December 1-2, 2011 - Board of Trustees Meeting Minutes, Regular and Special Meetings

Board of Trustees, Central Washington University

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December 1, 2011

Present:
Mr. Sid Morrison, Chair
Mr. Keith Thompson, Vice Chair
Mr. Dan Dixon
Mr. Ron Erickson
Ms. Annette Sandberg
Ms. Ivana Trottman
Dr. James Gaudino, President
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life
Mr. George Clark, Vice President for Business and Financial Affairs
Ms. Sherer Holter, Chief of Staff
Ms. Sandra Colson, Executive Assistant

The special meeting was called to order by Chair Morrison at 4:15 p.m.

Dr. Gaudino discussed the supplemental legislative session and noted that there does not appear to be political will to cut higher education deeper than the cuts proposed by the Governor. The Governor’s budget plan includes a .5 percent sales tax increase to backfill cuts to K-12 and higher education and it may be hard to garner support to put such an initiative on the ballot. The Governor requested that the six institutions voice their support for such an initiative.

The Board discussed budgetary issues related to the supplemental session, including tuition, a $1.6M technical correction that has been identified by the Office of Financial Management (OFM) and would reset the point from which any subsequent cuts will be calculated, and the prospects for a capital budget appropriation. Dr. Gaudino discussed pursuing bill sponsorship to change Revised Code of Washington (RCW) 28B.10.016 to eliminate the designation of “regional” universities, so that CWU may be considered for allocations related to entrepreneurial and economic development activities. At this time, only the University of Washington and Washington State University are eligible for this type of funding.

Meeting adjourned 5:20 p.m. for a social dinner in the Breeze-Thru Café before adjourning to the Sarah Spurgeon Art Gallery for the Student Art Consortium (SAC) Exhibit and Auction.
Present
Mr. Sid Morrison, Chair
Mr. Keith Thompson, Vice Chair
Mr. Dan Dixon
Mr. Ron Erickson
Ms. Annette Sandberg
Ms. Ivana Trottman

Others Present
Dr. James Gaudino, President
Dr. Marilyn Levine, Provost/Vice President for Academic and Student Life
Mr. George Clark, Vice President for Business and Financial Affairs
Ms. Sherer Holter, Chief of Staff
Mr. Alan Smith, Assistant Attorney General
Ms. Sandra Colson, Executive Assistant

Business Meeting Called to Order at 9:10 a.m.

Changes to the Agenda
Chair Morrison announced that an information item titled Academic Planning Task Force had been added to the agenda.

Approval of Minutes
Motion 11-52: A motion that the Board of Trustees of Central Washington University hereby approves the minutes of the special and regular meetings, of October 6 and 7, 2011 was presented by Ms. Sandberg and seconded by Mr. Thompson. Motion carried.

Chair Report
Chair Morrison reported that a series of breakfast meetings were held with various community constituency groups during the month of October, and that a list of shared themes and recommendations were developed. He stated that it is time to aggressively pursue activities that will bring about positive change for both the community and the university.

President’s Report
Dr. Gaudino announced that the 2010-11 Women’s Volleyball Team received the American Volleyball Coaches Association Team Academic Award. On behalf of the team, Coach Mario Andaya, said that this award is given out to teams with a strong academic presence as well as a strong court presence. There were seven academic all-conference players on team last year and this year’s team has five academic all-conference players. He also noted that the volleyball team finished well, beating Western Washington University’s Vikings and knocking them out of the playoffs. Dr. Gaudino stated that all of our athletic teams have a higher grade point average rate and higher graduation rates than that the general student body.

Dr. Gaudino introduced the recipient of the Great Northwest Athletic Conference (GNAC) Co-Coach of the Year, Women’s Soccer coach Michael Farrand. He noted that Mike did a fantastic job this year and the team had significantly improved. Coach Farrand credited his team, stating that they are a
remarkable group of women who play in the toughest league in the conference. He stated that the women’s volleyball team has also won team academic awards in eleven out of the last twelve years.

