

3-31-2017

March 30-31, 2017- Board of Trustees Meeting Minutes, Regular and Special Meetings

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BOARD OF TRUSTEES

CENTRAL WASHINGTON UNIVERSITY

Board of Trustees Minutes

Regular Meetings

March 30-31, 2017

Approved May 19, 2017

March 30, 2017

3:30-4:15 PM – Budget Reform Work Session in Barge Hall, room 412

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

Board Members Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Glenn Johnson
Joseph Knight
Chris Liu
Robert Nellams

Absent:

Erin Black
Dan Dixon

Staff Members Present:

James Gaudino, President
Linda Schactler, Chief of Staff / Secretary to the Board
Joel Klucking, Vice President for Business and Financial Affairs, Treasurer to the Board
Kim Dawson, Executive Assistant to the President and Board of Trustees
Katherine Frank, Vice President for Academic and Student Life
Joseph Han, Vice President for Operations
Kurt Lohide, Interim Vice President for Operations
Sharon O'Hare, Vice President for Enrollment Management
Alan Smith, Assistant Attorney General

Chair Thompson welcomed Joseph Han as the new Vice President of Operations. Dr. Han brings a wealth of experience from his 27 years as a college administrator involved in support services and strategic planning.

In 2016, he was awarded the **Medal of Excellence by the National Association of Campus Safety Administrators**. He has also earned the **President's Award of APPA: Leadership in Educational Facilities (2015)** and his division earned the **Cleveland State University President's Award for Excellence in Diversity (2015-16)**.

Dr. Han has a doctorate in educational leadership/higher education from Idaho State University, as well as an MBA and an MA in organizational leadership from Azusa Pacific University.

Budget Update

Vice President Klucking gave the group a budget update. He explained that since 2013, CWU has been engaged in the transformation of the university's budgeting process. CWU is accustomed to an incremental budgeting system. This annual process used the previous period's budget as a base, with incremental amounts added, or sometimes subtracted, for the new budget period. It encouraged a "spend-it-or-lose-it" approach to reserve funds and provided little information on which budget managers could base decisions or long-term planning.

Responsibility Center Management decentralizes decision-making to unit levels most familiar with the operations and needs of the unit. Activity-based budgeting (ABB) records the activities that incur costs in every functional area and defines and analyzes their relationships. ABB provides the data managers need in order to implement priorities within the RCM model.

CWU will shift fully to an RCM/ABB management system on July 1, 2017. In fiscal year 2017, CWU is operating on an incremental budget system, but maintaining a parallel ABB system, so that managers can see how the systems compare. Throughout the fall and winter, the vice president for business and financial affairs and the provost have conducted numerous public forums to inform the university community about the new budget system. They've also taken and incorporated feedback that improves the model CWU drafted in 2013.

Chair Thompson noted that the planned executive session that was scheduled to begin at 4:15 p.m. was delayed to 4:30 p.m.

The business meeting adjourned at 4:29 p.m.

March 30, 2017

EXECUTIVE SESSION

Trustees Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Glenn Johnson
Joseph Knight
Chris Liu
Robert Nellams

Staff Present:

James Gaudino, President
Linda Schactler, Chief of Staff / Secretary to the Board
Joel Klucking, Vice President for Business and Financial Affairs, Treasurer to the Board
Katherine Frank, Vice President for Academic and Student Life
Alan Smith, Assistant Attorney General

An executive session was held for the purpose of discussing issues related to litigation per RCW 42.30.110.

The executive session convened at 4:30 p.m. It was extended three times to 5:30 p.m., 5:45 p.m., and 5:50 p.m. The executive session adjourned at 5:50 PM

Board and Cabinet members gathered for a social dinner at the University House at 6:00 p.m. No business was conducted.

March 31, 2017

REGULAR MEETING

Chair Keith Thompson called the official business meeting to order in Barge 412 at 9:04 a.m.

Board Members Present:

Keith Thompson, Chair
Ron Erickson, Vice Chair
Glenn Johnson
Joseph Knight
Chris Liu
Robert Nellams

Absent:

Erin Black
Dan Dixon

Staff Members Present:

James Gaudino, President
Linda Schactler, Chief of Staff / Secretary to the Board
Joel Klucking, Vice President for Business and Financial Affairs, Treasurer to the Board
Kim Dawson, Executive Assistant to the President and Board of Trustees
Katherine Frank, Vice President for Academic and Student Life
Joseph Han, Vice President for Operations
Kurt Lohide, Interim Vice President for Operations
Sharon O'Hare, Vice President for Enrollment Management
Alan Smith, Assistant Attorney General

Approval of the Agenda

Motion 17-11: Mr. Liu moved that the Board approve the agenda of the meeting of March 31, 2017. Mr. Johnson seconded the motion, which was approved.

