the open administrative positions of Interim Provost, Associate Provost for Accreditation and Academic Planning and Assessment, and the COTS Dean.
- This year the Executive Committee is focusing efforts on improving both "hard" and "soft" aspects of the faculty role in shared governance at Central, improving and implementing effective and efficient structures and processes, while also contributing to the creation of climates and cultures that facilitate good shared governance.
- Several initiatives the Executive Committee will be working on this academic year include moving the COACHE process forward, contributing to retention discussion and efforts, assessing the current status of academic honors options at Central and providing a base for discussion of future directions to best serve our students, working with the President's office to prepare for a campus wide discussion of the Baccalaureate at Central, and future directions for our General Education program.

## **PUBLIC COMMENT**

One person signed up to speak during the Public Comment period. Armando Ortiz was unable to attend, so Gianni Glover, Cynthia Moreno, Evelyn Briscoe and La'Shawnda Mason spoke on his behalf. They stated they would like to partner with CWU administration to enhance diversity among students, faculty and staff and improve inclusiveness. Trustees suggested that the group continue to meet with administration and suggested that the entire university encourage communication and collaboration among faculty, staff and students.

## **SUBCOMMITTEE REPORTS**

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

#### **Information – September/October Financial Update**

Joel Klucking gave a brief budget update noting that all funds are tracking as expected.

#### **Action - Approval of Housing/Dining Rates**

Business & Financial Affairs seeks authorization to raise the room and board rate by five percent aggregate for the 2016 academic year (FY 17). Rate increases are requested one year in advance of implementation in order to inform planning, budgeting and aid packaging, and to inform students of the rates before they sign housing and dining contracts. The lead-time also allows CWU seek student input on the rate increases; this year consultation with students began in November 2015.

The proposed rates fund building preservation, furniture replacement, improved security, and other aspects of student housing, as well as expenses associated with utility rate increases. The Budget and Finance Committee supported the draft request at the October 27, 2015 meeting.

**Motion 15-29:** Mr. Johnsons presented a motion that the Board of Trustees of Central Washington University approves the Auxiliary Services Housing and Dining maximum rate increase, not to exceed five percent aggregate, for fiscal year 2017. Mr. Dixon seconded the motion, which was approved.

#### **Information – Fall Enrollment**

George Clark and John Swiney gave an update on fall enrollment. Due to the \$350K one-time funding for yield activities, we exceeded fall 2015 enrollment goals. A recruitment organization overhaul and update is underway. A strategic recruitment plan will be in place by the first quarter of 2016. In addition an enhanced application generation, mobile application is underway. During spring of 2016, admissions grading will occur and we will have a price-discount strategy in place between January-March 2016.

#### **Action - Approval of Continuing Waiver Authority**

John Swiney recently transitioned from the Associate Vice President of Enrollment Management (AVP-EM) to a part-time role of Special Assistant to the Vice President of Business and Financial Affairs. The AVP-EM plays a critical role in developing enrollment recruitment strategies, directing the work of admissions staff, and determining the distribution of tuition waivers and other grant aid. CWU is now searching for an Associate Vice President of Enrollment Management. Until that position is filled, Business and Financial Affairs requests that the Board of Trustees extends to Dr. Swiney the authority to continue decision-making for waiver distribution.

**Motion 15-30:** Mr. Johnson moved that the Board of Trustees of Central Washington University approve John Swiney, Special Assistant to the Vice President for Business and Financial Affairs, continuing authority to make



decisions about tuition waiver distribution until Central Washington University hires a new Associate Vice President of Enrollment Management. The motion was seconded by Mr. Dixon. Motion approved.

### **Academic and Student Life – Trustees Erickson, Aguilar, and Black**

#### **Action - Approval of Student Conduct Code Revisions**

Central Washington University holds students to standards identified in the Student Conduct Code. The code has been revised to ensure compliance with the Administrative Procedures Act, which identifies procedures for brief adjudicative hearings held at CWU. Revisions also updated processes involving Title IX and the Clery Laws (Violence Against Women’s Act-VAWA). Trustee Erickson noted that Assistant Attorney General, Alan Smith, worked with Richard DeShields and staff on the entire process of revising CWU’s Student Conduct Code.

**Motion 15-31:** Mr. Erickson moved that the Board of Trustees of Central Washington University approve the repeal of the former Student Conduct Code under WAC 106-120, the adoption of the proposed new Student Conduct Code under WAC 106-125, and the adoption of related amendments to WAC 106-08-50 concerning brief adjudicative proceedings. Mr. Dixon seconded the motion and the motion was approved.

#### **Information – Voluntary Fee Briefing**

The Associated Students of Central Washington University (ASCWU) is currently reviewing the process by which Voluntary Student Fees are introduced, changed, and approved by students. Led by ASCWU president Ryan Anderson, ASCWU officers are currently examining existing guidelines, applicable RCWs and historical information governing the CWU Voluntary Student Fee process.

Following a thorough review of pertinent information, ASCWU introduce changes in guidelines and policies, as warranted, in order to make the process for introducing, increasing, decreasing or eliminating Student Voluntary Fees clear and consistent.

#### **Information – Accreditation & Strategic Planning**

Institutional accreditation is a voluntary review process that measures the performance of an institution against established standards. Accreditation evaluates a number of factors in the context of the overall mission of the college and strategic objectives and goals. The review also includes assessment of student learning, admissions requirements, student services, and other factors. Accreditation by a postsecondary regional accrediting agency is required to qualify academic institutions for federal funds to support teaching, research, and student financial aid.

The next accreditation site visit by the Northwest Commission on Colleges and Universities (NWCCU) is scheduled to take place during fall 2018. Preparation for the CWU self-study is already underway, and initial drafting of CWU’s accreditation plan will begin February/March 2016. In preparation, CWU has conducted a national search for the position of Associate Provost for Accreditation, Academic Planning and Assessment. The finalist has been contacted and the position is expected to be filled by January 2016.

In addition, new software, “Strategic Planning On-line,” is already in the process of implementation and promises to strengthen systemic planning, budgeting and reporting. The Department of Institutional Effectiveness is working closely with the Associate Provost’s office to ensure full integration of the CWU strategic planning process with assessment and accreditation processes.

**Operations – Trustees Dixon and Liu**

No report from Operations subcommittee.

**Next Meeting:**

Chair Thompson announced that the next regular meeting of the Board of Trustees will be January 21 and 22, 2016 in Ellensburg. The meeting adjourned at 12.14 PM.



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



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Keith Thompson, Chair  
Board of Trustees  
Central Washington University