Professor Glen Bach, department of Art, explained that the students in his class participate in the holiday card project as a service learning class. He introduced student artist who designed the 2011 holiday card, Andrew Juarez from Moses Lake. Mr. Juarez shared his love of design and explained that his card is a digital manipulation of the frieze that is in Hebeler Hall which he believes represents the diversity and culture of the university. Dr. Gaudino presented Mr. Juarez a framed copy of his design.

President Gaudino explained that his next celebration is really a compliment to the entire university. The Northwest Commission for Colleges and Universities (NWCCU) used to ask universities to evaluate themselves once every ten years. We now follow a more progressive process that requires yearly analysis of one of the standards. This fall the university received a favorable review of our Year One Self-Evaluation report. NWCCU commended CWU for linking our strategic plan with our day-to-day work. The President noted that this commendation can be attributed to everyone who participated in the strategic planning process. CWU was also commended for implementing the recommendations cited in NWCCU’s October 2009 accreditation report by connecting our processes for budget and performance monitoring and for enhancing our institutional research function. He noted that the Board can see the results of some of this work in the types of reports that are now available to them.

The President stated that there can be no question that the rapid resolution of key recommendations and the positive review of our new strategic plan and its integration with our budgeting and evaluation systems is the result of much hard work by many people working longer with fewer resources. The one finding that was not removed completely but for which we received a compliment on our work so far was the assessment of our academic programs. We are now up to 93% academic program participation but anything less than 100% will remain a finding. He has asked Provost Levine to ensure that we achieve 100%. NWCCU stated that this is incredible progress and that they can now see evidence that the assessment reports are not something that just sits on a shelf but that there are programmatic changes being made.

In concluding his report, President Gaudino stated that it is a tradition to recognize individuals nominated for distinguished service and emeritus faculty during his report. However, since none of the individuals so nominated were present, he read their names and noted that the Board will vote on their nominations during the consent agenda.

**Action - Resolution 11-12 Honoring Moses Squeochs**
Chair Morrison announced the passing of community member and former trustee Moses Squeochs in October due to a tragic accident. In recognition of Mr. Squeochs, an honoring robe with eleven feathers displayed in a circular pattern was draped over the chair at the end of the table. Chair Morrison explained that throughout Native American cultures feathers represent strength, wisdom and a connection with the creator and that the gift of a feather is a gift of honor and a tribute to the courage of the recipient. In honor of Moses Squeochs, Chair Morrison read Resolution 11-12:

**WHEREAS**, Moses Squeochs was appointed to the Board of Trustees of Central Washington University by Governor Chris Gregoire on November 5, 2009, where he faithfully and effectively served until April 13, 2010; and
WHEREAS, Moses Squeochs’ lifelong connection with Central began as a student, was furthered when he received an honorary Master of Science in Resource Management, and continued with his selfless service as a member of the Board of Trustees; and

WHEREAS, Moses Squeochs focused on, and was committed to, the needs and welfare of all students, regularly addressing their opinions, questions, and concerns; and

WHEREAS, Moses Squeochs supported CWU students in becoming responsible citizens and stewards of the earth, broadening their vision to include concern for the region, while also inspiring lifelong learning; and

WHEREAS, Moses Squeochs served as chairman for the Yakama Nation General Council, where he was renowned for his dedication to the Yakama Nation in the same way he was known for his commitment to Central Washington University; and

WHEREAS, Moses Squeochs shared how proud he was of his nation, family, and children, and valued hard work, and considered working up a sweat very positive medicine;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Central Washington University in this formal meeting herein assembled, extends its grateful appreciation to Moses Squeochs for his legacy of distinguished, dynamic leadership, and that the Board of Trustees was honored by his service to this great university; and

BE IT FURTHER RESOLVED that this resolution be presented to Mrs. Squeochs and a copy of it be placed in the official files of the Board of Trustees as part of the permanent record of the university and the state of Washington, as a lasting tribute to the accomplishments and contributions of Moses Squeochs to Central Washington University.