Approval of Minutes

Motion 17-12: Mr. Nellams moved that the Board of Trustees of Central Washington University approve the minutes of the regular meetings of January 26-27, 2017, which was seconded by Mr. Liu. Motion approved.

PRESIDENT'S REPORT

Celebrations

Welcoming New Employees

President Gaudino welcomed Joseph Han, Vice President of Operations. Joseph will be taking over for Kurt Lohide, who will be leaving us at the end of the day today.

Distinguished Service & Emeritus Faculty

Katherine Frank, Provost, introduced the following nominees for emeritus faculty status and distinguished civil service status:

- **Patsy Callaghan**, professor of English, retired December 31, 2016 after more than 32 years of service to Central Washington University. Dr. Callaghan has been acknowledged for excellence in all areas of university life. She is a scholar of rhetoric, pedagogy, and literature, and has published two textbooks and multiple essays. She won the Phi Kappa Phi Scholar of the Year Award in 2000. In leadership and service, she was elected to serve as Chair of the English Department twice and won the CAH Distinguished Chair award in 2003. She is an innovative and beloved teacher and a thoughtful, generous, colleague.
- **Toni Culjak**, professor of English, retired January 2, 2017 with over 20 years of service to Central Washington University. Dr. Culjak taught Film Studies and American Indian Studies and has tirelessly advocated for the importance of interdisciplinary teaching and scholarship. She has also held multiple leadership roles in the department including serving as Chair and also Faculty Senator. She chaired the Faculty Senate Curriculum Committee and the Faculty Senate General Education Committee. She also served as Director of American Indian Studies. She is a respected colleague who contributed to the success of the English Department during her tenure at CWU.
- **Mary Bottcher**, instructional and classroom support technician 4, Department of Biological Sciences, retired February 28, 2017 with 30 years of services to Central Washington University. Mary's work with the department has been an important part of the successful daily operations of the department. Her dedication to students, staff and faculty have been invaluable.

Scott Wade, Vice President of University Advancement, introduced Janet Davies for distinguished civil service and administrator status:

- **Janet Davies** is retiring April 3, 2017 after more than 20 years of service to Central Washington University. In addition to being extremely sound and knowledgeable in the technical components of her job, it is Janet's ability to consistently and professionally offer profound hospitality and customer service to her colleagues and the university's 100,000 alumni and donors that truly sets her apart.

Linda Schactler, Chief of Staff, introduced Ann Anderson for distinguished civil service and administrator status:

- **Ann Anderson** retired February 28, 2017 with 15 years of service as Director of Government Relations. Walking across this magnificent campus, you are looking at the work of Ann Anderson. She has provided critical leadership in the legislative work to secure more than a quarter of a billion in construction funding over the past ten years. Her leadership and collaboration over the past 15 years also has produced millions of dollars of state support for academic programs, salaries, and financial aid. In 2006 she caught and convinced lawmakers to correct a \$1-million error in the CWU budget. In 2015 she successfully led the efforts to secure \$1 million in funding for programs in science, technology, engineering and math.

Approval of the Consent Agenda

Motion 17-13: Mr. Liu 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 March 31, 2017. Mr. Nellams seconded the motion, which carried unanimously.

Other Celebrations / Points of Pride:

- **Taylor Shaindlin**, CWU student broadcaster, received the Best Public Service Announcement for Love Glove Club
- **Jeff Crumb, Jackson Sager and Vann Berryman**, CWU student broadcasters, received the Best Political Coverage for their three-hour live Election Night Special
- **Jeff MacMillan and Gage McHenry**, CWU student broadcasters, received the Best Sports Interview for their “Sports Central” conversation with Michael Sam
- Acknowledgement from CWU alumnus and **US Secretary of Defense, James Mattis**, for CWU’s recent resolution honoring him on his appointment to the top defense position in the U.S.

