



**December 9, 2025, APAC Meeting Minutes**

The Administrative Professional Advisory Council (APAC) on Tuesday December 9, 2025, in Center for Undergraduate Education (CUE) Conference room 518 and via Zoom. Council members present: Executive Team: A. Robbins, K. Balmforth; Council members: B. Andriesen, M. Carolus, A. Dedman, S. Gilchrist, M. Gotch, G. Iacoboni, C. Johnson, K. Lembke, C. Mancebo, S. McGrath, T. Niccoli, E. Pesis, A. Senter, L. Szymanski, L. Welch, and J. Glass.

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**1. 9:00 am – Speaker presentation – President Betsy Cantwell**

President Cantwell addressed the Administrative Professional Advisory Council (APAC) with a candid overview of the extensive change occurring across WSU. She emphasized that although the institution is experiencing disruption at every level, it is *not* in a state of chaos. Instead, the university is actively repositioning itself to remain agile and resilient in the face of political, financial, cultural, and technological shifts. She encouraged employees to prioritize personal well-being as the university progresses through this demanding period.

WSU's future direction is anchored in six strategic pillars, replacing traditional decade-long planning cycles with a more dynamic, annually adaptive model. Among the highlighted pillars were *academic excellence and modernization*, *system-wide integration*, and *innovation-driven research*. Key initiatives include exploring virtual-reality-based coursework (in partnership with Dreamscape), strengthening system coherence across campuses, and transitioning research structures toward team-based, cross-institutional collaborations needed to remain competitive amid declining federal research funding.

An institution-wide redesign process is underway, informed by surveys, listening sessions, and broad data collection across all campuses and stakeholder groups. The university plans to leverage AI tools to synthesize these diverse data streams, enabling a clearer understanding of regional needs and shared priorities. This process is expected to produce system redesign options that will be refined and workshopped statewide over the next one to two years.

President Cantwell also underscored the importance of Native Nations engagement, rooted in WSU's land-grant responsibilities, tribal sovereignty, and the university's commitment to serving Native students and communities.

Organizational updates included the appointment of Keri Davidson as Chief Administrative Officer and Vice President for Institutional Affairs, tasked with helping the institution move from ideas to system-level implementation. Additional staffing adjustments were made in Tribal Relations to support renewed focus and capacity.

President Cantwell framed WSU athletics as operating within a "startup conference" environment following the collapse of the Pac-12. She emphasized the need to let go of the past and embrace forward-looking strategies for coaching, fundraising, and conference identity.



President Cantwell acknowledged longstanding challenges—including limited advancement opportunities and retention concerns—and outlined the need for WSU to become a true learning system with shared capabilities across campuses. Cultural transformation in higher education is typically slow, but she aims for meaningful progress within five years.

**2. 9:30am – Call to order**

- A. *This meeting is being recorded and can be accessed through the APAC agenda online.*
- B. *If you wish to share, we ask that you raise your hand using the reactions tool.*
- C. *Closed captioning is available.*

**3. Approval of APAC November 18, 2025, meeting minutes ([PDF](#))**

A. Senter moved to approve minutes as presented, K. Balmforth seconded. Minutes approved as presented.

**4. APAC Report – APAC Chair Amy Robbins**

APAC has completed its review of nominations for open council seats and is coordinating with HR to finalize selections, new council members will receive communication soon.

Administrative Professional Appreciation Week is scheduled for the week of April 22, with awards and campus-specific celebrations planned to recognize administrative professionals across WSU.

The executive team has received and is reviewing resolutions related to parking and the tuition waiver program, with further guidance to be communicated to both the council and the broader administrative professional community. Additionally, the Elections and Bylaws Committee continues its work on bylaw updates, pending discussion time in future meetings.

**5. Committee Updates**

**A. Budget Report**

Budget meeting scheduled for later in the week. No additional budget requests received. Will be expecting budget proposal for AP Awards soon.

**B. Access & Opportunity Report**

Resolutions provided to APAC executive team, awaiting next steps

**C. Election & Bylaw Report**

Committee presented updates to APAC bylaws article II – Mission which will be discussed and voted on. Currently working on article VII – Vacancies which is relevant as we review nominations for open council seats. Aiming to review all sections of the APAC Bylaws to provide a clean updated version by the end of this fiscal year.



**D. Professional Development & Events Committee Report**

The APAC Photo Contest serving as a system-wide celebration of APs, showcasing photos from across WSU locations. Voting will ask participants select their top four photos, voting link available via the APAC website. Voting is open until December 12 at 5 PM.

**E. Marketing & Communications Report**

The APAC marketing team has focused recent efforts on delivering newsletters and announcement blasts, ensuring timely communication despite a compressed timeline. The team successfully launched the annual photo contest voting process and made it accessible to members.

A major initiative is the consolidation and recovery of APAC social media accounts. Past account access issues, stemming from turnover, prompted collaboration with social media and trademark offices to restore lost accounts and transition all platforms to a centralized, shared email to prevent future disruptions.

Additionally, the team is working with HRS to secure a dedicated HR consultant, a process that has expanded into broader discussions about long-term administrative alignment.

**6. APAC Business:**

**a. Discussion Items:**

- Proposed updates to Article II Mission
  1. [APAC Bylaws Article II Updates 2025 Redline version](#)  
No additional discussion
  2. [APAC Bylaws Article II Updates 2025 Clean copy](#)  
No additional discussion

**b. Action Items: None**

**7. Constituent Concerns: None**

**8. Meeting Adjourned: 9:55 am**