Adopted in a regular meeting assembled this second day of December 2011.

Motion 11-53: A motion that the Board of Trustees of Central Washington University adopts [Resolution 11-12] honoring Moses Squeochs presented by Mr. Dixon and seconded by Ms. Sandberg. Motion carried.

A copy of the resolution, Moses Squeoch trustee photo and the honoring robe will be presented to Mrs. Squeochs and her family at a later date.

Action - Resolution 11-13 Honoring the Strategic Planning Task Force
Chair Morrison stated they also have a resolution to honor the strategic planning task force that would be read by Trustee Sandberg.

WHEREAS, the Central Washington University Strategic Plan was developed over three phases, starting with the Board of Trustees in July 2010 and progressing through the work of the Strategic Planning Task Force; and

WHEREAS, the Strategic Planning Task Force developed a plan that synthesized over 1000 responses and data points from all of the university’s constituencies (faculty, students, staff and community members; and

WHEREAS, the plan’s mission, vision and core themes of teaching and learning, inclusiveness and diversity, scholarship and creative expression, public service and community engagement, and resource development and stewardship represent the shared vision of the campus community; and

WHEREAS, the plan identifies objectives, outcomes and indicators of achievement for each of the core themes and establishes an assessment system to measure its achievements in these areas,

WHEREAS, the Board of Trustees endorsed the strategic plan on July 22, 2011; and

...
WHEREAS, the Northwest Commission on Colleges (NWCCU), in its year one peer-evaluation report, commended Central Washington University for developing a highly integrated, well focused, and tightly linked set of core themes, objectives, outcomes and indicators to guide and measure its efforts to accomplish its mission; and

WHEREAS, the university is now ready to operationalize the objectives, outcomes and indicators at every level of the university;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Central Washington University extends its grateful appreciation to the Strategic Planning Task Force: Mary Aho, Phil Backlund, Ted Barkley, Kathy Gaer-Carlton, Ed Castaneda, Kandee Cleary, Steve Cook, Dan Curtis, Michelle Cyrus, Jennifer Dolge, David Gee, Bob Hickey, Jenna Hyatt, Connie Lambert, Rob Lowery, Paul Nurick, Mark Pritchard, Lynn Richmond, Doug Ryder, Bruce Tabb, Jamie Thomas, Steve Waldeck, Teri Walker, and Amy Zukowski, on behalf of the entire campus community, for their hard work and dedication in articulating the strategic direction for the university as it moves forward to meet its challenges;

AND BE IT FURTHER RESOLVED, that the Board of Trustees also extends appreciation to chairs Amy Hoover and Tracy Pellett for facilitating this important process and presents to them, on behalf of the task force, a copy of this resolution

Adopted in a regular meeting assembled this second day of December 2011.

Chair Morrison asked member of the task force in the audience to stand and be recognized. Dr. Tracy Pellett, co-chair noted that the task force did a herculean feat pulling in information from both the top down and from the bottom up. He stated that the work will continue as the plan is operationalized at the department and unit level. Dr. Amy Hoover, who co-chaired the task force with Dr. Pellett, also thanked the members of the task force for their efforts in pulling together the plan. Trustee Sandberg presented copies of the resolution to Drs. Hoover and Pellett.

Motion 11-54: A motion that the Board of Trustees of Central Washington University adopts [Resolution 11-13] honoring the Strategic Planning Task Force was presented by Ms. Sandberg and seconded by Mr. Dixon. Motion carried.

BOARD COMMITTEES

Academic and Student Life – Annette Sandberg and Ivana Trottman
In reviewing the documents for academic and student life, co-chair Sandberg commended the work of the academic planning task force, noting that this group has taken the planning process farther than anyone has done before. Trustee Trottman stated that student success initiatives is similar to programs being done at universities all around the country and that we are going in a good direction.