Reports

Employee Council

Lidia Anderson, Chair of the Employee Council (EC), reported that EC continues to work with the Employee Tuition Waiver Taskforce to evaluate process and make improvements. Recent EC meetings have focused on “Movezilla” and learning about what the Student Union Recreation Center offers for staff. The April meeting will highlight CWU technology.

Exempt Employee Association

Joey Bryant, Chair of the Exempt Employee Association (EEA), reported that their winter meeting focused on the Presidents United to Solve Hunger initiative, Traditions Keeper, and MyCWU upgrades and HR updates. The spring meeting will highlight “Movezilla,” wellness, CLA Online, and EEA elections.

Faculty Senate

The faculty senate committees continue their work. The Faculty Assessment of Academic Administrators will take place during spring quarter. The assessment of the senate executive committee and the senate will also be conducted spring quarter. The General Education Program framework was approved March 1. Feedback on the gen ed outcomes will be presented to the Faculty Senate at a special meeting on April 19.

Inclusion and Diversity

President Gaudino reported that CWU hosted several events winter quarter. A judicial panel, led by Justice Steve Gonzalez, Washington State Supreme Court, was held to discuss how federal and state constitutions protect freedom and justice. Lecia Brooks from the Southern Poverty Law Center shared information about furthering CWU commitment to a safe and inclusive campus. Upcoming events include: a faculty panel on academic freedom and the first amendment on April 12 and the 3rd Annual CWU Diversity Awards on April 20. The keynote speaker for the diversity awards will be award winning poet Sonia Sanchez.

All permanent fulltime faculty and staff have been participating in mandatory training: Diversity.edu. The feedback for the training has been positive.

Movezilla Update

In February, CWU began a year-long series of moves as a result of record state construction funding. Phase 1 involves newly renovated Bouillon and Lind Halls, with additional moves to and from Barge, Mitchell and Hebel. When the dust settles, “Movezilla” creates convenience and cuts confusion by consolidating student services to a single location in Bouillon: Registrar, Admissions, Connection Card, Financial Aid, the Cashier, and Testing. Renovation of Bouillon and Lind halls will be substantially completed by May.

PUBLIC COMMENT

No one signed up for public comment on March 31, 2017.

SUBCOMMITTEE REPORTS

Enrollment Management – Trustee Erickson

Information – Enrollment Management Update

Admission Trends for Fall 2017 First-time Students (Freshmen) and Transfer Students: As of March 3, 2017, the number of fall 2017 first-time admitted student is up by 25 percent for Washington residents, 27 percent for domestic non-residents. (These are to-date comparisons.) This time last year the number of admitted WA residents was up 49 percent over the previous year; domestic non-resident up 123 percent over fall 2015.

Four factors have contributed to the surge:

- (1) The success of the rebranding and recruiting communication overhaul by Public Affairs,
- (2) Admissions staff's expansion of recruiting outreach and visitation programs,
- (3) The continuation of the Royall & Co. Senior Search contract, and
- (4) The Department of Education's decision to open the Free Application for Federal Student Assistance (FAFSA) earlier. The ability for students to file a FAFSA was moved from January 1 to October 1, and required families to use their prior year's tax information (which they already had presuming they filed taxes for 2016.) That effectively opened the university application floodgates much earlier, as students were eager to learn of their federal aid benefits.

Central Washington University was one of the few universities in the state to begin notifying admitted students of their federal and state need-based aid in November; most schools delayed packaging until after the first of the year. What remains to be seen is whether CWU's bump in applications is solely attributable to the earlier FAFSA opening, or a result of the other focused efforts to increase applications, admits, and enrollment for first year students.

Fall 2017 transfer student admissions are up as well: 14 percent for Washington residents, 9 percent for domestic non-residents. Transfer students generally apply during their spring semester or quarter, so we have not yet seen the majority of application we can expect to receive. That number was 2,123 in 2016.

Comparison: CWU-generated Applications and Royall & Co. generated applications

Comparing FALL 2016 to FALL 2017 First-time Student Applications, we see that 63 percent of applications (4,910) come through the CWU application platform. The Royall & Co. platform is responsible for 39 percent (2,926). Both platforms have increased their numbers over last year: 279 for CWU-generated, 905 for Royall & Co.

Operations – Trustees and Liu

Information – Job Order Contracting (JOC)

Vice President Lohide gave a brief summary of Job Order Contracting. Job order contracting (JOC), a construction-delivery method that will allow CWU to accomplish multiple small construction projects under a single, competitively bid, umbrella contract.

To implement JOC at CWU, the university partnered with the State of Washington Department of Enterprise Services (DES) to use their existing JOC program. On Feb 27, 2017, CWU and DES completed an interagency agreement to formalize this arrangement.

Under the interagency agreement, DES gives CWU access to any of their four regional JOC contractors. Additionally, DES will furnish CWU project-management services for all JOC work orders for up to six months, and contract administration for the life of the agreement. After six months, CWU will have sufficient familiarity with the JOC process to provide “in-house” project management.

The university expects to derive multiple benefits from utilizing the JOC project delivery method. For example, once the master contract is in place, multiple small construction projects can be awarded without having to go through the time-consuming bidding process. JOC will also save CWU money since contractors are required to use standard unit pricing for time and materials. Under this arrangement, the contractor’s profit comes from the amount of work they are awarded. This creates a performance-based incentive that works to the university’s advantage. Finally, CWU will benefit because facility employees will be freed up from construction projects to focus more on routine and preventive maintenance.

JOC does have bargaining unit implications. Article 37 of the Washington Federation of State Employees (WFSE) collective bargaining agreement states, “the employer will satisfy its collective bargaining obligation before changing a matter that is a mandatory subject.” In compliance with article 37, CWU must inform the union of any work being considered for JOC. The notification triggers a 21-day review, during which the union may demand to bargain over the proposal to outsource the work. The university Facilities Maintenance and Human Resources Departments have worked closely with WFSE representatives to implement a clear process to satisfy the notification requirement of the contract.

Finally, the university views JOC as an excellent avenue to enhance opportunities for local, minority-, and female-owned businesses. One of the evaluation criteria DES uses to select JOC contractors is the strength of their diverse business plan. The university will also emphasize the need for OMWBE outreach during the project identification and scoping process with contractors. The contractor’s ability to incorporate diversity hiring into their projects will factor into their receiving future work from CWU.

The university is encouraged that the first DES provided JOC general contractor on campus was a Service Disabled Veteran Owned Small Business.

Information – Sammamish Lease Update

In March, 2015, the City of Sammamish purchased the 22-acre property formerly occupied by the Mars Hill Church at 120 – 228th Ave NE, Sammamish. The city's greatest interest was to partner with a higher education institution to provide Running Start programming in the community. In the fall of 2016 the city entered into negotiations with CWU for this purpose. These negotiations led to a memorandum of understanding (MOU), which established the criteria by which the university could lease the Mars Hill site. CWU entered into lease

negotiations in winter 2017 and signed a lease on March 21. Now CWU will begin modifications of the building with the intent of having the property ready to offer classes starting with the fall 2017 quarter.

Terms of the lease include an initial three-year occupancy by CWU with base rent of \$60,000 per year. Following the initial term, CWU has the option to purchase the property for \$8 million; extending the lease term in five-year increments up to 15 additional years; or ending the agreement. Under the proposed lease, the city provides custodial services, landscape maintenance and upkeep of the parking areas. CWU will provide routine maintenance and security for the building, as well as utility payments. The lease further allows sub-let and concession stand options for CWU.

The site is particularly well-situated to meet the educational needs of the community. Two public high schools and one parochial high school are located nearby. This presents an ideal environment for CWU's Running Start program, which allows high school students to take courses that earn both high school and college credit.

In addition to its advantageous geographical location, the 30,000 square foot property can be easily modified to meet CWU's needs. The building's multiple spaces can be converted to classrooms, office space for faculty and staff, and common areas easily remodeled to support student study locations. The building also has an expansive atrium suitable for a reception area, parking that accommodates 200 vehicles, and a full sized gym/multi-purpose area that can be sub-let to support community events.

Academic and Student Life – Trustees Erickson and Knight

Information – Provost's Report

NWCCU Reaffirmation of Accreditation

Preparation for the fall 2018 accreditation site visit continues and remains on track with work on the communications plan, collection of documentation/evidence, and crafting of the self-study.

ASL Work Plan and Baccalaureate Task Force

Work groups (both ASL and ASL/Senate) continue to meet. Report templates have been finalized and will be used for preliminary reports in preparation for the Board's July 2017 meeting.

Strategic Planning

Work continues on strategic plans, webpage, and resources. All of the Provost's direct reports are actively engaged in strategic planning. Resources have been provided stemming from professional development offered during fall and winter quarters.