Information- Academic Planning Task Force
Dean Kirk Johnson, chair of the academic planning task force, explained that the goal of the task force is to make program review a regular and continuous part of academic affairs. He identified the process the task force used to analyze 196 degree programs and recommend those which should continue or be revised or eliminated. The task force’s analysis included whether programs made efficient and effective use of instructional space or could increase capacity without adding expenses. They also focused on identifying resource interdependencies and links to hidden costs, optimizing the mix of learning environments and student experiences, identifying roadblocks to student access and success and identifying mechanisms to streamline work. Their recommendations will be shared with departments and programs which will all have an opportunity to respond. A number of public forums on the data are
scheduled throughout winter and spring quarters. A final recommendation on program reductions and eliminations will be presented to the Board at the May 2012 meeting. Provost Levine reiterated that the top priority is the student program completion. The university will work with the unions regarding any impacts to their membership.

**Information - Internationalization**
Provost Levine reported on her trip to Macao, Korea and China, and stated that internationalization provides an opportunity to enhance and enrich the university through international student recruitment, study abroad, and faculty exchanges. She also said that internationalization supports the president’s “flight plan” for revenue enhancement as well as investment in program expansion.

**Information – Enrollment Management Update**
Provost Levine reported that recruitment remains on track to generate the new freshman and transfer enrollment needed to meet our 9800 FTE annual average forecast. Enrollment Management has taken steps to increase early notice of admissions and freshman enrollment continues to be a primary recruitment focus.

**Information - Student Success Update**
Provost Levine reported that the student success implementation plan has now been vetted before approximately fifteen audiences and, based on input from the campus community, minor modifications have been made to the original proposal. She noted that implementation of the plan will begin the first of December and continue through the academic year.

**Business, Finance and Audit – Keith Thompson**
Trustee stated that as a representative of the Board, he has been working with Vice President Clark and his staff on ways to display and report data to enhance the board’s understanding.

**Information - FY 2012 Operating Budget Report**
Vice President Clark presented an overview of enrollment and year-to-date actual versus budgeted expenditures. The university is meeting its targeted goals for the six year flight path. Vice President Clark summarized the proposed legislative action for a supplemental budget cut. CWU’s reduction is expected to be $5,350K, which represents a slight increase from previous estimates. However, the action approved by the Board at the October meeting to use carry-forward and board contingent/emergent reserves will cover this reduction.

**Action – Credit Card Service Charge Clarification**
Vice President Clark reported that subsequent to the Board-approved a 3% fee for manually entered credit card transactions (Motion 11-30, June 10, 2011), the university learned that Visa Corporation does not allow a percentage-based fee. Since 90% of the university’s credit card transactions are processed through Visa, he requested Board approval to implement a flat fee of $80 instead. He based this amount on the average tuition a student at CWU per quarter pays times three percent and reiterated that the $80 flat fee is for manually entered credit card transactions only; the self-service, web-based payment fee will remain at $3 per transaction. He also noted that staff has the ability to make exceptions to this fee based on special circumstances. In response to Board questions, Vice President Clark stated that information regarding credit card transaction fees is communicated to students and their parents in a number of ways including during orientation and in newsletters.
Motion 11-55: A motion that the Board of Trustees of Central Washington University hereby approves the credit card flat rate fee of $80 for manually entered transactions was presented by Mr. Thompson and seconded by Mr. Dixon. Motion approved.

Action – S&A Supplemental Allocation Approval
Vice President Clark presented the recommendations of the Student Services and Activities (S&A) Fee committee to approve supplement allocations to support student travel to a number of national conferences (per cover sheet provided in the Board’s materials). The recommendations were also reviewed and approved by the Budget and Finance Committee prior to being presented to the Board. Trustee Thompson noted that the S&A committee’s supplemental budget for these types of expenditures is approximately $200K per year.

Motion 11-56: A motion that the Board of Trustees of Central Washington University hereby approves the Services and Activities fee supplemental allocation in the amount of $41,348 was presented by Mr. Thompson and seconded by Ms. Trottman. Motion approved.

Action – Course Specific Student Fee Deletion
Based on review and approval by the Budget and Finance Committee, Vice President Clark recommended deletion of the course specific student fees listed in the Board’s materials. Trustee Thompson noted that this was primarily an administrative clean-up associated with courses that are no longer offered.

Motion 11-57: A motion that the Board of Trustees of Central Washington University hereby approves the course specific student fee deletions was presented by Mr. Thompson and seconded by Ms. Sandberg. Motion approved.

Action – Approval of Summer Session 2012 Budget
Based on review and approval by the Budget and Finance Committee, Vice President Clark recommended that summer session 2012 budget included in the Board’s materials be approved. Summer Session 2012 revenue is estimated at $8.3M, based on a tuition rate increase equal to rates approved by the Board for the academic year. The budget also takes into account the administrative fee on salaries and benefits.

Motion 11-58: A motion that the Board of Trustees of Central Washington University hereby approves the Summer Session 2012 budget proposal was presented by Mr. Thompson and seconded by Mr. Dixon. Motion approved.

Action – Approval to Pursue Bond Refinance Option
Vice President Clark reported that the university has an opportunity to refinance the Series 2002 housing system revenue bonds. The refinance would create an average annual savings for auxiliary services of $60k per year or approximately $1.2M over the 20 years remaining bond period. If approved, Vice President Clark and his staff will work with the university’s bond consultant, SDM Advisors, during the next month to develop a bond resolution.

Motion 11-59: A motion that the Board of Trustees of Central Washington University hereby grants permission for CWU to work with SDM Advisors to pursue development of a bond resolution to be presented at the February 3, 2012 Board of Trustee meeting was presented by Mr. Thompson and seconded by Mr. Erickson. Motion approved.
Public Affairs and Government Relations – Dan Dixon and Ron Erickson

Information - Legislative Update
Linda Schactler, Director of Public Affairs, reported that the Governor released a menu of budget reduction options to deal with the state budget shortfall for the current biennium. Ms. Schactler noted that it was hoped that a budget agreement would be in place prior to the start of the special session but that it appears that this will not happen. Legislators are now starting to talk about their priorities for the regular session that begins in January. A copy of legislative updates was included in the Board’s materials.

Information – Marketing Briefing
Ms. Schactler reported that marketing initiatives in October and November focused on student recruitment, an overhaul of the university website and outreach to key stakeholders. She discussed the Governor’s aerospace industry initiate and how CWU graduates support this vital industry. Marketing is also working with the City of Ellensburg to improve how this area is represented visually. A copy the marketing brief was included in the Board’s materials.

General – Sherer Holter

Information – Educational Benefits for CWU Staff Dependents and Retired Staff
Ms. Holter explained that the university wants to provide ways to encourage and support its employees and their dependents and retirees to continue their education at CWU and is in the process of formalizing a policy and procedure to present to the Board at a meeting next year.

Action – CWUP 1-60, Constitution of the Board of Trustees
Ms. Holter explained that the proposed change to the Board’s constitution adds language authorizing the secretary to the Board to initiate, respond and send correspondence on behalf of the Board.

Motion 11-60: A motion that the Board of Trustees of Central Washington University hereby adopts [Resolution 11-14] updating CWU Policy 1-60, Constitution of the Board of Trustees was presented by Mr. Dixon and seconded by Ms. Sandberg. Motion approved.

Action - CWUP 1-70, Bylaws of the Board of Trustees
Ms. Holter explained that the proposed changes to the Board’s bylaws update the protocol for meetings and when meeting minutes are available to the public. The changes also add language which identifies the secretary to the Board as the official recipient of communication to the Board and authorizes the secretary to the Board to initiate, respond and send correspondence on behalf of the Board.