General Education Redesign

The General Education Redesign project has progressed along the published timeline. The timeline, guiding philosophy, program goals, and framework have been approved. The General Education Framework Learning Outcomes and Assessment Strategies are now under development and will be presented for a Faculty Senate vote on April 19, 2017.

Budget Model Redesign

The transition to Activity Based Budgeting/Responsibility Center Management continues and remains on track with a launch date of July 1, 2017. Budget forums were initiated during fall quarter and continued through winter quarter with presentations from all four of the college deans. Spring forums will focus on the finalized model and the university governance structure. The main budget webpage:

<http://www.cwu.edu/budget/overview> features resources and updates on the new budget model.

Sammamish

On January 11, 2017, CWU and the City of Sammamish signed a memorandum of understanding for the use of the Mars Hill Property. Accreditation paperwork has been submitted to the Northwest Commission on Colleges and Universities (NWCCU), and the lease agreement has been finalized. We are now moving forward on preparations for the launch of programming and official opening of the instructional site for fall 2017.

Specialized Accreditation and Program Review

In addition to university accreditation through NWCCU, individual colleges and programs seek specialized accreditation. These programs undergo a comprehensive review every seven years. Specialized units and offices are subject to periodic review.

Undergraduate Research/SOURCE

The Office of Undergraduate Research illustrates CWU's strengths in faculty-student interaction, research and creative activity, and experiential learning. CWU is preparing for the annual Symposium of University Research and Creative Expression, which will be taking place directly prior to the next meeting of the Board of Trustees in May 2017.

Action – Approval of New Degree, Bachelor of Arts Dance

The Bachelor of Arts in Dance provides students opportunities to develop proficiency in the knowledge, skills, and dispositions necessary for pursuing careers in dance including choreography, performance, and teaching across a variety of dance genres.

As the only dance program east of the Cascades in Washington State, this program will fulfill a variety of institutional, college, and departmental needs including, but not limited to, the recruitment and retention of students by promoting CWU nationally through performances, conference presentations, and research; an increased diversity of majors offered in the College of Education and Professional Studies; and the inclusion of an arts component to the curricula offered in the Department of Physical Education, School Health, and Movement Studies.

This program also addresses the needs and preferences expressed by dance minors and through surveys of students in General Education courses. The program will raise the profile of CWU's dance performance and offer students the opportunity to enhance their career preparedness by pairing the dance major with several possible minors, including Business Administration, Dance Endorsement (for K-12 teachers), Nutrition, Physical Activity and Recreation Programming, Recreation Management, and Theatre Studies.

The Faculty Senate approved this new degree program on March 1, 2017 (Motion No. 16-53).

Motion 17-14: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby endorses the recommendation of the Faculty Senate and approves the Bachelor of Arts Dance. Mr. Liu seconded the motion. Motion approved.

Action – Approval of New Degree, Bachelor of Science Sport Management

The Bachelor of Science Sport Management provides students the opportunity to develop proficiency in the knowledge and skills necessary for pursuing a career in the sports industry. Students will complete core requirements and then select one of three specializations: Sport Coaching, Sport Business, or Physical Activity Programming. The program combines classroom learning with experiential learning opportunities through internships and practicums.

As the sports industry has grown, so has the need for higher education programs to prepare professionals for careers including, but not limited to, sports and athletics administration; sports and athletics facilities management; sports coaching; sports media; sports promotion and sponsorship; and the administration of sports and recreation programs both at the collegiate level and for cities and communities. This program is designed to meet entry-level industry needs in these areas.

The Faculty Senate approved this new degree program on March 1, 2017 (Motion No. 16-52).

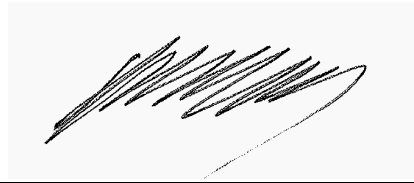
Motion 17-15: Mr. Erickson moved that the Board of Trustees of Central Washington University hereby endorses the recommendation of the Faculty Senate and approves the Bachelor of Science Sport Management. Mr. Nellams seconded the motion. Motion approved.

Next Meeting

Chair Thompson announced that the next meeting of the Board of Trustees is the annual planning retreat. It will be held July 19-21, 2017 at Cave B Winery in Quincy, WA. The meeting adjourned at 10:45 a.m.



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



Keith Thompson, Chair
Board of Trustees
Central Washington University