Motion 11-61: A motion that the Board of Trustees of Central Washington University hereby adopts [Resolution 11-15] updating CWU Policy 1-70, Bylaws of the Board of Trustees was presented by Mr. Dixon and seconded by Mr. Thompson. Motion approved.
REPORTS

Faculty Senate
Faculty Chair Ian Loverro reported that since the Board’s October meeting the Senate has approved membership on five standing committees. The Senate is also working with faculty and the Provost’s office to revise the academic calendar. A copy of the faculty senate report was included in the Board’s documents.

Exempt Employee Association
The Exempt Employee Association did not submit a report.

Employee Council
A written report was included in the agenda materials.

Associated Student of Central Washington University (ASCWU)
BOD President Steve Ross was present and requested permission to add to his written report by reading into the record the content of a petition circulated by the BOD. The petition says, “We, the undersigned, express deep concern over the Central Washington University Presidential Contract between the Central Washington University Board of Trustees and Central Washington University James Gaudino, for the establishment of a Retention Incentive as described in Article VI. Compensation, Item B, Retention Incentive. Therefore we, the undersigned, urge that the retention incentive be removed from the contract.” Mr. Ross stated that the signatures on the petition were being audited and a final copy would be delivered to Chair Morrison at a future date. He then requested that his remaining time be ceded to Michael Mertz, Vice President for Legislative Affairs. The board agreed to the request. Mr. Mertz ceded his time to four students who explained their positions on the President’s contract.

Communication Report
The Board acknowledged receipt of the following communications: 1) Thank you note from Veronica Houser, CWU Junior, dated October 4, 2011. Ms. Houser was the recipient of the CWU Trustees Honors Scholarship this year; 2) Email from Noella Wyatt, dated October 5, 2011, subject line, “August 19, 2011 Letter”; 3) Email from cwu500k@yahoo.com, dated October 14, 2011, subject line, “Golden Handcuffs”; 4) Letter from Claudia Sikes, dated October 16, 2011, regarding University Way houses; 5) Letter from the Theresa Petrey, PLLC, dated October 21, 2011, regarding James Gaudino bonus and general concerns regarding the direction of Central Washington University; 6) Letter from David A. Douglas, dated October 24, 2011, regarding President’s contract; 7) Letter from Steven Ross, ASCWU President, dated October 27, 2011, regarding concern and proposed resolution; 8) Letter from Marty Brown, Director of OFM on behalf of Governor Chris Gregoire, dated November 7, 2011, in response to Steven Ross’ letter dated October 27, 2011; 9) Letter from Ian Loverro, Chair of Faculty Senate, dated November 7, 2011, regarding President’s retention incentive and 10) Letter from Paul Stayback, Chair, S&A Committee, dated November 17, 2011 regarding administrative fee.

Chair Morrison asked if any member of the board wished to discuss any of the communications received. In response to the letter from Mr. Stayback, Chair Morrison reminded the Board that the administrative fee was voted on and approved last year. Trustee Thompson added that this type of fee should have always been in place. Trustee Sandberg repeated her offer to meet with the services and activities committee and the ASCWU BOD on their concerns but that the Board is responsible for making sure that the university has an appropriate budget and that was the basis for their decision last June.
Consent Agenda

**Motion 11-62:** A motion that the Board of Trustees of Central Washington University approves consent action items and receives report items submitted December 2, 2011 was presented by Mr. Erickson and seconded by Mr. Dixon. Motion approved.

For the good of the order, Trustee Dixon thanked the students for coming in and speaking passionately and with respect. He stressed on behalf of his colleagues, that they believe in education and that is why they give their time to Board activities. They also are very aware of their fiduciary responsibilities to the state, and with regard to President Gaudino’s contract, made this move because they thought that it was in the university’s best interest and that it will not degrade the programs.

Meeting adjourned at 12:02 p.m.

Next Meeting
The next special and regular meetings of the Board of Trustees are scheduled for February 2 and 3, 2012.

Sherer M. Holter, Secretary to the Board of Trustees
Central Washington University

Sid Morrison, Chair
Board of Trustees
Central Washington University